



Attorney General
& Justice

2010/11
Annual Report
A just and safe society

Department of Attorney General and Justice contact details

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Hours of operation

9am–5pm
Monday to Friday
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Monday to Friday

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Letter of submission to Minister



The Hon. Greg Smith SC MP
Attorney General and Minister
for Justice



**Attorney General
& Justice**

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The Hon. Greg Smith SC MP
Attorney General and Minister for Justice
Level 31 Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

31 October 2011

Dear Attorney General and Minister

I have pleasure in presenting to you the annual report of the Department of Attorney General and Justice of New South Wales for the 2010/11 financial year.

This report has been prepared in accordance with the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983* (NSW) for presentation to Parliament.

It has been a year of significant achievement, particularly in the areas of court performance; the expansion of crime prevention programs; improving client service and implementing innovative programs to provide greater access to justice for the people of NSW. In addition we welcomed Juvenile Justice NSW to the Department.

The achievements outlined in this report reflect the dedication and commitment of the Department's staff, the NSW Judiciary, our non-government organisations and community partners.

I commend the report to you.

Yours faithfully

A handwritten signature in black ink that reads "Laurie Glanfield". The signature is written in a cursive, flowing style.

Laurie Glanfield
Director General
Department of Attorney General and Justice

Who We Are

The Department of Attorney General and Justice

The Department of Attorney General and Justice (DAGJ) was created in April 2011 as part of the new administrative arrangements for the public sector to support the NSW Government.

The Department of Attorney General and Justice delivers legal, court and supervision services to the people of New South Wales by:

- managing courts and justice services
- implementing programs to reduce crime and re-offending
- managing custodial and community-based correctional services
- protecting rights and community standards
- advising on law reform and legal matters.

The Department has three divisions:

The **Attorney General's Division (AGD)** delivers services to ensure an accessible and effective justice system, prevent crime and reduce re-offending. AGD provides the following key services:

- provides legal, professional and regulatory services, and advises the Government on law, justice and legal reforms
- implements effective programs to reduce re-offending risks, prevent crime and divert, support and rehabilitate offenders
- administers courts, tribunals and community justice centres
- provides key support services to courts and tribunals, including transcription, security and library information
- provides support services for victims of crime including counselling, compensation and court support.

The Guardianship Tribunal also forms part of the Attorney General's Division and was transferred from the Department of Ageing, Disability and Home Care. The Guardianship Tribunal is an independent specialist disability tribunal.

Corrective Services NSW (CSNSW) delivers professional correctional services to reduce re-offending and enhance community safety. CSNSW provides the following key services:

- assessment, whole-of-sentence planning and case management
- interventions and programs addressing risk factors of re-offending
- compulsory drug treatment and other addiction programs

- education, training and employment
- offence-specific programs relating to violence and sexual offending
- supervision and monitoring of offenders
- diversionary sentencing options
- accommodation support
- referrals to community and other government support services
- secure, safe and humane management of inmates
- court escort security and inmate transport
- mental health and other health services
- external leave programs
- transition arrangements
- advice to courts and releasing authorities.

Juvenile Justice NSW (JJNSW) delivers supervision services for young offenders in the community and in detention centres and aims to reduce juvenile re-offending. Juvenile Justice provides the following key services:

- supervision of young people sentenced to community-based or custodial orders
- supervision of young people on conditional bail
- supervision of young people remanded in custody pending court matters
- preparation of reports for consideration of the courts in determining sentences
- administration of the Youth Justice Conferencing Program
- supervision of the Youth Conduct Order Program.

Justice Cluster

The Department is also the principal agency for the Justice Cluster, and plays a role in facilitating co-operative working arrangements with all agencies within the cluster including:

- Office of the Director of Public Prosecutions (ODPP)
- Legal Aid NSW
- Information and Privacy Commission (IPC)
- Judicial Commission
- Ministry for Police and Emergency Services
- New South Wales Crime Commission
- New South Wales State Emergency Service (SES)
- Rural Fire Service
- Fire and Rescue NSW
- NSW Police Force.

Our Vision

The Department contributes to a just and safe society for:

The Community

- Satisfaction with justice and legal services
- Protection of rights
- Containment of adult and young offenders and correctional centre security
- Effective supervision and monitoring of adult and young offenders in the community
- Public safety (crime prevention) and management of adult and young offenders
- Supporting vulnerable participants in the justice system
- Efficient use of resources

Clients

- Equitable access to justice and legal services
- Access to alternative dispute resolution
- Timely and cost-effective services
- Access to effective intervention and treatment programs

Offenders

- Innovative and effective program and service solutions for adult and young offenders
- Development of relevant and appropriate diversionary strategies

Staff

- Dignity, respect and equity
- Opportunities to develop skills and knowledge
- Recognition of achievements
- A safe workplace

Director General's Foreword

I am pleased to present the annual report for the Department of Attorney General and Justice (DAGJ) for 2010/11. It showcases our strong commitment to delivering an effective and efficient justice system in NSW with a focus on achieving a just and safe society.

On 1 April 2011 Juvenile Justice NSW (JJNSW) joined the Attorney General's Division and Corrective Services NSW (CSNSW) as the third division of the Department. The development of this new department has provided a platform to deliver better justice services across the board. This is the first combined annual report for the three divisions and represents the wide variety of work delivered across all business centres.

This report also presents a good opportunity to thank our staff who continue to be dedicated to public service and the justice system. Integrity, innovation, hard work and professionalism are all qualities that we value in our people and the Department continues to be committed to people development, dignity and respect and the well-being of its employees.

Strategic planning for the Department

We are a large department, with staff located throughout the state from city offices to corrective and juvenile justice facilities to regional courthouses. The Department now shares a single strategic plan that sets out the vision, goals, strategic direction and business initiatives for 2010/12. This strategic thinking for the whole Department offers a consistent and collective direction on which to manage the NSW justice system.

Working together we continue to combine our strengths and expertise as acknowledged when the 2009/10 Annual Report, the Department's first joint annual report with Attorney General's Division and Corrective Services NSW received a Bronze Award at the Australasian Annual Reporting Awards. The report received the accolades for meeting international best practice standards and providing high quality reporting in several major areas. The annual report remains the flagship document for the Department to create awareness of its programs, services, highlights and achievements.



Laurie Glanfield, Director General

“...our strong commitment to delivering an effective and efficient justice system in NSW with a focus on achieving a just and safe society.”

Director General's Foreword (continued)

Attorney General's Division

Outstanding court performance

NSW courts continue to rank first promoting public confidence and trust in the court system achieving clearance rates of 93 per cent or higher across all matters, the highlight being the Supreme Court which achieved a clearance rate of 120 per cent and the District Court 101 per cent. Also to be commended in 2009/10 NSW Local Courts and the NSW District Court continued to rank first in Australia for timeliness and nearly 90 per cent of the criminal matters in NSW are finalised in the Local Courts within six months.

The Division celebrated a number of significant milestones in courts and tribunals with Community Justice Centres and the Land and Environment Court celebrating 30 successful years, the Children's Court reaching a historic 105 years and the opening of the Australian International Disputes Centre in Sydney. Dispute Resolution Conferences, instead of litigation, commenced in the Children's Court on 7 February 2011 and an external mediation pilot commenced on 9 September 2010.

We have implemented world-class technology and online services to make our courts more efficient and safer so that they are sensitive to the needs of vulnerable clients. We lead the way in the use of video conferencing in the justice environment by surpassing targets with over 60,000 sessions conducted in 2010/11. During the year we invested \$1.261 million to continue the update of remote witness facilities part of a three-year program and introduced Multi-Court Monitoring to the Parramatta Justice Precinct and Digital Audio Technology in district and local courts across NSW.

The Land and Environment Court was the first court in the world to implement the International Framework for Court Excellence to improve public trust and confidence in the court's processes and the provision of accessible and effective justice in environmental and planning matters. Developed by an International Consortium of justice groups and organisations, the International Framework for Court Excellence is based on the premise that while there are many different court systems throughout the world, they share common ideals such as the need for impartiality, fairness, transparency and timeliness.

The Division is committed to maintaining the best performing courts in Australia with the best facilities aimed at reducing re-offending and building safer communities. In line with this it has delivered one of the largest facilities capital works programs in the last 10 years with nearly \$70 million worth of work completed. The largest project is the upgrade of the Law Courts Building at Queens Square, which included the delivery of 12 new courtrooms, which have made the Supreme Court more accessible to the public and increased its capacity to host large and complex cases.

Innovative crime prevention

In line with the Department's strategic direction the Division continued to develop and manage a wide range of successful evidence-based policies and programs to prevent crime and reduce re-offending throughout 2010/11.

Forum Sentencing is now available in 24 local courts and Circle Sentencing was introduced to Moree, Blacktown and Lismore, bringing the total number of state-wide locations to twelve. The Magistrates Early Referral Into Treatment (MERIT) program is now based in 65 local courts across NSW and its success has led to the establishment of program for people with alcohol addiction. Alcohol MERIT exists in nine courts across the state consisting of Bathurst, Broken Hill, Coffs Harbour, Dubbo, Manly, Orange, Wellington, Wollongong and Wilcannia. Expansion of the program will be considered in 2012. The Division also launched the Video Visits Scheme, which allows Aboriginal families to maintain vital links to family members whilst they are in custody.

The crime prevention and community programs unit continued its work in developing partnerships with key government and non-government stakeholders to target specific crimes in identified hotspots. In 2010-11 nine local government areas in NSW were awarded total funding of \$708,851. Local crime prevention activities involved working with communities and experts to implement programs to reduce graffiti and car theft as well as strategies to increase public safety such as access to safe transport options late at night or in the early hours of the morning.

A fair and environmentally responsible workplace

The Division remains dedicated to reducing its impact on the environment. In 2010/11 it has reduced its energy consumption by five per cent per square metre of occupied space, reduced gas consumption by 20 per cent and increased the use of ethanol-blended fuel to 50 per cent of its total fuel use to help reduce carbon emissions as per the Division's Environmental Policy.

We continually strive to create a workplace across all divisions where everyone is treated with fairness, dignity and respect and a workplace of choice for people from culturally diverse backgrounds. The Division exceeded the public sector target of 2.6 per cent Aboriginal and Torres Strait Islander staff by achieving an employment rate of 4 per cent. It exceeded the public sector target by 1.1 per cent of people with a disability requiring adjustment by achieving an employment rate of 1.9 per cent. It also exceeded the public sector target of 35 per cent of senior positions held by women by achieving an employment rate of 44.5 per cent.

Law and policy reform to meet community needs

The 2010-11 year was a busy one for the Law Reform Commission. It conducted more than 73 separate consultations with stakeholders, up from 53 in the previous year, and 21 in 2008/9. Improving and extending community and stakeholder engagement has been a deliberate strategy of the Commission to achieve the Department's strategic direction: *Undertake law reform, and develop evidenced based justice policy and research.*

The Division advanced significant law reform through the development of 19 new laws, including laws relating to the recovery of criminal assets, suppression orders, surrogacy, victims compensation and journalists privilege. It also published reports and papers on a broad range of legal issues including bail, juvenile offending, assaults on and around licensed premises, family violence complicity and cheating at gambling.

In order to provide clients with high quality and timely information about crime and criminal justice issues, and high quality research to inform policy decisions about crime control and criminal justice administration the Division also published 25 major research reports in 2010/11 through the Bureau of Crime Statistics and Research.

The Public Defenders Office also increased their representation in regional courts by three per cent from last year with seven Public Defenders now based in regional locations. The number of Public Defenders located at the Parramatta Justice Precinct was also increased from one to three to meet the additional demands of the Sydney West Trial Courts, resulting in an increase of completed matters of almost 50 per cent.

Providing legal and community services

Providing legal and community services to meet the needs of the people of NSW is an essential part of what the Department does. The Division appointed or re-appointed 37,848 Justices of the Peace in NSW in 2010/11 – almost twice as many as the previous year. We also worked with the NSW Police Force to enable more comprehensive national criminal records checks of their applications.

In response to community concerns the Division managed 5,672 correspondence matters in 2010/11, either directly or by referral to the Attorney General, 85.2 per cent of those matters were finalised within required timeframes of up to 21 calendar days. LawAccess NSW answered 197,653 calls and provided 20,480 legal advice sessions. It also delivered 105 presentations to community groups, workers and agencies and attended more than 60 community events to raise community awareness and launched the LawAssist website which recorded over 121,000 visits in 2010/11.

In this financial year the Division also made Births, Deaths & Marriages Registry services available at 52 Australia Post outlets throughout rural, regional and metropolitan NSW as part of its strategy to deliver high quality client services to the people of NSW.

“The Division celebrated a number of significant milestones in courts and tribunals with Community Justice Centres and the Land and Environment Court celebrating 30 successful years...”

Director General's Foreword (continued)

Corrective Services NSW

Corrective Services NSW continued its strategic re-allocation of programs and resources from custody to the community to create more opportunities to reduce re-offending. Periodic Detention ceased to be a sentencing option in NSW from 1 October 2010 with the introduction of a new community sentencing option, the Intensive Correction Order (ICO). At 30 June 2011, 354 offenders were being supervised under this new scheme.

In 2010/11, CSNSW expanded the Community Offenders Support Program centres (COSPs) accommodation program. Periodic Detention Centres in Bathurst, Wollongong and Newcastle were closed and refurbished so that they can be used as COSPs. CSNSW is consulting with communities to establish new COSPs in other areas, including Dubbo and Wagga Wagga.

Community Offender Services (COS) has again maintained a rate of successful completion of community-based orders (81.2) which is higher than the national average (72.1). Community Offender Services in NSW is a leader in working to established standardised KPIs; all COS offices report monthly against these KPIs which were specifically established to minimise re-offending and to contribute to community safety. In 2010/11, the rate of offenders managed in the community and returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1 and is below the national average of 27.4.

For the first time in 13 years, the NSW average full-time daily inmate population decreased. Over the previous 12 years, the daily average inmate population increased annually by close to 330 inmates or 4.2 per cent per year. In 2010/11, the inmate population decreased by 505, the difference between the highest and lowest daily inmate number.

The stabilising inmate population will enable CSNSW to scale down its active capital works program and review its older facilities. The last planned major capital works are the 600 bed new South Coast Correctional Centre which officially opened in November 2010, and the 250 bed expansion of Cessnock Correctional Centre, which is due for completion in January 2012.

Corrective Service Industries (CSI) delivered another record result, achieving \$65.8 million in sales, \$1.8 million more than in the previous year. In 2010/11, CSI received a contract to construct modular houses for Aboriginal communities. The first of these houses has now been completed and assembled. The project provides selected and assessed Aboriginal inmates a construction traineeship to help increase their chances of employment upon release from custody. In addition, the project will provide sustainable housing for remote Aboriginal communities.

Access to programs for sex offenders was expanded in 2010/11, enabling maximum security offenders at Parklea Correctional Centre to participate. Inmates at Cessnock Correctional Centre will also be able to take part in 2012. New programs were also introduced to address the causes of re-offending in sex offenders with cognitive impairment and those in denial. The Serious Offenders Assessment Unit was opened at Long Bay Correctional Complex in November 2010 to assess high-risk sex offenders who pose the greatest risk to community safety after release from custody.

“Corrective Services NSW continued its strategic re-allocation of programs and resources from custody to the community to create more opportunities to reduce re-offending.”

Juvenile Justice NSW

Although Juvenile Justice NSW (JJNSW) did not join the Department until 1 April 2011 this publication reports on the full 2010/11 financial year. JJNSW administers youth justice conferences and for supervising young people who receive community-based orders or custodial sentences from the courts. In line with the strategic plan JJNSW is committed to reduce rates of crime, particularly violent crime, reduce levels of antisocial behaviour and reduce re-offending.

There were some significant achievements in Juvenile Justice during 2010/11 with the introduction of the Bail Assistance Line and the continuation of the Intensive Supervision Program in the community. During the year a new pre-release unit was opened at the Reiby Juvenile Justice Centre which connects young people nearing the end of their control orders with employment and education opportunities in the community.

The number of young people entering custody continued to rise, with over 5,000 young people coming into custody on remand, a six per cent increase on last year, while the average daily number of young people in custody dropped during the year. The average length of stay on remand was nine days, and the median length was one day. There continues to be a high volume of young people coming through the custodial system, which is a major driver of resource consumption by Juvenile Justice.

Initiatives were introduced to help keep young people out of custody where possible. The Bail Assistance Line, which received over 130 telephone calls for assistance, was established to provide safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.

The Division completed the implementation of the Detainee Behaviour Intervention Framework. The Framework, which has now been implemented across all centres, provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour. It also opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention and the young people attend external community locations, such as TAFE and employment services, and also undertake community work.

2011 Financial Commentary

The Department of Attorney General and Justice prepared its first set of financial statements as at 30 June 2011, comprising the full year's financial results of the Attorney General's Division and Corrective Services NSW Division and the financial results for the three months ended 30 June 2011 of the new Juvenile Justice NSW Division, which was transferred from the Department of Human Services on 1 April 2011.

The surplus for the year of \$70.1 million was achieved against a background of continued revenue decline, combined with the challenges of underlying structural deficits; included in the result were increased Government contributions of \$112.4 million compared with the budget, concentrated mainly in the Corrective Services division.

The main impact upon the Department's assets was a full revaluation of the Department's properties in all three Divisions as at 30 June 2011, which resulted in a net increase in the value of these properties of \$362.5 million.

Over the last financial year the Department has seen a wide range of reforms, including legislative, technological, organisational and cultural to continue to deliver an effective and efficient justice system in NSW with a focus on achieving a just and safe society. The Department will continue to work with the 2010-2012 Strategic Plan while developing a new plan for all divisions in the forth-coming years.

The next year promises to be one of consolidation with many successful programs in review and a continued focus on improving client services and reducing re-offending across all divisions of the Department.

“There were some significant achievements in Juvenile Justice during 2010/11 with the introduction of the Bail Assistance Line and the continuation of the Intensive Supervision Program in the community.”

Our Strategic Commitments

NSW 2021 Plan

The NSW 2021 Plan sets out clear priorities to guide Government, balance competing demands and allocate limited resources. The Department is responsible for delivering key aspects of the NSW 2021 Plan, and is focussed on the goals of reducing re-offending and improving the efficiency of the court system.

The Department of Attorney General and Justice Strategic Plan

The DAGJ Strategic Plan outlines how the Department will deliver its services, corporate goals, strategic directions and business initiatives from the current year until 2012. The plan gives the Department a consistent and collective vision for the future and a plan of how to get there and reflects the breadth of the Department's operations and services. The DAGJ Strategic Plan is currently being updated to incorporate the new NSW 2021 Plan and reflect the Department's new structure and priorities. The existing Strategic Plan 2010–2012 can be accessed on the Department's web site www.lawlink.nsw.gov.au.

Department of Attorney General and Justice Strategic Framework

The Strategic Framework outlines the goals and direction of the Department. Each strategic direction has a range of projects and activities that contribute to delivering key services to the community.

Strategic Goal: Building safe communities

Strategic Directions

1. Deliver effective crime prevention and diversionary programs
2. Reduce re-offending
3. Safe, secure and humane management of offenders in custody
4. Effective supervision of offenders in the community

Strategic Goal: Accessible and effective justice system

Strategic Directions

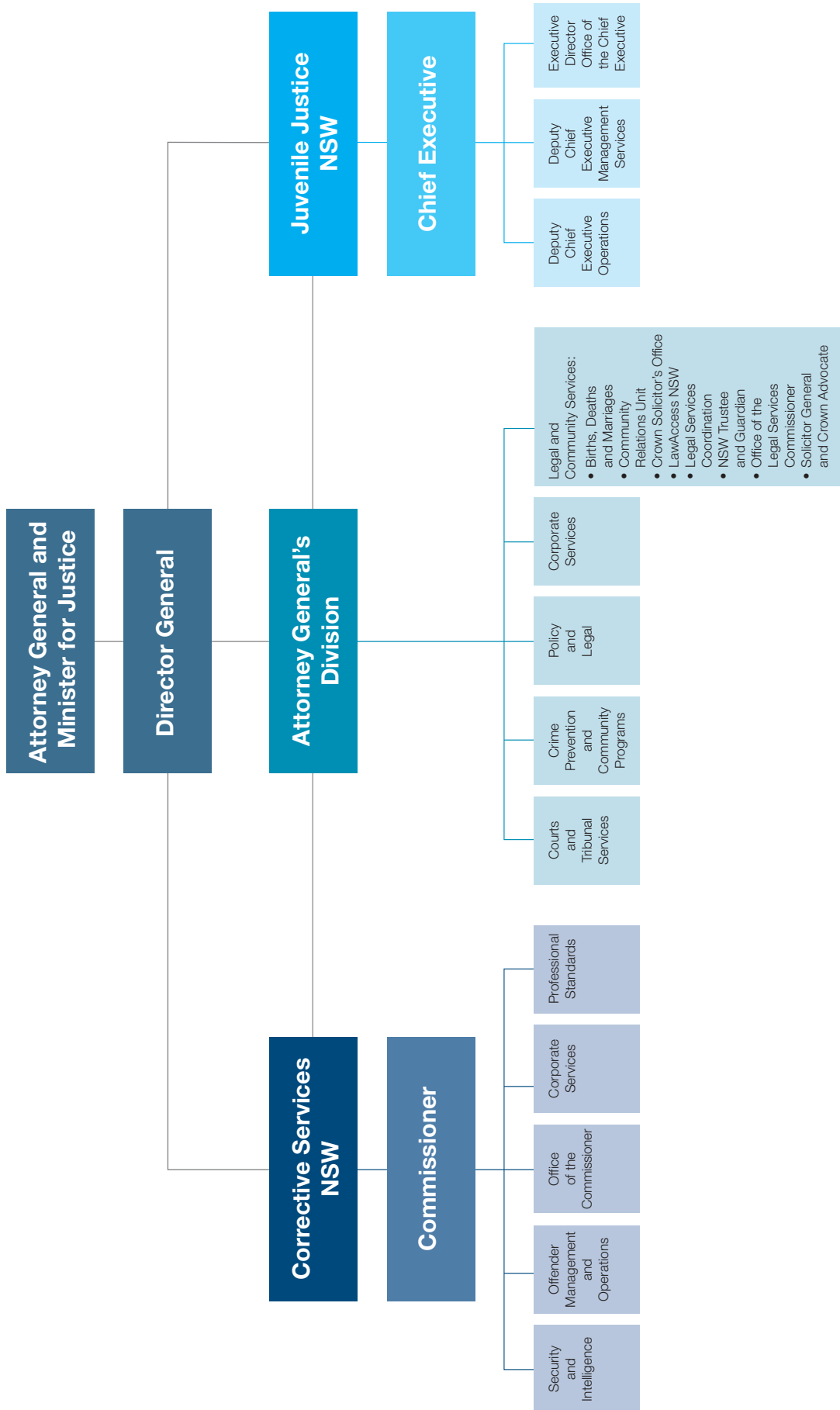
5. Timely and effective resolution of disputes and civil and criminal matters
6. Deliver high quality client services
7. Undertake law reform, and develop evidence-based justice policy and research

Strategic Goal: Protection of rights and promoting responsibility in the community

Strategic Directions

8. Support vulnerable participants in the justice system
9. Provide representation and management of life matters for individuals
10. Continue to promote and protect rights

Organisational Chart



Corporate Governance

Department Governance

The Chief Executive Officer of the Department is the Director General who reports to the Attorney General of NSW. The Director General is supported by the Department Executive Committee, and the three Division Executive Committees.

Division Governance

Attorney General's Division

The Director General co-ordinates the Department's policy and strategy for the Attorney General's Division. The Director General is supported by the Executive Committees of each division for organisational governance and the Assistant Directors General for operational governance. This structure assists the Director General to meet statutory responsibilities under the *Public Sector and Management Act 2002*, the *Public Finance and Audit Act 1983* and other relevant legislation.

The Attorney General's Division Executive Committee is led by the Director General and comprises the Assistant Director General Courts and Tribunal Services; Assistant Director General Policy and Legal Services; Assistant Director General Crime Prevention and Community Programs; Chief Executive Officer NSW Trustee and Guardian and the Crown Solicitor. The Executive Committee leads the development and review of major policies, strategies and operational plans, provides input to priorities and resource allocation, reviews performance and develops and analyses key project submissions.

Corrective Services NSW

The Corrective Services NSW Board of Management is led by the Commissioner of Corrective Services and comprises Deputy Commissioner Offender Management and Operations; Deputy Commissioner Corporate Services and other senior executives. The Board of Management determines the strategic directions, policy and resource allocation for functional areas of Corrective Services NSW.

Juvenile Justice NSW

The Juvenile Justice NSW Executive Committee is led by the Juvenile Justice Chief Executive and comprises Deputy Chief Executive (Operations); Deputy Chief Executive (Management Services); Executive Director, Office of the Chief Executive; Regional Director Metropolitan; Regional Director Northern; Regional Director Western and the Chief Financial Officer. The Executive Committee determines the strategic direction for the division, sets corporate priorities, monitors corporate performance and approves major policy initiatives in line with corporate priorities.

“The Department is committed to building safe communities, an accessible and effective justice system and protecting rights and promoting responsibility within the community.”

Leadership Team



Pictured are (left to right) Ron Woodham, Laurie Glanfield and John Hubby.

Commissioner Corrective Services NSW

Ron Woodham PSM

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has a history of service in the criminal justice system which spans 45 years. Commissioner Woodham has led major innovative change in the management of offenders in custody and the community which strengthen community safety and reduce risks of re-offending. He established Aboriginal programs such as Balund-a and Yetta Dhinnakkal which have gained national and international acclaim. Through the vision and direction of Commissioner Woodham, Corrective Services NSW can offer a broad range of specialised therapeutic programs, such as treatment for sex offenders and violent offenders. Under his leadership, mental health services for offenders in custody are considered best practice in offender management.

Director General

Laurie Glanfield AM

BA LLB (Hons)

Laurie Glanfield has been Director General of the Department since 1991. Nationally, he is Deputy President of the Australasian Institute of Judicial Administration, Deputy Chair of the Australian Commercial Disputes Centre, Chair of the Criminology Research Advisory Council and member of the Board of the Australian Institute of Criminology. Mr Glanfield provides leadership across the criminal justice system through being Secretary of the Standing Committee of Attorneys-General since 1988. He also fulfils a leadership role in the NSW public sector generally through participation on a range of committees. He has a strong interest in evidence-based policy and quality service delivery in the justice system and social justice areas. Prior to joining the public sector Mr Glanfield practised as a solicitor in the private sector.

Acting Chief Executive Juvenile Justice NSW

John Hubby

BBA MPH

John Hubby joined Juvenile Justice NSW in July 2009 as Deputy Chief Executive. He was appointed to the role of Chief Executive in October 2010. Mr Hubby is also Chair of the Australasian Juvenile Justice Administrators, a group of representatives from every Australian state, territory and New Zealand, responsible for juvenile justice services. Mr Hubby has an extensive background in health and human services in Australia and the United States. Prior to joining Juvenile Justice NSW, he was an executive at NSW Health, Justice Health where he worked on the organisation's response to the complex health issues of young offenders. Additionally, Mr Hubby has worked across multiple settings in the implementation of the NSW Government's model for shared corporate service delivery. Prior to his roles in NSW Health Mr Hubby held a variety of senior roles in both the public and private health sector in the United States. He holds a Master of Public Health from the University of Sydney and a Bachelor of Business Administration from the University of Texas at Austin.

Highlights of the Year

The Attorney General's Division

- NSW Local Courts continued to rank first in Australia for timeliness. Nearly 90% of the criminal matters in NSW are finalised in the Local Courts within six months. The NSW District Court continued to rank first in Australia for timeliness of criminal non-appeal matters.
- NSW Courts and Tribunals achieved clearance rates of 93% or higher across all matters, with the Supreme Court achieving a clearance rate of 120% and the District Court 101%.
- Dispute Resolution Conferences commenced in the Children's Court in February 2011.
- Celebrated significant milestones with both Community Justice Centres and the Land and Environment Court celebrating 30 successful years and the Children's Court reaching a historic 105 years.
- Leads the country in using video conferencing in the justice environment. In 2010/11 60,000 video conferencing sessions were held in courts across NSW.
- Developed successful evidence-based policies and programs to prevent crime and reduce re-offending including the Video Visits Scheme, Alcohol Magistrates Early Referral Into Treatment, Forum Sentencing and Circle Sentencing.
- Awarded a total of \$1,275,332 in grants for crime prevention programs including those to nine local government areas.
- Reduced the Division's impact on the environment by decreasing energy consumption by 5% per square metre of occupied space and gas consumption by 20%.
- Delivered one of the largest capital works programs in the last decade with nearly \$70 million worth of work completed.
- Achieved an employment rate of 4% Aboriginal and Torres Strait Islander staff within the Division, exceeding the NSW public sector target of 2.6%.
- Achieved 44.5% of senior positions (clerk grade 11/12 or equivalent and above) held by women, exceeding the public sector target of 35%.
- Advanced significant law reform through the development of 19 new laws, including laws relating to the recovery of criminal assets, suppression orders, surrogacy, victims compensation and journalists privilege.

90%

of criminal matters
finalised within
six months

\$1.275m

in grants for crime
prevention programs

\$70m

capital works
program completed

44.5%

senior positions
held by women

Highlights of the Year

Corrective Services NSW

- Continued to re-allocate resources from custody to the community to create more opportunities to reduce re-offending and strengthen supervision in the community.
- Implemented Intensive Correction Order (ICO), a community-based diversion from custody option now available statewide with mandatory program and work components.
- Expanded the Community Offender Support Program (COSP) centres accommodation program by refurbishing Periodic Detention Centres in Bathurst, Wollongong and Newcastle so they can be used as COSPs.
- Increased completion rates for key treatment and intervention programs.
- Opened a new 500-bed South Coast Correctional Centre.
- Corrective Service Industries (CSI) delivered another record result, achieving \$65.8 million in sales, an increase of \$1.8 million on the previous year. In the last two years, despite difficult economic conditions, CSI production has doubled.
- Corrective Services Industries received a contract as part of the Affordable Housing Scheme in which inmates build transportable homes, gaining skills and experience which enhance their employability prospects once released from custody.
- Number of inmates engaged in a traineeship increased by 24 percent.
- Expanded access to programs for sex offenders and new programs to address the causes of re-offending in sex offenders with cognitive impairment and those in denial.
- Opened the Serious Offenders Assessment Unit at Long Bay Correctional Complex to assess high-risk sex offenders who pose the greatest risk to community safety after release from custody.
- Increased education and training outcomes for offenders.

500-bed
South Coast Correctional
Centre opened

Record result of
\$65.8m
sales by Corrective
Services Industries

new
residential Community
Offender Support
Program centres

24%
increase in
inmate traineeships

Highlights of the Year

Juvenile Justice NSW

- Commenced the roll out of Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders that helps young people change their offending behaviour. 147 young people have commenced the program since its introduction in late 2009.
- Opened a new 15-bed unit in Acmena Juvenile Justice Centre, which is self-contained and includes two classrooms, a visits area and Court Audio Visual Link suites.
- Established the Bail Assistance Line, which has received over 130 telephone calls for assistance to provide safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.
- Completed the implementation of the Detainee Behaviour Intervention Framework across all correction centres. It provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour.
- Opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention and the young people attend external community locations, such as TAFE and employment services, and also undertake community work.
- Expanded the Quality Assurance Framework, into community operations covering all aspects of Juvenile Justice Community Services including youth justice conferencing and court logistics.
- Held a series of education seminars in partnership with the Sydney Institute of Criminology at Sydney University on juvenile justice issues including rising numbers in remand and Indigenous incarceration.

147

young people in new program for community-based offenders

new

15-bed unit in Acmena Juvenile Justice Centre

130

calls for assistance to new Bail Assistance Line

new

pre-release unit at Reiby Juvenile Justice Centre

Attorney General's Division

Executive Committee

18

The Attorney General's Division executive team.

Our Performance

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The Division's strategic directions, targets and achievements.

Courts and Tribunal Services

27

Managing the largest court network in the country to provide an accessible and equitable justice system.

Crime Prevention and Community Programs

43

Implementing evidence based policies and innovative programs that effectively prevent crime, reduce re-offending and help to create safe communities.

Policy and Legal Services

53

Reforming the law, providing high quality legal services and research to inform justice policy and contribute to a more efficient justice system.

Legal and Community Services

59

Supporting social harmony, advocating for human rights and promoting a just and equitable legal system.

Corporate Services

67

Providing human resources, financial management, asset management and communication services to support the delivery of key business initiatives.

Executive Committee



The Executive Committee: Top row (L–R) Brendan Thomas, Laurie Glanfield, Michael Talbot and Ian Knight. Front L–R; Imelda Dodds and Maureen Tangney

Director General

Laurie Glanfield AM BA LLB (Hons)

Laurie Glanfield has been Director General of the Department since 1991. Nationally, he is Deputy President of the Australasian Institute of Judicial Administration, Deputy Chair of the Australian Commercial Disputes Centre and Chair of the Criminology Research Advisory Council of the Australian Institute of Criminology. Mr Glanfield provides leadership across the criminal justice system through being Secretary of the Standing Committee of Attorneys-General since 1988. He also fulfils a leadership role in the NSW public sector generally, through participation on a range of committees. He has a strong interest in evidence-based policy and quality service delivery in the justice system and social justice areas. Prior to joining the public sector, Mr Glanfield practised as a solicitor in the private sector.

Crown Solicitor

Ian Knight LLB (Hons) BA

Ian Knight was appointed Crown Solicitor in November 1994 having previously been the Ombudsman for the Northern Territory and delegate of the Commonwealth Ombudsman in the Northern Territory. In addition to advising government on significant legal issues, Ian supervised the response of the Crown Solicitor's Office to issues relating to the Legal Services Review, the review of the classification of tied legal work and initiatives addressing client relationships and the well-being of employees.

Executive Committee

Assistant Director General Courts and Tribunal Services

Michael Talbot B Comm FCPA FAIM

Michael Talbot was appointed to his present role in September 2007. From December 2004 Michael was responsible for Corporate Services. He joined the Department as Director of Court Services in March 2004. Prior to that he was the National Group Manager for retail operations in Australia Post and has occupied a number of senior executive positions in both the public and private sectors.

CEO NSW Trustee & Guardian

Imelda Dodds B Soc Sc (Social Work) MA (Public Policy)

Imelda Dodds is a social worker with more than 30 years' experience in human services and administration. Imelda has previously been the Public Guardian in Western Australia and a member of the NSW Guardianship Tribunal. She has held a number of national and international presidency roles in her profession and is the immediate past president of the International Federation of Social Workers, and Adjunct Professor of Social Work at the University of Sydney.

Assistant Director General Crime Prevention and Community Programs

Brendan Thomas BA

Brendan Thomas was appointed to his current role in September 2007. He is responsible for community programs and crime prevention activity for the Division, including oversight of the Anti-Discrimination Board, the Aboriginal Services Division, Criminal Justice Interventions, the Diversity Services Unit and Victims Services. Brendan Thomas also chairs a number of committees including Victims Advisory Board, The NSW Anti Graffiti Action Team, Board of Management Design Out Crime Research Centre, Australian and New Zealand Crime Prevention Senior Officer's Group and NSW Crime Prevention Senior Officer's Group. Brendan has worked in crime prevention and criminal justice for more than 15 years and has written widely on crime prevention and Aboriginal justice issues. Prior to his current role, Brendan was the Director of the Crime Prevention Division. He has previously been the Executive Officer of the NSW Aboriginal Justice Advisory Council.

Assistant Director General Policy and Legal

Maureen Tangney BA LLB

Maureen Tangney has been managing legal policy areas in the Attorney General's Department for over 10 years, most recently as Assistant Director General, Policy and Legal. Earlier in her career, Maureen worked for the Australian Taxation Office, the NSW Law Reform Commission and the NSW Privacy Committee (forerunner of Privacy NSW).

Our Performance

Courts and Tribunal Services

Strategic direction: Timely and effective resolution of disputes and civil and criminal matters.

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Maintain the best performing courts in Australia with the best facilities aimed at reducing re-offending and building safer communities. Achieve the Report on Government Services (ROGS) benchmark of no more than 10 per cent of court cases being older than 12 months and no court cases older than 24 months. Resolve criminal appeal cases within the national target time frame of 90 per cent of criminal appeal cases less than 12 months old. 	<ul style="list-style-type: none"> In 2009/10 NSW Local Courts continued to rank first in Australia for timeliness. Nearly 90 per cent of the criminal matters in NSW are finalised in the Local Courts within six months. In 2009/10 the NSW District Court continued to rank first in Australia for timeliness of criminal non-appeal matters. Civil non-appeal backlogs are the lowest they have been since Report on Government Service (ROGS) reporting began. NSW is now the best state in the country in this measure. NSW Courts and Tribunals achieved clearance rates of 93 per cent or higher across all matters, the highlights being the Supreme Court, which achieved a clearance rate of 120 per cent, and the District Court a clearance rate of 101 per cent. Supreme Court exceeded the national target every month during 2010/11 and by the end of June 2011, 95 per cent of criminal appeals were less than 12 months old.
<ul style="list-style-type: none"> Use technology in the court system particularly video conferencing to create significant savings across the justice sector. 	<ul style="list-style-type: none"> Remote witness facilities have derived \$41.5 million in cost savings over the last three years. Target of 30,000 video conferencing sessions annually by 2010 and a savings target of \$18.3 million. This target has been surpassed with more than 60,000 sessions in 2010/11. In 2010/11 the Department spent \$1.261 million to continue the update of remote witness facilities, part of a \$12.3 million, three-year program. Implementation of the Courts Service Centre, which took 74,000 client calls in six months. Implemented Multi Court Remote Monitoring and Digital Audio Technology.
<ul style="list-style-type: none"> Implement evidence-based crime prevention, rehabilitation and support programs. 	<ul style="list-style-type: none"> Opening of the Hunter Drug Court at Toronto.
<ul style="list-style-type: none"> Commitment to providing services in specialist jurisdictions to meet the evolving legal needs of the community. 	<ul style="list-style-type: none"> Land and Environment Court celebrates 30 years. Community Justice Centres celebrate 30 years. Historic Armidale Court celebrates 150 years. Children's Court celebrates 105 years.

Our Performance

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> • Use Alternative Dispute Resolution (ADR) to remove from the court system those matters that have a good chance of resolving early so the court system can be reserved for matters that require a court hearing. • To increase the role of Alternative Dispute Resolution in NSW and promote a shift away from adversarial litigation. • Introduce measures to increase the use of ADR in the care jurisdiction of the Children's Court. • ADR Directorate becomes a Recognised National Mediator Accreditation Body under the National Mediator Accreditation System. • Legislative amendments to encourage the early resolution of civil disputes in NSW, including by using ADR. • Provide a free statewide mediation and other ADR service to the people of NSW to help them resolve their disputes without going to court. 	<ul style="list-style-type: none"> • Opened the first Australian International Disputes Centre in Sydney in July 2010. • Commenced Dispute Resolution Conferences in the Children's Court in February 2011. Commenced external care and protection mediation pilot in September 2010. • Amendments to the <i>Civil Procedure Act 2005</i>, commenced in April 2011 and encourages parties to take 'reasonable steps' to resolve or narrow the issues in dispute before a case is commenced in court. • ADR Directorate now a Recognised Mediator Accreditation Body, and has nationally accredited almost 200 mediators. • In 2010/11 Community Justice Centres opened almost 5,000 case files. This is a growth rate of 60 per cent over two years. It conducted almost 2,000 mediations, with a settlement rate of 80 per cent.
<ul style="list-style-type: none"> • Provide access to, and support in using timely and authoritative legal information to assist the work and decision making of courts and tribunals and business centres across the Division. • Extend range and quality of training programs to judiciary, court and departmental staff. Increase their skills in using online legal information and maximise the Department's investment in legal information resources. 	<ul style="list-style-type: none"> • 438,831 views/downloads from law library databases. • 17,504 library loans facilitated. • 15,079 reference queries completed. • More than 1,200 library clients attended the training programs offered by Library Services.
<ul style="list-style-type: none"> • Increase the availability of daily transcript services for civil matters in the District Court. • Pilot a procedure whereby all requests for daily transcripts are provided by contractors when parties are able to cover the cost. 	<ul style="list-style-type: none"> • The Reporting Services Branch conducted a pilot process, which delivered up to seven transcripts daily from February–June 2011 meeting the demand from parties and meeting the expectations of the judiciary.
<ul style="list-style-type: none"> • Redefine the role of the Office of the Sheriff of NSW based upon its uniqueness as a leader in the provision of support services to courts. 	<ul style="list-style-type: none"> • The Office of the Sheriff of NSW gained recognition as a 'law enforcement agency' to enhance its ability to operate alongside other law enforcement agencies in the protection of the judiciary, court users and staff.

Our Performance

Crime Prevention and Community Programs

Strategic direction: Deliver effective crime prevention and diversionary programs

Strategic direction: Reduce re-offending

Strategic direction: Support vulnerable participants in the justice system

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Reduce incidence of crime and violence in the community. Target priority crimes and high crime areas with specific strategies to reduce crimes against people by 10 per cent and crimes against property by 15 per cent. Implement effective interventions and programs designed to reduce re-offending and hold offenders accountable for their behaviour. Reduce the proportion of all offenders who re-offend within 24 months of being convicted. 	<ul style="list-style-type: none"> Crime Prevention and Community Programs implemented strategies that have contributed to a reduction in graffiti offences from 13,956 in 2008 and 11,708 in 2009, to 9,645 in 2010 – a reduction of 30.9 per cent from 2008 to 2010. 388 referrals to Court Referral of Eligible Defendants Into Treatment (CREDIT), 284 acceptances and 157 completions. Successful trial of CREDIT in Burwood, Tamworth and Quirindi Local Courts. 307 justice forums were held with a 58 per cent victims participation rate. Awarded nine local government areas total funding of \$708,851 for crime prevention programs. Expanded Forum Sentencing to sites covering 24 Local Courts. Established the Video Visits Scheme, which allows Aboriginal families to maintain vital links to family members whilst they are in custody. Celebrated 10 years of the highly successful Magistrates Early Referral Into Treatment (MERIT) program. Establishment of Alcohol MERIT to nine courts across NSW: Bathurst, Broken Hill, Coffs Harbour, Dubbo, Manly, Orange, Wellington, Wollongong and Wilcannia. Expanded Circle Sentencing to Moree, Blacktown and Lismore, bringing the total number of statewide locations to 12.
<ul style="list-style-type: none"> Provide leadership and advice to the Division and other justice sector agencies about improving access to the justice system for people with disabilities and from culturally and linguistically diverse communities. Enhance the ability of the disability and culturally diverse communities to access the Department's services through community legal education and accessible information. 	<ul style="list-style-type: none"> Diversity Services conducted legal education workshops for the Sudanese, Congolese, Pacific Islander and Chinese communities. Produced new legal education resources for African communities. Implemented strategies in the Division's Disability Strategic Plan 2010–2012. The Anti-Discrimination Board delivered 559 anti-discrimination seminars and community education sessions attended by 9,000 people. Increased the accessibility of the division's material, services and programs by increasing use of interpreting and translation services.

Our Performance

Policy and Legal

Strategic direction: Deliver high quality client services

Strategic direction: Undertake law reform and develop evidence based justice policy and research

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Collect, analyse and disseminate statistical crime information to allow for the effective development of evidence-based crime prevention policies and programs and to inform public debate about crime control. Publish high quality research and provide high quality information bearing on crime and criminal justice outcomes. Develop, implement and evaluate legislative and legal policy reform to protect human rights and community standards, and reduce crime. Increase regional representation of Public Defenders by 3 per cent. Provide additional resources to meet demand of Sydney West Trial Courts. 	<ul style="list-style-type: none"> The Bureau of Crime Statistics and Research (BOCSAR) published six statistical reports, 25 research reports and responded to in excess of 600 direct requests for information about crime. BOCSAR's website also received in excess of 360,000 user sessions in 2010/11. The Law Reform Commission produced two major reports on complicity and family violence (the latter with the Australian Law Reform Commission), five consultation papers including Young People with Mental Health and Cognitive Impairment, Penalty Notices, Security for Costs, Cheating at Gambling, Compensation to Relatives, and a question paper on bail. The Legislation, Policy and Criminal Law Review Division advanced significant law reform through the development of 19 new laws, including laws relating to the recovery of criminal assets, suppression orders, surrogacy, victims compensation and journalists privilege. Successfully implemented and evaluated the Work and Development Order scheme. The Public Defenders Office increased the availability of Public Defenders to seven in regional NSW and three in Parramatta. Public Defenders based at Parramatta resulted in an increase of completed matters to almost 50 per cent at the Sydney West Trial Courts.
<ul style="list-style-type: none"> Provide high quality education services to law students. Improve services and efficiency of the Legal Profession Admissions Board. 	<ul style="list-style-type: none"> The Legal Profession Admissions Board implemented the Board's Student Course Records & Management System in December 2010. The new system will allow the Board to improve its services through better reporting, audit tracking, and eventually will consolidate financial reconciliation and reports.
<ul style="list-style-type: none"> Improve the standards adhered to by members of professional associations through the promotion of effective self-regulation. Advance consumer protection through the improvement of professional standards and increasing the diversity of industry groups participating in schemes. Reinstate Star Initiative Grants program to assist occupational association members in improving professional standards. 	<ul style="list-style-type: none"> The Professional Standards Councils achieved a 2 per cent increase of professionals participating in <i>Cover of Excellence</i>® schemes. Compliance with the schemes contributes to the self-regulation and professionalism of association members, thereby enhancing the quality of services provided to consumers. Achieved a 3.1 per cent increase in number of professionals and one new association with a scheme and new industry sector covered. Star Initiative Grants program reinstated. Four grants totalling \$160,930 approved on a national basis.

Our Performance

Legal and Community Services

Strategic direction: Provide representation and management of life matters for individuals

Strategic direction: Continue to promote and protect rights

Strategic direction: Deliver high quality client service

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Support public access to Justice of the Peace services. Process the increased volume of Justice of the Peace reappointment applications without additional resources. Respond effectively and comprehensively to community feedback, questions and concerns. Provide 85 per cent of replies within the required time frames of between one and 21 calendar days. 	<ul style="list-style-type: none"> The Community Relations Unit appointed or reappointed 37,848 Justices of the Peace compared to 20,495 in 2009/10. Published the first issue of JP News and distribution to more than 74,000 Justices of the Peace to improve access to information about their role and functions. Finalised 5,672 replies, with 85.2 per cent within the required time frames.
<ul style="list-style-type: none"> Provide legal services to government on a commercial basis. Achieve growth in fees charged for legal services. 	<ul style="list-style-type: none"> The Crown Solicitor's Office earned \$49.4 million in professional fees and had an operating surplus of \$5 million. Achieved target growth in fees of 10.5 per cent compared to a target of 11.3 per cent. Achieved a client relationship rating of 86 per cent good to excellent.
<ul style="list-style-type: none"> Register NSW life events accurately and securely, in perpetuity, including births, deaths, marriages, changes of name, registered relationships, adoptions and changes of sex. Complete routine certificate applications within 10 working days. Ensure average customer waiting time for counter service is five minutes. 	<ul style="list-style-type: none"> The Registry of Births, Deaths & Marriages registered some 98,900 births, 48,700 deaths, 42,300 marriages and 18,700 changes of name. The Registry also performed 4,600 marriage ceremonies and issued 580,000 certificates. 100 per cent of routine certificate applications were completed within standard service time. Average customer waiting time for counter service in 2010/11 was 5.1 minutes.
<ul style="list-style-type: none"> Deliver accurate and prompt legal advice and referrals to the community. 	<ul style="list-style-type: none"> LawAccess NSW answered 197,653 calls and provided 20,480 legal advice sessions in 2010/11. LawAccess NSW employees won the Law Society's Excellence Award in Government Legal Service, and a LawAccess NSW employee was awarded the Division's 2010 Annual Achievement Award for Individual Excellence. LawAssist was launched with the first topics covering representing yourself in court and small claims. The LawAssist website received approximately 121,000 visits in 2010/11. LawAccess delivered 105 presentations to community groups, workers and agencies and attended more than 60 community events to raise awareness of its services.
<ul style="list-style-type: none"> Train public sector employees in new regulations about providing government information to the public. 	<ul style="list-style-type: none"> Trained more than 400 public sector employees in 21 training sessions about the <i>Government Information (Public Access) Act 2009</i>.

Our Performance

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Promote professionalism of legal services practitioners and reduce complaints. 	<ul style="list-style-type: none"> The Office of the Legal Services Commissioner (OLSC) expanded its research portfolio through joint research projects with universities and the business sector. Reduction in the number of complaints against legal practitioners due to OLSC's focus on education and regulation.
<ul style="list-style-type: none"> Expand access to pre-planning information and to trustee and financial management services. 	<ul style="list-style-type: none"> NSW Trustee & Guardian drafted 1,597 new Powers of Attorney during the reporting period and 6,972 new wills. NSW Trustee & Guardian conducted Good Will Week throughout NSW and was a major sponsor of Seniors Week, participated in Law Week, and conducted over 90 community talks and seminars, with 10 per cent being presentations to culturally diverse communities. NSW Trustee & Guardian now offers financial management services at five offices that previously delivered trustee services only: Lismore, Chatswood, Gosford, Sydney Central and Newcastle.

Corporate Services

Strategic direction: Deliver high quality client services

Strategic direction: Continue to promote and protect rights

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Provide an equitable and productive working environment for all staff. Educate managers and staff on equity and diversity issues through the provision of policies, practical guidance and tools for managers and staff. Improve support to EEO groups in the Division. A workplace where everyone is treated with fairness, dignity and respect. Improve staff awareness of grievance procedures. 	<ul style="list-style-type: none"> Exceeded the public sector target of 2.6 per cent Aboriginal and Torres Strait Islander staff by achieving an employment rate of 4 per cent across the Division. Exceeded the 2010/11 public sector employment target of 1.1 per cent people with a disability requiring adjustment by achieving an employment rate of 3.3 per cent across the Division. The Human Resources Branch developed and/or implemented a range of equity and diversity strategies and initiatives including Aboriginal Cultural Respect Program; Disability Employment Development and Retention Strategy; Reasonable Adjustment Policy and Guidelines and Employing People With A Disability Guidelines; Community Language Allowance Scheme Guidelines and appointments. Provided and promoted 14,834 face-to-face and e-Learning training and development opportunities for all staff. 96 per cent of all staff recorded some form of development in 2010/11. Promoted a healthy workplace and delivered occupational health and safety programs. Promoted and implemented a Dignity and Respect Program for staff. Developed and implemented a new Divisional Grievance Policy and associated resource materials for managers and staff.

Our Performance

Targets 2010/11	Results and Achievements
<ul style="list-style-type: none"> Reduce the Division's impact on the environment, in particular energy use and carbon emissions, as per the Division's Environment Policy. 	<ul style="list-style-type: none"> The Asset Management Branch managed the Division's pool vehicle fleet which exceeded the environmental performance target for 2011. The Division has also exceeded the mandated 2015 target of 5 per cent hybrids on fleet, with 28 per cent hybrids on fleet. Increased use of ethanol-based fuel in the vehicle fleet to achieve an average per quarter of 51.97 per cent across the Division in 2010/11, up from an average of 29.13 per cent in 2009/10. Reduced energy use of 5 per cent per square metre of occupied space.
<ul style="list-style-type: none"> Manage, develop and plan procurement of physical building assets to meet current and future functional requirements. Preserve and manage the Division's heritage assets. 	<ul style="list-style-type: none"> Asset Management Branch delivered one of the largest facilities capital works programs in the last 10 years with nearly \$70 million of work completed. Finalised a comprehensive register of all fixed heritage assets and their respective heritage values which provides valuable information about the history of NSW courthouses. Incorporated Heritage Management into a revised Divisional Environmental Policy. Completed significant works on a number of heritage projects including the King St Court Complex, and Darlinghurst and Central Courthouses.
<ul style="list-style-type: none"> Promote community awareness of rights and the justice system through Law Week and community events. Maintain top 20 government website ranking. Expand service delivery channels and increase electronic service delivery with a focus on equity and diversity. 	<ul style="list-style-type: none"> The Communications Unit co-ordinated the Division's strong presence at Law Week, The Royal Easter Show and community justice forums. Maintained the Division's position in the ranking of top 20 government websites. Implemented the content management system and usability testing of the One Website project. Worked with Divisions to create a consolidated career opportunities intranet to advertise job vacancies across the Department. Together with CSNSW, won a bronze medal in the Australasian Annual Reporting Awards for the first annual report of the newly amalgamated Department.

Courts and Tribunal Services



The Division manages and supports the largest court and tribunal network in the country. There are 164 courts and tribunals throughout NSW, many in regional and rural areas. It is a significant and complex system that employs more than 2000 staff and has an operating budget of approximately \$395 million per annum and generates \$129 million in revenue.

In this chapter

- Court programs
- NSW Courts performance: NSW Local and District Courts rank first in the country
- Court celebrations
- NSW Drug Court builds on its success
- NSW Drug Court Senior Judge recognised by Prime Minister
- Community Justice Centres celebrates 30-year milestone
- First International Disputes Centre opens in Sydney
- Responding to changing national industrial relations landscape
- Leading the country in courtroom technology
- Largest court upgrade program in a decade
- Strengthening Alternative Dispute Resolution in the Children's Court
- Office of the Sheriff recognised as law enforcement agency
- Innovative Court Services
- Future directions

NSW Courts and Tribunals

NSW Courts and Tribunals are managed by registrars and presided over by independent judges, magistrates and judicial officers. Supporting the court system is a network of registry staff, reporting services, Sheriff's officers, Library Services and an Alternative Dispute Resolution Directorate.

Local Court hears the majority of criminal and civil proceedings in NSW. This court has jurisdiction to deal with summary and committal proceedings in criminal matters, civil actions involving claims of up to \$100,000, and a range of other matters such as children's care proceedings, coronial inquests, applications for apprehended violence orders, and traffic and other minor offences.

District Court deals with serious offences committed by adults and children and hears most appeals from the Local Court. Criminal and some civil trials are heard by a judge and usually a jury. In its civil jurisdiction this court hears monetary, damages and equity claims for up to \$750,000, and applications for property settlements and motor vehicle accident personal injury claims.

Supreme Court hears the most serious criminal matters and a range of civil matters. This court has unlimited jurisdiction in civil disputes and plays an important supervisory role in the NSW court system through its criminal and civil appellate jurisdictions.

Administrative Decisions Tribunal reviews specific administrative decisions of NSW government agencies, resolves discrimination claims and retail lease disputes, and exercises disciplinary and regulatory functions over a range of professional and occupational groups.

Dust Diseases Tribunal hears claims for damages by those who have been affected by dust diseases, including diseases caused by asbestos exposure.

Industrial Relations Commission of New South Wales and **Industrial Court of New South Wales** are specialist jurisdictions that deal with matters arising from industrial or employment arenas. They resolve workplace disputes, deal with prosecutions relating to serious breaches of occupational health and safety legislation, set conditions of employment, create industrial awards, approve enterprise agreements, hear appeals from NSW public sector and transport sector employees, and decide claims of unfair dismissal or unfair contract.

Land and Environment Court is a specialist jurisdiction in relation to environmental law. It deals with a range of civil proceedings including merit appeals, civil enforcement, judicial review, and applications under the *Trees (Dispute Between Neighbours) Act 2006*. The court also has summary and appellate criminal jurisdiction in relation to environmental offences.

Children's Court deals with matters relating to the care and protection of children and young people, and also criminal cases concerning children and young people. It deals with young people who are under 18 years, or who were under 18 at the time of the alleged offence. The State's Children's Court Clinic is located within the courthouse at Parramatta.

Coroner's Court investigates deaths, suspected deaths, fires and explosions and other incidents as specified in the *Coroner's Act*. Coroners report on the manner and cause of death or the circumstances of the fire or explosion, and may make recommendations for preventing similar incidents.

Drug Court (Adult Drug Court and Youth Drug Court) deals with non-violent offenders who have committed drug-related crimes. This court combines intensive judicial supervision, drug treatment and case management for offenders who are dependent on drugs.

Guardianship Tribunal was transferred in April 2011 to the Department of Attorney General and Justice from the Department of Ageing, Disability and Home Care. The Guardianship Tribunal is an independent specialist disability tribunal. It exercises a protective jurisdiction and facilitates substitute decision making by hearing and determining applications for the appointment of guardians and financial managers for adults with decision-making disabilities.

Court Support Services

Library Services provides access to authoritative legal information to the judiciary, crown solicitors, courts and departmental staff, as well as the NSW-based Federal Court.

Office of the Sheriff of NSW provides security and court support to the State's courts and tribunals pursuant to the *Sheriff Act 2005* and *Court Security Act 2005*. It also manages the Jury Service in accordance with the *Jury Act 1977*.

NSW Courts and Tribunals

Alternative Dispute Resolution (ADR)

Directorate was created in 2009 to co-ordinate, manage and drive ADR policy, strategy and expansion in NSW, including in courts. The ADR Directorate incorporates the Department's Community Justice Centres, which provide free mediation services to people to help resolve disputes without going to court.

Reporting Services Branch accurately records court and tribunal proceedings and produces timely and cost-effective transcripts for participants and judges in all courts and tribunals of NSW. It delivers a state-wide service from central, suburban and regional locations.

Programs Available in Courts

Program	Service
Aboriginal Client Service Specialists (ACSS)	These liaison officers work in Local Courts to assist effective communication between the court and the local Aboriginal community and improve that community's understanding of court processes, procedures and services.
Aboriginal Community Justice Groups (ACJGs)	These are representative groups of local Aboriginal people who come together to examine the crime and offending problems in their communities and develop solutions. They work on a large number of local issues in co-operation with police, courts, community offender services and Juvenile Justice.
Circle Sentencing	Circle Sentencing is an alternative sentencing court for adult Aboriginal offenders. It directly involves local Aboriginal people in the process of sentencing offenders, with the aims of making it more meaningful and improving confidence in the criminal justice system.
Community and Court Liaison Service	Run by NSW Health, this service provides specialist mental health advice to NSW Local Courts to assist the courts in identifying the mentally ill or disordered charged with minor offences and diverting them to treatment in lieu of incarceration.
Community Justice Centres	Community Justice Centres (CJC) provide free mediation and other Alternative Dispute Resolution (ADR) services to the people of NSW to help them resolve their disputes without going to court. CJC conducts mediations all over the State using a panel of highly skilled and independent mediators.
CREDIT (Court Referral of Eligible Defendants Into Treatment)	Those identified as being at risk of re-offending undergo case management and are referred to social services. A pilot program continues at Burwood and Tamworth Local Courts.
Drug Courts Youth Drug and Alcohol Court (YDAC)	The NSW Drug Court is located at Parramatta and Toronto. The Drug Court is a specialist court that deals with offenders who are dependent on drugs. It has been found to be very successful in deterring re-offending. The YDAC operates across most of the Sydney metropolitan region and aims to reduce re-offending by young people with alcohol and/ or drug problems who have become entrenched in the criminal justice system.
DVICM (Domestic Violence Intervention Court Model)	A program piloted in Local Courts as an integrated criminal justice and community social welfare response to domestic violence.
Forum Sentencing (formerly Community Conferencing)	Forum Sentencing brings together an offender, the victim(s) of the offender's crime and other people affected by the crime. Forum Sentencing operates at selected NSW Local Courts and will be extended across the State over the next few years.
MERIT (Magistrates Early Referral Into Treatment)	This service is available in Local Courts to provide adult defendants who have drug problems the opportunity to rehabilitate as part of their bail conditions. The MERIT program has been expanded to include rehabilitation of defendants with alcohol problems.
Traffic Offender Intervention program	Working with the NSW Roads and Traffic Authority, this program targets offenders who have pleaded guilty to, or been found guilty of, a traffic offence in the Local Court. The program provides offenders with the information and skills necessary to develop positive attitudes towards driving and develop safer driving behaviours.

NSW Courts and Tribunals

Court Performance

The Productivity Commission's 2010 Report on Government Services (ROGS) compares the performance of courts in all jurisdictions across Australia for the 2009/10 financial year. These figures were published in January 2011. Results for NSW Court and Tribunal performance demonstrate court excellence in the timely resolution of cases; court effectiveness indicated by the backlog indicator; and efficiency indicated by costs per finalisation. The performance of NSW Courts and Tribunals continues to promote public trust and confidence in the court system.

Court effectiveness

The 'backlog indicator' measures the age of a court's pending caseload against nominated time standards. The number of cases in the nominated age category is expressed as a percentage of the total pending caseload.

Criminal matters

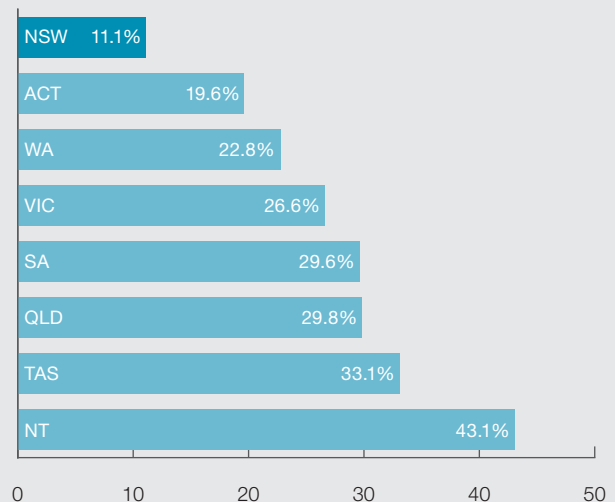
Local Courts

In 2009/10 NSW Local Courts continued to rank first in Australia for timeliness. Nearly 90 per cent of the criminal matters in NSW are finalised in the Local Courts within six months.

"NSW Local Courts continued to rank first in Australia for timeliness."

"The performance of NSW Courts and Tribunals continues to promote public trust and confidence in the court system."

Local Court 6 month criminal backlog



Source: ROGS 2009/10 (published January 2011) provides data for eight States and Territories for Local Courts.

NSW Courts and Tribunals

District Court

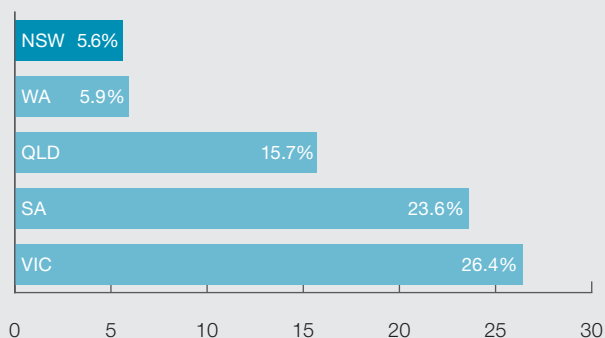
In 2009/10 the NSW District Court continued to rank first in Australia for timeliness of criminal non-appeal matters. NSW is one of only two States that meet the ROGS time standard of 10 per cent of pending matters being no older than 12 months. The District Court also halved the proportion of criminal appeal matters older than 12 months, from 1.2 per cent to 0.6 per cent.

“The NSW District Court continued to rank first in Australia for timeliness of criminal non-appeal matters.”

Supreme Court

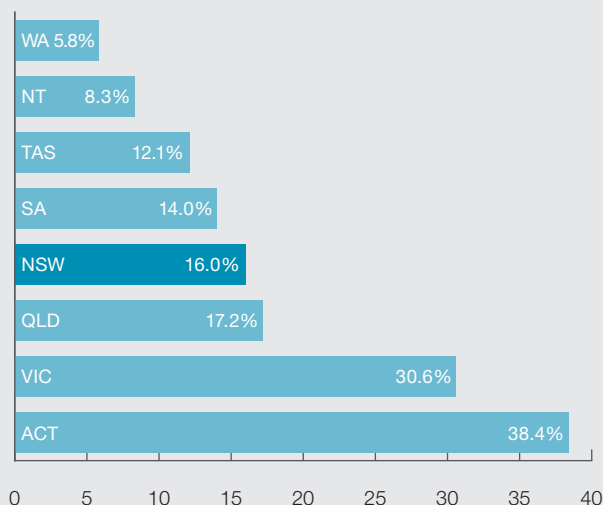
During 2009/10 the percentage of criminal non-appeal matters older than 12 months within the Supreme Court increased slightly from 14.9 per cent to 16.0 per cent. Despite this, its national ranking improved from sixth to fifth. This kind of variability in performance is usual for the NSW Supreme Court, which deals with the most serious types of criminal cases (principally those where there is potential for a life sentence to be imposed). Such trials are also often very lengthy.

District Court 12 month criminal non-appeal backlog



Non-appeal makes up 30 per cent of all new District Court criminal matters. Source: ROGS 2009/10 (published January 2011) provides data for five States and Territories for District Court.

Supreme Court 12 month criminal non-appeal backlog



Non-appeal makes up 20 per cent of all new Supreme Court criminal matters. Source: ROGS 2009/10 (published January 2011).

NSW Courts and Tribunals

Civil matters

Local Courts

The ROGS data does not provide figures for civil backlog of matters for Local Courts, as this data is not collected.

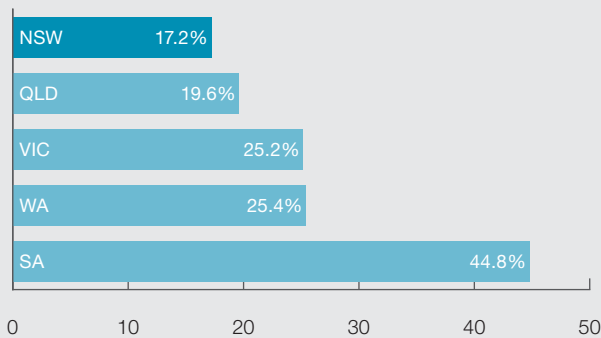
District Court

The District Court has continued its excellent performance in reducing the backlog of civil non-appeal matters older than 12 months from 20.6 per cent in 2008/09 to 17.2 per cent in 2009/10; and older than two years from 4.5 per cent in 2008/09 to 4.4 per cent in 2009/10. Civil non-appeal backlogs are now the lowest they have been since ROGS reporting began, decreasing from 40 per cent and 22 per cent in June 2004 respectively. NSW is now the best State in the country in this measure, improving one position from 2008/09.

The proportion of civil appeal matters older than 12 months increased from 1 per cent to 4.8 per cent. However, this is still well within Productivity Commission benchmarks of 10 per cent, and NSW remains one of the best performers in the country for this measure. There continues to be no civil appeal matters older than two years.

“Civil non-appeal backlogs are now the lowest they have been since ROGS reporting began ... and NSW is now the best State in the country for this measure.”

District Court 12 month civil non-appeal backlog



Non-appeal makes up 98 per cent of all new District Court civil matters.
Source: ROGS 2009/10 (published January 2011)

“NSW remains one of the best performers in the country ... there continues to be no civil appeal matters older than two years.”

NSW Courts and Tribunals

Supreme Court

In 2009/10 the NSW Supreme Court ranked fourth in Australia for civil non-appeals. This is a significant achievement as non-appeal matters represent 93 per cent of the Supreme Court's civil workload.

Court Efficiency

Clearance rate

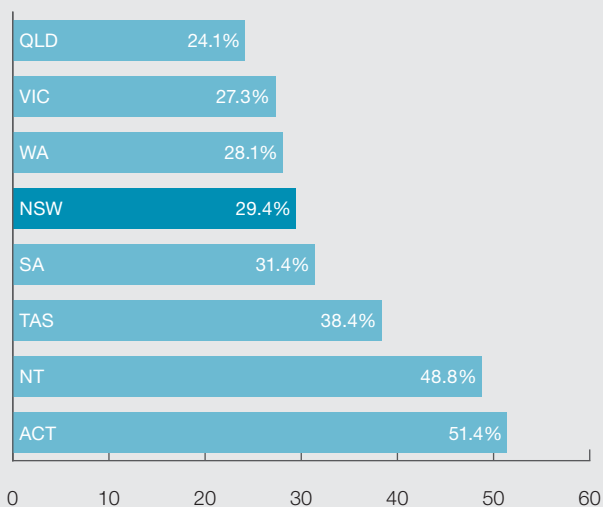
The clearance rate is the ratio of case finalisation to case registration over a particular period, expressed as a percentage. This is a measure of whether the court's caseload is increasing or decreasing. For example, a clearance rate of 100 per cent or more means the jurisdiction is reducing its pending caseload and is more likely to be able to meet time standards in future. A clearance rate of more than 100 per cent indicates that, in addition to current matters, the court is also finalising a backlog of matters.

NSW Courts and Tribunals achieved clearance rates of 93 per cent or higher across all matters, indicating that they are meeting the demand for their services. In particular, the Supreme Court achieved clearance

rates of 120 per cent and the District Court 101 per cent. These results are particularly impressive considering the degree to which workloads have increased over the previous five years.

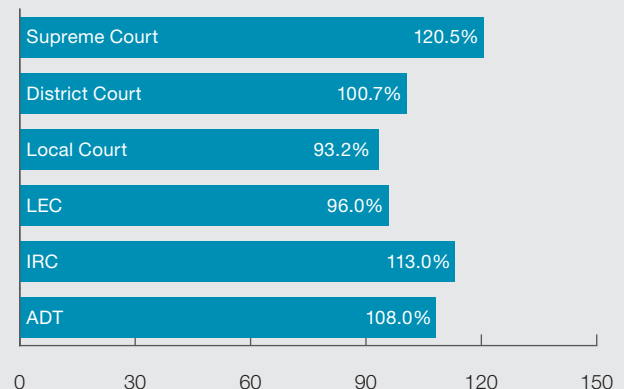
“NSW Courts and Tribunals achieved clearance rates of 93 per cent or higher across all matters. These results are particularly impressive considering the degree to which workloads have increased over the previous five years.”

Supreme Court 12 month civil non-appeal backlog



Non-appeal makes up 93 per cent of all new Supreme Court civil matters.
Source: ROGS 2009/10 (published January 2011).

Clearance ratios for NSW Courts 2009/10



Non-appeal makes up 20 per cent of all new Supreme Court criminal matters.
Source: ROGS 2009/10 (published January 2011).

NSW Courts and Tribunals

Cost per finalisation

NSW Courts and Tribunals, as reported in ROGS¹, achieved a net expenditure per finalisation less than the interstate average in this category. When combining civil and criminal matters, the net expenditure per finalisation increased for the Supreme, District, Local and Children's Courts in 2009/10. Overall, NSW ranks fourth in the country when the cost per finalisation of all courts is considered. This indicates that NSW courts as a whole continue to achieve significant efficiencies, minimising cost to the taxpayer.

“...NSW courts as a whole continue to achieve significant efficiencies, minimising cost to the taxpayer.”

Net expenditure per finalisation, criminal and civil

Court	Interstate average*	NSW
Supreme Court	\$7,255	\$4,163
District Court	\$5,444	\$4,253
Local Court	\$484	\$366
Children's Court	\$804	\$1,033

Net expenditure per finalisation – all courts State comparison

State	Net expenditure per finalisation
QLD	\$530
TAS	\$538
VIC	\$598
NSW	\$729
SA	\$770
WA	\$772
NT	\$1,298
ACT	\$1,609

Source: ROGS 2009/10 (published January 2011)

1 Australian average not directly reported in ROGS.



Maclean Courthouse

NSW Courts and Tribunals

NSW Criminal Courts Statistics 2006 to 2010[^]

Charges^{^^} finalised in NSW Local, Children's, District and Supreme Courts by offence type

	2006	% 2006	2007	% 2007	2008	% 2008	2009	% 2009	2010	% 2010
Homicide and related offences	331	0.1	325	0.1	333	0.1	381	0.1	320	0.1
Acts intended to cause injury	36,668	14.7	38,976	15.4	41,377	15.5	43,129	15.6	45,718	16.1
Sexual assault and related offences	2,358	0.9	2,449	1.0	3,514	1.3	3,819	1.4	4,343	1.5
Dangerous or negligent acts endangering persons	9,350	3.8	9,180	3.6	9,126	3.4	9,211	3.3	8,255	2.9
Abduction, harassment and related offences	1,574	0.6	1,653	0.7	2,019	0.8	2,330	0.8	2,626	0.9
Robbery, extortion and related offences	2,036	0.8	2,055	0.8	2,673	1.0	2,490	0.9	2,483	0.9
Unlawful entry with intent/ burglary, break and enter	5,600	2.2	5,737	2.3	6,458	2.4	6,131	2.2	6,209	2.2
Theft and related offences	21,904	8.8	21,229	8.4	21,461	8.0	21,138	7.6	23,183	8.1
Fraud, deception and related offences	10,184	4.1	10,065	4.0	10,839	4.1	13,711	5.0	20,615	7.2
Illicit drug offences	13,087	5.3	13,592	5.4	15,714	5.9	17,176	6.2	17,875	6.3
Prohibited and regulated weapons and explosives offences	3,087	1.2	3,079	1.2	3,123	1.2	3,483	1.3	4,018	1.4
Property damage and environmental pollution	11,864	4.8	12,603	5.0	13,301	5.0	14,629	5.3	14,675	5.2
Public order offences	18,362	7.4	20,053	7.9	20,404	7.6	20,275	7.3	19,822	7.0
Traffic and vehicle regulatory offences	80,295	32.2	77,920	30.8	79,767	29.9	78,255	28.3	67,754	23.8
Offences against justice procedures, government security & operations	28,143	11.3	29,215	11.5	32,140	12.0	34,857	12.6	39,618	13.9
Miscellaneous offences	4,413	1.8	4,850	1.9	4,829	1.8	5,714	2.1	7,146	2.5
Unknown offences (insufficient data provided)	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	249,256	100	252,981	100	267,078	100	276,729	100	284,660	100

Source: NSW Bureau of Crime Statistics and Research

[^] Please note that in 2009 there were significant changes to the way court data was collected, counted and recorded and these changes affected the continuity of some series within our court data. As such, it is advisable not to directly compare the 2009 data presented in these tables with earlier years.

^{^^} Note: These figures are the number of charges brought, rather than the number of persons charged. A charge refers to an instance of a particular type of offence being charged against a person. Prior to the introduction of JusticeLink, where there were multiple counts of the same offence (i.e. charged under the same Act and section) and each count received the same outcome, the multiple counts were treated as a single charge. Where multiple counts of the same offence had different outcomes, they were counted as separate charges. From 2008 in the Higher Courts and 2009 in the Local and Children's Courts, with the implementation of JusticeLink, each individual count has been treated as a separate charge.

NSW Courts and Tribunals

Court celebrations

NSW Youth Drug and Alcohol Court turns ten

The financial year has seen many milestones across the NSW court system. The first celebration saw the NSW Youth Drug and Alcohol Court, which aims to reduce re-offending by young people with alcohol and/or drug problems who become entrenched in the criminal justice system, celebrate its 10th anniversary in July 2010.

The NSW Youth Drug and Alcohol Court held a conference for practitioners, agency staff and service providers associated with the program to celebrate the milestone. It looked at how the court program links the juvenile criminal justice system with various government and non-government adolescent service providers, and included speakers such as Children's Magistrate Hilary Hannam, Paul Dillon from Drug and Alcohol Research Training Australia, and Matthew Willis from the Australian Institute of Criminology.

The court program began operations in July 2000 following a recommendation of the NSW Drug Summit in 1999 and operates across the Sydney metropolitan area. It examines the reasons behind offenders' behaviour, which may include health problems and education.

105 years of the Children's Court of NSW

The Children's Court of NSW, one of the oldest courts in the world, celebrated 105 years in 2010. Established in 1905, it was concerned with juvenile offenders and children who were neglected or uncontrollable. It has always had the best interests of children at its heart and its aim was not to condemn or punish them but

to rehabilitate and protect them. These days the court processes more complex cases, but it is still concerned with rehabilitating and protecting the youngest and most vulnerable members of our society.

Today there are two jurisdictions of the Children's Court – criminal, and care and protection. The former seeks to alter young offenders' behaviour, rehabilitate them and divert them from custody and a life of crime. It uses options such as youth justice conferences, youth conduct orders, community service orders and sometimes detention. The court's other jurisdiction determines whether a child is in need of care and protection, and if so, what arrangements will be in the best interest of the child's welfare. In rural and regional areas, Local Court magistrates generally carry out the work of the Children's Court, although specialist children's magistrates also regularly travel to these areas to preside over care and protection matters.

Land and Environment Court of NSW marks its 30th anniversary

The Land and Environment Court of NSW marked its 30th anniversary in September 2010. The occasion was celebrated with a dinner at Parliament House for 250 dignitaries. In 30 years the court has grown to comprise six judges, nine commissioners and 16 acting commissioners, and resolves a variety of planning and environmental matters.

When it was established in 1980, the Land and Environment Court was the first superior specialist environment court in the world and continues to provide a benchmark for a specialised court. In 2009 it was the first court in the world to implement the International Framework for Court Excellence which



The Children's Court of NSW is one of the oldest courts in the world.

NSW Courts and Tribunals

will result in improved public trust and confidence in the court's processes and the provision of accessible and effective justice in environmental and planning matters.

Developed by an international consortium of justice groups and organisations, the International Framework for Court Excellence is based on the premise that while there are many different court systems throughout the world, they share common ideals such as the need for impartiality, fairness, transparency and timeliness. The framework represents a resource to assist a court in assessing its performance against seven detailed areas of court excellence. For courts that are keen to ensure a high level of community confidence in their processes, it provides a model methodology for continuous improvement.

Armidale Court celebrates 150 years with plans for new courthouse

The grand old building that is the Armidale Courthouse has been an essential part in dispensing justice in the New England area for 150 years.

The courthouse is currently used by the Supreme Court, District Court, Industrial Relations Commission, Land and Environment Court, Local Court and the NSW tribunals. Although it has served the community well over all this time it now struggles to meet the demands of the police, judiciary and the local community. The 2011/12 State budget has allocated \$15 million over four years to build a new courthouse in Armidale, due to be completed by March 2013.

As a heritage listed landmark in the centre of town, the community is now considering the proposed new life for the existing building.

NSW Drug Court builds on its success

It has been an eventful year for the successful NSW Drug Court, which has operated in Parramatta for 12 years. In March 2011 the Drug Court expanded with the opening of the Hunter Drug Court in Toronto. The evidence-based program aims to stop the revolving door of drugs, crime and jail to return long-term offenders to living ordinary, productive lives.

The Hunter Drug Court operates from the Toronto Courthouse and will treat around 80 non-violent, drug dependent offenders each year in an intensive rehabilitation program. The program helps offenders stop using drugs, address the underlying causes of their criminal behaviour, and develop life skills.

It accepts referrals from Newcastle (District and Local Courts), East Maitland (District Court) and the Local Courts at Maitland, Belmont, Kurri Kurri, Raymond Terrace and Toronto. People who successfully complete the minimum 12-month program have the opportunity to avoid a prison term. A 2008 report by the NSW Bureau of Crime Statistics and Research found offenders who complete the Drug Court program are 37 per cent less likely to be convicted for any further offence.

The NSW Drug Court also partnered with Housing NSW in February 2011 in an agreement that will see the participants of the Drug Court program receive support to maintain secure social housing. Under the agreement, housing will be offered to participants who are in need and who are unable to gain accommodation in the private market due to the complexities of their situation. This means that eligible Drug Court clients will now be assisted in finding safe and secure housing as well as maintaining the tenancy.



Celebrating 150 years of Armidale Court (left to right) were Magistrate Roger Prowse; University of New England's Vice Chancellor, Professor Jim Barber; Acting Chief Magistrate of NSW, Jane Motley; Supreme Court Justice, Stephen Rothman AO; Northern Tablelands MP Richard Torbay, who represented the Attorney General; Armidale Dumaresq Mayor, Cr Peter Ducat and Magistrate Mark Richardson.

NSW Courts and Tribunals

Reflecting the holistic approach of the Drug Court, these clients will continue to receive services that reduce drug dependency and re-offending.

The partnership will operate for the next two years in the Sydney West and Sydney South West Area Health Service boundaries through the Greater Western Sydney Housing Services Division.



Judge Dive of the NSW Drug Court (left) and Ken Bone, of Housing NSW sign an agreement to help Drug Court participants receive housing assistance.

NSW Drug Court Senior Judge recognised by Prime Minister

NSW Drug Court Senior Judge Roger Dive received the prestigious Prime Minister's Award for Excellence and Outstanding Contribution to Drug and Alcohol Endeavours at the 2011 National Drug and Alcohol Awards. This award was in recognition of the on-going success of the program and the extraordinary contribution that his team has made to address the causes of re-offending and drug abuse.

The National Drug and Alcohol Awards are held annually to recognise achievements in preventing and reducing alcohol and other drug use and harm in Australia. The Prime Minister's Award is the highest honour given at the ceremony.

Community Justice Centres celebrates 30-year milestone

Community Justice Centres (CJC) celebrated 30 years of service to the community in December 2010.

CJC provides free mediation and other Alternative Dispute Resolution (ADR) services to the people of NSW to help them resolve their disputes without going to court. CJC conducts mediations all over the State, using a panel of highly skilled and independent mediators.

CJC was first established as a pilot project by the NSW Government in 1980, and made permanent in 1983 with the commencement of the *NSW Community Justice Centres Act 1983*. It was heralded as "the most promising step taken this century to provide a system for the settlement of a class of dispute which the adversary process of our courts have never been able to resolve satisfactorily".¹ The term *Community Justice Centres* has even been enshrined in the Macquarie Dictionary.

Thirty years since its inception, neighbourhood disputes still account for more than half of the CJC caseload, with the most common disputes relating to fences, trees and noise. The CJC also help to resolve conflict between friends, families, workplaces and communities.

In 2010/11 the service opened almost 5,000 case files. This is a growth rate of 60 per cent over two years. It conducted almost 2,000 mediations. The CJC service continues to experience a growth in popularity as it is a more efficient and often less stressful alternative than going to court. In 2010/11, CJC mediators reached a settlement in almost 80 per cent of matters.

The CJC service is a key part of the NSW Government's strategy to increase the role of ADR in NSW and promote a shift away from adversarial litigation.

First Australian International Disputes Centre opens in Sydney

The Australian International Disputes Centre opened in Sydney in July 2010, following law reforms at State and Federal levels which created an international best practice legal framework for arbitration in Australia.

The new hearing facility features ten custom built rooms, including a large 27 person hearing room. It is equipped with state-of-the-art video conferencing technology and access to translation and transcription services. It also features Indigenous artwork on loan from retired arbitrator Ken Hinds.

The \$600,000 centre is jointly funded by the Australian and NSW Governments, the Australian Centre for International Commercial Arbitration and the Australian Commercial Disputes Centre.

In a global economy international arbitration has emerged as a process of choice for many businesses as it delivers many benefits including expediency, efficiency, enforceability and commercial privacy.

These reforms provide the framework to resolve local, cross border and international disputes in Australia. International arbitration is a system of dispute resolution used by the world's leading international companies in the insurance, construction, oil, gas, shipping and engineering industries.

¹ NSW, Parliamentary Debates (Hansard), Legislative Assembly, 19 November 1980 at 3147.

NSW Courts and Tribunals

The Australian Centre for International Commercial Arbitration estimates that the direct and indirect economic benefits to NSW and Australia will run into tens of millions of dollars each year. The world-class facility is attracting strong interest from corporations in the Asia Pacific and beyond.

Responding to changing national industrial relations landscape

From 1 January 2010 all State and Territory governments (with the exception of Western Australia) referred their powers relating to the private sector to the Commonwealth. Essentially, given that the Work Choices legislation enacted in 2006 effectively and arbitrarily transferred corporations to the Commonwealth system at that time, this meant the balance of the private sector (partnerships and sole traders) moved across to the national system.

The Industrial Relations Commission remains committed to ensuring the delivery of timely and cost-effective services to parties who are in industrial dispute within the State system, such as NSW public sector and local government employers and employees.

The Commission also assumed the jurisdiction of the Government and Related Employees Appeals Tribunal and Transport Appeals Board from 1 July 2010. This involved engaging major stakeholders to ensure that procedures implemented upon such transfer resulted in a timely resolution of those matters. Feedback from the stakeholders indicated that the Commission met the expectations of the transition.

The Commission finalised 95 per cent of matters in accordance with time standards and maintained a strong clearance ratio in both jurisdictions.



The Department leads the way in video conferencing in the justice environment.

The Commission continues to work closely with its Federal counterpart organisation through its dual appointees and the services to organisations within the Federal system. The Industrial Relations Commission and the Court will work closely with government, through various Ministers and their departments, to implement significant changes as part of a new vision for the Commission.

Leading the country in courtroom technology

Video conferencing

The Department leads the way in the use of video conferencing in the justice environment. There are now 256 audio-visual link suites in NSW courts, correctional centres, juvenile justice centres, police centres, Aboriginal Legal Services, Legal Aid offices, the Community Relations Commission, the Public Defenders Office and the Office of the Director of Public Prosecutions.

In 2005 the Department set a target of 30,000 video conferencing sessions annually by 2010 and a savings target of \$18.3 million. This target has been more than surpassed with over 60,000 sessions projected for 2010/11, mainly for court proceedings for prisoners in custody.

Video conferencing has also achieved savings across the justice sector through the reduced need to transport prisoners, juvenile offenders, expert witnesses, interpreters and staff to courts.

Remote witness facilities

Remote witness facilities allow vulnerable witnesses such as children and victims of sexual assault to give evidence remote from the courtroom.

There are currently 96 remote witness facilities in 82 metropolitan and regional courts allowing evidence to be presented into 157 courtrooms. Additionally, every court in NSW has access to remote witness facilities via portable kits. Remote witness facilities have derived \$41.5 million in cost savings over the last three years.

In 2010/11, the Department spent \$1.261 million to continue the update of remote witness facilities, part of a \$12.3 million, three-year program, which involved the upgrade or installment of new remote witness facilities to courts in Cessnock, Kings Street, Woy Woy and Darlinghurst. All regional and metropolitan courtrooms received an audit of existing equipment with the intention of maximising operation into the future.

NSW Courts and Tribunals

Multi-Court Remote Monitoring (MCRM) and Digital Audio Technology (DAT)

From January to June 2011, the Division managed a project to install remote monitoring facilities to monitor court proceedings held at the Parramatta Justice Precinct. Digital Audio Technology (DAT) was also made available to Local Courts in the Sydney metropolitan area and District Courts in regional NSW.

The project managed by Reporting Services Branch, in partnership with Information Services Branch and Courts Services, involved the design and development of a system known as the Multi-Court Remote Monitoring (MCRM) system, which allows the 24 courts located at Sydney West Trial Court, Parramatta Local Court and Parramatta Children's Court to be remotely monitored from the Justice Precinct Offices.

The MCRM system will be piloted from July to September 2011, with evaluation undertaken to assess the suitability of the system for further deployment. Once fully implemented, the MCRM system will deliver transformational change to the way court monitoring services are provided, increasing the flexibility and responsiveness of monitoring and transcription services provided to the courts, resulting in more cost-effective delivery of services.

The installation of DAT equipment, carried out as part of this project, will reduce the Department's exposure to risk through the continued operation of redundant analogue equipment in high volume court locations.

Largest court upgrade program in a decade

The Division is committed to maintaining the best performing courts in Australia with the best facilities aimed at reducing re-offending and building safer communities. In line with this it has delivered one of the largest facilities capital works programs in the last 10 years with nearly \$70 million of work completed.

The largest project is the upgrade of the Law Courts Building at Queens Square, which included the delivery of twelve new courtrooms, that have made the Supreme Court more accessible to the public and increased its capacity to host large and complex cases. Ten courtrooms now have world-class audiovisual technology and modern furnishings. The centrepiece of the project is a 245 square metre appeals court capable of accommodating five judges at the bench, 38 legal practitioners at the bar table and 30 people in the public gallery.

Three courtrooms are also compatible with E-Court, a service that enables practitioners at the bar table to view real-time transcripts of proceedings on their laptop computers. Matters of significant public interest can also be broadcast on a television screen in the public area on level 12 and transmitted to the media room of the Law Courts complex. Interview rooms for the legal profession, waiting areas and public amenities have also been updated.

Work has also begun on the upgrade of facilities on levels 8 and 11 of the Law Courts Building, and all ten floors occupied by the Supreme Court will be refurbished as part of the \$94 million project due for completion in 2013/14.

Work also commenced on phase one of the upgrade for the Downing Centre/John Maddison Tower court complex. It involves redeveloping two-and-a-half floors of John Maddison Tower to provide the Dust Diseases Tribunal and Administrative Decisions Tribunal state-of-the-art facilities including courtrooms, tribunal rooms, registries, interview rooms, chambers and offices as well as video-link technology and additional security.

Approval for the new courthouse in Newcastle was announced in July 2010. The development of a replacement Newcastle Courthouse to supply Local, District and Supreme Courts has commenced with the acquisition of land adjacent to the Newcastle Town Hall. A contract to appoint the project managers has been finalised and design work has commenced. The project is on track for occupation in late 2014 at a cost of \$94 million.

Other investment is also on track with the completion of designs for the new Armidale Courthouse and the upgrade of Waverley Courthouse. Renovations have been completed on Lismore, Central and Sutherland Courthouses while the renovation for a new two-storey extension of the Taree Courthouse started in February 2010.

Strengthening Alternative Dispute Resolution in the Children's Court

In 2010/11 the Alternative Dispute Resolution (ADR) Directorate worked closely with the Children's Court to transform the way the Court deals with care and protection matters, placing a much greater emphasis on the use of ADR.

Dispute Resolution Conferences were launched in the Children's Court on 7 February 2011. The conference is a form of ADR in which a child's family, Community Services, and the child's lawyer have an opportunity to participate in the decision-making process and to agree on the action that should be taken in the child's best interests.

NSW Courts and Tribunals

They are conducted by Children's Registrars, who are all trained in ADR. The Children's Registrar assists the parties to identify the issues in dispute, develop options, consider alternatives and endeavour to reach an agreement. Any agreements that are reached at the Dispute Resolution Conference are referred back to the magistrate, who may make orders in accordance with the agreement if they independently concur that the agreement is in the child's best interest.

ADR in the care jurisdiction is designed to empower families to actively participate in the decision-making process around their child's future care. This in turn is expected to lead to better informed and more responsive child protection decisions, and build increasingly positive relationships between Community Services and families.

An independent evaluation of the program is being carried out and due to report in April 2012.

A new DVD and suite of brochures were produced by the ADR Directorate to inform and educate people about the ADR programs in the Children's Court. The resources are designed to assist families in understanding the ADR process and better prepare them for the process.

The comprehensive DVD explains the process of mediation and conciliation in a style that is easy to understand and informative. It is distributed to all participants in Dispute Resolution Conferences in the NSW Children's Court and is available at NSW Local Courts.

Three information brochures were also developed to complement the DVD – two for parents and carers titled *Going to a Dispute Resolution Conference in the Children's Court* and *Going to Mediation*, as well as one brochure designed specifically for children.

Office of the Sheriff recognised as law enforcement agency

The Office of the Sheriff of NSW (SHO) which provides security and court support to the State's courts and tribunals, pursuant to the *Sheriff Act 2005* and *Court Security Act 2005*, set out to redefine its role as a leader in the provision of support services to courts. The Sheriff enforces judgments and orders issued by NSW Courts and Tribunals, Federal and Family Law Courts and matters under foreign convention agreements in accordance with the *Civil Procedure Act 2005*, *Fines Act 1996* and related Federal and Family Law Acts. The Sheriff also manages the NSW Jury Service in accordance with the *Jury Act 1977*.

In line with this business priority, 2010/11 has seen SHO recognised as a 'law enforcement agency', as defined by the *Privacy and Personal Information Protection Act 1998* (PPIPA), to enhance its ability to

operate alongside other law enforcement agencies in the protection of the judiciary, court users and staff. Legislation amendments have been made to the *Court Security Act 2005* No 1, particularly in relation to the definition of 'court premises' and 'discontinuing an arrest', to enhance its ability to respond to incidents within SHO span of responsibility.

The SHO introduced an updated policy and procedural manual, the product of consultative & collaborative work undertaken by union and non-union frontline staff, to ensure consistency of service delivery across all centres.

An enhanced training regime, incorporating tactical training delivered by the NSW Police Force, was introduced for all Officers-in-Charge. They also received training in leadership and management while all Sheriff's officers received online legislation training in security and civil enforcement to enhance the knowledge and skills of all sworn officers to a level consistent with the standards and expectations of a recognised law enforcement agency.

The SHO has undertaken to assess the training needs of court officers and implement court officer training on a regular basis.

Innovative court Services

Courts Service Centre

The NSW Courts Service Centre (CSC) is a new telephone service centre, which commenced operation on 24 January 2010. The service redirects enquiries away from registries so that registry staff can better focus on providing face-to-face counter service, courtroom support and attending to other court administration functions. It currently takes calls from four high volume registries as well as jury enquiries and has proven to be a great success answering over 74,000 calls between late January and 30 June 2011.

JusticeLink eServices

JusticeLink eServices completed the project to deploy eight electronic documents for bulk filers in November 2010 to facilitate a better service to in excess of 200 registered organisations and 1,100 individual users. JusticeLink eServices provides a Civil Court document on-line lodgement service for legal practitioners, litigant organisations and mercantile agents to electronically lodge civil court documents from their offices directly into the Supreme, District and Local Courts. Following the introduction of JusticeLink eServices 54 per cent of case initiating documents were lodged electronically. Future planned rollouts of online forms will form part of the Legal eServices Project.

NSW Courts and Tribunals

Legal eServices

Legal eServices, building on the existing JusticeLink eServices system, continues to improve and expand the JusticeLink eServices eFiling capabilities. Providing a service for documents to be submitted electronically will increase productivity through the legal profession and companies who interact with NSW courts. Legal eServices will continue to increase the number of documents available to be submitted electronically and enhance the system with a more accessible interface. With Legal eServices enhancement of the JusticeLink eServices system, anyone in the community with internet access will also be able to electronically lodge documents with the NSW Courts. Improving services and implementing online options gives people the opportunity to avoid submitting documents in person. The introduction of Legal eServices will also allow a number of processes to be available online, such as enabling the legal profession, businesses or individuals to track the status of their case online.

Online searchable court lists was the first of these Legal eServices to be launched from April 2011 improving accuracy and convenience for clients. This service provides online access to up to date court listings for NSW Supreme, District and Local Courts. The online searchable court lists are updated four times per day providing information of daily courtroom activities such as dates, times and locations. The online service is a great success with over 2200 inquiries in the first three months.

Joined Up Justice

In 2010/11 the Joined Up Justice project team continued to work on providing more sophisticated interfaces with other justice agencies, including Corrective Services NSW, Legal Aid NSW, the Office of the Director of Public Prosecutions, Roads and Traffic Authority, State Debt Recovery Office and other high volume partners in the justice system.

The Joined Up Justice project facilitates the exchange of data between the courts and major participants in the criminal justice system using a sector wide "Common Information Model". The JusticeLink system currently enables direct electronic data exchange between the courts and Juvenile Justice NSW, the NSW Police Force and the Bureau of Crime Statistics and Research.

Completion of the Caselaw project

An updated version of the NSW Caselaw website, with a new web address – www.caselaw.nsw.gov.au – was launched in the second half of 2010/11. It provides information and resources for authors publishing judgments on the NSW Caselaw website. NSW Caselaw has been redesigned to better meet the needs of the users of the website. The new website provides

simpler navigation, a clearer structure and improved search functions making case law in NSW easier to find. NSW Caselaw transcends jurisdictional divisions and places decisions from 14 courts and tribunals all together on one website.

Future directions

- An independent evaluation will be conducted of the new Alternative Dispute Resolution (ADR) initiatives in the Children's Court, reporting in April 2012.
- The ADR Directorate will continue to work to increase the role of Alternative Dispute Resolution in NSW and promote a shift away from adversarial litigation.
- Library Services will assume responsibility for the Caselaw online judgments service, which delivers timely and critical information resources for the judiciary, legal profession and public of NSW.
- The Supreme Court will further develop online forms and filing to decrease complexity in the documents required by the Court.
- The Supreme Court will continue streamlining of practices and procedures within the registry so that the Court's client service increases its efficiency levels and its client satisfaction.
- Office of the Sheriff of NSW will continue implementation of the 'Operational Review of Court and Judicial Security' recommendations 2009 including the risk categorisation of all courts and the introduction of court security risk management framework.
- The Office of the Sheriff of NSW will review current court officer management reporting arrangements with a view to identifying best practice resource allocation model.
- There will be continued implementation of the Joined Up Justice and Legal eServices projects.
- The Administrative Decisions Tribunal will continue to review and refine registry processes post implementation of the automated case management system.
- The Administrative Decisions Tribunal will explore the rationalisation of multi-member panels and enhance administrative support for members to maximise the use of their expertise.
- The Administrative Decisions Tribunal will work with the One Website team to create a more user friendly website that improves community awareness of the types of matters that can be heard by the ADT and the process.
- There will be further development of enhanced client service access channels – which will lead to greater access for the community and lower costs for participants in the justice system.

Crime Prevention and Community Programs



Our Department leads the development of evidence-based policies and programs to prevent crime and reduce re-offending in NSW. It aims to reduce crime by working in partnership with communities, government and non-government agencies, businesses and other service providers to develop and implement targeted programs.

In this chapter

- Keeping People Safe programs
- Aboriginal service programs of the highest quality
- Successful growth of innovative programs
- Anti discrimination education
- Successful holistic approach to reduce re offending
- International design centre helps to reduce crime
- Making the legal system accessible to culturally diverse clients
- Expansion of Forum Sentencing
- Taking action on graffiti
- MERIT celebrates a successful ten years
- Local crime prevention activities
- Reporting on victims of crime: the road to recovery
- Australia's first clearinghouse for victims of crime research
- Future directions

Image above: The Law Week Expo was held in Martin Place in Sydney where 25 booths provided legal information including legal advice services, crime prevention initiatives, victims support services and making a will.

Crime Prevention and Community Programs

Aboriginal Services Division's (ASD) primary mission is to reduce the over-representation of Aboriginal people in the criminal justice system. The ASD is responsible for a number of key departmental programs including Circle Sentencing, Aboriginal Community Justice Groups and the Aboriginal Client Service Specialist program.

Anti-Discrimination Board promotes anti-discrimination and equal opportunity principles and policies throughout NSW. It does this by handling complaints of discrimination, through community and private sector education, and advising government.

Criminal Justice Interventions (CJI) develops and implements evidence-based interventions and programs designed to reduce re-offending, provide support to victims and hold offenders accountable for their behaviour. These programs promote community safety and confidence in the justice system. CJI programs include the Magistrates Early Referral Into Treatment (MERIT) program, the Court Referral of Eligible Defendants Into Treatment (CREDIT) program, Forum Sentencing, the Domestic Violence Intervention Court Model, the Youth Drug and Alcohol Court, and the Men's Domestic Violence Behaviour Change programs.

Crime Prevention Programs (CPP) leads the development of evidence-based policies and programs to reduce re-offending and prevent crime in NSW. CPP works in partnership with communities, government agencies, businesses and other service providers across NSW.

Diversity Services co-ordinates the implementation of the Division's *Disability Strategic Plan* and the *Culturally Diverse Communities' Access Plan*. The unit provides leadership and advice to the Department and other justice sector agencies on how to provide equity for people with a disability and for people from culturally and linguistically diverse communities within the justice sector.

Victims Services comprises three key areas. The Victims Compensation Tribunal offers compensation and counselling and recovers monies paid in compensation from convicted offenders. The Victims of Crime Bureau provides support and referral services for victims of crime. The Families and Friends of Missing Persons Unit provides support to families. Victims Services also provides secretariat support to the Victims Advisory Board, which provides advice to the Attorney General about the needs of victims of crime.

Families and Friends of Missing Persons

Unit is the only one of its kind in Australia that provides specialised support to families and friends of missing people in NSW through practical assistance, information, counselling and group work.

Crime Prevention and Community Programs

Keeping People Safe programs

Measure		Historical actuals				Targets	
State Plan Priority or DAGJ Strategic Direction	Measure	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Keeping People Safe – Effective Crime Prevention and support to reduce re-offending	Number of forums held	86	99	186	307	1,100	1,600
Keeping People Safe – Effective Crime Prevention and support to reduce re-offending	Percentage of forums held where the victim participated	N/A	N/A	56%	58%	60%	60%
Keeping People Safe – Effective Crime Prevention and support to reduce re-offending	Number of people accepted onto the MERIT program	1,774	1,857	1,787	2,033	2,250	2,350
Keeping People Safe – Effective Crime Prevention and support to reduce re-offending	Number of CREDIT program entries	N/A	N/A	189	284	300	–
Keeping People Safe – Effective Crime Prevention and support to reduce re-offending	Number of CREDIT intervention plans developed and signed	N/A	N/A	131	201	220	–

Aboriginal service programs of the highest quality

The Aboriginal Services Division's (ASD) primary mission is to reduce the over-representation of Aboriginal people in the criminal justice system. The ASD provides Aboriginal clients with the highest quality criminal justice services to achieve their primary mission and to reduce the over-representation of Aboriginal people in the criminal justice system.

The ASD is responsible for a number of key departmental programs including Circle Sentencing, Aboriginal Community Justice Groups and the Aboriginal Client Service Specialist program. It also develops and implements new and innovative initiatives that aim to reduce the over-representation of Aboriginal people in all areas of the criminal justice system, including victimisation.

The ASD underwent a major reorganisation during the year. A regionalised management structure has been implemented and it has improved frontline services during 2010/11. These changes provide a solid platform

to develop and implement flexible programs to reduce Aboriginal involvement in the criminal justice system. There will also be a stronger focus on researching best practice programs from other jurisdictions to learn from their experiences, and on innovation and thinking 'outside the square' to achieve reductions in Aboriginal court appearance rates and tackle crime.

Four new Regional Co-ordinator positions were established in Dubbo, Armidale, Parramatta and Wollongong. These co-ordinators are responsible for providing frontline supervision, advice and support to staff that work on the Circle Sentencing, Aboriginal Client Service Specialists and Aboriginal Community Justice Groups programs. In addition, these officers will lead the implementation of innovative projects that are targeted at reducing Aboriginal offending and victimisation within communities.

The new regionalised management structure will provide greater operational support to frontline staff and will enable the Division to be more hands-on in its approach to consulting and working in partnership with Aboriginal communities.

Crime Prevention and Community Programs

Successful growth of innovative programs



Circle Sentencing in Mount Druitt directly involves local Aboriginal community members in the justice process.

Circle Sentencing expands

Throughout 2010/11 the Circle Sentencing program, an alternative sentencing court for adult Aboriginal offenders which directly involves local Aboriginal people in the process, was successfully expanded to Moree and Blacktown. This brought the total number of Circle Sentencing locations to twelve. The ASD will be working on strategies to expand Circle Sentencing more broadly across the State throughout 2011/12 in order to increase accessibility to this successful program.

Care Circles expanded to Lismore

In 2010/11 plans have been made to expand the Care Circles program to Lismore following a favourable evaluation of the pilot program. The Aboriginal Care Circles program pilot, in which Aboriginal community representatives in the Shoalhaven area help the Children's Court make decisions about Aboriginal children, including where they should live, who they see or services the family may need to help them care for their children, was initiated in Nowra in 2008.

An evaluation, conducted in 2010 by CIRCA (Cultural & Indigenous Research Centre Australia), found that the Aboriginal Care Circles pilot is a valuable program that provides an appropriate avenue for community input and community involvement in decision-making about Aboriginal children and young people. Families

that were involved with the pilot in Nowra strongly felt that Care Circles provided them with a greater level of satisfaction and acceptance of decisions relating to Aboriginal children and young people. It also gave parents a sense of ownership and control in identifying what is in the best interest of their child.

Video visits maintain vital links to family

In 2010/11 the Department introduced an innovative Video Visits scheme, which allows Aboriginal families to maintain vital links to family members whilst they are in custody.

The scheme addresses the barriers that prevent families and kin from maintaining contact, including financial hardship, transport constraints and large geographical distances. Maintaining contact between family members and inmates is critical in assisting with the effective transition of inmates from custody back into the community. The scheme allows inmates to maintain contact with children, which greatly supports their transition back into parenthood upon release.

This scheme aligns with the Department's strategic direction to reduce re-offending and provides an effective arrangement of transition from custody back to the community. The Department is in the process of expanding the scheme to Moree, Newcastle and Wagga Wagga.

Crime Prevention and Community Programs

The ongoing success of these initiatives can be attributed to Aboriginal community members that participate in a voluntary capacity. The Department relies on their input to ensure that programs are truly inclusive and responsive to the needs of Aboriginal communities across the State.



New Video Visits scheme allows inmates to maintain contact with families and children assisting their transition back into parenthood upon release.

Anti-discrimination education

The Department's Anti-Discrimination Board ran an education program that comprised on-site training, seminars and community education that were attended by almost 9,000 people during 2010/11.

Twenty-eight seminars and training sessions were conducted in Sydney and Newcastle for employers, employees and service providers that included information on:

- managing harassment and bullying prevention
- grievance handling
- EEO recruitment and employment practices
- managing psychiatric disabilities
- case law update
- contact officer training
- grievance management and resolution
- policy development.

Additionally, community education sessions were provided to target groups including the Vietnamese, Nepalese and Bhutanese communities; and Sudanese, Congolese and Swahili speaking refugees. Sessions were also held for carers, people with a disability (hearing or vision impaired), homeless people, and TAFE/university/school students. A number of information stalls were also held at community events such as Fair Day, Harmony Day and Homeless Connect.

The Anti-Discrimination Board also participated in the Mardi Gras parade and organised a poster competition for schools for Law Week, which gave primary and secondary students the opportunity to design a poster celebrating diversity in their community. This aimed to encourage them to think about and embrace their differences and to say 'no' to bullying.

Successful holistic approach to reduce re-offending

The Court Referral of Eligible Defendants Into Treatment (CREDIT) program continued to exceed expectations during the year. It continued to receive positive feedback from magistrates and other stakeholders.

CREDIT is a key initiative of the NSW Government to reduce re-offending rates. The Local Court works in partnership with the NSW Police Force, NSW Health and Corrective Services NSW in the expansion and development of CREDIT, with the Crime Prevention Division of the Department of Attorney General and Justice as the lead agency. The design of the program draws on aspects of 'problem-solving' courts. These courts use a collaborative problem-solving approach to address underlying issues contributing to an offender's behaviour in order to reduce their likelihood of re-offending.

The program, which commenced at Tamworth and Burwood Local Courts in August 2009, is now also being trialled in Quirindi Local Court. It provides adult offenders access to a broad range of available services providing education or training, treatment, rehabilitation and other social welfare assistance and support. This includes:

- accommodation
- financial counselling
- counselling for gambling
- mental health assessment or support
- suicide counselling
- domestic violence or sexual assault support
- drug assessment, treatment or support
- alcohol misuse and treatment
- education, training or employment
- disability services.

To support the implementation of the trial a service manual was developed and service level agreements with partner agencies were completed.

Given the success of CREDIT to date, the program is expected to continue beyond the trial period. Broader availability of the program will be considered following the results of an evaluation due in June 2012.

Crime Prevention and Community Programs

International design centre helps reduce crime

The Designing Out Crime Research Centre (DOCRC) is an international design centre that aims to influence the design of products and spaces to reduce the likelihood of crime. The Department established the centre at the University of Technology Sydney in 2008. Significant projects for the year included:

Safety on rail stations

For some time public transport commuters have provided ongoing feedback regarding the absence of rubbish bins at train stations. The NSW Government removed public rubbish bins to maximise public safety as they presented opportunities to conceal explosive devices. The DOCRC worked with RailCorp and the NSW Police Force to design and develop bins appropriate for the City Rail network that would minimise disruption and damage caused by vandalism, and facilitate police responses to suspicious activity. The bins are now in use at 28 of Sydney's busiest train stations.

Reducing vandalism and increasing community safety

The DOCRC worked closely with Housing NSW to maximise public access to the Shalvey Community Centre. The Community Centre had been the target of significant vandalism, and this had a negative impact on community access to its services.

The design centre introduced a number of design solutions that protected the community centre from vandalism while also creating a welcoming environment. This resulted in:

- replacement of the barbed-wire fence with a lower multi-coloured fence of irregular height that local residents helped to set up and paint. The multicoloured fence of irregular height makes it difficult to graffiti and climb up on, and is easy to maintain should it be damaged
- installation of a community garden, barbecue area and seating, security lighting and custom designed security screens.

Engaging international experts in responding to local crime problems

The DOCRC hosted two experts in designing strategies to prevent retail crime who were from the United Kingdom. The experts shared their latest designs and crime prevention strategies that could be applied in NSW to respond to retail theft through a number of forums with retailers, crime prevention practitioners and NSW Police Force representatives.

The centre has also entered into a unique partnership with Housing NSW and the University of Western Sydney to provide advice on housing redesign in areas of Mt Druitt.

The centre has also started innovative projects looking at the redesign of ATMs, supermarkets and transport areas to reduce crime.

Making the legal system accessible to culturally diverse communities

During the year Diversity Services expanded their team with two new community liaison officers for the Chinese and Pacific Islander communities to help meet the needs of culturally diverse clients. They have been employed to engage with their communities and implement strategies to help the communities have a better understanding of the justice system and the services delivered by the Division.

This work is delivered as an integral part of the *Culturally Diverse Communities' Access Plan 2009–12*, which drives the Department's commitment to addressing the access and equity issues of the culturally and linguistically diverse communities of NSW.

The Department also broadened its commitment to various African communities through the launch of the new DVD, *The Law and You, Legal Information for African Communities in NSW*. The launch was attended by 150 African community leaders and elders from across the State together with service providers who support the communities. A second meeting was also held with African leaders and elders from numerous communities to explore strategies to create more responsive services and enhance their understanding of the justice system.

Training for both staff and community groups was an important component of the plans. Some of these sessions included legal education workshops for the Sudanese and Congolese communities, Pacific communities and Chinese communities, as well as extensive training and education of departmental staff.

Targeted resources and training tools were promoted through various professional sectors and the community to reinforce the rights of people with decision-making disabilities in line with the Capacity Toolkit. The Toolkit is also available on an MP3 file for people with vision impairment. Its fact sheet for people with decision-making disabilities was translated into Arabic, Chinese, Greek, Italian and Vietnamese.

Extensive effort has been put into representing the Department on the Government's Senior Officer's Group on People with Disabilities and the Criminal Justice System. The Department continues to work to present a co-ordinated and strategic response to the legislative and practical issues affecting people with intellectual disabilities in the criminal justice system across the Division, Juvenile Justice and Corrective Services NSW.

Crime Prevention and Community Programs



New Diversity Services team members have been employed to engage with their communities and implement strategies to help the communities have a better understanding of the justice system and the services delivered by the Division.

Expansion of Forum Sentencing

Forum Sentencing continued to expand and now operates in 24 Local Courts. The scheme commenced in September 2005 and was first initiated at two sites – Liverpool, and a court circuit on the north coast encompassing Tweed Heads, Murwillumbah, Byron Bay and Mullumbimby Local Courts.

The program brings together an offender, the victim(s) and other people affected by the crime. It provides those affected the opportunity to meet with the offender to tell them about the impact of the crime on their lives and have input into a plan for the offender that aims to repair the harm and reduce the impact of re-offending. This recompense can take a number of forms including an apology, financial reparation to the victim, or community work.

During the year program changes were introduced to ensure a greater focus on promoting victim participation and reduce re-offending. These included enhanced early assessments of offenders to better reduce the likelihood of re-offending and changes to the program guidelines. Forum Sentencing will continue its expansion to eventually provide state-wide coverage.

Taking action on graffiti

The Division's Crime Prevention Program team successfully co-ordinated and completed a number of graffiti initiatives aimed at further reducing graffiti.

With the assistance of local governments across NSW, Graffiti Action Day 2011 successfully engaged community members and groups in the removal of graffiti and raised awareness of good graffiti removal methods. On the day, 825 volunteers at 237 sites removed 4,178 square metres of graffiti and 1,200 packs of graffiti cleaning equipment were distributed around the State. Clean-up teams removed graffiti from a range of sites, including bus shelters, council properties, community centres, shopping centres, playgrounds, businesses and parks.

Young offenders also removed graffiti or cleaned up council areas in Newcastle, Blacktown, Fairfield and Ashfield as part of Graffiti Action Day. Juvenile Justice continues to work with more than 20 local councils and community groups around the State to supervise young offenders on community service orders around the State as they remove graffiti from public view.

Crime Prevention and Community Programs

Working with local governments in promoting good practice design and maintenance to reduce the likelihood of graffiti

Through the CPTED (Crime Prevention Through Environmental Design) Funding Program, \$1 million was allocated to 10 local government areas to fund projects to reduce the incidence of graffiti on a range of assets within those areas. The funding program encourages projects that provide a permanent solution to graffiti vandalism, including additional lighting, construction of fences and planting of trees.

MERIT celebrates a successful ten years

In July 2010 the Department's Magistrates Early Referral Into Treatment (MERIT) program celebrated a successful ten years with a conference in Lismore, its place of origin. Ninety delegates attended the event where they reflected on the achievements over the decade and discussed ways in which the program could develop and improve in the future.

MERIT offers drug treatment to bailed defendants prior to sentencing, and is now based in 65 Local Courts across NSW. The program successfully reduces re-offending through addressing a defendant's drug misuse and other underlying factors which may relate to offending behaviour. To date more than 13,000 participants have entered the program with 8,808 successfully completing it.

Completion of the program reduces the proportion of defendants reconvicted for any offence by 12 per cent according to a July 2009 report by the NSW Bureau of Crime Statistics and Research titled *The impact of drug participation on re-offending by defendants with a drug use problem*. During the year MERIT continued to expand its coverage with additional courts now offering treatment to people presenting with alcohol misuse as their primary problem.

The success of the MERIT program led to the establishment of programs for people with alcohol addiction. Alcohol MERIT exists in nine courts across the State consisting of Bathurst, Broken Hill, Coffs Harbour, Dubbo, Manly, Orange, Wellington, Wollongong and Wilcannia. Expansion of the program will be considered in 2012.

Local crime prevention activities

Crime Prevention Programs (CPP) continued its work in developing partnerships with key government and non-government stakeholders to target specific crimes in identified hotspots. In 2010/11 nine local government areas in NSW were awarded total funding of \$708,851.

Working with experts across the community

CPP has a long history of working closely with a range of stakeholders to respond to crime. In 2010/11 the team focused on engaging experts across the business and community sector who had an operational understanding of the crime facing NSW. This included:

- working closely with financial institutions and ATM manufacturers in considering solutions to fraud
- developing partnerships with licensees and clubs in priority locations to respond to alcohol-related assault
- working with organisations that represent car park and service station operators in responding to offences such as steal from motor vehicle or theft of petrol.

Providing training to support the community in preventing crime

- In partnership with the Australian Retailers Association, CPP developed and delivered training resources to retailers on how to prevent retail theft. The training resources included a manual and online training course that will soon be available to retailers across NSW.
- In partnership with licensees in priority locations, CPP worked with experts to deliver training to support bar staff in dealing with intoxicated or confrontational patrons in a proactive and non-violent manner. The training increases safety for staff and patrons in premises that are known hotspots for alcohol-related crimes.

Maximising safety in public spaces

Given the close link between alcohol intoxication and crime victimisation, the CPP worked closely with a range of stakeholders to implement strategies to support patron safety. This included the implementation of strategies to increase safe access to transport options late at night or in the early hours of the morning, such as the provision of buses with private security and the use of private security at selected taxi ranks.

Crime Prevention and Community Programs

Reporting on victims of crime: the road to recovery

A conference co-hosted by Victims Services explored how the media can report on important issues involving victims of crime without causing them any additional trauma. The *Road to Recovery Conference*, also hosted by the Journalism Education Association of Australia, was held in May at the University of Technology Sydney.

The media gives victims of crime a voice in the community and helps them to campaign for law reform in a range of areas including sexual assault. However, victims are often vulnerable in the aftermath of a crime and the Road to Recovery Conference heard from a number of high profile victims who felt the media could have been more sensitive in the coverage of their case.

The conference included a panel of victims of crime who spoke about their experiences with the media; victims support organisations, which included representatives of the Department of Attorney General and Justice, NSW Police Force, the Office of the Director of Public Prosecutions and NSW Health; and a panel of media organisations and academics.

Other key parties involved in the *Road to Recovery* project that also provided efficient and practical assistance to journalists to ensure they are respectful of victims. The conference was an important step towards developing resources and guidelines to help the majority of journalists who want to do the right thing by victims of crime.

The ABC, Network Ten, the *Sydney Morning Herald* and Sky News were among the media organisations represented at the conference. Their journalists gave an insight into the challenges they faced when reporting on victims of crime, including tight deadlines, competition with other media outlets and the need for a fresh angle.

Conference participants came up with a range of options to help the media and victims of crime understand each other. They included:

- free seminars for cadet journalists on reporting on victims of crime issues
- amendments to journalism codes of ethics to include standards of reporting on victims of crime
- development of tools for journalists dealing with victims of crime
- a guide to help victims deal with the media.



Group of conference participants at the Road to Recovery Conference. Left to right. Jolyon Sykes (Journalism Education Association of Australia), Michael O'Connell (Commissioner Victims' Rights SA), Howard Brown (Victims of Crime Assistance League), Jenna Price (UTS), Dr Leslie Cannold (Forum Facilitator), Martha Jabour (Homicide Victims Support Group), Robert Doran (Victims Services), Susan Smith (Sydney Women's Domestic Violence Advocacy), Mandy Young (Victims Services), Claire Duffy (Australian Press Council), Christine Robinson (Wirringa Baiya Aboriginal Women's Legal Centre).

Crime Prevention and Community Programs

Australia's first clearinghouse for victims of crime research

The Department announced plans for the establishment of Australia's first clearinghouse for research on helping victims of crime in May 2011.

The new website will be a one-stop shop for local and international research containing summaries of relevant articles, reports and conference papers. It aims to give an insight into the complex psychological, physical and financial problems that victims of crime can face to help identify what helps them in recovery.

This is part of the Division's commitment to ensuring that victims of crime have a strong voice in the administration of justice and to allow a judge to consider the possible and probable consequences of criminal behaviour, not only to society in general but the actual effect of a specific crime upon people.

A primary aim of the clearinghouse project is to also help identify where gaps are in the research, particularly in the Australian context, so that recommendations can be made about areas for future research.

Future directions

- The Division will be establishing a number of specific and focused strategies to target reductions in specific crimes including reducing retail crime, stealing from motor vehicles, crime on public transport and continued work to reduce graffiti.
- Develop some real estimates of the cost of crime in NSW.
- Develop a comprehensive strategy to reduce the volume of offenders processed by the criminal justice system and to make the system more cost effective and responsive.
- Further evaluate Alcohol MERIT for consideration for expansion in more courts across the State.
- Develop new educational products and services to further the goal of eliminating discrimination and achieving equal opportunity.
- Launch new Victims of Crime Research Clearinghouse, a website that will be a portal for high quality research into victims of crime issues.

Policy and Legal



Maintaining and improving the legislative and regulatory basis for a just and safe society is one of the primary roles of the Department. This includes developing legal policy and legislation; advising government on law, justice and legal reform; collecting, analysing and disseminating statistical crime information to build a strong evidentiary basis for criminal justice policy and programs; and delivering legal services fairly and justly.

In this chapter

- New laws to update the justice system
- Public Defenders Office Aboriginal Law Graduates Program
- Quality research to inform justice policy
- Protecting and promoting people's interests
- The busiest Law Reform Commission in Australia
- An alternative way to study law
- Successful Work Development Order scheme here to stay
- Future directions

Policy and Legal

Bureau of Crime Statistics and Research

(BOCSAR) is the official source of NSW crime statistics. It conducts research into the frequency and distribution of crime; the efficiency, effectiveness and fairness of the NSW criminal justice system; and the effectiveness of policies and programs designed to reduce and prevent crime.

DNA Review Panel deals with applications from prisoners convicted of an offence prior to September 2006 whose claim of innocence may be affected by DNA evidence.

NSW Law Reform Commission is an independent statutory body established to reform, simplify and modernise the law in NSW. It provides independent, expert law reform and policy advice to government through the Attorney General.

Legal Profession Admission Board is responsible for approving the admission of lawyers and appointment of public notaries. It assesses and accredits academic and practical training courses in law provided by universities and colleges. The Board also registers and assesses students for its Diploma in Law and assesses the qualifications of overseas applicants.

Legal Representation Office provides legal advice and representation to people summonsed to appear before the Police Integrity Commission and the Independent Commission Against Corruption and other Commissions of Inquiry.

Legal Services Branch manages litigation matters involving the Attorney General, the Attorney General's Division and Corrective Services NSW and prepares submissions and recommendations to ensure that the common law and statutory powers of the Attorney General are exercised in accordance with the law.

Legislation, Policy and Criminal Law Review

(LPCLR) advises the Attorney General, Director General, courts, tribunals and government agencies on legal policy and legislative reform. LPCLR also includes the Ministerial Liaison Unit, which co-ordinates briefings for the Attorney General, the State Copyright Manager who is responsible for copyright law and policy for the NSW Government, and the Departmental Spokesperson who responds to media enquiries and provides strategic media advice.

Professional Standards Councils approve and monitor *Cover of Excellence*® schemes, which require occupational associations to improve professional standards of their members through the implementation of risk management strategies, codes of ethics and conduct, and requiring members to carry sufficient professional indemnity insurance cover and/or business assets to protect consumers.

NSW Public Defenders Office provides salaried barristers, independent of government, to appear for clients who are charged with serious criminal offences and who have been granted legal assistance by the NSW Legal Aid Commission, the Aboriginal Legal Service (NSW/ACT) or a community legal centre. Public Defenders also provide legal advice and education for criminal law practitioners and play an active role in law reform.

NSW Sentencing Council is an independent public body established to consult with and advise the Attorney General on sentencing issues. It monitors and researches sentencing trends and practices. Council members include people involved in the process of justice ranging from victims of crime to legal professionals.

Policy and Legal

New laws to update the justice system

The Division advanced significant law reform through the development of 19 new laws designed to strengthen and modernise the justice system.

Some of these reforms include:

- a comprehensive regime for class actions
- laws to help settle civil disputes out of court
- a package of laws to strengthen the rights of victims of crime and to streamline the victims of crime compensation process
- stronger laws for dealing with serious sex offenders
- updating laws for electronic transactions
- laws to create a single agency to deal with privacy issues and access to government information
- new surrogacy laws regulating surrogacy arrangements
- new journalist shield laws
- updating offences relating to company directors
- stronger police “move on” powers.

The Division also played a lead role in a national project on legal profession regulation reform, and released a number of significant consultation papers. These papers covered topics including the reform of judicial review, and the use of family victim impact statements in homicide cases.

Public Defenders Office Aboriginal Law Graduates Program

The Public Defenders Office’s highly successful Aboriginal Law Graduates Program, which provides a paid clerkship for Aboriginal law graduates, has seen ten graduates complete the program and be admitted as legal practitioners in NSW since 2002.

The program commenced in 2001 to increase the number of Aboriginal barristers practising in NSW by providing financial assistance and mentoring. In 2006 the program was expanded to provide Aboriginal law graduates assistance to complete their practical legal training at Public Defenders through a paid clerkship.

The clerkship is funded under the Indigenous Justice Strategy. Applications are assessed by a Public Defender and the Chambers Manager who also consult with the NSW Bar Association’s Indigenous Barrister’s Strategy Working Party, and, where relevant, the head of the law faculty of the tertiary institution.



Left to right: Public Defender’s Office Aboriginal Law Graduates: Damian Beaufils (left) and Kristy Kennedy (right) with program coordinator Dina Yehia (centre).

Policy and Legal

Sydney West and regional courts

The Public Defenders Office has created a permanent position based in Wagga Wagga to further consolidate representation in key regional areas. The Office now has seven Public Defenders based in regional locations. They have also increased their representation in regional courts by 3 per cent since last year.

The number of Public Defenders located at the Parramatta Justice Precinct was also increased from one to three to meet the additional demands of the Sydney West Trial Courts, resulting in an increase in completed matters of almost 50 per cent.

Quality research to inform justice policy

The Bureau of Crime Statistics and Research (BOCSAR) continued to provide clients with high quality and timely information about crime and criminal justice issues, and high quality research to inform policy decisions about crime control and criminal justice administration.

BOCSAR published six statistical reports and responded to more than 600 ad hoc requests for information from government agencies, the media, academics, members of the public and other clients. More than 95 per cent of requests for information were responded to within time standards of two working days for requests available from data cubes and ten working days for requests requiring programming.

BOCSAR published 25 major research reports in 2010/11 including:

- *The impact of Criminal Case Conferencing on early guilty pleas in the NSW District Criminal Court*
- *Trends in the use of suspended sentences in NSW*
- *An evaluation of the Compulsory Drug Treatment Program*
- *Factors which influence the sentencing of domestic violence offenders*
- *Trends in property and illicit drug crime around the Medically Supervised Injecting Centre in Kings Cross: An update*
- *Assaults on school premises in NSW, 2005–2009*
- *Bail presumptions and risk of bail refusal: An analysis of the NSW Bail Act*
- *The effect of prison on adult re-offending*
- *Measuring offence seriousness*
- *An analysis of alcohol and psycho-stimulant use from the 2007 National Drug Strategy Household Survey*
- *Trends in possession and use of narcotics and cocaine*

- *Change in offence seriousness across early criminal careers*
- *Legally coerced treatment for drug using offenders: ethical and policy issues*
- *Reducing Indigenous Contact with the Court System*
- *Why is the juvenile re-offending rate higher than expected?*
- *Why does NSW have a higher imprisonment rate than Victoria?*
- *The decline in unconditional release before trial*
- *The association between alcohol outlet density and assaults on and around licensed premises*
- *Modelling supply rates of high-strength oxycodone across New South Wales*
- *An update of long-term trends in property and violent crime in New South Wales: 1990–2010*
- *Trends in assaults after midnight*
- *Screening cautioned young people for further assessment and intervention*
- *Re-offending in NSW*
- *Police bail and risk of re-offending*
- *Understanding crime hotspot maps.*

These reports can be found on the BOCSAR website: www.bocsar.nsw.gov.au. In addition BOCSAR continued to improve client services and communication by including digital footage of media conferences on the website, expanding online data query tools and utilising social media platforms such as Twitter to ensure the public can quickly check the accuracy of media claims about crime and criminal justice.

Protecting and promoting people's interests

The administrative responsibility for the Guardian ad Litem (GAL) Panel was transferred from Court Services to the Legal Services Branch (LSB) on 1 July 2009.

A GAL is someone who is responsible for the conduct of legal proceedings for a person, where that person is incapable of representing him or herself, incapable of giving proper instructions to his or her legal representative, and/or under legal incapacity due to age, mental illness or incapacity, disability or other special circumstances in relation to the conduct of the proceedings.

Since the transfer, LSB has undertaken an extensive review of the GAL Panel, reconfigured the appointment process, implemented and streamlined administrative processes, prepared a GAL Code of Conduct and finalised a GAL Handbook.

Policy and Legal

The GAL Panel plays an important part in addressing the aims of the government to provide and support the most vulnerable in society, including those with a disability or mental health issue. The reforms to the GAL Panel accord with recommendations of the Special Commission of Inquiry into Child Protection Services in NSW.

Major achievements during 2010/11 include:

- launch of the GAL Code of Conduct and the GAL website, www.gal.nsw.gov.au
- establishment of the GAL Professional Advisory Committee
- publication of the GAL Complaints Guidelines and GAL Assistance Policy
- preparation of the GAL Handbook.

The functions of the GAL Panel have expanded and now provide support in many NSW jurisdictions including the Children's Court, District Court, Supreme Court and Administrative Decisions Tribunal. A memorandum of understanding has been developed between the Department of Attorney General and Justice, Legal Aid New South Wales and Department of Human Services, Family and Community Services, to provide support to children and young persons in out-of-home care who may have claims against the State of NSW.

The busiest Law Reform Commission in Australia

The 2010/11 year was a busy one for the Law Reform Commission. It conducted more than 73 separate consultations with stakeholders, up from 53 in the previous year, and from 21 in 2008/9. Improving and extending community and stakeholder engagement has been a deliberate strategy of the Commission to achieve the Department's strategic goal: *Undertake law reform, and develop evidenced based justice policy and research.*

The Commission released consultation papers on young people with mental health and cognitive impairment issues in the criminal justice system, security for costs, penalty notices, cheating at gambling and compensation to relatives, and a questions paper on bail.

The Law Reform Commission also produced two major reports to government. The *Complicity* report made major recommendations to deal with a complex area of criminal law concerning joint criminal enterprise, conspiracy, and assisting other commit offences; and *Family Violence – A National Legal Response* was a joint report with the Australian Law Reform Commission and recommended significant reforms to the law relating to family and domestic violence.

At the end of 2010/11 the Law Reform Commission had seven references ongoing making it the busiest Law Reform Commission in Australia. The priority for 2011/12 is to deliver on these references in a timely way.

The Commission is an independent statutory body that provides expert law reform advice to government through the Attorney General on matters referred to it by the Attorney General.

An alternative way to study law

The NSW Legal Profession Admission Board (LPAB) offers an alternative way to study law and enter the legal profession. Instead of completing a law degree at a tertiary institution, the LPAB, in conjunction with the Law Extension Committee of the University of Sydney, offers a Diploma in Law course. Entry requirements are less rigorous than for a law degree.

The Diploma in Law qualifies a person academically for admission as a lawyer in NSW and for admission purposes it is the equivalent of an LLB degree from a New South Wales accredited University Law School. Many eminent practitioners, including judges, senior partners and senior counsel, have entered law by undertaking the Diploma in Law.

The Board is responsible for making rules for, and approving, the admission of lawyers and appointment as a public notary. As the admitting authority in NSW, it regards both university degrees and the Diploma in Law equally as a professional qualification.

From 1848, the Supreme Court of New South Wales set examinations for admission to the profession. This tradition has been continued by the Admission Board and its predecessor bodies, allowing people to study law in the country as well as the city, and to become lawyers in circumstances where it might not have been possible otherwise.

The Board is not a degree-granting body and, unlike a university, does not offer personal supervision or facilities for research. Emphasis in the Board's curriculum is on its practical, professional orientation. In order to obtain a Diploma in Law the Students-at-Law are enrolled with the Legal Profession Admission Board, must undertake the Law Extension Committee's educational program in each subject, and sit for the Board's examinations. Lecturers, the majority of who are also the Board's Examiners, are a combination of highly qualified academics and legal professionals.

The fundamental aim of the course is to provide a readily accessible legal education and a flexible means of entry to the legal profession. The program is academically rigorous, but emphasis is placed on performance in the course rather than on high entry requirements.

Policy and Legal

The course is designed to be especially suitable for part-time students, including country residents. Many find previous study and work experience, particularly in a law-related area, to be advantageous.

Students need to possess initiative and a strong motivation to study for the Board's examinations, as the amount of individual attention and the on-campus support provided in undergraduate university courses is not available.

Successful Work and Development Order scheme here to stay

The successful Work and Development Order (WDO) scheme has been made permanent. The WDO scheme allows people who are homeless, have a mental illness or intellectual disability, or who are experiencing acute economic hardship, to work off their fines through activities such as education, mental health treatment and voluntary work with approved organisations and health practitioners. The WDO scheme is available from one of the earliest points of contact with the criminal justice system, when a penalty notice is issued.

The WDO scheme was initially established as a two-year pilot in July 2009. A recent evaluation of the pilot found that the scheme:

- helped to reduce re-offending (at the time the evaluation was conducted, 82.5 per cent of WDO recipients had not received a fine or penalty notice enforcement order since their WDO was approved). The evaluation reported that once given a way out of unpayable debt, most WDO recipients responded with a renewed commitment to clean living: buying train tickets, parking legally and generally trying to stay clear of trouble
- provided a positive incentive for people to engage in educational and vocational courses, and mental health and drug and alcohol treatment
- built the job skills of participants and opened up their employment opportunities
- reduced cost to government and non-government agencies
- improved mental health outcomes. In addition to reducing the anxiety associated with unpayable fine debt, there was strong feedback from mental health practitioners that WDOs encourage people to engage in, and stay in, mental health treatment. One mental health nurse commented, "the WDO is the most concrete and effective way of getting compliance with treatment I've seen. There is nothing else like it".

The scheme operates in partnership with a range of organisations and health practitioners, including Mission Australia, Youth off the Streets, and the Schizophrenia Fellowship, as well as doctors and nurses in the community. The scheme is monitored by the WDO Committee, made up of government and non-government stakeholders.

Throughout 2011/12, the Department will work with Legal Aid NSW and the State Debt Recovery Office (SDRO) to expand and better support the WDO scheme across the State. The Department will also implement legislative amendments to make people with a serious addiction to drugs, alcohol or volatile substances eligible for the scheme and to streamline the application process.

Future directions

- Improve client services and communication with clients including posting digital footage of media conferences on the BOCSAR website, expanding online data query tools and utilising social media platforms to ensure the public can quickly check the accuracy of media claims about crime and criminal justice.
- Review of the duration of daylight saving; reform of judicial review in NSW; the establishment of an Inspector of Custodial Services; developing responses to various NSW Law Reform Commission reports, including those on privacy, complicity, company title; a review of the *Young Offenders Act 1997* and *Children (Criminal Proceedings) Act 1987*; statutory reviews of various Acts, including the *Civil Procedure Act 2005*, *Workplace Surveillance Act 2005*, *Defamation Act 2005*, and the *Crimes (Domestic and Personal Violence) Act 2005*.
- Promoting compliance and sharing of knowledge by officers involved in processing applications under the *Government Information (Public Access) Act* and between Right to Information Officers within the Justice Cluster. Examining the publication of a single Publication Guide for the new reporting year and ways in which knowledge, expertise and precedents can be shared between relevant Justice agencies.
- Working with Native Title, Aboriginal Land Claims and Status Branch staff following transfer of responsibility for claims to the Attorney General from 1 November 2011 with a view to ensuring appropriate governance is in place, processes are streamlined, stakeholder expectations are managed, and relationships with external agencies are maintained and enhanced.

Legal and Community Services



The Department continued to focus on providing legal and other business services as well as protecting the interests and rights of people with special needs. They are committed to driving continued excellence and satisfaction in client service.

In this chapter

- Registry services available through Australia Post
- Registry improves customer satisfaction
- Responding to community concerns
- Online feedback accepted
- Supporting Justices of the Peace
- Crown Solicitor's Office: a commercially successful operation
- Improved legal services
- Improved public access to government information
- Fast and accurate advice on legal matters
- Helping self represented litigants in Local Courts
- Promoting free legal assistance around NSW
- Awards for dedicated staff members
- More legal practitioners and fewer complaints
- Office of the Legal Services Commissioner promotes professionalism
- Web portal encourages better legal practices
- Partnership helps vulnerable members of the community
- New offices, extra services and community outreach
- Continued promotion and advocacy of rights
- Restructure of finance and investment structures and products
- Future directions

Legal and Community Services

Community Relations Unit provides support to the Attorney General in responding to community concerns, assists clients in their dealings with the Attorney General's Division, and administers the appointment of Justices of the Peace in NSW and selected other legal applications.

LawAccess is a free service that provides legal information, managed referrals and, in some instances, legal advice. LawAccess is available to anybody in NSW and is particularly focused on helping people who live in regional, rural and remote areas of NSW; are Aboriginal or Torres Strait Islander; have a disability; are from culturally and linguistically diverse backgrounds; or are at risk of harm and have an urgent legal problem. LawAccess NSW is a partnership between the Department of Attorney General & Justice, Legal Aid NSW, Law Society of NSW and NSW Bar Association.

Registry of Births Deaths & Marriages maintains records of all births, deaths and marriages occurring in NSW – helping to protect the legal entitlements of NSW citizens – and provides accurate and reliable data for planning and research. It is responsible for administration of the *Births, Deaths and Marriages Registration Act 1995*, the *Relationships Register Act 2010*, and the *Marriage Act 1961* (Commonwealth) for NSW.

Office of the Legal Services Commissioner (OLSC) is a co-regulator with the Law Society and NSW Bar Association. The OLSC is an independent complaints handling body to oversee the investigation and resolution of complaints about lawyers.

Crown Solicitor's Office provides legal services to the NSW Government. The Crown Solicitor is engaged by government agencies to perform tied legal services in matters which have implications for government beyond an individual Minister's portfolio; involve the constitutional powers and privileges of the State and/or the Commonwealth; raise issues which are fundamental to the responsibilities of Government; and relate to matters falling within the Attorney General's area of responsibility. The Crown Solicitor competes with the private legal profession for untied legal work.

Legal Services Co-ordination Unit is a consultancy and advisory service for legal management, education and training within NSW Government agencies. It facilitates the consistency in best practice management of legal services across whole of government and also manages the Vanuatu Legal Sector Strengthening Program.

Solicitor General appears on behalf of the State Government in judicial proceedings and provides legal advice to the government on legal matters.

Crown Advocate assists the Solicitor General in performance of his or her functions. Like the Solicitor General, the Crown Advocate is formally under the direction of the Attorney General.

NSW Trustee & Guardian (NSWTG) provides will-making, estate administration, executor, trust management, power of attorney management and financial management services to the people of NSW. NSWTG is legally appointed to protect and administer the financial affairs and property of people unable to make financial decisions for themselves where there is no other suitable person willing to assist.

The Public Guardian is legally appointed to make health and welfare decisions for people with a disability who are unable to make decisions for themselves. It also informs the community about guardianship and provides support to private guardians to fulfil their role.

Legal and Community Services

Registry services available through Australia Post

The Registry of Births Deaths & Marriages has responded to customer feedback and partnered with Australia Post to make access to certificate services easier than ever. Since December 2010, people have been able to lodge paperwork for births, deaths and marriages registrations at 52 Australia Post offices around NSW. The Registry's arrangement with Australia Post gives customers the benefits of online applications, extended opening hours (until 8 pm and on weekends in some areas), and service in suburban, regional and rural locations. The service initiative came after surveys revealed 80 per cent of customers wished to be able to apply for a certificate through their local post office.

LifeLink system secures identity information

The Registry of Births Deaths & Marriages is also investing in new technology to meet the identity security demands of the 21st century. A new and unique electronic records system called LifeLink is being created to register NSW life events accurately and securely, in perpetuity. LifeLink is the Registry's new core IT system for registration and certificate production. It will be used to register births, deaths, marriages, changes of name, registered relationships, adoptions and changes of sex. Data cleansing of the Registry's historical data holdings, comprising some 57 million records, has been completed and a prototype system delivered. Extensive consultation with staff, together with process re-engineering, is underway to ensure LifeLink's smooth implementation in mid 2012.



A new and unique electronic records system called LifeLink is being created to register NSW life events like weddings accurately and securely.

Registry improves customer satisfaction

Overall customer satisfaction improved by two percentage points to 93 per cent for 2010/11 following dedicated customer service training for all Registry staff. All routine certificate applications were completed within the standard service time of 10 working days. The average customer waiting time for counter service in 2010/11 was 5.1 minutes. Senior Registry staff members have been working closely with funeral directors and marriage celebrants to improve the quality of data provided for registrations. The rate of registration errors was 1.3 per cent in 2010/11, which was a reduction from the previous year's error rate of 1.8 per cent. The Registry handled 623 complaints in 2010/11, or 8.1 per 10,000 transactions. The most common causes of complaint were errors on certificates, Registry policies and procedures, and service breakdowns. The Registry is working to reduce the error rate further by improved procedures, better form designs, enhanced staff training and heightened staff awareness of quality issues.

Responding to community concerns

The Community Relations Unit handled 5,672 correspondence matters in 2010/11, either by responding directly or by providing advice to the Attorney General. 85.2 per cent of those matters were finalised within required time frames, which range from one to 21 calendar days.

Online feedback accepted

The Department improved mechanisms for online feedback about its services and websites via the Lawlink website in January 2011. The online feedback form at <http://feedback.lawlink.nsw.gov.au/> was initiated by the Community Relations Unit to complement other existing feedback methods including letter, email, fax, telephone and face-to-face. The online feedback form also enables feedback to be sent automatically and directly to the most appropriate business centre for follow up and response.

Legal and Community Services

Supporting Justices of the Peace

The Community Relations Unit appointed or re-appointed 37,848 Justices of the Peace (JPs) in NSW in 2010/11 – almost twice as many as the previous year. The first JP News email newsletter was developed, ready to send out to 74,000 JPs in NSW in July 2011. JP News was developed in response to a survey that found JPs wanted more regular communication from the Department. More than 2000 JPs were surveyed online about their opinions on support services for JPs. Other initiatives that resulted from the survey included the introduction of web-based credit card payments for JP purchases and a new JP Certificate of Appointment. The Attorney General approved the introduction of a system of rulings for JPs to provide definitive guidance about issues not covered in the current edition of *A Handbook for JPs in NSW*. The Community Relations Unit also worked with the NSW Police to enable more comprehensive national criminal records checks of JP applicants.

Crown Solicitor's Office: a commercially successful operation

The Crown Solicitor's Office (CSO) earned \$49.4 million in professional fees by providing legal services to government on a commercial basis. It achieved 10.5 per cent toward the 11.3 per cent targeted growth in income from fees and had an operating surplus of \$5 million. The CSO was placed on a panel to provide legal services to NSW Health.



Crown Solicitor's Office teams provide legal services to government on a commercial basis.

Improved legal services

The CSO achieved a client relationship rating of 86 per cent (good to excellent) in 2010/11. It continually sought to improve client care by training more than 400 public sector staff in the freedom of information legislation (*Government Information (Public Access) Act 2009* (GIPA Act)). It reached out to clients by providing a range of specialised electronic bulletins, redesigning its website, and starting to develop a secure document exchange. New service and supervision standards were introduced to better meet the needs and expectations of clients. The new standards responded to the results of two annual surveys including the Beaton Benchmark Survey that compares the performance of legal service providers, and the CSO Client Survey that seeks feedback directly from CSO clients and has consistently achieved a rating of four out of five. The CSO plans to introduce 'End of Matter' questionnaires, train clients in privacy legislation (PPIPA), and introduce the secure document exchange system.

Improved public access to government information

The Crown Solicitor's Office trained more than 400 public servants about new requirements for providing government information to the public in 2010/11. Government employees were brought up to speed with the GIPA Act in 21 training sessions. The GIPA Act, which replaced the *Freedom of Information Act 1989*, supports open, accountable, fair and effective government. It encourages agencies to publicise information about their workings so members of the public can obtain information without the need for formal applications. The GIPA Act also establishes an enforceable right of access to documents where the agency's decision can be reviewed by the newly established Information Commissioner.

Fast and accurate advice on legal matters

LawAccess NSW answered 197,653 calls and provided 20,480 legal advice sessions in 2010/11. The top 10 enquiries to LawAccess in 2010/11 included family law parenting arrangements, debt, divorce, wills, neighbours, apprehended violence orders, employment law and motor vehicle accidents.

Legal and Community Services

A profile of LawAccess customers from the 2011 Annual Customer Satisfaction Survey showed that:

- 23.6 per cent were born overseas, representing 56 different countries
- 3.3 per cent were Aboriginal or Torres Strait Islander
- 23.4 per cent were over 55 years of age
- 7.8 per cent spoke a language other than English at home
- 12.1 per cent had special needs due to a disability
- 40 per cent were on a government pension or benefit
- 49.1 per cent were from outside Sydney.

LawAccess responded to over 1,750 calls through the National Translating and Interpreter Service (TIS).

Helping self-represented litigants in Local Courts

The LawAssist website was launched during Law Week 2010 to provide a rich source of legal information for self-represented litigants. The website started with general information about representing yourself in court and small claims and expanded with resources on motor vehicle accidents and apprehended violence orders (AVOs). All LawAssist topics are from the perspective of the applicant and defendant, with case studies, step-by-step guides, sample forms and sources of assistance. The LawAssist website had approximately 121,000 visits in 2010/11, including 19,221 visitors in June 2011.

Promoting free legal assistance around NSW

LawAccess continued to raise awareness of its services in metropolitan, regional and rural areas around NSW. LawAccess staff delivered 105 presentations to community groups, workers and agencies and attended more than 60 community events.

Highlights included:

- Aboriginal Community Information and Assistance Days hosted by the Department of Premier and Cabinet in Taree, Grafton, Mt Druitt, Campbelltown, Lismore, Tweed Heads, Katoomba and Liverpool
- Jobs Expos organised by Centrelink in Parramatta, Coffs Harbour, Taree and Nowra

- Country Support Forums hosted by Country Energy in Broken Hill, Tamworth and Wagga Wagga
- Know Your Rights Information Workshops for Community Workers organised by NSW Fair Trading in Castle Hill, Parramatta and Malabar.

LawAccess also participated in Seniors Week, International Women's Day, Harmony Day, Youth Week, Refugee Week, NAIDOC Week, Social Inclusion Week and International Day of People with Disabilities.

LawAccess reached out to people from services and communities in regional areas including Orange, Bathurst, Parkes, Forbes, Armidale, Guyra, Glen Innes, Inverell, Tingha, Bundarra, Bellingen, Dorrigo, Urunga, Nambucca Heads, Macksville, Bowraville, Sawtell, Coffs Harbour, Mulwala, Yarrowonga, Mathoura, Moama, Barham, Swan Hill, Tooleybuc, Euston, Mildura, Dareton, Wentworth, Buronga, Tumut, Gundagai and Brungle.

Need Legal Help?
Call LawAccess NSW
1300 888 529

www.lawaccess.nsw.gov.au

New South Wales Government

Telephone Typewriter (TTY) 1300 888 529
If you require an interpreter call the Translating and Interpreter Service (TIS) on 131 450 and ask for LawAccess NSW.

Legal and Community Services

Awards for dedicated staff members

LawAccess NSW outreach worker Wendy Elder was awarded the 2010 Department's Annual Achievement Award for Individual Excellence in recognition of her work with people from culturally and linguistically diverse communities. LawAccess NSW legal staff members Emma Keir, Tina Higgins and Trina Robinson were presented with the prestigious Law Society's Excellence Award in Government Legal Service at the 2010 Government Solicitors' Conference. The annual award recognises significant contributions by public sector solicitors who perform above and beyond their usual responsibilities.



LawAccess NSW outreach worker Wendy Elder was awarded the 2010 DJAG Annual Achievement Award for Individual Excellence, in recognition of her work with people from culturally and linguistically diverse communities.

More legal practitioners and fewer complaints

While the number of legal practitioners has steadily grown, the numbers of complaints have fallen again in 2010/11. The activities of the Office of the Legal Services Commissioner (OLSC) to strengthen the professionalism of the legal industry have made a significant contribution to the reduction in complaints.

The OLSC is a co-regulator with the Law Society and Bar Association. The OLSC was created by the NSW Government in July 1994 as an independent complaints handling body to oversee the investigation and resolution of complaints about lawyers. The Office works to reduce complaints against legal practitioners, promote the rule of law and boost client protection.

In the last financial year the Office focused on education and risk profiling of legal practitioners. The OLSC has enhanced its educative role the past few years to concentrate on the concept of 'regulating for professionalism' as a means of improving the professionalism and ethical practices of the profession. This risk profiling approach was aimed at practitioners, law firms and practice areas.

Office of the Legal Services Commissioner promotes professionalism

Last financial year the OLSC participated in a range of joint research projects with universities and the business sector. These research projects are designed to improve regulatory processes, promote professionalism within the legal profession and ensure client protection.

They included:

- an Australian Research Council project with the University of New South Wales, Ernst & Young and ASIC focusing on integrity and the professions
- a major research project with Sydney University focusing on the impact of technology on the practice of law.

Legal and Community Services

Web portal encourages better legal practices

The OLSC continued its work designing a web-based portal to improve legal practice compliance. The portal will allow the OLSC to conduct risk profiles on legal practitioners and practices, target those most at risk, and conduct early intervention to avoid complaints and disciplinary consequences. Officially called the Legal Practice Management and Audit System project, the portal will also:

- automate manual processes within the OLSC
- include a searchable database of legal practices (both incorporated and traditionally structured)
- allow information to be exchanged between OLSC and stakeholders
- merge legal practice data, legal practitioner data, OLSC complaints data, Law Society complaints data and information from the public Disciplinary Register
- help legal practices improve their management systems.

The third phase of the portal project is complete and the final implementation started on 1 July 2011.

ISO re-certification

The OLSC achieved re-certification to ISO 9001 in Quality Management Systems for the fifth consecutive year. The OLSC is proud of its continued efforts to maintain ISO Accreditation, which has enabled it to improve its processes, systems and service delivery.

Partnership helps vulnerable members of the community

The Public Guardian and the NSW Trustee & Guardian are two separate bodies, but they both help people with certain disabilities and some of their clients are the same. The agencies established a Working Together Protocol in 2010/11 to improve services for their joint clients.

The Public Guardian assists about 1,900 people with disabilities who are unable to make decisions. The NSW TG assists people with disabilities who are unable to manage their financial affairs. The Public Guardian responded to 2,373 requests to its telephone assistance line in 2010/11, an increase from 2,125 in 2009/10.

The agency's Information and Support Unit developed eight new publications and updated two existing resources. The client publication *Answers to Your Questions* has recently been produced as audio files available on the Public Guardian website www.opg.nsw.gov.au and on CD.

The Private Guardian Support Unit (PGSU) provides an information, support and referral service to family members or friends appointed as a person's guardian, including enduring guardians. Each quarter the PGSU distributes its newsletter, *Onguard*, to 1,239 registered guardians and receives approximately 280 contacts from guardians each year.

Fifty-five Public Guardian staff members attended constructive conflict management training and all guardianship staff attended investigations training in 2010/11.

New offices, extra services and community outreach

NSW Trustee & Guardian (NSWTG) focused on improving its level of service to the community in 2010/11. Five offices that previously delivered trustee services also started managing the financial affairs of people with disabilities who are subject to a financial management order. Offices at Lismore, Chatswood, Gosford, Sydney Central and Newcastle offer financial management services for people with a disability that makes them incapable of managing their own financial affairs. NSWTG has continued to roll out its dual service model following its creation by a merger of the Office of the Protective Commissioner and the Public Trustee NSW. It opened its first new 'dual service' office in Bathurst in May 2010 and plans to open another in Wagga Wagga in the next year.

Legal and Community Services

Continued promotion and advocacy of rights

The NSW Trustee & Guardian conducted campaigns for Good Will Week and Seniors Week, participated in Law Week, and held promotional and community education activities across the state. It also delivered more than 90 talks and seminars in communities – 10 per cent of them to culturally and linguistically diverse groups.

Restructure of finance and investment structures and products

The *Trustee and Guardian Act 2009* required the establishment of a NSW Trustee & Guardian Common Fund and a wind-up of the Interest Suspense Account (ISA) that was operated by the former Public Trustee.

NSWTG received an actuary's recommendation to meet the requirements of the Act. It will allocate funds to 'Future operating costs', a 'Reserve fund' and 'Return to common funds' so the Primary Portfolio will become similar to a cash pool. The Primary Portfolio interest rates will no longer be set in advance and the interest rate will be determined in arrears based on interest accumulated during the period.

A project has been established to move long-term funds from the Primary Portfolio into the current Financial Management Australian Fixed Interest Portfolio as a new NSW Trustee & Guardian Australian Fixed Interest Fund is not yet ready to commence. The NSW Trustee & Guardian Common Fund will commence in 20011/12, and this should provide similar or better returns over time.

Future directions

- The Crown Solicitor's Office will deliver training to about 150 clients in privacy legislation (PPIPA) and about the same number in the freedom of information legislation (GIPA Act). The CSO will also be introducing 'End of Matter' questionnaires and will implement a new client document exchange facility.
- The Registry of Births Deaths & Marriages will complete development of its LifeLink IT system.
- LawAccess will continue the development of the LawAssist website, providing online tools for self-represented litigants in Local Courts. Future LawAssist topics include fines, neighbourhood disputes and employment law.
- NSWTG plans to open a new office in Wagga Wagga.
- Together with the Office of Ageing, NSWTG will establish a website to promote planning for later life strategies including information about wills, enduring power of attorney, enduring guardianship and advanced health care directives information.

Corporate Services



Our Department employs over 4,300 people across more than 200 regional and metropolitan locations throughout NSW. We are committed to nurturing an Equal Employment Opportunity workplace with highly skilled and motivated staff. In line with this we provide excellent working conditions thereby maintaining a high level of client services, community information and education programs.

In this chapter

- Boosting Aboriginal employment
- Largest capital works program in a decade
- A right to dignity and respect at work
- Promoting employment of people with a disability
- Educating about identity theft and crime prevention
- Preserving heritage assets
- Celebrating Law Week 2011
- Excellent environmental performance
- Reducing waste, energy and water
- Fostering highly skilled and motivated staff
- New online services increase efficiency and cost effectiveness
- Future directions

Image above: Signage promoting the five step approach to avoiding identity theft was very well received by visitors attending the 2011 Sydney Royal Easter Show.

Corporate Services

Asset Management Branch manages and develops the Division's physical building assets and the procurement of assets. The unit also develops and oversees the Division's environmental policies, energy use, waste management and water consumption and manages its heritage assets. It oversees the procurement framework for the Department including management of its vehicle fleet.

Communications Unit manages communications within and across the Division. The unit also manages website and intranet communications of the Division and develops communications strategy and communications resources to support business centre goals.

Finance and Strategy Branch provides information on financial performance, resource allocation, management of the Department's budgets, processing and maintenance of financial records, and the management of strategic issues, to facilitate effective decision-making.

Human Resources Branch offers the full range of strategic, functional and transactional human resources support to the Division including recruitment, payroll, training and development, and workforce planning. It identifies and resolves strategic human resources issues. The branch is organised into four units: Human Services; Employee Relations; People Development; and Workforce Planning and Strategy.

Information Services Branch provides a broad range of information and technology services and facilities including service desk and desktop computing support, courtroom technology, telephone and computer networks, business systems and data storage, internet and intranet services, information security, disaster recovery facilities, switchboard services as well as corporate records and information management.

Corporate Services

Boosting Aboriginal employment



The Norimbah Aboriginal Employment Unit continues to boost Aboriginal employment. Left to right: Mark Wenberg, Annette Hennessy, Brandon Brown and Yasmin Walker.

The Attorney General's Division has continued to make significant achievements against the Department's *Aboriginal Employment Strategy 2006–2011*, which set targets of 6 per cent Aboriginal staff across the Department and 10 per cent in Local Courts and the Sheriff's Office by 2011.

In line with the strategy, the Division has seen the percentage of Aboriginal staff grow from 1.9 per cent in 2006 to 4 per cent in 2011, a figure that exceeds the NSW public sector target of 2.6 per cent. All business centres in the Division are encouraged to reach the targets, which were set in recognition of the high number of Aboriginal people who are clients or users of our services. Increasing the number of Aboriginal staff provides greater workforce diversity and understanding about the needs of Aboriginal communities to assist in providing more relevant services.

The Norimbah Aboriginal Employment Unit within the Human Resources Branch develops and implements strategies for the Department to achieve better employment outcomes for Aboriginal people. In 2010/11 these included the development of the Aboriginal Cultural Respect Program to assist staff in providing culturally appropriate services to Aboriginal

people; publication of the *Jobs to Help Our Mob* employment brochure to assist in recruitment activities and support of the Aboriginal Staff Network; and the distribution of the *Guwanyi* Aboriginal staff newsletter. The unit also continues to promote the Division's job opportunities to Aboriginal people through a job distribution network and by establishing links to Aboriginal employment services. It is also responsible for employing seven new school-based trainees and two Indigenous cadets.

In May and June 2011 the Division conducted new one-day Aboriginal Cultural Respect workshops, designed specifically for staff in client service roles to complement the Dignity and Respect policy. The workshops included how the concepts of culture affects communication and service delivery, identified the information and skills needed to deliver culturally competent and effective services to Aboriginal people, and examined case studies specific to the Department's operating environment. In total, six workshops and a managers' forum on building Aboriginal Cultural Respect were run across the state by experienced Aboriginal facilitators.

Corporate Services

Largest capital works program in a decade

The Division delivered one of the largest facilities capital works programs in the last 10 years with nearly \$70 million work completed. More than 50 per cent of these funds were spent at Queens Square on the upgrade of the Law Courts Building while the remaining funds were spent via the court upgrade program, minor works, and the start of the Newcastle Courthouse project.

Key aspects of the program included:

- delivery of 12 new courtrooms at Queens Square and numerous other works
- purchase of land for the new Newcastle Courthouse
- commencement of phase one of the Downing Centre/John Maddison Tower upgrade project including the fit-out for the Administrative Decisions Tribunal and the Dust Diseases Tribunal
- completion of a new call and contact centre at Parramatta
- support for the office upgrade program for NSW Trustee and Guardian
- completion of designs of the new Armidale Courthouse and the upgrade of Waverley Courthouse
- completion of the works at Lismore, Central and Sutherland Courthouses
- commencement of the renovations of Taree Courthouse
- completion of over 40 other projects across the portfolio.

Newcastle Courthouse

In July 2010 a new courthouse in Newcastle was announced. The development of a replacement Newcastle Courthouse for Local, District and Supreme Court needs has commenced with the acquisition of land adjacent to the Newcastle Town Hall. A contract to appoint the project managers and architects has been finalised and design work has commenced. The project is on track for occupation in mid to late 2014 at a cost of \$94 million. The opportunity to develop a more comprehensive Justice Precinct is still being pursued with regular contact with Commonwealth agencies and the University of Newcastle.

A right to respect and dignity at work

The Dignity and Respect Policy was launched by the Division in 2008, as part of its commitment to the creation of a workplace culture where all employees are treated with dignity and respect and a workplace is free from bullying, harassment, discrimination and violence.

The Division's Respect campaign, now in its fifth year, is focused on instilling a positive work culture, lifting standards of work behaviour, and developing strategies to build a productive and harmonious environment. The campaign drives a range of initiatives that foster good working relationships and demonstrate a real commitment to the well being of employees.

In the lead up to Respect Day 2010, an in-house survey was conducted which indicated increased awareness of work behaviour issues and remedies. It illustrated that employees are more aware of appropriate behaviour.

Respect Day was held on 20 September 2010 and staff at the around the state conducted a variety of team-building activities to celebrate the occasion. Staff at the Parramatta Justice Precinct attended a presentation about the Right to Dignity at Work Steering Committee's initiatives. The presentation covered themes such as the Division's Code of Conduct, and the Grievance Policies as well as various programs offered by People Development to encourage respectful workplace behaviour.

In a more creative manner the Anti-Discrimination Board's Sydney office celebrated Respect Day with a morning tea, incorporating traditional food, clothing and stories and the Legal Profession Admission Board developed its own snakes and ladders respectful pursuit game.

The Division will continue to encourage good workplace behaviour through enhanced training courses, new policies and resources, along with the *Right to Dignity at Work Strategy* and the Respect campaign. All training, development and induction programs now incorporate the Respect message including a new half-day course for all staff called *Dignity and Respect – Appropriate Workplace Behaviour*.

Corporate Services

Programs promoting the employment of people with a disability



Attendees at the successful Staff with Disabilities Conference in December 2010.

The Division actively seeks to improve the employment rate and employment experience of staff with a disability through the development and implementation of a number of strategies and guidelines including the *Disability Employment, Development and Retention Strategy 2010–2012*; the *Reasonable Adjustments Policy*; *Reasonable Adjustment Guidelines*; and *Employing People With a Disability Guidelines*.

The *Disability Employment, Development and Retention Strategy 2010–2012* aims to increase workforce participation and improve retention through tailored programs designed to facilitate the participation of people with a disability. One of the main priorities under this strategy is for the Division to increase the employment level of people with a disability by 20 per cent by 2012 to better reflect the diversity of its clients and better understand the needs of clients with a disability. The target is 7.56 per cent for people with a disability, and 2.28 per cent for people with a disability requiring adjustment, in the same time frame.

The Division also employed students with a disability under the *Stepping Into* program, conducted disability awareness training for staff, and continued to grow the Staff with a Disability Network which hosted a one-day conference in December 2010 to coincide with the International Day for People with a Disability.

The conference provided an opportunity for staff members with a disability to meet and hear about the latest disability initiatives, as well as hear from a number of guest speakers who had expertise in specific disability issues. The Hon. John Watkins, CEO of Alzheimer's Australia NSW, made a keynote speech about how his organisation provides leadership in dementia policy and services, and Louise Koelmeyer from the Westmead Breast Cancer Institute spoke about the daily issues faced by people living with breast cancer.

Corporate Services

Educating about identity theft and crime prevention

Identity theft and crime prevention programs were the focus of the Division's strong presence at the Sydney Royal Easter Show in April 2011. The Division partnered with the NSW Police Force to educate the public about law and justice issues.

The stand proved to be one of the most popular at the show with information about the Crime Prevention Division's motor vehicle theft and home security campaigns as well as the Registry of Births Deaths & Marriages' identity theft campaign. The five-step approach to avoiding identity theft was very well received by show-goers as they recognised the need to be more diligent with their personal information.

Staff from the Registry of Births Deaths & Marriages, LawAccess, Crime Prevention Division and the Communications Unit were on hand throughout the two weeks of the show to give away promotional bags filled with the Department's brochures and promotional items. Up to 2,000 bags were given out each day.

The NSW Police Force also provided some great children's activities including fingerprinting, a forensic sandpit in which children could search for clues such as mobile phones and bullet casings, and the opportunity to have their photo taken on the police quad bike.



The Division's strong presence at the Sydney Royal Easter Show attracted plenty of public interest.

Preserving heritage assets



Campbelltown Courthouse

In the 2010/11 financial year the Division completed a comprehensive register of all its fixed heritage assets and their respective heritage values. Five years in the making, the register provides valuable information about the history of NSW courthouses, who designed and built them, how they have changed over the years and their significance to NSW as major public buildings. The register also provides extensive information in photographs of the buildings, property information and other major details.

The register will be expanded in 2011/12 to incorporate moveable heritage items such as antique furniture, paintings and other important items. A pilot study for moveable heritage has been successfully completed and the results will be used to develop the information gathering stage for the rest of the portfolio. The pilot study provided and improved the process for surveying and listing moveable heritage items. This enables the Division to commence compiling an accurate statewide Moveable Heritage Register across all courthouses.

In addition, significant works commenced on a number of heritage projects including the replacement of the slate roof on the King St Court Complex, replacement and repair of sandstone at Darlinghurst and Central Courthouses, and the completion of the upgrade of the cells at Central that were built in the late 1800s.

Corporate Services

Celebrating Law Week 2011

The Public Interest Law Clearing House (PILCH) Walk for Justice in Hyde Park launched the week-long festivities for Law Week 2011 on May 16. More than 300 people participated in the five-kilometre walk, which raises funds for pro bono services in NSW.

Staff across the Division also celebrated Law Week by co-ordinating more than 100 events across NSW, making this event the largest one yet. There was a wide range of activities held to promote the theme *Law and justice in your community*. These included mock trial exercises for high school students, competitions for primary school students, courthouse open days and a wide selection of seminars on topics as diverse as cyber-bullying, drink driving, family law, domestic violence, mental illness, and how the law affects senior citizens.

Once again the Law Week Legal Expo was held in Martin Place in Sydney's central business district. More than 25 booths provided information about legal advice services, crime prevention initiatives, victim support services, recruitment, writing a will and elder law issues. Crowds were also treated to live music from a range of entertainment including the Police Jazz Band and the Department's Just Voices Choir.

A legal information day was held in the forecourt of Parramatta Local Court in Western Sydney, where locals could access free legal advice and information about 15 of the legal services available in the area. Further afield in Belmont, 15 primary schools participated in the award winning *Clued Up Kids* crime-solving program and Bourke hosted an information day and barbeque in conjunction with the locally based, non-government organisation Thyama-li Family Violence Service.

Excellent environmental performance



The Justice Precinct Offices at Parramatta continues to facilitate staff initiatives to reinforce environmental awareness.

In 2010/11 the Division once again worked hard to reduce its impact on the environment by reducing its energy consumption by 5 per cent per square metre of occupied space, reducing gas consumption by 20 per cent, and increasing the use of ethanol-blended fuel to 50 per cent of its fuel use to help reduce carbon emissions. These strategies are part of the Division's Environmental Policy.

A number of staff initiatives have been held throughout 2010/11 to reinforce environmental awareness. World Environment Day was celebrated on June 5 with all staff invited to a presentation on the international theme for 2011 of *Forests* by guest speaker Peter Cooper from the Wilderness Society. His presentation, called *Ethical Paper – paper that doesn't cost the earth*, raised awareness about the impact of native forest timber destruction and how our choice of paper can collectively halt destruction to old growth forests. In line with this presentation, business centres are encouraged to purchase a range of stationery items, carrying the EarthSaver logo, that are produced from post-consumer waste.

The Justice Precinct Offices (JPO) at Parramatta also ran The JPO Energy Challenge, which encouraged individuals to do their bit to reduce energy use. The challenge, organised by Asset Management Branch and the State Property Authority, ran from the beginning of January to the end of June 2011 to see which building level could make the biggest reduction in energy use per square metre.

Corporate Services

Reducing waste, energy use and water

Waste

The Department is committed to the Waste Reduction and Purchasing Policy and has achieved the following in 2010/11:

- A total of 103 tonnes of waste was collected at the Parramatta Justice Precinct with over 80 per cent being diverted from landfill – 82 tonnes of co-mingled and recyclable material was recycled and the remaining 21 tonnes was sent to the Woodlawn Waste energy facility at Goulburn where it was processed in the bioreactor, with the capture of biogas energy converted into green electricity, providing even more benefit to the environment.
- The Division recycled a total of 1,489 used toner cartridges, an increase of 54 per cent from last year, which also diverted 1.4 tonnes of waste from landfill.
- In total, the Division recycled over 333 tonnes of paper, cardboard and commingled materials.

Energy

- The Division continues to purchase 6 per cent Green Power across all its locations and is in the process of consolidating site energy suppliers across the state as one method to reduce costs.
- There has been a reduction in energy usage of over 5 per cent per square metre on top of the more than 20 per cent reduction reported since requirements began in 1995/96.
- For 2010/11 the Division has reduced its gas usage by over 20 per cent from the 2009/10 financial year.
- Further energy savings are expected by investigation of the latest energy efficient technologies for lighting. A pilot is planned for Parkes Courthouse where energy savings at the courthouse are estimated to be over 8,000 kilowatt-hours per year.

Water

The Division continued to reduce its potable water consumption by over 5 per cent due to water conservation methods such as reporting leaks, installing flow regulators, and rainwater tanks.

Fleet



The Division has 28 hybrid vehicles on fleet exceeding the environmental performance target for 2011.

The Division increased the use of ethanol-based fuel to achieve an average per quarter of 51.97 per cent across the Division in 2010/11, up from an average of 29.13 per cent in 2009/10. More than 50 per cent of the fuel the Division uses is now ethanol based, which is an increase of 48 per cent over the last five years.

The Division also reduced its fleet size by 20 per cent over the last six years, which equates to a reduction in greenhouse gas emissions of around 1,700 tonnes.

The Division's pool vehicle fleet exceeded the environmental performance target for 2011. It has also exceeded the mandated 2015 target of 5 per cent hybrids on fleet, with 28 per cent hybrids on fleet.

Corporate Services

Fostering highly skilled and motivated staff

The Division is committed to fostering highly skilled and motivated staff through a comprehensive training and development program, which is available to employees at all levels from trainees to management. The Human Resources Branch is responsible for developing and managing these career development initiatives and training courses to ensure appropriate human resources are available to satisfy future requirements of the Department in accordance with strategic planning.

These activities are developed and managed by the People Development team who continue to create and deliver programs to grow future leaders. Some of the current highlights and initiatives include:

- the Better Business Management – Middle Managers' Program, which is aimed at managers who want to increase their business knowledge skills and consists of a series of workshops and e-Learning modules
- the Apollo Mentoring Program, which links staff at levels 9/10 and 11/12 with senior staff mentors, the Explorer Mentoring Program for levels 5/6 and 7/8, and the Discovery Program for levels 1/2 and 3/4
- Achievement Planning, a process which links strategic business planning to everyday activities to manage business expectations while building and nurturing personal development
- the Learning Passport, an online tool to summarise professional and personal development activities
- the release of the *People Development Pathways to Success 2010–2011 Program* booklet to help ensure that training is incorporated in personal development plans at the achievement planning stage
- the Coaching Culture program to influence business culture across the Department
- System Operational Training, Systems Procedural Training, and Mandatory Continuing Legal Education.

Each employee is entitled to 30 hours of professional and personal development activities annually. An online tool called the Learning Passport is available to all employees to keep track of and plan their vocational training.

In 2010/11 the Division's training and development programs were successfully deployed in alignment with the NSW Public Sector Capability Framework.

New online services increase efficiency and cost-effectiveness

Phase two of the One Website project was completed in 2010/11. The project, to be completed in three phases, involves a major overhaul of the Division's websites including the installation of a new Web Content Management System to create consistent and user-friendly sites to assist public access and the search for legal information.

An integral part of the project will be changing some of the traditional over-the-counter services to web-based services reflecting the trend of clients accessing information and making transactions via the internet. This web-based model of customer service will also pave the way for a more efficient and cost-effective way for the Division to do business into the future.

In phase two the Communications Unit reviewed the content of all the Division's websites to improve usability and accessibility, focusing on organising the content in a clear and consistent way that makes it easy for website visitors to find the information and services that the Division and the Department provides. The new websites have been designed to be navigated using clear, intuitive topics, meaning the website visitor does not need to know which part of the Division provides the information or service they need before they can find what they're looking for.



The Division's websites have been redesigned to increase usability and accessibility of information and services.

Corporate Services

The new content management system is now in production and is progressively being rolled out to all the Division's websites – both internet and intranet – over the course of the year. Part of this involves progressively training the Division's web authors in the new content management system.

The Division is also implementing a new search engine that will make it easier for website visitors to quickly and easily find information on the Division's sites using plain language and terms that are meaningful to them.

The final phase of the project will involve the migration of legacy content to the new content management system and is due to be completed in the 2011/12 financial year.

- Asset Management Branch will move from a predominantly reactive to a programmed maintenance strategy, make improvements in corporate governance and focus on reducing operational risk.
- Continue to develop the Division's procurement framework to promote better governance of procurement processes to increase skills and awareness.
- Improved maintenance outcomes through an expanded maintenance program funded by a 45 per cent increase in maintenance funding.
- Progress the delivery of major projects at Armidale, Queens Square, Newcastle, Coffs Harbour and the Downing Centre/John Maddison Tower.

Future directions

- The Communications Unit will complete the final phase of the One Website Project.
- Expand the career opportunities intranet to include job vacancies in the Guardianship Tribunal and Juvenile Justice NSW.
- Establish social media policies and guidelines.
- Implement a new events strategy.
- Develop a new marketing/external communications strategy.
- The Human Resources Branch will partner with business centres to facilitate the development of employee capability and enhance their capacity to respond to changing business requirements and deliver flexible business solutions.
- Provide reliable human resources data and timely information to enable business centre managers to undertake strategic analyses and make informed decisions regarding their workforce requirements.
- Engage in and contribute to the implementation and deployment of shared corporate services by managing human resources impacts and providing assistance and advice to relevant stakeholders.
- Provide enhanced human resources service provision by leveraging from industry best practice in policy and procedures and improvements in processes and technology.
- Provide strategic support and advice to enable business centres to plan, design and implement equitable and sustainable organisational and/or human resource changes.
- Provide expertise, support and advice in relation to managing employee, occupational health and safety and industrial relations matters and consultative arrangements.

Corrective Services NSW

Introduction

CSNSW Corporate Plan

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Board of Management

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Targets 2010/11

Key targets completed:

significant correctional centre security upgrades; commissioning of South Coast Correctional Centre; mentoring program for Aboriginal and Torres Strait Islander staff; integrated CSNSW Risk Management Framework.

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Targets 2011/12

Key targets include:

develop best practice standards across custodial and community operations; state wide expansion of Intensive Correction Order; enhancement of offender participation rates in Compendium Programs; enhancement of e-Offender records management system; roll out of offender self service information kiosk trial.

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Commissioner's Foreword

Expansion of Community Offender Support Program centres; expansion of diversionary programs; strengthening of security processes in secure correctional centres; significant increase in the number of inmates graduating from certificate courses; launch of new Aboriginal Strategic Plan; introduction of the Affordable Housing Project; record sales by Corrective Services Industries.

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Offender Management

Security systems and procedures to meet challenges by offenders in custody; security classification risk management tools; lowest prisoner on officer assault rate; expanded operations of Community Compliance and Monitoring Group; opening of Serious Offenders Assessment Unit; increase in Compendium Programs participation; expansion of sex offender treatment programs; ground breaking new course for young offenders; interagency project for compulsory drug treatment; work programs for offenders in the community.

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Organisational Capability, Governance and Staff Support

Continued implementation of workplace reform initiatives; publication of new Equity and Diversity Plan and new Aboriginal and Torres Strait Islander Employment and Career Strategy; implementation of a new enterprise asset management system; compliance monitoring and reporting standards; reports on privately operated correctional centres; JumpSTART Cadetship program; expansion of e Learning.

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Introduction

Statement of Purpose

Corrective Services NSW delivers professional correctional services to reduce re-offending and enhance community safety.

Corrective Services NSW provides custodial and community based services as an important element of the criminal justice system. They include correctional centre custody of remand and sentenced inmates, home detention, parole, pre sentence reports and advice to courts and releasing authorities, community service orders, intensive correction orders and other forms of community based offender supervision. Offenders in custody and those supervised in the community are assessed for relevant interventions to reduce their risks of re-offending.

Corrective Services NSW works in partnership with other government and non government justice and human services agencies in regard to inmates in custody and offenders in the community.

Planned Results

- Reduced risks of re-offending
- Safe, secure and humane management of offenders
- Community support and successful re-integration
- Effective corporate governance, systems and resource management

Values

Justice and Equity

- Regard for community expectations and public interest
- Safety, welfare and positive development of inmates and offenders
- Secure and humane management of inmates
- Commitment to cultural and linguistic diversity
- Understanding of, and regard for, Aboriginal history and aspirations

Accountability and Transparency

- Continuous organisational improvement
- Ethical use of public assets and resources
- Quality in service delivery

Collaboration and Communication

- Engagement with relevant government and non government agencies to achieve corporate goals
- Effective and appropriate external and internal information exchange

Responsibility and Respect

- Professionalism
- Safety and wellbeing of staff
- Continuous learning and professional development

Photography by:

- Nyree Reynolds
- Corrective Services Industries
- Jean Dally
- Margaret El-Chami
- Nikki Parsons
- Big Fish
- Oberon Correctional Centre, program facilitation staff

The contribution of the Corrective Services NSW Bulletin team is gratefully acknowledged.

Board of Management



*(From left to right, seated) Brian Kelly, Rosemary Caruana, Ian McLean, Ron Woodham, Jo Quigley, Gerry Schipp
(Rear row) Lee Downes, John Simon, Colin Kelaher, Peter Peters, John Dunthorne, Dave Farrell, Wayne Ruckley, Luke Grant,
Elizabeth Ball*

Commissioner

Ron Woodham PSM

Ron Woodham was appointed Commissioner of Corrective Services in January 2002. He has a history of service in the criminal justice system which spans 45 years.

Commissioner Woodham has led major innovative change in the management of offenders in custody and the community which strengthen community safety and reduce risks of re-offending. He established Aboriginal programs such as Balund-a and Yetta Dhinnakkal which have gained national and international acclaim.

Through the vision and direction of Commissioner Woodham, Corrective Services NSW can offer a broad range of specialised therapeutic programs, such as treatment for sex offenders and violent offenders. Under his leadership, mental health services for offenders in custody are considered best practice in offender management.

Deputy Commissioner, Offender Management and Operations

Ian McLean MBA

Ian McLean was appointed Deputy Commissioner, Offender Management and Operations, in January 2006. Prior to this, Mr McLean held the position of Senior Assistant Commissioner, Inmate and Custodial Services since June 2002.

Mr McLean has been with Corrective Services for over 35 years and has been employed in a variety of correctional centres and has held various senior management positions for over 20 years.

As Deputy Commissioner, Offender Management and Operations, he is responsible for the management of custodial and community corrections and has initiated major reform under the Commissioner's direction.

Board of Management (continued)

Deputy Commissioner, Corporate Services

Gerry Schipp MBA, MNIA

Gerry Schipp was appointed Deputy Commissioner, Corporate Services, in January 2006. Prior to this, Mr Schipp had been Executive Director Finance and Asset Management since January 1998. He has over 31 years experience in the finance, economics and corporate support functions in the public sector. Prior to joining Corrective Services, Mr Schipp was Assistant Director General, Corporate Services in the NSW Department of Training and Education Co-ordination. In his current role, he is responsible for the overseeing of all corporate services including Human Resources, Finance, Asset Management, ICT and Legal Services.



© Nyree Reynolds, *Family Story*, from the *My Family – My Place* exhibition

Assistant Commissioner, Office of the Commissioner and Human Resources

Peter Peters

Peter Peters was appointed Assistant Commissioner, Office of the Commissioner, in November 2006, and in October 2007 was given the added responsibility for Human Resources.

Previously, he was the Executive Director, Office of the Commissioner, a position he held since June 2002.

Mr Peters has extensive senior management experience in operations, strategic planning, human resources, financial management, administration and workplace reform.

He is responsible for managing a diverse range of significant high profile functions such as planning, policy co-ordination, legislation and parliamentary support, information access and privacy, media and community relations, research, evaluation and statistics, strategic development, human resources, administration of sentences and orders, executive services, operational performance review and major projects.

Assistant Commissioner, Community Offender Management

Rosemary Caruana BA. Psych (Hons), MBA

Rosemary Caruana was appointed to the position of Assistant Commissioner, Community Offender Management, in January 2011. Prior to this, Ms Caruana held the position of Regional Executive Director, Outer Metropolitan Region since October 2008.

Ms Caruana has been with Corrective Services for over 27 years and has been employed in various positions in both the custodial and community environment.

As Assistant Commissioner, Community Offender Management, Ms Caruana is responsible for the oversight of the strategic management of offenders in the community, including high risk offenders supervised and managed through electronic monitoring.

Board of Management (continued)

Assistant Commissioner, Metropolitan Region

Brian Kelly

Brian Kelly was appointed Assistant Commissioner, Inner Metropolitan Region, in June 2006. He took over the responsibility of the Outer Metropolitan Region when both regions were formally amalgamated in June 2009.

Mr Kelly has 34 years service with Corrective Services and has extensive experience in special security related fields and correctional centre management.

Mr Kelly has held a variety of senior executive positions including General Manager Metropolitan Remand and Reception Centre, Commander Security and Investigations, Commander South West and Assistant Commissioner Security and Intelligence.

Assistant Commissioner, South West Region

John Dunthorne

John Dunthorne was appointed Assistant Commissioner, South West Region, in June 2006.

He has 34 years experience in corrections including appointments in South Australia, Queensland and New South Wales, in both the private and public sector.

Mr Dunthorne has managed Goulburn Correctional Complex, Metropolitan Remand and Reception Centre, Townsville Correctional Centre, Junee Correctional Centre, Adelaide Remand Centre and Port Augusta Prison, among other senior managerial appointments.

Assistant Commissioner, North West Region

Colin Kelaher

Colin Kelaher was appointed Assistant Commissioner, North West Region, in June 2006.

Prior to this appointment, he held the position of Executive General Manager Operations for the GEO Group Australia Pty Ltd, the largest provider of outsourced correctional management in Australia.

In this role, Mr Kelaher was responsible for the operational management of correctional facilities in New South Wales, Queensland and Victoria. He has 28 years experience in government and private sector correctional management.

Assistant Commissioner, Security and Intelligence

Lee Downes MBA, EMPA

Lee Downes was appointed Assistant Commissioner, Security and Intelligence, in June 2011.

Ms Downes has over 32 years experience in correctional management. She has held a variety of senior executive roles including Commander, Women's Facilities and Services, Commander, North-West Region and Executive Director, Inspectorate and Community Offender Services.

Ms Downes has experience in the contracting out of correctional facilities management through her appointment as the first Monitor at Junee Correctional Centre. She also led the renewal of the tender for the management of Junee Correctional Centre in 2000.

Assistant Commissioner, Offender Services and Programs

Luke Grant MSc

Luke Grant was appointed Assistant Commissioner, Offender Services and Programs, in June 2006. He is responsible for offender services and programs in custody and in the community including Corrective Services Industries and inmate classification and case management.

Prior to this, Mr Grant was Assistant Commissioner, Offender Management, since December 2000.

He has held a number of positions in the areas of inmate classification, programs and education and comes from a background in tertiary education.

Board of Management (continued)

Assistant Commissioner, Enterprise Assets and Chief Information Officer

Wayne Ruckley

Wayne Ruckley joined Corrective Services in 1981 as the Accountant and occupied a number of senior management positions prior to being appointed Executive Director, Corrective Services Industries (CSI) in 1988.

As Executive Director CSI, he led a major transformation of CSI in terms of offender employment, correctional centre management and commercial performance for CSI to be recognised as a world leader in correctional industry performance.

In 2010, Mr Ruckley became Assistant Commissioner, Enterprise Assets and Chief Information Officer with the responsibility to extend organisational initiatives within ICT to a broader Enterprise Assets portfolio, with special emphasis on implementing a contemporary business-based and commercial approach to the management of the CSNSW asset portfolio.

Assistant Commissioner, Logistics and Strategic Operations

Don Rodgers

Don Rodgers was appointed Assistant Commissioner in November 2007 up until his retirement in January 2011. Mr Rodgers' career with Corrective Services spanned 33 years where he held all custodial ranks.

Mr Rodgers has vast knowledge of correctional centre management and intelligence-related subjects.

Executive Director, Learning and Staff Development

Jo Quigley B Soc Stud, Grad Cert T&D, Dip. Corr. Admin.

Jo Quigley has worked in justice services for 25 years, including Corrective Services NSW and the former Department of Courts Administration.

Within Corrective Services, Ms Quigley has substantial experience in community offender services and learning and development, and was appointed to the position of Executive Director, Learning and Staff Development, in March 2007.

She is the former chair of the national Corrections Industry Advisory Committee and a current member of the Board of Government Skills Australia.

Executive Director, Legal Services

John Simon Dip Law, LLM

John Simon was appointed to the position of Executive Director, Legal Services in April 2008.

He is responsible for providing high level strategic legal advice to the Commissioner and other senior staff, leading the Legal Services Branch and liaising with the legal profession.

Mr Simon commenced with Corrective Services NSW as a legal officer in April 1992, and has over 30 years experience working in state, federal and private legal sectors.

Executive Director, Professional Standards

Elizabeth Ball BA, Dip Law, GDipLegPrac

Elizabeth Ball was appointed to the position of Executive Director, Professional Standards, in January 2011.

Ms Ball is responsible for providing high level legal advice about employment, industrial and administrative law matters, and is responsible for a diverse portfolio including staff support, occupational health and safety, corruption prevention and ethics, and disciplinary matters.

Ms Ball commenced employment with Corrective Services as a Legal Officer in 2004, and has prior experience working as a solicitor in private legal practice.

Targets 2010/11

Corporate Plan Goals	Targets 2010/11	Completed/ in progress
Offender Management		
Effective security and management of correctional centres	Pilot online booking system for legal representatives	In progress
	Establish a K9 dog unit at South Coast Correctional Centre	Completed
	Upgrade security systems at Goulburn Correctional Complex and Lithgow, Bathurst and Silverwater Correctional Centres	Goulburn, Lithgow and Bathurst completed. Silverwater in progress
	Upgrade the biometric identification technology at selected correctional centres	Completed
	Upgrade the inmate transport fleet	In progress
	Implement a Security Threat Group intelligence gathering module and electronic exchange of urinalysis results between laboratory and Offender Integrated Management System (OIMS).	In progress
Effective supervision and monitoring of offenders in the community	Community Compliance Group to supervise offenders on Intensive Correction Orders	Completed
Offender participation in effective programs to reduce risks of re-offending	Roll out new version of the Impact of Dependence program to the community	In progress
	Renovate the historic Crookhaven Lighthouse	In progress
	Carry out construction work on the expansion of Cessnock Correctional Centre	In progress
Effective arrangements during times of transition from community to custody and from custody to community	Build SHINE for Kids facility at the South Coast Correctional Centre	In progress
	Establish additional Community Support Program (COSP) centres at identified locations	In progress
	Extend Balund-a referral catchment area	Completed
Organisational Capability, Governance and Staff Support		
Corporate systems, policies and support services enable achievement of operational goals and performance targets	Deliver integrated business intelligence system within the Corporate Information Management System (CIMS) which supports decision making, performance measures and operational reporting and finalise corporate dashboard to be fully functional covering both operational and corporate services indicators	In progress
	Commence the refresh of the Business Integrated Management System (BIMS) that supports finance and resource management	In progress
	Complete remediation of the core network infrastructure	Completed
	Remediate Local Area Network (LAN) connectivity at Silverwater and Long Bay Correctional Complexes	Completed
	Complete transition of a whole-of-government endorsed outsourced data centre environment	Completed
	Release Corporate Business Continuity Plan with guidelines and templates	Completed

Targets 2010/11

Corporate Plan Goals	Targets 2010/11	Completed/ in progress
Sustainable environment management practices including energy, water and land management	Maintain water usage at all metered correctional centres at current low levels	In progress
	Install water monitoring devices to regional correctional centres and facilities using non-reticulated water, to enable establishment of baseline levels for developing water saving programs and drought management plans	In progress
	Maintain energy usage at correctional centres and facilities at current low levels	In progress
	Investigate and install Power Factor Correction Units to correctional centres and facilities where appropriate, to improve energy efficiency	In progress
	Decommission Underground Petroleum Storage Tanks to comply with environmental protection guidelines	In progress
Safe and healthy workplace	Roll out revised Equal Employment Opportunity policies and guidelines	Completed
	Roll out a new approach for grievance handling	In progress
	Implement a mentoring program for NSW Public Sector Indigenous cadets, a pilot for a similar program to be offered to all Aboriginal and Torres Strait Islander staff	Completed
	Establish management groups to oversee the progress of equity plans	In progress
	Further expand the Peer Support program to other locations	In progress
	Revise the bullying and harassment policy	In progress
Cost efficiency and efficient asset management	Commission the South Coast Correctional Centre	Completed
	Commission CSI facilities at Cessnock Correctional Centre	Completed
Professional and ethical conduct	Publish the revised Guide to Conduct and Ethics and distribute the document personally and electronically to all Corrective Services NSW workplaces	Completed
	Conduct information sessions relevant to the revised Guide to Conduct and Ethics at all Corrective Services NSW workplaces	Completed
	Have all staff acknowledge receipt of the revised Guide to Conduct and Ethics	In progress
	Continue to increase awareness and understanding of reporting corrupt conduct including Protected Disclosures, and relevant policy and procedures	In progress
	Continue to actively promote professional conduct through maintaining the workplace visitation program, induction training, the ethics help line and monthly Corruption Prevention News (CP News) articles	In progress
	Update training session plans and resources	Completed
	Prepare promotional material to assist staff in identifying, disclosing and managing conflicts of interest	In progress
	Prepare an Internal Disclosures/Reporting Policy and Procedures	In progress
Workforce capability supported by workforce planning and management	Complete employee self-serve capability roll-out	In progress

Targets 2011/12

Corporate Plan Goals	Targets 2011/12
Offender Management	
Effective security and management of correctional centres	Deliver cost savings within the context of continued workplace reform based on the successful Way Forward model, without compromise to the provision of security, safety and service delivery
	Continue the ongoing roll-out of additional and new security technologies across the state such as x-ray machines and portals for the detection of contraband
	Upgrade existing correctional centre monitor/control rooms to meet contemporary best practice
	Develop standards across both custodial and community operations that reflect international best practice in offender management
	Implement electronic security reporting onto document management system (TRIM)
Effective supervision and monitoring of offenders in the community	State-wide expansion of the Intensive Correction Order
Offender participation in effective programs to reduce risks of re-offending	Develop a custody and community-based maintenance program for male offenders who complete the Domestic Abuse Program
	Develop custody-based high intensity programs for women which address sexual and violent offending
	Implement delivery of CALM (Controlling Anger and Learning to Manage It) programs in all correctional centres for women
	Develop strategies to reduce program attrition and obstacles to attending programs in custody and community
Effective arrangements during times of transition from community to custody and from custody to community	Complete building SHINE for Kids facilities at the South Coast and Goulburn Correctional Centres
Organisational Capability, Governance and Staff Support	
Corporate systems, policies and support services enable achievement of operational goals and performance targets	Complete digital record transition
	Complete Local Area Network (LAN) connectivity at all correctional centres
	Deliver business intelligence solution through information asset vault to aid organisational management, decision making and performance assessment.
	Continue functional enhancement implementation of Business Integrated Management Systems to support finance, human resources and asset management systems
	Complete functional enhancement of Offender Integrated Management System including implementation of e-Offender record and offender financial system
	Complete assessment and future potential roll-out of offender self-service information kiosk trial at South Coast Correctional Centre

Targets 2011/12

Corporate Plan Goals	Targets 2011/12
Sustainable environment management practices including energy, water and land management	Maintain water usage at all metered correctional centres at good practice levels
	Complete installation of water monitoring devices to regional correctional centres and facilities using non-reticulated water
	Maintain energy usage at correctional centres and facilities at best practice levels
	Continue installation, where appropriate, of power factor correction units to correctional centres and facilities to improve energy efficiency
	Continue decommissioning of underground petroleum storage tanks to comply with environmental protection guidelines
	Undertake a waste audit at the Henry Deane Building in conjunction with the Office of Environment and Heritage
	Complete scoping stage of Bridge Program at the Metropolitan Remand and Reception Centre, Silverwater Correctional Complex
Safe and healthy work place	Implement trial of smoke-free buildings at Lithgow Correctional Centre
	Review and revise the Workplace Relations intranet page to provide easy access to information on industrial relations (including conditions of employment), safety, and staff support services
	Support the implementation of the new Workplace Health and Safety legislation including reviewing policies and procedures, education and information for staff and managers and reviewing systems to ensure compliance
	Review and issue new tender for provision of Employee Assistance Program services following conclusion of existing contract in 31 March 2012
Cost efficiency and efficient asset management	Implement enhanced enterprise asset management system based on asset lifecycle principles at South Coast Correctional Centre
Professional and ethical conduct	Develop Corruption Prevention Plan
	Implement an early intervention system for the identification of corruption risks, in accordance with Independent Commission Against Corruption report recommendation
	Provide managers and supervisors with appropriate training on the early intervention system as well as other professional conduct matters
	Review and distribute Guide to Management of Professional Conduct Policy, Protected Disclosure Policy and Association with Offenders Policy
	Develop an integrated training calendar for the Professional Standards Division
Workforce capability supported by workforce planning and management	Complete Training Matrix Project
	Complete employee self-serve capability roll-out

Commissioner's Foreword



With the change of State Government, Corrective Services NSW (CSNSW) became a Division of the newly named Department of Attorney General and Justice. Guided by the Minister for Justice, the Hon. Greg Smith MP, the State Government has a clear and welcome emphasis on community corrections and diversionary programs.

This aligns with our restructuring over the last two years, which has already seen resources, such as some psychologists and programs, moved from inside correctional centres out into the community. Our restructure was based on strong evidence that a certain proportion of inmates would be more effectively managed in the community.

Further reflecting this focus on community offender management, a new position of Assistant Commissioner, Community Offender Management was created to set and oversee the strategic direction for community offender policy, management, compliance and monitoring.

Significant changes in sentencing options also reflected the changing emphasis on community offender management, with the abolition of Periodic Detention and commencement of the Intensive Correction Order.

From 1 October 2010, Periodic Detention ceased to be a sentencing option in New South Wales, and a new community sentencing option, the Intensive Correction Order (ICO), became available. At 30 June 2011, the number of offenders being supervised under an ICO was 354, with 200 offenders still on Periodic Detention Orders, also being managed in the community.

Under an ICO, offenders are electronically monitored around-the-clock and will face, for example, strict curfews and alcohol and random drug testing. Importantly, they are also required to participate in rehabilitation programs to address the causes of their offending behaviour, as well as complete 32 hours of community work each month. The ICO is not available to sex offenders.

This sentencing option will ensure that offenders will be able to keep their jobs and maintain close family ties, while still addressing the causes of offending in a cost-effective manner. It has the potential to increase as an alternative to full-time custody.

In 2010/11, community compliance, monitoring and management coverage was expanded State-wide to support the extension of the ICO roll-out. In addition, the ICO Management Committee was established in October 2010 to oversee the administration of orders and make recommendations to the State Parole Authority for revocations.

The effectiveness of the ICO program will be reviewed by the Bureau of Crime Statistics and Research (BOCSAR) after five years, and annually by the Sentencing Council. CSNSW will collect robust, statistical data around the performance metrics of the ICO program.

Community Offender Support Program centres

In 2010/11, CSNSW expanded the Community Offender Support Program centres (COSPs) accommodation program. Periodic Detention Centres in Bathurst, Wollongong and Newcastle were closed and refurbished so they can be used as COSPs. CSNSW is consulting with communities to establish new COSPs in other areas, including Dubbo and Wagga Wagga.

Diversionary programs

In 2010/11, CSNSW continued to develop its diversionary programs, including establishing a new facility at Cessnock along the lines of Biyani. This new facility, called Miruma, provides a programmed pathway for female offenders with a mental health disorder and co-existing alcohol and drug problems as an alternative to a custodial sentence.

The successful, community-based Balund-a Program at Tabulam continued to help young offenders to rebuild their community and family relationships and began accepting female offenders.

Commissioner's Foreword (continued)

In what could eventually substantially reduce the need for correctional centre beds, CSNSW developed plans for an e-Bail system. This will see a large number of offenders on bail being diverted from remand centres and, instead, managed via community-based electronic monitoring, curfews and drug and alcohol testing.

Reduced inmate population

The increase in community-based sentencing may have helped to reduce the inmate population. For the first time in 13 years, the NSW average full-time daily inmate population decreased. Over the previous 12 years, the daily average inmate population increased annually by close to 330 inmates or 4.2 percent per year. In 2010/11, the inmate population decreased by 505, the difference between the highest and the lowest daily inmate number.

The stabilising inmate population will enable CSNSW to scale down its active capital works program and review its older facilities. The last planned major capital works are the 500-bed new South Coast Correctional Centre which officially opened in November 2010, and the 250-bed expansion of Cessnock Correctional Centre which is due for completion in January 2012.

The South Coast Correctional Centre which provides maximum, medium and minimum security facilities for men and women was delivered on time and on budget. This correctional centre has created 200 permanent jobs and will inject around \$10m per year into the South Coast economy. It has leading-edge facilities which will include self-service information kiosks.

New Enterprise Asset Management

In October 2010, CSNSW established a new Enterprise Asset division responsible for the lifecycle management of all physical, information and technology assets. This approach will make sure that each asset is maintained, and that capital investment is predicated on robust investment criteria. It will also help ensure that correctional facilities are managed reflecting a contemporary corrections environment.

Notably, the new section of CSNSW recognises information as an asset, making its accuracy and integrity a priority. Such an approach is increasingly important in an organisation charged with the responsibility of making decisions about those in our custody and care. In future, information asset management and digital record keeping will help to aggregate information and present scenarios to support decision making about both individual offenders and the system as a whole.

Security

Following recommendations from the Independent Commission Against Corruption (ICAC) in relation to the John Morony Correctional Centre, security processes and entry and exit points in secure correctional centres were strengthened across the State.

Inmate education and training

Corrective Services provides individual education programs to assist in preparing inmates for employment upon their release. Stable employment is a major factor in reducing re-offending. Importantly, there has been a significant increase in the number of inmates graduating from Certificate Courses (15 percent) and Traineeships (24 percent).

Aboriginal offenders

In 2010/11, CSNSW launched its new Aboriginal Strategic Plan. Aboriginal people are over-represented in the criminal justice sector. The NSW Aboriginal inmate population is currently 22.4 percent male and 29.6 percent female; the population of offenders in the community is 17.8 percent male and 27.8 percent female.

In 2010/11, Corrective Services Industries (CSI) received a contract to construct modular houses for Aboriginal communities. The first of these houses has now been completed and assembled. This Affordable Housing Project has many benefits. It affords selected and assessed Aboriginal inmates a construction traineeship which will increase their chances to gain employment once released from custody. In addition, it will provide sustainable housing to remote Aboriginal communities. It brings together government and non-government agencies, private industry and unions, as well as Aboriginal community organisations to make the project a success.

Sex offenders

In 2010/11, access to programs for sex offenders was expanded, enabling maximum security offenders at Parklea Correctional Centre, and soon at Cessnock Correctional Centre, to participate. New programs were also introduced to address the causes of re-offending in sex offenders with cognitive impairment and those in denial. In November 2010, CSNSW opened a new 30-bed unit at Long Bay Correctional Complex to assess high risk sex offenders. This Serious Offenders Assessment Unit identifies those sex offenders who pose the greatest risk to community safety after release from custody.

Commissioner's Foreword (continued)

Pacific Regional Heads of Prisons Meeting

In August 2010, CSNSW co-hosted the 7th Pacific Regional Heads of Prisons Meeting in conjunction with the Australian Capital Territory Corrective Services. The five-day conference included over 40 prison administrators from Australia, New Zealand and 12 Pacific nations including Micronesia, Palau, Solomon Islands, Tuvalu, Vanuatu, Kiribati, Nauru, Papua New Guinea, Samoa, Cook Islands, Tonga and the Marshall Islands.

SHINE for Kids

In 2010/11, an additional SHINE for Kids centre was opened at Junee Correctional Centre and construction began for two more centres at the South Coast and Goulburn Correctional Centres. Further supporting the children of inmates, the Children and Families of Offenders Steering Committee was formed in October 2010 under the chairmanship of the Assistant Commissioner, Office of the Commissioner and Human Resources. This new steering committee includes two official visitors, the CEO of SHINE for Kids and an executive of the Community Restorative Centre. The Committee implements the Families of Offenders Strategic Framework which is all about service improvements to the public, and in particular to children and families of offenders.

Recruitment

In 2010/11, CSNSW continued to pioneer online recruiting services, having helped to pilot the e-Recruitment system in October 2009. CSNSW was one of two agencies to achieve the Goldstar standard for its progressive adoption of e-Recruitment, following an evaluation of 62 agencies surveyed by KPMG.

For the first time, CSNSW employed cadets under the JumpSTART Cadetship Program and the NSW Indigenous Cadetship Program (ICP). The ICP is aligned to the Government's commitment to increase Aboriginal employment to 2.6 percent within the NSW public sector by 2015. More than four percent of all CSNSW employees are Aboriginal and Torres Strait Islanders.

Key Performance Indicators

In 2010/11, the rates of offenders returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1. CSNSW also recorded its lowest prisoner on officer assault rate. 2010/11 saw escape rates increase from the record low of the previous year, with the escape rate for secure custody on a par with the national average for the previous year. Deaths from apparent unnatural causes in custody also tracked the national trend.

In 2010/11, the Board of Management Deaths in Custody Management Committee which co-ordinates the flow of information to the Coroner, continued to be proactive in taking action in relation to recommendations resulting from deaths in custody. Its work was commended by the Coroner in a written report, which stated:

"...In 2010 I made a number of recommendations following an inquest into the death of a prisoner at Goulburn Correctional Centre. I commend the Department of Corrective Services for acting upon those recommendations relevant to it, and in establishing a special Management of Deaths in Custody Committee."

Corrective Services Industries

Corrective Services Industries (CSI) delivered another record result, achieving \$65.8m in sales, \$1.8m more than in the previous year. In the last two years, despite the difficult economic conditions, CSI production has doubled.

Brush Farm Corrective Services Academy

In September 2010, Brush Farm Corrective Services Academy (BFCSA) celebrated its 20th anniversary. In 2010/11, BFCSA completed the refurbishment of its administration building and upgraded its information systems and website. It also hosted 12 delegations and study programs involving 65 participants from eight different nations, including a growing number of delegates from the African region. CSNSW officers also continued to be seconded to support the Directorate-General of Corrections Indonesia to implement reforms of the Indonesian Corrections system.

Commissioner's Foreword (continued)

BFCSA continued to offer Visiting Scholar Placement Programs to senior officers, while the growing number of applicants for the Brush Farm International Scholarship will see the awards increased to four in 2011.

External use of the BFCSA Library grew, via programs such as the Australian Correctional Leadership Program. This resulted in international recognition from other correctional jurisdictions and visiting academics for high standards of services in research and library support.

Animal welfare programs

In 2010/11, CSNSW continued to work with animal welfare organisations. Current programs include the RSPCA Dog Rehabilitation Program at the Outer Metropolitan Multi-Purpose Correctional Centre; the Greyhounds as Pets at Dillwynia Correctional Centre; and the Assistance Dogs Program at Kirkconnell Correctional Centre. CSNSW is currently considering supporting the Racing NSW Thoroughbred Rehabilitation program. At the core of these programs is the CSNSW commitment to engage with community organisations to achieve positive outcomes for the community. All animal welfare projects give selected inmates the learning and development opportunities which help them gain employment.

Making progress towards reducing re-offending

Measuring re-offending is retrospective, with today's performance indicators reflecting the initiatives in place two years ago. Given the growing body of evidence to support the efficacy of CSNSW's current custodial and community-based programs, and the growing levels of Throughcare in the community, the CSNSW Board of Management is striving towards reducing the rate of re-offending.

I would like to thank all CSNSW staff, for their professionalism and dedication during the year. I am proud of their constant willingness to adapt to the changing correctional environment and their ability to deal with often very challenging situations. Working with their colleagues in other government and non-government agencies, they have made real progress in successfully reintegrating offenders into the community and reducing the risks of re-offending.



Icy conditions at the Oberon Correctional Centre

Offender Management

Services

- Containment of inmates and correctional centre security
- Risk assessment and intervention programs, and appropriate placement
- Referrals to mental health and other health service providers
- Additional support to specific offender groups e.g., Aboriginal, young/elderly, disabled, and culturally and linguistically diverse
- Community supervision, monitoring and support
- Timely and accurate reports and advice to courts/releasing authorities
- Interventions and programs addressing risk factors for re-offending
- Offence specific programs relating to violence and sexual offending
- Compulsory drug treatment and other addiction programs
- Education, training and employment
- Assessment, whole of sentence planning and case management
- Facilitation of visits from families and friends
- Full time and occasional residential Mothers and Children's Program in identified correctional centres and transitional centres
- Diversionary/community based sentencing options and accommodation support
- Information exchange with identified criminal justice agencies and human services providers



Goal: Effective security and management of correctional centres

Rates of escapes from custody

In 2010/11, Corrective Services NSW saw escape rates increase from the record lows of the previous year. The escape rate for secure custody was equal to the national average for the previous year.

Escape rate (per 100 inmates)*

	2006	2007	2008	2009	2009/10 National Average	2010 /11
Security	/07	/08	/09	/10		
Open	0.17	0.16	0.31	0.06	0.3	0.6
Secure	0.00	0.02	0.06	0.01	0.02	0.02

* National Correctional Indicators counting rules.

Number of escapes*

	2006	2007	2008	2009	2010	
Security	/07	/08	/09	/10	/11	
Open		6	6	11	2	22
Secure		0	1	4	1	1

* National Correctional Indicators counting rules.

Security systems and procedures implemented to meet challenges presented by offenders in custody

In 2010/11, Corrective Services NSW upgraded security screening equipment at maximum and medium security correctional centres. This involved installing the latest generation of portal metal detectors, which automatically deny entry when metal is detected. Additionally, biometrics identification systems were upgraded throughout the State and ion scan substance screening technology was trialled. These security technology upgrades were complemented by a suite of procedural and policy changes aimed at improving the screening and searching of staff and visitors entering correctional centres.

Each year, inmates are securely transported on approximately 150,000 occasions (on average) from correctional locations to other locations such as courts, hospitals and other correctional centres. To support this, the program to refurbish the transport fleet continued, including replacing Toyota Hiaces with Hyundai iLoads and retro-fitting intercom systems.

Offender Management (continued)

These upgrades have already improved safety. There are now multiple exits for inmates, as well as better seating and more cab space for escorting officers. The refurbishment program is scheduled for completion in December 2011.

In 2010/11, more than \$7m was invested in upgrading and replacing security systems across 10 correctional centres, with a further \$1m spent on upgrading the inmate transport fleet. Comparable allocations are expected to be invested in security upgrades and investments in 2011/12.

Number of inmate movements¹

Category	2006/07	2007/08	2008/09	2009/10	2010/11
Prison to prison	40,105	39,945	43,560	47,777	45,467
Prison to hospital	393	336	373	294	290
Prison to court	101,746	98,366	116,362	107,144	83,320
Prison to other	4,936	4,961	4,775	5,422	5,246
Total	147,180	143,608	165,070	160,637	134,323

¹ Includes only those movements conducted by Court Escort Security Unit.

Number of escapes by security level/program 2006/07 to 2010/11

Security level breached	2006/07	2007/08	2008/09	2009/10	2010/11
Full-Time Custody					
From within maximum security	–	–	–	–	–
From within medium security	–	–	4	–	–
From within minimum security	6	6	10	2	20
Adjacent to maximum/medium	–	–	–	–	–
Escorted – other (e.g. hospital)	–	1	1	1	3
Escorted external work party	1	2	1	2	3
Escorted external sports/educational excursion	–	–	–	–	–
Day/Weekend leave	–	–	1	–	–
Unescorted education programs	–	–	–	1	1
Work release program	2	–	–	1	1
Other unescorted authorised absence	1	1	–	–	–
Court Complex	–	–	–	1	1
Transport (including transfers)	–	–	–	1	–
Full-time custody total escapes	10	10	17	9	29
Rate per 100 offender years	0.11	0.10	0.17	0.09	0.29
Total escapes	10	10	17	9	29
Rate Per 100 offender years¹	0.10	0.10	0.17	0.08	0.28

¹ Rates of escape from full-time custody (including correctional centres, transitional centres and court complexes) are based on the full-time inmate daily average population plus 2/7ths of the daily average number of people with active orders.

Offender Management (continued)

Operational strategies to meet reporting standards

Corrective Services NSW continued to develop operational strategies to meet reporting standards. The Board of Management aligned reporting protocols to meet the requirements contained within the National Indicators, as provided through the Council of Australian Government (COAG). In addition, a steering committee was established to develop minimum standards for all activities, based on a best practice contemporary management model. This project will be finalised in the next reporting year.

Security classification risk management tools and pro-active intelligence gathering and analysis

Enhancing K9 resources

In 2010/11, the K9 Unit amalgamated with the State Emergency Unit (SEU), providing a combined resource of over 75 specialised staff and 54 dogs to perform targeted and random searches/operations State-wide. This increased contraband seizures throughout the year.

The SEU used these resources to respond and manage critical incidences, including searches within correctional centres, visitor and staff searches and intelligence operations with the NSW Police Force. On request, the SEU provides dogs to assist police with searching private premises. In 2010/11, this assistance resulted in the detection and seizure of large quantities of illicit drugs.

In line with the Independent Commission Against Corruption (ICAC) recommendations, the K9 Unit was used in Corrective Services NSW Commissioner Searches (unannounced searches), Strategic Targeted Operation Planning and Scheduling (STOPS) committee directed operations and staff searches.

Dealing with terrorists in custody

In 2010/11, Corrective Services NSW continued to develop de-radicalisation and terrorist risk assessment strategies, based on international research and security management. One inmate received the new designation of "Extreme High Risk Restricted", introduced by the *Crimes (Administration of Sentences) Amendment Regulation 2009*. This designation allows more scope to control inmates who attempt to influence other offenders to take part in illegal activities and subversive activities while in custody.

Improving security threat intelligence gathering

In 2010/11, the Offender Integrated Management System (OIMS) Security Threat Group (STG) module was implemented, improving security threat intelligence gathering. Using this module, staff in correctional centres and Community Offender Services locations are able to record offenders who have an association with, or are at risk from, an Outlaw Motorcycle Gang (OMCG), Organised Criminal Network (OCN) or other STG. The new module also creates reports that allow Corrective Services staff to identify OMCG/OCN conflicts and any inmates affiliated with, or at risk from, an OMCG/OCN.

Strengthening the Corrections Intelligence Group

The Corrections Intelligence Group (CIG) continued to maintain close working relationships with all corrective service jurisdictions in other Australian States and Territories, as well as Juvenile Justice NSW. It started developing contacts with New Zealand Corrections. Close ties were maintained with the NSW Police Force and Australian Federal Police as well as other organisations such as Family and Community Services, Australian Customs and Border Protection, Department of Immigration and Citizenship and the Australian Taxation Office.

In 2010/11, the CIG interviewed 446 inmates, with 324 identified as being associated with, or deemed to be at risk from, an STG or OMCG. CIG also developed a central repository for intelligence holdings, the Intelligence Information System, due to be accessible for use by all areas by December 2011.

Security Threat Group Program and Violent Individual Offender Program

The Security Threat Group – Intervention Program (STG-IP) identifies inmates who act in conjunction with other inmates as part of an organised group, and who pose a severe risk to the safety of others or the security of a correctional centre. In 2010/11, CIG issued 73 inmates with verbal or written warnings, with nine undertaking the program due to their ongoing negative behaviour.

Similarly, the Individual Violent Offender – Intervention Program (IVO-IP), which targets individual inmates who exhibit violent tendencies, but who do not act as part of a group, continued to show positive results. In 2010/11, 84 offenders were issued verbal or written warnings due to their aggressive and violent behaviour, with 10 inmates ultimately undertaking the program due to their continued risk to others.

Offender Management (continued)

Internal audits

In 2010/11, Corrective Services NSW formalised its risk-based auditing approach. Starting with 59 planned audit projects, 44 audits were completed with 12 still in progress at year end. Of the 44 audit projects, 12 were unplanned special projects, and 32 involved comprehensive audits across a range of CSNSW workplaces, including Community Offender Services offices, Court Escort Security Units, Corrective Services Industries (CSI) units and correctional centres. The 32 comprehensive audits were implemented across varied workplaces including 13 Community Offender Services offices, nine Court Escort Security Units, five correctional centres and five CSI locations. In addition, forensic audits were undertaken on behalf of the Professional Conduct Management Committee and Investigations Branch.

On the basis of the audit scope and work completed, it is the opinion of the CSNSW Audit Branch that internal control and monitoring systems, risk management, policies and procedures, legislative and procedural compliance, service delivery, assets and records management are mostly adequate in terms of effectiveness and accountability.

Rate of assaults

In 2010/11, Corrective Services NSW recorded its lowest prisoner on officer assault rate. CSNSW maintained a nil record for serious assaults by a prisoner on an officer and has only recorded one serious assault by a prisoner on an officer in the last 10 years. All metrics were below the national average for the previous year.

Prisoner* on Officer Assaults**

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Serious	0.01	0.00	0.00	0.00	0.03	0.00
Assaults	0.71	0.92	0.59	0.56	0.64	0.34

Prisoner* on Prisoner Assaults**

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Serious	0.49	0.31	0.26	0.15	0.53	0.13
Assaults	13.26	13.07	12.83	13.43	9.14	13.06

* Terminology of the Report on Government Services. CSNSW's standard terminology is inmates.

** This data is not strictly comparable with the national average because other jurisdictions may define assaults differently than NSW.

Rate of apparent unnatural deaths in custody

In 2010/11, there were 10 deaths from apparent unnatural causes in custody. Rates of unnatural deaths amongst Indigenous offenders remained comparable with the national average for the previous year.

Apparent unnatural deaths in correctional custody

	2006/07	2007/08	2008/09	2009/10	2010/11
Indigenous	2	0	1	1	1
Non-Indigenous	5	4	4	5	9
Total	7	4	5	6	10

Offender Management (continued)

Death rate per 100 inmates; apparent unnatural causes

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Indigenous	0.10	0.00	0.05	0.04	0.03	0.04
Non-Indigenous	0.07	0.05	0.05	0.07	0.06	0.12
Total	0.07	0.04	0.05	0.06	0.05	0.10

Note: The number and rates of deaths may change from previous years where the apparent causes are amended following coronial inquiries. Previous year figures have been amended in some cases to align with national counting rules.

Average out-of-cell hours per day

In 2010/11, the average daily time out-of-cells increased slightly compared with last year. This trend is also present for the average daily time out-of-cells for secure custody and remained steady for open custody.

Time out-of-cells (hours per day)

Security	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Open	12.64	11.86	13.41	19.14	17.9	19.14
Secure	7.58	7.15	7.08	6.71	9.2	7.01
Average	9.51	8.89	9.32	11.18	11.4	11.40

Annual trends in the inmate population – 2006/07 to 2010/11

Financial year	Full time custody daily average ¹	% change in average from last year (%)	Lowest daily total	Highest daily total	Difference between Lowest and Highest Daily Total	
					Number	% of Average (%)
2006/07	9,468	4.0	9,183	9,729	546	5.8
2007/08	9,634	1.8	9,471	9,928	457	4.7
2008/09	10,068	4.5	9,852	10,492	640	6.4
2009/10	10,352	2.8	10,124	10,482	358	3.5
2010/11	10,094	-2.5	9,859	10,364	505	5.0

¹ Includes correctional centres, transitional centres and court cell complexes (24 hour and other).

Number of court appearances facilitated by video conferencing

	2006/07	2007/08	2008/09	2009/10	2010/11
Number	19,125	27,700	31,338	31,345	35,045

Note: The data which represents the number of video conferences for 2006/07 was captured on a pre-conference basis, as against a post-conference basis for the subsequent years.

Offender Management (continued)



Goal: Effective supervision and monitoring of offenders in the community

Community Compliance and Monitoring Group

The Community Compliance and Monitoring Group (CCMG) is responsible for monitoring extreme high risk, high risk and high profile offenders including sex offenders, as well as offenders on the Home Detention Program, Drug Court, Compulsory Drug Treatment Correctional Centre Stage 2 and 3, Parole, External Leave Programs, Intensive Correction Orders (ICO) and Extended Supervision Orders. By 30 June 2011, CCMG operational locations had expanded to include Campbelltown, Blacktown, Newcastle, Wollongong, Dubbo, Bathurst, Wagga Wagga, Grafton, Goulburn, Broken Hill and Tamworth.

Saving the community thousands

The Mount Druitt Community Offender Services (COS) Area Manager, Michelle Micallef, says that the graffiti removal project in one year alone has saved the local community about \$170,000 in clean-up bills. In 2010/11, more than 150 offenders on Community Service Orders (CSOs) have used 2,268 litres of paint to clean 1,566 graffiti sites. This was done in collaboration with the Blacktown City Council. This partnership has been active since 2004.



Questions and Answers about Social Housing booklet – translated into Arabic

Successful completion of community-based orders

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Restricted movement (Home Detention)	82.82	87.53	79.69	82.96	78.8	86.92
Reparation* (Community Service Orders)	79.91	81.15	82.25	83.20	67.3	84.19
Supervision (Parole Orders, Probation Orders)	81.34	80.15	79.34	80.63	74.6	80.09
Total rate of completion	80.98	80.55	80.00	81.25	72.1	81.20

* Discharge codes have been revised to exclude "no fault revocations" from being counted as a "breach of CSO".

Offender Management (continued)

Number of community-based orders

Home Detention (Restricted movement)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	213	152	175	148	126
Percent change (%)	+2.2	-28.6	+15.1	-15.4	-14.9
Annual caseload intake	446	290	361	298	236
Percent change (%)	+0.7	-35.0	+24.5	-17.5	-20.8

Community Service Orders (Reparation)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	4,318	4,051	4,088	4,138	3,435
Percent change (%)	-9.3	-6.2	+0.9	+1.2	-17.0
Annual caseload intake	5,568	5,307	5,770	5,436	4,465
Percent change (%)	-3.7	-4.7	+8.7	-5.8	-17.9

Parole Orders (Supervision)

	2006/07	2007/08	2008/09	2009/10	2010/11
Monthly average supervised	3,983	4,143	4,295	4,309	4,314
Percent change (%)	+0.4	+4.0	+3.7	+0.3	+0.1
Annual caseload intake	5,184	5,524	5,940	6,324	6,156
Percent change (%)	+1.3	+6.6	+7.5	+6.5	-2.7

Probation Orders* (Supervision)

	2006/07	2007/08	2008/09	2009/10	2010/11
Number supervised	10,560	11,235	11,131	10,600	9,479
Percent change (%)	+2.7	+6.4	-0.9	-4.8	-10.6
Caseload intake	14,690	15,325	15,991	14,933	14,316
Percent change (%)	+0.6	+4.3	+4.3	-6.6	-4.1

* 2010/11 includes Intensive Correction Order (ICO), with an average of 118 offenders supervised in 2010/11 and a caseload intake of 372 offenders.

Number of community-based orders (National Correctional Indicator categories)

	2006/07	2007/08	2008/09	2009/10	2010/11
Restricted movement (Home Detention)	213	152	175	148	126
Reparation (Community Service Orders)	4,386	4,015	4,088	4,139	3,435
Supervision ¹ (Parole Orders, Probation Orders)	14,265	15,079	15,109	14,602	13,623
Total rate of completion ²	17,970	17,988	18,124	17,683	16,217

1. Includes a daily average of 118 offenders on Intensive Correction Orders during 2010/11.

2. 'Total offenders' is a unique count of offenders. As an individual offender may have an order in more than one category, this total figure is not equal to the sum of the individual order categories.

Offender Management (continued)

Diversionsary programs

Intensive Correction Orders

In 2010/11, Corrective Services NSW took responsibility for supervising Intensive Correction Orders (ICOs). ICOs are served in the community under the strict supervision of the Community Compliance and Monitoring Group (CCMG), rather than in full-time custody in a correctional centre. On 1 October 2010, a staged roll-out commenced, with full implementation by May 2011 across the State, within a 100km radius of a CCMG location.

Balund-a

Balund-a is now in its third year of operation as a residential diversionsary program for predominantly Aboriginal offenders, male and female, aged between 18 and 40. In 2010/11, 100 offenders entered the program, a 13 percent increase on the previous year. Of those completing the program, no one received a custodial sentence.

In 2010/11, Balund-a expanded its range of offence-focused, vocational and educational and cultural programs, including trialling a drama program and the federally funded PACE (Parent and Community Engagement) Program, giving Aboriginal parents/families the skills to help their children read and learn.

In February 2011, representatives of the Judicial Commission of NSW Ngara Nura Program visited Balund-a, supporting the ongoing promotion of the facility.

Miruma

In April 2011, Miruma opened on the grounds of Cessnock Correctional Centre as a second diversionsary facility for women offenders. The first such facility is Biyani, located at Parramatta. Biyani and Miruma residential centres provide an alternative to custody for female offenders with mental health disorders and/or mild intellectual disabilities who also abuse alcohol or other drugs. The Biyani and Miruma program stabilises mental health and alcohol or drug issues, and helps women to access long-term community rehabilitation programs and resources. Miruma consists of five refurbished three bedroom homes, accommodating up to 11 residents on community-based orders for up to six months.

Drug Court

The Drug Court administers the cases of offenders who are convicted of drug-related crimes. The Drug Court process incorporates an extensive treatment and rehabilitation program, monitored by Corrective Services NSW and under the intensive supervision of the Court. In March 2011, a second Drug Court opened in Toronto in the Lower Hunter Valley.

Silverwater External Leave Program

The Silverwater External Leave Program (SELP) is a graduated external leave program for selected minimum security male inmates serving the last stages of a custodial sentence. In 2010/11, the SELP Management Plan was finalised, and SELP began being transitioned from a custody-based managed program to a community-based managed program. Participating offenders will be released with electronic monitoring and attend offence-specific programs and employment in the community. SELP will be managed entirely by Community Offender Services and has a bed capacity of 150.

Life in the SELP program resembles life outside correctional centres as far as is practical, so inmate residents can acquire and practise the values, habits and skills that will help them successfully reintegrate into the community.

Inmates with a poor employment history in the community and/or those with significant identified needs will be given placement priority.

Shipped to Pakistan

In August 2010, Corrective Services officers and inmates loaded six, 12 metre long shipping containers, filled with emergency supplies to help victims of the Pakistan monsoon floods that killed at least 1,600 people and affected 14 million more.

They had responded to a call for help from the Overseas Disaster Relief Organisation in Alexandria because it had a backlog of supplies. Each container was filled with 1,000 survival kits containing lollies, toiletries, cutlery, tents, tarps and ropes.

Offender Management (continued)

Number of pre-sentence, post-sentence and pre-release reports

Pre-sentence reports

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports	27,280	26,668	28,419	26,633	23,891
Percent change (%)	+0.3	-2.2	+6.6	-6.3	-10.3

Post-sentence assessments

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports (Home Detention)	813	833	967	828	589
Number of reports (Drug Court)	79	94	55	65	46
Percent change (%)	+19.3	+3.9	+10.2	-12.6	-28.9

Pre-release reports

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of reports	3,352	3,283	3,534	4,013	4,087
Percent change (%)	-8.8	-2.1	+7.6	+13.6	+1.8



The South Coast Correctional Centre – officially opened in November 2010

Offender Management (continued)



Goal: Offender participation in effective programs to reduce risks of re-offending

Rates of re-offending

In 2010/11, the rates of offenders returning to corrective services with a new correctional sanction within two years decreased from 23.9 to 23.1. Looking at other measures, the rate of prisoners returning to prison and that of prisoners returning to corrective services showed a marginal increase. These results relate to prisoners discharged in 2008/09 on completion of a sentence and who returned with a new sentence within two years.

Rate of offenders re-convicted by a court within two years of previous conviction

Efforts to reduce re-offending in NSW have resulted in a significant reduction in the rate of re-offending by adults. Measurements of re-offending will always be retrospective and the minimum timeframe for capturing this data is two years. The most recent data for NSW therefore relates to the population of offenders receiving sanctions or exiting custody in 2007/08. Compared with a 2006 baseline measure for this cohort, re-offending has been reduced by 3.9 percent for those exiting correctional centres and 4.8 percent for those receiving community-based sanctions. Both of these reductions represent a statistically significant lowering of the rate of re-offending and confirmation that the range of measures adopted have some efficacy.

Level of Service Inventory – Revised

In 2010/11, offenders in both the community and in custody underwent a risk and needs assessment to examine their likelihood of re-offending and identify the factors most likely to contribute to their re-offending. Areas of examination that best predict risk include criminal history, educational and employment deficits and an offender's use of alcohol and other drugs.

In 2010/11, 27,818 Level of Service Inventory-Revised (LSI-R) assessments were administered, at a rate of approximately 107 per day across the State. Of these, 20 percent were carried out in custody and 80 percent in the community. This number of LSI-R assessments is 1,751 fewer than in the previous year, reflecting a change in procedure, where LSI-Rs for community-based offenders are now re-administered once every 12 months, instead of every six months. Those for offenders in custody are performed only once, at the pre-sentence stage. This is in line with international research findings, which show this assessment remains valid for 12 months.

Serious Offenders Assessment Unit

The Serious Offenders Assessment Unit (SOAU) conducts comprehensive psychological assessments to assist in whole-of-sentence case management planning for identified violent and sexual offenders. Offenders managed by the Serious Offenders Review Council (SORC) and those who may be subject to the *Crimes (Serious Sex Offenders) Act 2006* are prioritised for assessment and referral to treatment.

In 2010/11, the SOAU completed 26 comprehensive reports to inform the case management plan of sexual and violent offenders, and 119 actuarial risk assessments for the purpose of screening sexual offenders. The unit also completed 52 risk assessments, including comprehensively examining dynamic risk factors to inform case plans for both sexual and violent offenders.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Prisoners* returning to prison	43.8	43.0	42.9	42.4	37.6	43.1
Prisoners returning to corrective services**	46.3	45.2	44.9	45.2	44.0	46.2
Offenders returning to community corrections	13.0	12.5	12.7	13.0	15.6	12.4
Offenders returning to corrective services**	23.4	23.0	22.7	23.9	27.4	23.1

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

** Includes a prison sentence or community corrections order.

Offender Management (continued)

Evidence-based accredited programs

In 2010/11, a new programs and services data collection module was rolled out across the State. This has simplified and integrated program activity reporting across community and custody locations, allowing staff to track an offender's progress through programs in all locations.

The introduction of the Intensive Correction Order (ICO) increased the need for programs in the community, with an increase of 23 percent in individuals attending community-based programs, supported by improved program access in additional community locations.

In addition, 40 specialist program facilitators were trained in advanced group work, with some additional 480 training places for staff facilitating programs, including 112 in custody, 192 in the community and 20 from non-government organisations.

An Offender Induction Program was established to motivate and prepare offenders who are directed to attend programs under the ICO. This program is now available at all court locations where ICOs are made.

Accreditation process

In 2010/11, the Program Accreditation Framework was revised and updated. Programs are now accredited and approved against a specified standard of evidence,

ranging from general support in the literature for the soundness of the design (Level 1 Accreditation), to rigorously controlled outcome studies published in peer-reviewed journals (Level 4 Accreditation). The Compendium of Programs was revised and re-formatted accordingly and now displays the status of each program.

Compendium Programs

Corrective Services NSW uses a compendium of 45 approved or accredited rehabilitation programs for offenders.

In 2010/11, 9,245 offenders in custody participated in compendium programs, amounting to 56,150 program sessions. This represents a slight decrease in the participation rate. However, in the same period, 3,787 offenders in the community participated in compendium programs, amounting to a total of 35,277 program sessions. This is a significant increase compared to the previous year, reflecting the re-allocation of resources to support program delivery in the community.

In previous years, CSNSW has reported on the number of Aboriginal participants in compendium programs, reflecting the high importance of addressing the specific needs of this target group. However, a major change to the data entry and reporting system means that the full data range of program participation and results will not be available until 2011/12.

Compendium Programs 2010/11

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
Aggression and Violence	CALM – Controlling Anger and Learning to Manage It	316	147	1,630	169	2,647
	Domestic Abuse Program	692	90	945	602	9,282
	Violent Offender Treatment Program (VOTP) – High Risk	53	53	1,501		
	Violent Offender Treatment Program (VOTP) – Maintenance	138	98	269	40	445
	Violent Offender Treatment Program (VOTP) – Moderate	12	12	241		
	Dialectical Behaviour Program (pilot)	22			22	345
	Total	1,233	400	4,586	833	12,719

Offender Management (continued)

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
Alcohol, Drugs and Addictions	Drug and Alcohol Addiction (DAAP)	266	129	883	137	799
	Drugs: The Impact of Dependence (a readiness program)	56	44	277	12	165
	Getting SMART	2,656	1,911	15,636	745	6,618
	Sober Driver Program	646			646	4,577
	Alcoholics Anonymous (AA Meetings)	1,026	1,026	3,743		
	Narcotics Anonymous (NA Meetings)	333	333	1,174		
	PATHWAYS – Criminal Conduct and Substance Abuse Treatment	73	73	1,349		
	Ngara Nura	77	77	7,123		
	SMART Recovery Maintenance Groups	480	480	2,035		
	The Best Bet ... Is The One You Don't Have	163	163	1,033		
	Total	5,776	4,236	33,253	1,540	12,159
Community Engagement	Pathways to Employment, Education and Training	426			426	2,460
	Parenting skills	39	39	170		
	Nexus	693	693	1,394		
	Responsibilities and Rights	126	126	158		
	Total	1,284	858	1,722	426	2,460
Health Promotion	Health Survival Program	1,853	1,853	2,008		
	Total	1,853	1,853	2,008		
Readiness	Managing Emotions	1,169	820	5,746	349	2,919
	Offender Induction Program	313			313	1,292
	Motivational Enhancement	61	61	61		
	Think First	45	45	683		
	Personal Effectiveness Program	140	140	586		
	Seasons For Growth	69	69	245		
	Total	1,797	1,135	7,321	662	4,211

Offender Management (continued)

Compendium category	Program name	All individuals attending programs	Individuals attending Correctional Centres	Sessions attended Correctional Centres	Individuals attending Community Offender Services	Sessions attended Community Offender Services
Sexual Offending	Sex Offender Program – CORE (CUBIT Outreach)	16	16	184		
	Sex Offender Programs – CORE Low	10	10	208		
	Sex Offender Program – CUBIT	81	81	1,695		
	Sex Offender Program – Maintenance	85	8	27	77	250
	Sex Offender Program – Preparatory	29	29	337		
	Sex Offender Program – Understanding Sexual Offending	12	12	104		
	Sex Offender Program – Self-Regulation Program	19	19	127		
	Sex Offender Program – Deniers	8	8	64		
	Sex Offender Program – Community-based treatment (Forensic Psychology Services)	43			43	150
	Total	303	183	2,746	120	400
Women offenders	Managing Emotions (women's version)	188	135	1,064	53	436
	Women's Life Management	94	82	225	12	64
	Women's DV program – Out of the Dark	34	34	151		
	Total	316	251	1,440	65	500
Young Offender Programs (reporting since December 2010)	Adventure Based Challenge ABC – Women	44	44	319		
	Gurnang Life Challenge GLC – Men	136	136	1,701		
	Young Adult Preparation Program	26	26	356		
	Young Adult Preparation Program YAPP	98	98	263		
	Young Adult Satellite Program YASP	54	54	435		
Total	358	358	3,074			
Two Ways Together Framework	Rekindling the Spirit	66			66	1,771
	Walking Together: Family and Community Violence	15			15	243
	Yindyama La Program	60			60	814
	Total	141			141	2,828
Total all programs		13,032	9,245	56,150	3,787	35,277

Offender Management (continued)

Domestic Abuse Program (for male offenders)

In 2010/11, a large-scale independent study of the CSNSW Domestic Abuse Program (DAP) was completed by the University of New South Wales in collaboration with the NSW Bureau of Crime Statistics and Research. Results indicate a significant reduction in participant re-offending, both in terms of violent re-offending and re-offending in general. Given the relative scarcity of well-controlled trials of program interventions for domestic violence, the study is a major contribution to the clinical research literature.

In 2010/11, 692 offenders participated in DAP, compared with only 65 in the preceding year. A maintenance program is being developed for graduates of DAP and a motivational component for higher risk offenders.

Sober Driver Program

The NSW Sober Driver Program (SDP), funded by the Roads and Traffic Authority, is a State-wide education and relapse prevention program for repeat drink-drive offenders. The SDP was rolled out in June 2003 and independently evaluated in 2006 and again in 2010.

The 2010 evaluation found SDP has a lasting impact on re-offending. Those in the 2006 evaluation cohort who were deterred from re-offending in the period following the program did not simply delay their re-offending, but remained deterred. The 2006 evaluation found that offenders completing SDP were 50 percent less likely to re-offend, while the 2010 evaluation found participants were 44 percent less likely to re-offend.

Pathways to Employment Education and Training Program

The Pathways to Employment Education and Training (PEET) Program, delivered in partnership with TAFE NSW, enables community-based offenders with past drug issues to develop the skills necessary to either enter employment or the adult education system. Offenders with such issues often have literacy and/or numeracy deficits and may have previously been alienated from educational environments.

Drug and Alcohol Addiction Program and Relapse Prevention Program

The NSW Drug Summit funds Corrective Services to deliver the Drug and Alcohol Addiction Program (DAAP) and Relapse Prevention Program (RPP) in community locations over the period of 2007/08 to 2010/11. In 2010/11, a further 22 facilitators were trained, and 15 DAAP programs were run with 137 offenders, of whom 60 percent completed the program successfully. In

addition, 129 offenders participated in this program in custodial locations. An internal, interim evaluation of the programs conducted by the CSNSW Corporate Research Evaluation and Statistics Unit, found that participants in the program had lower re-offending rates than a matched control group.

Sex Offender Programs (for male offenders)

Corrective Services NSW has a large suite of treatment programs for sex offenders. In 2010/11, 183 sex offenders were referred to custody-based sex offender treatment programs and 120 were referred to community-based sexual offender treatment programs. This represents both an increase in participation of 100 offenders and places an increased emphasis on community-based programs.

The high intensity Custody Based Intensive Treatment Program (CUBIT) for medium-high to high risk/needs sex offenders was facilitated in both Parklea Correctional Centre and Long Bay Correctional Complex, enabling 81 offenders to complete this program. In addition, 26 offenders completed the CUBIT Outreach (CORE) or CORE-LOW program designed for sex offenders assessed as being at low or moderate risk of re-offending.

2010/11 also saw 19 offenders in custody start the new Self-Regulation Program, a residential therapy program for sex offenders with an intellectual disability or other cognitive impairment.

In 2010/11, CSNSW became one of only two jurisdictions in the world running the Deniers Program. Eight offenders completed this custodial, non-residential treatment program for male sex offenders who maintain they were wrongfully accused or falsely identified.

Violent Offender Therapeutic Program (for male offenders)

In 2010/11, 225 offenders were referred to the Violent Offenders Therapeutic Program (VOTP), with 34 offenders completing the program. A further 98 offenders started VOTP Maintenance in custody, 40 started in the community, taking the total number of offenders accessing this maintenance service to 138. In custody, 124 groups sessions and 145 individual sessions were conducted either face-to-face or by video-link. The face-to-face sessions were facilitated at the Metropolitan Special Programs Centre, Outer Metropolitan Multi Purpose Correctional Centre, Silverwater Correctional Centre and Parklea Correctional Centre. Video-link sessions were facilitated at Cessnock, Bathurst, Goulburn, Lithgow, Junee, Wellington, South Coast, Mid North Coast and Grafton Correctional Centres.

Offender Management (continued)

A new initiative for violent offenders

A new pathway for offenders at moderate risk of violence (MRV), which incorporates a sequence of programs, including the CALM (Controlling Anger and Learning to Manage It) program has been developed. Offenders are assessed by the Serious Offenders Assessment Unit and allocated to the MRV pathway with specified treatment goals and recommendations. In addition to explicitly addressing violent offending, the pathway also accommodates the need to intervene in drug and alcohol-related issues and domestic violence. Progress along the MRV pathway is monitored by a case review panel, and offenders can be transferred if necessary to the higher intensity Violent Offender Therapeutic Program. This strategy aims to increase to 240 the number of violent offenders receiving appropriate intervention per year. Resources for this program will be targeted at Goulburn, Lithgow, Wellington, John Morony, Junee, and Mid-North Coast Correctional Centres.

Expanding access to Getting SMART and SMART Recovery

SMART (Self Management and Recovery Training) is a proprietary name owned by SMART Recovery Australia Incorporated. Getting SMART is a program written by the Corrective Services Offender Programs staff to prepare participants to engage in ongoing SMART Recovery meetings. In 2010/11, two pilot projects were undertaken to increase access to the Getting SMART Program. A trial of Getting SMART with intellectually disabled inmates was conducted at the Long Bay Correctional Complex, demonstrating that the program could be successfully adapted for this group. In a second trial at Fairfield Community Offender Services office, Getting SMART was provided to a group of Vietnamese offenders in their own language for the first time.

Vietnamese Transitions Project

In partnership with CSNSW, the Drug and Alcohol Multicultural Education Centre provides transitional support for Vietnamese offenders leaving custody. A Vietnamese Client Services Officer supports Vietnamese offenders with alcohol and other drug problems in the three months before they leave custody and continues to assist them and their families for up to three months post release. In 2010/11, a further partnership between the Drug and Alcohol Multicultural Education Centre, CSNSW and SMART Recovery Australia obtained a grant to translate the SMART Recovery Program into Vietnamese.

Education, training and employment

Adult Education and Vocational Training Institute (AEVTI)

The Adult Education and Vocational Training Institute (AEVTI) is a Registered Training Organisation (RTO), registered for a five year period in January 2009 by the NSW Vocational Education and Training Accreditation Board. AEVTI provides accredited courses and nationally recognised education and vocational qualifications to inmates.

In 2010/11, AEVTI worked to improve the literacy, language and numeracy skills of all inmates to a level equivalent to Year 10 standard, and to provide further education and vocational training for inmates who need to improve their skills and qualifications for post-release employment. It also contributed to inmate readiness and motivation to participate in offence-related programs, such as the Custody-Based Intensive Treatment (CUBIT) Sex Offender Program, and the Violent Offenders Therapeutic Program (VOTP), through providing opportunities to develop functional literacy and effective communication skills.

Improved information systems and records management

AEVTI completed the integration of inmate education records within the case management system and trained its staff to use the new Offender Integrated Management System (OIMS) programs and service modules. These new OIMS modules allow AEVTI staff to schedule education and vocational training programs and create waiting lists for these programs based on identified offender needs, sequenced within the offender's sentence. All staff involved in offender case management now have access to this information.

Education and vocational training data published in this Annual Report 2010/11 has been obtained from two primary sources: OIMS for data from November 2010 to June 2011 and the Offender Services and Programs database for data from July to November 2010. A recent survey of education staff suggests that some data on participation rates may not have been recorded during the change from one reporting system to another, resulting in a lower record of participation rates compared with the previous year.

Offender Management (continued)

Indigenous teacher cadetships

CSNSW provided 12 week work placements for four Indigenous teacher cadets under the Indigenous Cadetship Program (ICP), administered by the Department of Education, Employment and Workplace Relations. CSNSW will offer the cadets a full-time permanent job at the end of their cadetship, if the cadets meet all necessary academic and work performance requirements.

Skills assessment

Since 2007, CSNSW has used Core Skills Assessments (CSAs) to determine an offender's reading, writing and numeracy levels as Australian Core Skills Framework (ACSF) scores. The Australian Core Skills (ACS) is a nationally recognised set of standards describing these macro skills on a scale of ACS 1 – 5. In 2010/11, inmates scoring ACS 2 and below were provided with interventions to increase their reading, writing, and communication and numeracy skills. Compendium programs were mapped against the ACSF to specify the literacy level required for inmates to fully participate in the program.

In 2010/11, 3,170 CSAs were completed, as compared with 4,440 in the previous year. In addition, 1,966 Education Profile Interviews (EPIs) were conducted, a 29 percent increase on the previous year. The EPI provides information about inmate education and employment histories, aptitudes, learning styles and career aspirations, informing decisions about individual education plans in preparation for employment.

Access Employment Education and Training Framework

AEVTI is licensed by TAFE NSW to deliver qualifications from the Access Employment Education and Training Framework. The Framework supports inmate students to complete units that build towards short statement of attainment courses, giving CSNSW the flexibility to customise units of competency and package them into courses for particular learner groups. As a result, Corrective Services NSW has developed a range of prescribed Statement of Attainment courses in Certificates I to III, including Workplace Communication, Job Seeking Skills, Inmate Delegate Skills, Work Readiness, Program Participation and Preparation for Release.

Going to the Chapel

A team of inmates at the Glen Innes Correctional Centre, under the supervision of Corrective Services Industries (CSI) overseers, built a chapel for another correctional centre more than a thousand kilometres away. For six months, the team dedicated 15 hours each week to the construction of the chapel. The building was manufactured in three sections so it could be taken on a truck to its destination, the Ivanhoe Correctional Centre.

A chapel of course wouldn't be a chapel without a leadlight window. In addition, the 40 square metre building has plenty of ornate timber detail. It comes with a front veranda, hardwood floor, 20 wooden chairs, a kitchenette, and to the relief of those who have experienced a summer at Ivanhoe, it also has air conditioning.

Work on this project gave selected inmates at Glen Innes valuable work experience. They developed welding, carpentry and painting skills. They installed the roof, wall sheeting, doors and windows and also completed the timber joinery work. At the same time, inmates at the Ivanhoe Correctional Centre under the guidance of the CSI team there, prepared the foundations for the chapel.



Offender Management (continued)

Outcomes

In 2010/11, AEVTI provided an assessment and advisory service to 9,081 inmates, with 7,645 individuals, including 991 women, enrolled in one or more education and/or vocational training course as part of their case management plan. Inmates completed 354 certificate courses, a 15 percent increase from 2009/10 as a result of a 177 percent increase in distance education completions and a 1.5 percent increase in traineeship completions. Across the State, 46 women were enrolled in distance education courses. Six women completed Tertiary Preparation Programs, two completed certificate courses, two completed diplomas and one a Masters Degree.

In 2010/11, 1,799 Aboriginal and Torres Strait Islander inmates, 1,333 inmates from cultural and linguistic diverse backgrounds, and 1,861 young adult offenders participated in education programs.

The following awards were issued in 2010/11:

Unit completions

Completed certificates

Tertiary distance education programs completed

	2008/09	2009/10	2010/11
Tertiary Preparation Programs	–	18	29
Diploma/Associate Degree/Advanced Diploma	10	2	5
Bachelors Degree	10	6	5
Total	20	26	39

Traineeships

In 2010/11, the Corrective Services NSW (CSNSW) inmate traineeship program continued under the auspices of the NSW Department of Education and Training (DET), as part of the Commonwealth Australian Apprenticeship Program. Inmates on traineeships are engaged in a program of work and training for a period of 12 months or more. More than 800 traineeships have commenced since 2004, with an overall completion rate of approximately 75 percent. This compares favourably with the national average for completions of around 50 percent.

In 2010/11, 158 inmates were approved by CSNSW and DET to begin a traineeship, and 131 inmates successfully completed a traineeship, attaining a nationally recognised qualification as well as a Certificate of Proficiency from the NSW Department of Education and Training. The number of inmates engaged in a traineeship at any one time peaked at 237, a 24 percent increase on the peak in the previous year.

Female offenders undertook traineeships in Agriculture (Dairy Production), Transport and Distribution (Warehousing and Storage), Business Administration, Telecommunication (Customer Contact) and Retail Operations. Traineeships for women operated at three correctional centres, with 13 women completing a traineeship in 2010/11, leaving 22 women trainees at 30 June 2011.

New traineeships starting during 2010/11 included Animal Care and Management (Animal Studies) and Asset Maintenance (Cleaning Operations). A Construction Certificate II traineeship was also offered as part of the Gundi modular housing program at St Heliers Correctional Centre.

In 2010/11, Corrective Services Industries (CSI) provided the following work opportunities for trainees at the 22 centres listed in the table below.

Offender Management (continued)

Correctional Centre	Traineeship
Bathurst	Horticulture Certificate II
Cessnock	Construction Certificate II Engineering Certificate II
Cooma	Business Services – Business Administration Certificate Business Services – Business Certificate II Clothing Production (Complex or Multiple Processes) Certificate II Laundry Operations Certificate II
Dillwynia	Business Services – Business Administration Certificate III Business Services – Business Administration Certificate IV Business Services – Customer Contact Certificate II Business Services – Customer Contact Certificate IV Hospitality (Kitchen Operations) II Retail Services – Retail Certificate II Retail Services – Retail Certificate III Transport and Distribution (Warehousing and Storage) Certificate II
Emu Plains	Food Processing Certificate II
Glen Innes	Forests and Forest Products (Sawmilling and Processing) Certificate II
Goulburn	Clothing Production (Complex or Multiple Processes) Certificate II Construction Certificate II Furnishing (Furniture Making) Certificate II Textile Care – Laundry Operations Certificate II
Grafton	Business Services – Business Administration Certificate III Printing and Graphic Art (Instant Print) Certificate II VTO Textile Fabrication Certificate II Textile Care – Laundry Operations Certificate II
John Morony	Business Services – Business Administration Certificate III Engineering (Production Systems) Certificate III Engineering Certificate II
Kirkconnell	Asset Maintenance (Cleaning Operations) Certificate II Business Services – Business Certificate III Forest and Forest Products (Timber Manufactured Products) Certificate II Horticulture (Landscaping) Certificate II Transport and Distribution (Warehousing and Storage) Certificate II Water Industry Operations – Water Ops. Certificate II
Lithgow	Automotive Services – Automotive Vehicle Body (Paint Preparation) Certificate II Business Services – Business Administration Certificate III Clothing Production (Complex or Multiple Processes) Certificate II Clothing Production Certificate III Transport and Logistics (Warehousing and Storage) Certificate II Transport and Logistics (Warehousing and Storage) Certificate III

Offender Management (continued)

Correctional Centre	Traineeship
Mannus	Business Services – Business Administration Certificate III
	Forest and Forest Products (Forest Growing and Management) Certificate II
MNC	Hospitality (Kitchen Operations) Certificate II
	Textile Care – Laundry Operations Certificate II
	Textile Fabrication Certificate II
	Transport and Logistics (Warehousing and Storage) Certificate II
MSPC 2	Business Services – Business Administration Certificate III
	Food Processing Certificate II
	Textile Fabrication Certificate II
MSPC 3	Business Services – Business Administration Certificate III
	Business Services – Business Administration Certificate IV
	Engineering – Production Technology Certificate II
	Food Processing Certificate II
	Hospitality (Kitchen Operations) Certificate II
OMMP	Animal Care and Management – Animal Studies Certificate II
	Food Processing Certificate II
	Health Services – Health Support Services (Laundry Support) Certificate II
	Printing and Graphic Arts (Instant Print) Certificate II
Silverwater	Business Services – Business Administration Certificate III
	Engineering Certificate II
	Food Processing Certificate II
	Food Processing Certificate III
Silverwater Womens	Transport and Logistics (Warehousing and Storage) Certificate II
	Transport and Logistics (Warehousing and Storage) Certificate III
South Coast	Laundry Operations Certificate II
St Heliers	Business Services – Business Administration Certificate III
	Business Services – Business Certificate II
	Construction Certificate II
	Rural Skills – Agriculture Certificate IV
Tamworth	Business Services – Business Administration Certificate III
Wellington	Business Services – Business Certificate II
	Engineering (Production Systems) Certificate III
	Engineering Certificate II
	Food Processing Certificate II
	Printing and Graphic Arts (Instant Print) Certificate II
	Textile Care – Laundry Operations Certificate II
	Textile Care – Laundry Operations Certificate III

Offender Management (continued)

TAFE NSW

Under the current Memorandum of Understanding (MOU) 2009 to 2011, CSNSW and TAFE NSW continued their partnership of providing inmates in correctional centres with vocational education and training equal to that provided by TAFE NSW Institutes in the wider community. Both organisations worked to strengthen pathways for inmates to continue study and other training opportunities with TAFE NSW post-release.

In 2010/11, under the MOU, CSNSW provided \$1.720m towards TAFE NSW vocational education and training in NSW correctional centres. This funding included an allocation to cover TAFE teacher travel costs and TAFE teacher security induction training. In addition, the Aboriginal Education and Training Directorate of the Department of Education and Training contributed \$210,000 for TAFE courses to meet the needs of Aboriginal and Torres Strait Islander offenders.

In 2010/11, 14,338 hours were provided to deliver TAFE NSW courses to inmates, excluding Junee and Parklea Correctional Centres, where services are not covered by the MOU. 8,088 of these hours were allocated to target the following groups of offenders:

TAFE NSW Course Delivery (Hours)

	2008/09	2009/10	2010/11
Offender Groups			
Aboriginal inmates	5,365	4,300	4,218
Young adult offenders	1,312	1,800	1,500
Female inmates	1,780	1,650	1,600
Inmates with an intellectual disability	620	650	550
Juvenile offenders	150	120	220

TAFE NSW delivered nationally accredited short courses to inmates in correctional centres in the following vocational areas: Aboriginal Cultural Awareness; Asbestos Sheet Removal; Construction (including CIC); Crane Operations (including HRW licence); Electrical Test and Tagging; Engineering; First Aid; Forklift Operations (including HRW licence); Horticulture; Hospitality (including RSA and RCG); Information Technology; Landscaping; Mentoring in the Community; Music Industry; Nutrition Healthy Eating; Occupational Health and Safety; Parenting Skills; Rigging/Dogman (including HRW licence); Road Transport; Rural Skills/Agriculture; Skidsteer/Backhoe/Front-end Loader Operations; Small Business Management; Textile Care; Visual Arts; Workplace Hygiene.

WorkCover NSW High Risk Work Licence and Construction Induction Certificates

Since 1 September 2009, WorkCover NSW has required all High Risk Work (HRW) licence applicants, including offenders in correctional centres, to undertake accredited training. CSNSW has engaged TAFE NSW to deliver this training under its current MOU. A similar process applies to offenders seeking to obtain a WorkCover NSW Construction Induction Certificate (CIC). In 2010/11, offenders working in Corrective Services Industries received 1,913 hours of training with current CIC and HRW licences, for example in areas such as Forklift Operations. These licences and certificates are part of a WorkReady Portfolio that equips offenders to gain employment across a number of industries upon release.

Programs and/or support for Aboriginal offenders

Two Ways Together initiative

Two Ways Together-Partnerships: A new way of doing business with Aboriginal people, NSW Aboriginal Affairs Plan 2003–12 established a new framework for a wide range of government agencies to work with each other and with Aboriginal communities to improve the lives of Aboriginal people across NSW. As part of this, Corrective Services receives \$970,000 over a four year period (2008–2012) for three key projects:

1. Rekindling the Spirit (Lismore and Tabulam)

Rekindling the Spirit targets Aboriginal men and women, and their families, providing a range of services to address the cultural needs of Aboriginal offenders, with specific attention to family violence, drug and alcohol abuse, and child abuse and neglect within the family. In 2010/11, 60 male and seven female Aboriginal offenders participated in the program, compared to 64 male and 16 female offenders who participated in the program in 2009/10. In addition to the structured program, four camps were held on traditional lands for male participants including a Father and Son Camp. A Dad and Daughter Day is being planned for future participants.

2. Yindyama La Family Violence Project (Dubbo)

This project works with Aboriginal men, families and communities to address the issue of family violence in regional communities. Originally built on Aboriginal knowledge and experience, it was further developed by CSNSW in partnership with the Dubbo Domestic Violence Co-ordinating Committee. In 2010/11, 65 offenders participated in the program, compared with 25 offenders in 2009/10, a 160 percent increase in participation.

Offender Management (continued)

3. Walking Together Project (Newtown/Redfern)

Walking Together is a group-based intervention developed by the Newtown Community Offender Services District Office in partnership with the Newtown/Redfern local Aboriginal communities to meet the needs of supervised male Aboriginal offenders. The focus of the program is family and family-related community violence. The Walking Together: Family and Community Violence program consists of 18 group-based sessions as well as a two day camp. In 2010/11, 21 male offenders participated in the program, compared with 12 male and female offenders in 2009/10, a 75 percent increase in participation.

Programs and/or support for female offenders

At 30 June 2011, there were 650 women in NSW correctional centres, a reduction from 746 in June 2010. These 650 women represented seven percent of the total inmate population, with 189 or 29 percent identified as Aboriginal. Similarly, the number of women under supervision in the community reduced from 2,631 to 2,469.

In 2010/11, programs and services continue to be provided to address the offending behaviour as well as the complex needs of women offenders.

Female participation in compendium programs

In 2010/11, Corrective Services NSW offered 20 compendium programs within the eight correctional centres that accommodate women. A total of 674 women attended 5,382 sessions of these accredited programs, with 992 enrolments indicating attendance at more than one program. In 2009/10, there were 888 enrolments and 6,110 sessions attended, demonstrating a higher participation level and an increased efficiency in providing compendium programs.

A third of the enrolments were Aboriginal, slightly higher than the representation of Aboriginal women in the total inmate population and an increase in representation compared with 2009/10 enrolments.

Approximately half of the programs focused on addiction issues. These included Getting SMART, SMART Recovery, Health Survival, Drug and Alcohol Addiction Program, The Best Bet (is the one you don't have), Alcoholics Anonymous and Narcotics Anonymous. The SAM (Save a Mate) Program was also provided. Other programs focused on aggression and violence, as well as programs to increase women's capacity to participate and engage in group work. Managing debt and development of parenting skills were also addressed.

A Win-Win situation

Deirdre Hyslop, the Corrective Services Principal Advisor, Women Offenders, says that "publications like this handbook are always better if they are enlivened by colour. More importantly, publishing work by inmates is a positive encouragement for creative activity in custody, providing a showcase for the talent that lurks within."

Ms Hyslop applied some creativity of her own. She had been asked to write a 2,000 word article for *Sydney's Child*, a free magazine with a circulation of over 50,000. Her article was one of three in a series called "Shades of Sydney" and deals with children who face major challenges.

The series went on to win a prestigious international award from the US-based Pacific Area Newspaper Publishers Association (PANPA).

Ms Hyslop decided to use the prize money to fund a competition for art work, inviting entries from women inmates. She received 61 pieces.

"They were rich and varied, and included paintings, drawings and ceramics. The work from Berrima Correctional Centre was of a particularly high standard. It was very difficult to choose a winner so in the end we settled on two joint winners. They received certificates of appreciation and \$50 were placed in their accounts. One of the winners had entered several outstanding paintings, two of which are on the cover with the other winning entry," Ms Hyslop said.



Offender Management (continued)

Mothers and Children's Program

To improve outcomes for children of vulnerable families, the Mothers and Children's Program gives mothers/ female primary carers the opportunity to acquire new parenting skills in a supervised environment that offers continuous guidance and support. Through the program, children up to school-age can be accommodated with their mothers and/or primary care-giver in the purpose-built cottages at minimum security Jacaranda Cottages at the Emu Plains Correctional Centre and at the Parramatta Transitional Centre. Children of school-age can also be accommodated at weekends and during school holidays as part of the Occasional Residence Program.

In 2010/11, 98 referrals were received from female offenders expressing an interest in participating in the Mothers and Children's Program, with 24 referrals approved for participation. This compares with 71 referrals and 16 approvals in the previous year. In all, 39 children participated, 17 in full-time residence and 22 in the Occasional Residence Program.

Mothering at a Distance

In 2010/11, Corrective Services continued its joint program with Tresillian Family Care Centres to provide Mothering at a Distance, a parenting program for Aboriginal mothers in custody. The program is funded through the Government's *Keep Them Safe: A Shared Approach to Child Wellbeing* initiative. It aims to enhance the mother/child relationship, increase maternal sensitivity and reduce trauma during separation caused by incarceration. Participants are mothers/care-givers who will have significant parenting responsibility of children aged under six once released from custody.

Legal Education and Advice Program

Since July 2009, Wirringa Baiya Aboriginal Women's Legal Centre, Women's Legal Services NSW and the Hawkesbury Nepean Community Legal Centre have been providing civil and family law advice to women inmates through a program called *Legal Education and Advice in Prison (LEAP) for Women*. The LEAP initiative enables women in the three Sydney metropolitan correctional centres to access a culturally appropriate legal service and to develop a relationship with that service that can continue when they are released into the community.

Solicitors from the three community legal centres provide monthly confidential legal advice, casework and referrals at Dillwynia, Emu Plains and Silverwater Women's Correctional Centres. The community legal centres offer advice to 24 women per month and also provide community legal education about a range of topics including human rights law and other civil law matters. Clients can make appointments for themselves or can be referred to the LEAP program by the welfare or support staff at each correctional centre.

Miruma

On 11 April 2011, Corrective Services opened Miruma, a new 11-bed residential diversionary program for female offenders with mental health and drug and alcohol abuse issues. By 30 June 2011, 10 women had started the program. Miruma refers its residents to various community agencies, including drug and alcohol services, residential rehabilitation programs, Centrelink, TAFE NSW and Housing NSW. Promotion of life skills including budgeting, nutrition and general health care are also key features of the program.

Women's Advisory Council

The CSNSW Women's Advisory Council (WAC) continued its work to reduce the number of women in custody and to achieve better outcomes for women in the correctional system. Its projects included:

- **Histories of sexual trauma among women offenders**

The WAC commissioned research from the Institute of Family Studies Australian Centre for the Study of Sexual Assault to determine the impact of childhood and adulthood sexual trauma on women's offending, and the influence of this experience on their capacity to fully participate and benefit from programs that have evidence of reducing re-offending. The research aims to identify specific actions to address the impact of this trauma and assist women to access suitable programs and services.

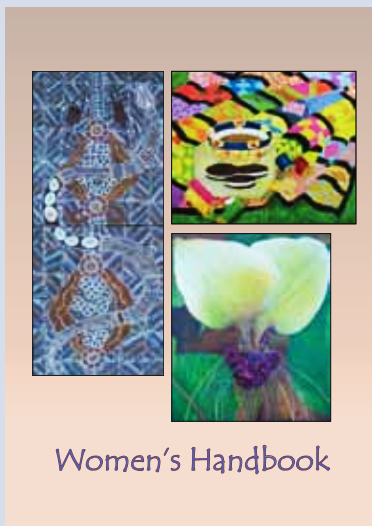
- **Beyond Prison: Women, Incarceration and Justice?**

Following discussion with the University of Sydney's Institute of Criminology, a special edition of the Institute's journal, *Critical Issues in Criminal Justice* was devoted to issues that relate to women offenders. Titled *Beyond Prison: Women, Incarceration and Justice?*, the November 2010 edition features international comments on practices affecting and impacting on women in the criminal justice system such as the need for gender-specific policies, the holistic support needed during transition from custody to community, the nexus between incarceration and histories of being in out-of-home care and a model for addressing multiple and complex needs.

Offender Management (continued)

The Women's Handbook

The handbook builds on previous publications and aims to guide women through the first weeks in custody and how to seek help if not coping. It describes classification, assessments and program participation requirements, case management and services to help maintain family contact. It gives details of education and work opportunities, residential programs such as the Mothers and Children's Program, and explains the role of the Bolwara and Parramatta Transitional Centres.



- **Aboriginal women's access to income support**

Following a WAC initiated research project with University of New South Wales about post-release access to income, changes were made to Centrelink's staff training and a joint forum with Centrelink and Corrective Services Industries was held in November 2010. Discussions with Centrelink and the Department of Education, Employment and Training are continuing.

Programs and/or support for young offenders

Corrective Services NSW categorises young adult offenders as those aged between 18 and 25 years. These young adult offenders account for approximately 20 percent of the offender population. CSNSW has a Young Adult Offender Strategic Framework, 2009–2012, which maintains the primary objective to reduce re-offending rates through a Specialised Program for Young Adult Offenders. Corrective Services records for the last four years show that the rate of re-offending of graduates of this Specialised Program is 31.4 percent, compared with a re-offending rate of 53.6 percent for young adult offenders who did not participate. These consistent successful results demonstrate the program's effectiveness in reducing recidivism in this group of offenders.

To enable more young adult male offenders to participate in all stages of the Specialised Program, CSNSW has developed a condensed version. This satellite program enables offenders with maximum security classifications, those on Methadone/Buprenorphine, or offenders serving short sentences to participate in the shortened program of six to ten days.

In 2010/11, satellite programs were delivered for female offenders at the Broken Hill, Emu Plains and Dillwynia Correctional Centres, and for male offenders at the John Morony Correctional Centre. Satellite programs were also delivered at the Mudgee Community Offenders Services office for female and male offenders.

Women's Adventure-Based Challenge

In 2010/11, four Women's Adventure-Based Challenges for young adult female offenders were conducted at Oberon Correctional Centre.

Programs and/or support for offenders with a disability

In 2010/11, Corrective Services NSW provided a more client-centred service to offenders with disabilities, in line with the National Disability Strategy. CSNSW has four Additional Support Units (ASUs), which accommodate male offenders with disabilities who are vulnerable in mainstream correctional centres. The ASUs began comprehensive case planning and therapy for those offenders, both in the ASUs and in mainstream correctional centres, who have a cognitive impairment as well as a higher risk of re-offending. A pilot ASU was opened for female offenders. The ASUs piloted a number of programs for offenders with cognitive impairment which, when approved, will also be run in mainstream correctional centres.

In 2010/11, new programs modified to meet responsivity issues for offenders with cognitive impairment included the second Self-Regulation Program (SRP) for offenders with cognitive impairment who offend sexually, a new SRP for offenders with cognitive impairment who do not have a current sexual or violent offence.

Offender Management (continued)

Many offenders with disabilities completed both education and psycho-education courses as shown in the table below.

Education and psycho-education

	Number offenders
Education courses (internal) – Total participants only, regardless of attending multiple programs	310
Education courses (internal) – Total participants – with duplication for attending multiple programs	196
Education courses (external) e.g. OTEN, TAFE	97
Psycho-educational and skills programs e.g. Problem Solving, Relationships, Communication	54

In 2010/11, the number of referrals made to CSNSW State-wide Disability Services (SDS), increased from 1,317 to 1,513 for a range of offenders with disabilities. The main reasons for referral are outlined below:

Reason for referral

	Number referred		
	2008/09	2009/10	2010/11
Suspected intellectual disability or borderline functioning	676	624	570
Suspected cognitive impairment including acquired brain injury	184	249	301
Suspected hearing impairment	85	114	134
Suspected vision impairment	57	55	61
Suspected mobility or physical impairment	209	229	319
Autistic Spectrum Disorder	–	–	22
Aged/frail offenders*	–	–	106

* Aged/frail offenders tend to be over 45 years (ATSI) or 55 years (non-ATSI) or have high level of care needs, e.g., quadriplegia

Ground breaking new course for young offenders

Nine offenders graduated in April 2011 from the first community-based Young Adult Satellite Program at Mudgee. They completed the six-day course to improve communication and problem solving skills. Through discussion groups and outdoor activities, the young offenders learned about teamwork, trust and goal setting.

“The group felt really good about themselves after completing the program. Many gained self-confidence and, most importantly, they showed that they had learnt about taking responsibility for their offences,” said Betty Stefanovic, Probation and Parole Officer.



Offender Management (continued)

The trend for fewer new referrals for offenders with suspected intellectual disability or borderline functioning probably indicates the success of the existing identification process for, and database of, offenders with those disabilities. Re-offending rates for this group of offenders remains high (66.4 percent). Demand for services for offenders who are aged/frail is also growing, indicating this group of offenders will require significant resourcing in the future.

In 2010/11, 337 assessments were conducted in custody (288) and the community (49) following referrals received by SDS for suspected intellectual disability or borderline functioning. A further 156 formalised screening assessments were conducted, following referrals for suspected acquired brain injury. In addition, 28 complete neuropsychology assessments were conducted. A further 109 assessments were conducted on offenders referred for sensory or mobility concerns. Information from these assessments is used to tailor case management, creating treatment pathways and sequencing programs for offenders with disabilities.

A number of assessments indicated that some offenders may be eligible for disability services from other agencies. In 2010/11, CSNSW made 87 new referrals to Ageing, Disability and Home Care (ADHC) and 56 offenders were newly accepted for services such as accommodation, case management, staff support, and treatment programs. A further 33 referrals were made to the ADHC Community Justice Program, and 25 offenders were considered eligible for services in that program which specifically address needs to reduce re-offending.

Programs and/or support for offenders with a risk of suicide or self-harm

To assist in managing inmates at risk of suicide or self-harm, 355 frontline staff received training in Mental Health First Aid, 416 in Suicide Awareness and Immediate Intervention, and 162 in Risk Intervention Teams Protocol Training. This training allowed frontline staff to identify 2,316 inmates as at risk and to refer for assessment prior to an actual self-harm incident.

Corrective Services NSW has specialist units for at-risk male inmates, including two Acute Crisis Management Units (ACMU), a Behavioural Unit and a Mental Health Screening Unit. The specialist units for at-risk female inmates include the Mum Shirl Unit and the Women's Mental Health Screening Unit. These units continued to work at full capacity.

A specifically designed group program for ACMU inmates was piloted at Bathurst Correctional Centre. The program is adapted for the high proportion of inmates with cognitive impairment and mental disorders co-morbid with acute risk of suicide and self-harm.

Training was provided to selected senior and specialist psychologists in the Real Understanding of Self-Help (RUSH) program, a suicide and self-harm prevention initiative within a correctional setting, designed to reduce incidents of self-harm in the offender population.

Compulsory drug treatment and other addiction programs

The Compulsory Drug Treatment Program provides comprehensive drug treatment and rehabilitation to convicted male offenders who have repeatedly committed crimes to support their drug dependence. The three-stage program is an interagency project between NSW Drug Court, Justice Health and Corrective Services NSW, and is unique in Australia.

A total of 79 new Drug Court referrals were assessed for suitability for a Compulsory Drug Treatment Order (CDTO), with 33 offenders being sentenced to this order. These figures are comparable to 2009/10, when 73 referrals and 38 new CDTOs were made.

In 2010/11, of the 7,426 urine samples taken for analysis, only 1.44 percent tested positive to illicit substances, a slight reduction from 1.5 percent in the previous year.

Creating a rehabilitative correctional environment

Access to well-maintained offender library facilities

Centrally managed libraries within correctional centres provide workplace, educational and recreational information and resources for all inmates. In 2010/11, the inmate library facilities at Goulburn Correctional Centre were extensively upgraded and the library in X-Wing was redeveloped. An inmate legal information portal was also made available on the offender network. The \$274,000 budget for purchasing books and magazines for correctional centre libraries was supplemented by an ongoing donation program. In 2010/11, 57 percent of new items were supplied by donations from individuals, public libraries, the Footpath Library and the Aboriginal Land Council.

Offender Management (continued)

Access to computers

At 30 June 2011, Corrective Services NSW had 1,137 inmate computers across all centres. These computers are centrally controlled, offering inmates a range of applications and information that support education and program delivery, such as interactive learning programs and educational and cultural resources. They also provide access to the offender legal information portal.

The Corrective Services Industries technology unit at Parramatta Correctional Centre continued to recycle 'green' computers for inmate use. The technology unit is a joint Information Communication and Technology and Corrective Services Industries initiative, providing valuable skills to the offenders employed at Parramatta Correctional Centre.

Health promotion

In 2010/11, CSNSW continued to provide information, programs, services and resources that promote the benefits of healthy life style choices and reduce the harm caused by alcohol and other drug use. The Health Survival Tips DVD, produced by the CSNSW Multimedia Production Unit, was launched in May 2011, together with a revised Barber's Hygiene and Safety Training Program. A consortium including CSNSW, Justice Health, the University of NSW and the Kirby Institute gained a National Health and Medical Research Council partnership grant to study Hepatitis C transmission and treatment in the correctional system. The results of this study will contribute to the further development of harm reduction and health promotion initiatives.

Engagement with local community and opportunities where offenders are involved in local community projects

Corrective Services NSW provided work programs of direct benefit to the community through its Community and Correctional Partnerships scheme. Offenders carried out work, such as ground maintenance and graffiti removal, for councils, churches and national parks, which would not otherwise have been possible due to labour or budget restrictions. The benefits of these programs to the community and the offenders are considerable. The community receives improved facilities for no cost, while offenders gain real work experience which may lead to employment on release from custody.

My Family – My Place

In December 2010, 30 paintings by Aboriginal inmates were hung in NSW Parliament House. The pieces are the work of 15 inmates at the Girrawaa Creative Work Centre at Bathurst Correctional Centre. Nyree Reynolds, the award-winning Aboriginal artist and resident art teacher also exhibited her work and was instrumental in making the exhibition a success.



© Nyree Reynolds, *Freedom*

Offender Management (continued)

Corrective Services Industries

In 2010/11, Corrective Services Industries (CSI) continued to provide real work opportunities in 114 commercial business units and 58 service industries within 31 correctional centres. CSI's focus is to increase the number of inmate traineeships and work opportunities in the community for inmates upon their release.

A major highlight in 2010/11 is CSI's establishment of an Affordable Housing Business Unit employing up to 30 inmates constructing modular homes for Aboriginal people in remote areas. CSI established an Aboriginal support program (Gundi) to create employment opportunities for Aboriginal inmates upon their release.

CSI commissioned six commercial business units and four service industries at the South Coast Correctional Centre and developed a new model to manage general and security maintenance, resulting in approximately \$765,000 in savings.

CSI started a major capital works upgrade on the Glen Innes Sawmill, which will address safety hazards and significantly improve productivity. In addition, CSI worked with a Job Services Australia provider to provide pre and post-release employment opportunities for Aboriginal offenders.

In 2010/11, the continued roll-out of the Business Management Operating System improved accountability of manufacturing processes, resulting in less waste and improved financial performance.

Inmate Employment

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Inmates employed	5,282	5,469	5,561	5,569	<i>Not applicable*</i>	5,801
Eligible inmates employed (%)	78.66	80.57	75.93	76.92	76.10	78.13

* There is a national standard for the percentage of eligible inmates employed only, as the Australian jurisdictions vary greatly in size and a comparison of actual inmate numbers would be misleading.

In 2010/11, CSI remained at the forefront of Australia's correctional industry programs, achieving 78 percent employment of the total available inmate population. This is substantially higher than the Australian national benchmark of 65 percent and above the national average from the previous year.

Commercial performance

In 2010/11, CSI provided sales of \$65.8m compared to the previous year's \$64.0m. The gross return to Corrective Services NSW was \$23.9m, compared to \$25.7m in the previous year, due to the increased costs of raw materials.

Year	Sales \$m	Gross Contribution (Trading Profit) \$m
2005/06	49.6	18.6
2006/07	51.0	18.7
2007/08	54.9	22.1
2008/09	57.7	21.5
2009/10	64.0	25.7
2010/11	65.8	23.9

Offender Management (continued)

Correctional Industries Consultative Council of NSW Annual Report

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of NSW Correctional Industries. The Council monitors the development and operation of correctional industry programs to ensure they do not adversely impact upon other businesses and in particular community employment. It comprises representatives from NSW Business Chamber, Unions NSW, Australian Industry Group and the community, as well as Corrective Services NSW staff.

In 2010/11, representations from private businesses continued at a low level, reflecting the success of the organisational and grievance handling arrangements covering correctional industry programs in NSW and the commitment of CICC members.

The CICC approved 10 business development opportunities, with the potential to provide employment for over 345 offenders. It also continued to focus on providing offender employment through self-sufficiency projects, including maintaining correctional centres and the continued expansion of CSI's Buy-Up business. It also encouraged CSI to maintain its focus on developing and establishing industries in fields where there is a known skills shortage.

Affordable Housing

The Affordable Housing Project is an initiative of Corrective Services Industries (CSI) and the Aboriginal Housing Office and Housing NSW. The aim of the program is to improve reintegration for offenders through their participation in real world construction work that has a community focus. It involves government and non-government agencies, community organisations, private business and trade unions. It also provides modular homes for Aboriginal people in remote areas.

These homes are built at St Heliers Correctional Centre (Muswellbrook) and are transported to and installed on site. The site preparation and installation of the first modular home at Hillston was sub-contracted to an Aboriginal Building Company, Murdi Paaki, which is registered with the Aboriginal Housing Office.

The Adult Education and Vocational Training Institute (AEVTI) assists in the provision of vocational training of inmates participating in this program. This is done in conjunction with TAFE NSW which provides relevant educational support so that traineeships, pre-apprenticeships and other skilling opportunities can be commenced in preparation for release from custody. At the time of publication of this report,



10 Aboriginal inmates were completing a Certificate II in Building Construction. They are expected to advance to Certificate III.

Additionally, Aboriginal Mentors funded by the Department of Education Employment and Workplace Relations (DEEWR) through the Indigenous Employment Program (IEP) are engaged to provide pre- and post-release support to Aboriginal inmates involved in the program.

Offender Management (continued)



Goal: Effective arrangements during times of transition from community to custody and from custody to community

Number of visits from families/friends

	2006/07	2007/08	2008/09	2009/10	2010/11
Visits	212,533	202,209	202,890	214,746	210,335
Rate per 100 prisoners	22.45	20.98	20.15	20.74	20.83

Facilitate visits with families and friends and other contact services, and programs to enhance re-integration after release from custody

Visits are important for strong family relationships and make it easier for offenders to re-adjust to life in the community when they are released. In May 2011, the Children and Families of Offenders Steering Committee (CFOSC) initiated a visitor survey, to improve services and facilities to visitors.

The *Visiting a Correctional Centre* brochure was updated to include travel and accommodation funding assistance. It is translated into four community languages. The updated brochure and application forms are available on the CSNSW website.

In 2010/11, video visits were available in over half the correctional centres in NSW. Corrective Services NSW provided funding assistance for families travelling long distances and continued to fund SHINE for Kids to provide the Children's Supported Transport Service, allowing children to maintain a positive relationship with their incarcerated parents.

Number of residents from Community Offender Support Program (COSP) centres with stable accommodation arrangement

COSP centre	Number of Residents in program		Residents obtain stable accommodation as per exit and resettlement plan			
			Number		%	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
Swanson Lodge	88	114	73	70	83	61
Nunyarra	92	152	53	52	58	34
Boronia	54	61	24	21	44	34
Bundaleer	108	131	55	70	51	53
Campbelltown	99	85	33	33	33	39
Cooma	6	64	1	38	17	59
Total	447	607	239	284	53	47

Offender Management (continued)

Partnerships with other government and non-government agencies ensuring community support for offenders and to meet re-settlement needs

In 2010/11, Corrective Services NSW received \$1.38m under the Commonwealth Government's National Partnerships Against Homelessness and the NSW Government's Homelessness Action Plan to set up projects to prevent offender homelessness after release from custody. The major projects are:

- **Targeted Housing and Support Western Sydney**, in partnership with the Community Restorative Centre (CRC), which assists women with complex needs who are leaving custody with housing and other supports
- **Sustaining Tenancies Far West/Broken Hill**, with CRC, which focuses on providing housing and support services to Aboriginal offenders
- **Bail Support Pathways Program**, with the Richmond Fellowship, which assists defendants who were initially refused bail to safely reside in the community with high level support.

Back on Track workshops

As part of a Homelessness Action Plan project, Legal Aid NSW was funded to provide legal education and assistance services to help offenders secure and sustain tenancies and resolve legal/debt issues prior to release. Sustaining tenancies is a crucial issue in reducing the risk of re-offending and homelessness. In 2010/11, 41 Back on Track workshops were delivered in eight correctional centres.

Projects funded by the Drug Summit

In 2010/11, Drug Summit funded projects included:

- **Co-existing Disorders Co-ordinator Project** – placing specialist co-ordinators in five key community-based Community Offender Services offices to assist with interagency referral, case management and relationship-building with mental health, intellectual disability and alcohol and other drug service providers to reduce re-offending with this group
- **Crisis/Emergency Accommodation Scheme** – providing emergency accommodation to offenders with key drug-related risk factors to manage risk of re-offending and relapse
- **Aboriginal Client Support Officers in Lismore and Forbes** – enhancing case management and interagency collaboration to reduce drug and alcohol related re-offending for Aboriginal offenders.

Parolee Support Initiative

CSNSW partnered with the Community Restorative Centre, Family and Community Services, and NSW Health to run the Parolee Support Initiative (PSI) funded by the NSW Government. PSI provides high level, interagency support to higher risk parolees with mental health/intellectual disability issues, aiming to reduce homelessness and reduce the risk of re-offending. An evaluation in May 2010 found 69 percent of PSI clients had sustained their tenancies.

Community Funding Program

The Community Funding Program (CFP) allocates funding to community-based not-for-profit organisations that provide support services to offenders, former inmates and their families. The CFP is a key element in delivering the Throughcare Strategy, with funded agencies often involved in the case management process, from entry point into the correctional system through to optimising post-release opportunities in the community. In 2010/11, a total of \$3,272,091 was allocated to eligible organisations. (Full details of funding allocations can be found in the relevant Appendix.)

Victims Awareness Program

In 2010/11, Corrective Services NSW allocated \$550,000 from Corrective Services Industries income to:

- **Victims of Violent Crime Grants Program** – funding 23 agencies to purchase resources and/or carry out a range of projects to assist victims of violent crime
- **Victim Awareness Project** – funding the Enough is Enough Anti-Violence Movement to offer its "R" Program in NSW correctional centres. The "R" Program explores the three themes of responsibility, rehabilitation and reintegration with offenders. The program encourages inmates to accept responsibility for their crimes and gives them an appreciation of the damage caused by crime on the victim, the victim's family/friends and the wider community. In 2010/11, Enough is Enough received \$107,057 in funding.

Victims of Violent Crime Grants funding allocation

In 2010/11, total funding of \$268,441.80 was allocated the Victims of Violent Crime Grants. (Further details relating to the funding allocation can be found in the relevant Appendix.)

Offender Management (continued)

Child protection and child wellbeing

Corrective Services NSW has a Child Protection Co-ordination and Support Unit (CPCSU) responsible for implementing the Child Contact Assessment Policy (CCAP). Any inmate whose offence involved a child victim, and who wishes to have contact visits with children must complete a Child Contact Assessment before such a visit is allowed.

	2009/10	2010/11
Inmates referred to the CPCSIU for review, processing and/or assessment	432	424
Number seeking child visits	254	202
Assessments prepared	93	82

The CPSCU works closely with other agencies such as Family and Community Services, the NSW Police Force, Housing NSW and SHINE for Kids.

In 2010/11, the CPCSU received 648 information exchange requests, mainly from Family and Community Services, a 13 percent decline on the previous year. This decline may be explained by the legislative changes to information exchange introduced as part of the State Government's *Keep Them Safe* initiatives, which allows agencies to exchange information verbally.

The alterations to the information exchange increased the CPCSU's opportunities to provide case management, risk assessment advice and assistance to CSNSW staff and other agencies. In 2010/11, the CPCSU handled 3,135 intakes, a 30 percent increase on the 2,188 intakes of 2009/10.

The CPCSU provided 25 training sessions, a 32 percent decline from 2009/10, when the development of new policies following the State Government's *Keep Them Safe* initiatives necessitated 37 sessions.



Inmate receives a health check

Legal status¹ of inmates held as at 30 June 2010 by Aboriginality² and gender

Legal status	Aboriginal/ Torres Strait Islander		Non-Aboriginal/ Torres Strait Islander		Aboriginality Unknown		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Sentenced, no appeal current								
Full-time sentence	1,534	157	5,248	382	106	14	6,888	553
Forensic patient	14	2	56	2	–	–	70	4
Fine default	–	–	–	–	–	–	–	–
Periodic detention	56	6	567	46	15	1	638	53
Sub-total sentenced	1,604	165	5,871	430	121	15	7,596	610
Appellant	57	7	190	15	3	2	250	24
Remand/trial	461	43	1,720	124	138	16	2,319	183
Awaiting deportation	–	–	–	–	–	–	–	–
Awaiting extradition	–	–	2	–	–	–	2	–
Civil prisoner	–	–	–	–	–	–	–	–
Total	2,122	215	7,783	569	262	33	10,167	817

1. Includes offenders held in gazetted correctional centres, transitional centres, police/court cell complexes and periodic detention centres.

2. Aboriginality as self reported on reception into custody

Offender Management (continued)

Number of inmates in NSW Custody at 30 June by Aboriginality¹; 1982 to 2010

Year	Full-Time Custody ²				Periodic Detention			
	Non-Aboriginal/ Torres Strait Islander		Aboriginal/ Torres Strait Islander		Non-Aboriginal/ Torres Strait Islander		Aboriginal/ Torres Strait Islander	
	Male	Female	Male	Female	Male	Female	Male	Female
1982	3,132	125	203	6	240	6	7	–
1983	3,096	161	220	10	229	11	6	–
1984	2,707	149	229	8	247	9	5	–
1985	3,355	191	287	9	258	7	7	1
1986	3,407	188	319	13	275	21	6	–
1987	3,623	192	338	16	340	27	12	3
1988	3,694	207	344	24	384	21	14	3
1989	4,116	231	357	32	494	26	25	1
1990	4,682	306	515	35	757	43	28	1
1991	5,048	287	578	47	1,050	54	35	4
1992	5,331	287	567	43	1,157	62	32	6
1993	5,440	265	647	40	1,146	52	38	4
1994	5,383	261	717	59	1,155	85	47	4
1995	5,297	268	773	46	1,212	84	58	11
1996	5,126	272	803	66	1,249	92	75	8
1997	5,206	293	851	61	1,336	112	83	15
1998	5,214	288	903	84	1,134	97	91	13
1999	5,749	354	1,083	107	962	103	69	6
2000	5,809	371	1,068	99	1,024	96	71	11
2001	6,133	412	1,126	130	892	70	75	8
2002	6,064	387	1,276	149	744	61	70	8
2003	6,210	380	1,355	149	676	52	48	11
2004	6,611	447	1,377	152	640	55	43	4
2005	6,912	453	1,472	168	734	62	49	10
2006	6,745	470	1,705	210	622	51	42	9
2007	7,073	491	1,779	214	615	67	67	12
2008	7,271	508	1,866	214	567	53	64	6
2009	7,516	551	2,071	230	644	67	75	6
2010	7,463	555	2,066	209	582	47	56	6

1. Aboriginality as self-reported on reception into custody. Inmates whose Aboriginality was shown as "unknown" in the Census are counted as Non-Aboriginal/TSI.

2. Full-time custody includes transitional centres and police/court cell complexes.

Organisational Capability, Governance and Staff Support

Services

- Administration of sentences and legal orders
- Operational support
- Technology, planning, development and support
- Corporate information, communication and business intelligence
- Performance reporting and planning
- Finance and asset management
- Monitoring of contracts
- Sustainable energy, water and land management
- Human resources management
- Learning and development programs
- Complaints handling and resolution



Goal: Corporate systems, policies and support services enable achievement of operational goals and performance targets

Governance

Audit and Risk Management Committee

The Audit and Risk Management Committee, chaired by Paul Crombie (independent chair) fulfilled its obligations under its charter and Treasury policy. In 2010/11, the Committee met quarterly. The Committee advised the Commissioner on financial management and reporting, internal audit and on governance issues, including risk management, business continuity and legal compliance.

Compliance with *Government Information (Public Access) Act*

In 2010/11, Corrective Services NSW fully complied with the requirements of the *Government Information (Public Access) Act 2009 (GIPA)* by making information publicly available on its website without incurring unreasonable additional costs.

The following types of documents were made available on the CSNSW website for the first time:

- policies and procedures on a range of issues that affect the public, including offenders
- terms and conditions of contracts awarded, CSNSW business ethics, and how to make a complaint related to doing business with CSNSW
- media releases.

CSNSW has also taken a proactive approach in publishing information which is above and beyond the requirements of section 7 of the GIPA Act. Some of the information covers topics such as:

- visitor information and guidelines in English, Arabic, Chinese and Vietnamese
- general information regarding offender management both in the community and in custody
- extensive information about Intensive Correction Orders
- business plans.

Performance reporting

In 2010/11, the regular performance reports to senior CSNSW executives were revised. In addition to the established Key Performance Indicators against which the District Offices of Community Offender Services report on a monthly basis, standards for community operations were developed. Akin to these standards for community operations, the publicly managed correctional centres have to report on standards, which were revised to incorporate security systems and correctional centre infrastructures. There is a daily security report focusing on 28 elements around core correctional centre security requirements. Compliance with these standards is monitored and depending on these compliance reports, individual correctional centres might be required to submit action plans that identify remedial strategies.

Board of Management Policy Committee

	Total 2008/09	Total 2009/10	Total 2010/11
Re-submitted	4	6	2
Submitted	35	15	16
Held over	10	1	0
Approved	29	7	15
Signed off by BOM	23	9	15

In 2010/11, Corrective Services NSW published several documents outlining the broad strategic direction in specific areas considered important to the management of offenders on the one hand and to the engagement with the community on the other. For example, the new Equity and Diversity Plan 2011–2014 and the Aboriginal and Torres Strait Islander Employment and Career Strategy are now available on the CSNSW websites and are being implemented.

Organisational Capability, Governance and Staff Support (continued)

The South West Region of CSNSW continued its established planning process and adapted its Regional Business Plan to effectively deal with the regional priorities of cost savings, integration of risk management in all operational and support services areas, commissioning of additional Community Offender Program (COSP) centres, and the expansion of community partnerships.

The CSNSW Offender Services and Programs Branch developed its priorities for a business plan which is aimed at standardised appropriate and effective program and services provision based on evidence and research.

In 2010/11, the CSNSW Corporate Strategy Unit again delivered the 'Planning in the Workplace' course, an important staff development activity to enhance the strategic and business planning capacity of business units.

Integrated Risk Management

Effective risk management is an essential element of good governance. In 2010/11, CSNSW published its Risk Management Framework in which the management, control, reporting processes and policies are linked to the planned results and goals of the CSNSW Corporate Plan and administered in accordance with the Australian Risk Management Standard.

To address risks in the most efficient and effective way, consideration must be given to the varying environmental conditions of each CSNSW region. The regional risk registers are to be completed in 2011/12.

Business Continuity Management Plan

In May 2011, the Corrective Services Business Continuity Management Plan (BCMP) was developed and finalised with the assistance of a business continuity consultant. The BCMP is complemented by a Command Post Team Plan (CPTP) which was also completed at that time. The BCMP and the CPTP are published on the CSNSW Risk Management webpage of the Intranet.

All CSNSW business continuity documents were endorsed by the Audit and Risk Management Committee.

Information, communication and technology

Implementing the Remediation Enhancement and Architecture Lifecycle (REAL) Program

In 2010/11, the implementation of the Remediation Enhancement and Architecture Lifecycle (REAL) Program continued to deliver significant value to Corrective Services NSW including:

- Revamping the programs and services module of OIMS to reflect all program and services activities, providing a contemporary view of Throughcare and case management (This information is vital to supporting CSNSW's broader responsibility to reduce re-offending.)
- Restructuring the ICT data centre environment to provide twin active data centres on an outsourced basis, which improves performance of agency systems and introduces an automatic failover or disaster recovery capability to those systems
- Improving connectivity to business systems by extending broadband capabilities to all CSNSW locations through a single telecommunications provider (This delivered an annual saving of \$2.3m in telecommunication charges.)
- Improving internal connectivity of business systems, particularly within correctional centres (This included a \$4.5m investment in upgrading services at the Long Bay, Silverwater and Goulburn Correctional Complexes and Lithgow Correctional Centre.)
- Replacing CSNSW's entire PC fleet to improve desktop performance, including replacing the antiquated Novell operating environment with the Microsoft platform
- Sustaining the maturity of record-keeping, with a high level of compliance against the *State Records Act 1998* and an increasing proportion of record-keeping now transitioned to a digital format
- Continuing the positive record of information security, with nil major defaults and triennial confirmation of information security certification against ISO27001:2005.

Organisational Capability, Governance and Staff Support (continued)



Goal: Cost efficiency and efficient asset management

Cost of custody services per inmate per day

In 2010/11, the overall recurrent cost per day per inmate increased slightly, but remained well below the national average in the previous year.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Cost per day (\$)	217.27	223.67	208.65	197.99	207.15	199.46

Note: previous years figures have been revised to reflect 2010/11 \$ equivalent.

Cost of community-based correctional services per day

In 2010/11, the operating cost of community-based correctional services increased, reflecting the intensity of community-based programs implemented to address the factors that lead to re-offending.

	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Cost per day (\$)	12.93	13.18	20.50	21.48	18.25	24.50

Note: previous years figures have been revised to reflect 2009/10 \$ equivalent.

Rate of correctional centre utilisation

In 2010/11, with the inmate population falling, the total rate of correctional centre utilisation decreased from the previous year.

Security	2006/07	2007/08	2008/09	2009/10	2009/10 National Average	2010/11
Open	105.3	103.7	96.3	102.9	100.4	100.0
Secure	106.6	105.7	112.0	113.3	107.3	104.1
Total	106.1	104.9	105.9	109.4	104.9	102.6

Organisational Capability, Governance and Staff Support (continued)

Workplace reform initiatives achieving efficient and cost-effective custodial and community operations

In 2010/11, Corrective Services NSW continued to implement The Way Forward workplace reforms, following successful trials at the Mid North Coast and Wellington Correctional Centres and on the John Morony Correctional Complex. The model is proven to reduce the cost per inmate per day, while also enhancing security and safety for both staff and offenders. The security and safety enhancements have been achieved primarily by deploying a higher concentration of staff to areas of operational need to better support the inmates' structured day. This contemporary correctional management model has now been rolled out to all correctional centres across NSW. The reforms will continue to deliver operational and financial efficiencies into the future, with further development of the model planned.

Implement and maintain standards and performance reporting for correctional centres and community operations

In 2010/11, the Inspectorate Branch monitored and reported on crucial security systems within both public and private correctional centres. It was also involved in joint operations with the State Emergency Unit surrounding Commissioner's Searches.

The Inspectorate deploys Monitors to the two privately operated correctional centres (Junee and Parklea), providing monthly reports on the operational performance of the centres against a set of operating specifications and KPIs.

Compliance monitoring and reporting on various contracted security services also occurs on a regular basis.

In 2010/11, the Inspectorate started to update standards for operating public correctional centres to incorporate security systems and infrastructure that will align with building specifications. Standards for community operations are also currently being developed, focusing on quality assurance measures and best practice.

Junee and Parklea Correctional Centres 2010/11 Performance Assessment Reports

Background

The GEO (Global Expertise Outsourcing) Group Australia operates the Junee Correctional Centre and the Parklea Correctional Centre under a management agreement with Corrective Services NSW. They are the only two privately operated correctional centres in NSW. GEO has been operating the Junee Correctional Centre since it first opened in April 1993 and the Parklea Correctional Centre since November 2009.

Under section 242 *Crimes (Administration of Sentences) Act 1999*, a person referred to as the Monitor is appointed under the *Public Sector Employment and Management Act 2002* to monitor and report on the performance and contract compliance of the operations of any privately operated correctional centre.

In accordance with section 242(4)(a) of the Act, a Monitor is based on site at Junee Correctional Centre and at Parklea Correctional Centre to conduct performance assessments. These performance assessments include:

- validating the data supplied by GEO each month to show compliance with the components of the Performance Linked Fee (PLF)
- reviewing GEO's compliance with essential monitoring elements
- reviewing compliance with selected operating specifications for privately run correctional centres.

Methodology

The following methodology was used for the 2010/11 performance assessments:

- The Monitor validated data supplied monthly by GEO, including their level of performance against each of the indicators in the PLF. (The validation process involves going back to source documentation held at Junee and Parklea Correctional Centres.)
- Each month, the Monitor reviewed Junee's and Parklea's compliance with crucial operational procedures to identify possible security issues and areas of risk, including the management of unit records, logs and registers, segregated and protective custody directions, inmate movement, management and maintenance of security keys, weapons and electronic security systems, search information and management records and urinalysis procedures. It also includes the observation of staff in the performance of their duties and questioning them about their understanding of their roles.

Organisational Capability, Governance and Staff Support (continued)

- Each month the Monitor reviewed compliance against the Operating Specifications as set out under the management agreement.
- During each visit, the Monitor interviewed staff, inmates and management team members and sampled documents, files and records.

Performance Linked Fee

Each financial year, the PLF is calculated as a maximum payment of 2.5 percent of the Operational Service Level Fee and is paid annually in arrears. It is primarily intended as an incentive for the achievement of the highest possible standard of correctional programs and services.

Payment of the PLF is conditional and is linked to the level of attainment of agreed Key Performance Indicators (KPIs). Agreed KPIs have a specified Base Level Performance and Best Practice Performance. GEO's annual performance is measured against these KPIs. GEO will not receive the portion of the PLF if their performance falls below the base level performance level for any of the agreed KPIs. For performance assessed as above the Base Level, the portion of the PLF will be based upon a sliding scale, up to that of Best Practice performance.

The PLF is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services or programs set by CSNSW.

Junee Correctional Centre – Performance Assessment Report 2010/11

Compliance with Performance Linked Fee

There were a number of issues identified of non-compliance and recurring issues of non-compliance of the PLF's for Junee Correctional Centre during the contract year 2010/11.

These included:

1. **PLF** – *On at least 2 occasions each month, a Correctional Manager observes staff operate each of the systems identified in the DSR and records the results of their observation in their journal/log including the time and date of the observation. The staff at the unit/location will make a corresponding entry in the unit/location log. In some instances, the Operations Manager will be responsible for conducting the validation of a system. In these cases, the Operations Manager will record.*

For the months of April 2010, August 2010, September 2010, issues of non-compliance were identified against this PLF by the Monitor.

2. **PLF** – *Segregation Directions are approved by a delegated officer within the timeframes specified by the Department.*

For the month of August 2010, the Monitor identified an issue of non-compliance against this PLF.

3. **PLF** – *Enrolments in basic literacy and ESL should target offenders with scores NYA to NRS3 as outlined in the National Reporting System Guidelines. Further, the proportion of teaching hours offered for vocational training and literacy/ESL should be weighted in favour of literacy and the number of enrolments should reflect the priority focus on literacy engagement as a highly significant factor in reducing recidivism.*

For the month of August 2010, the monitor identified an issue of non-compliance against this PLF.

4. **PLF** – *Staff deployment plan is maintained as approved by the Commissioner.*

For the months of November and December 2010 and January 2011, the Monitor identified issues of non-compliance against this PLF.

The subsequent review of documentation relating to the performance of GEO regarding the operation of Junee Correctional Centre is currently being reviewed by the PLF review committee and the final payment amount GEO is to receive under the PLF for the contract year 2010/11 is yet to be finalised.

Operating specifications

The Operating Specifications were assessed during the contract year and Junee Correctional Centre management complied with the conditions of all minimum standards.

Conclusion

Apart from the issues of non-compliance raised above, GEO met its contractual obligations for the year 2010/11. The engagement and support provided to the local communities by the GEO Group at Junee Correctional Centre remain one of its strengths. The centre continues to be consistent in its compliance with the operating specifications.

Organisational Capability, Governance and Staff Support (continued)

Parklea Correctional Centre – Performance Assessment Report 2010/11

Compliance with Performance Linked Fee

The Commissioner of Corrective Services NSW (CSNSW) agreed to pay GEO the amount of \$709,886.00 for the contract year 2009/10, that being the sum of \$719,886.00 less \$10,000 for non-compliance to PLF 9 erroneous release from custody (where an inmate is released from custody prior to the date when legally to be released). This amount was withheld due to an inmate being released prior to his actual release date on two occasions during the first year of operations. Payment of the PLF for 2010/11 is yet to be finalised.

The PLF is intended as an incentive to the achievement of the highest possible scope, range and standard of correctional services or programs set by CSNSW. The subsequent review of documentation relating to the performance of GEO indicates that GEO had met the standard with the exception of PLF 9 as detailed above.

Operating specifications

The Operating Specifications were assessed during the contract year and for the majority of specifications reviewed, the Monitor found that improvements were required before full compliance could be achieved. This was mainly attributed to staff inexperience and the assessments being conducted in the first year of GEO operations when systems and processes were still being established during the transition process.

Conclusion

Apart from the issues of non-compliance raised in point four, GEO met its contractual obligations for the year 2010/11. The performance for contract year 2010/11 is due for review after 1 November 2011. Since transition, the operations of Parklea Correctional Centre have steadily improved with the centre implementing systems and operating procedures that provide structure and a consistent approach to core functions and operations.



Goal: Sustainable environment management practices including energy, water and land management

Corrective Services NSW Energy Management Program

In October 2010, as part of the Corrective Services NSW Energy Management Program, NSW Public Works compiled and submitted the annual energy consumption report to the Department of Environment, Climate Change and Water. The report indicates that electricity consumption in correctional facilities “remained fairly constant” in 2009/10, and that there “was negligible change” in office energy consumption. Transport energy consumption increased slightly by 2.2 percent from the previous year.

Energy data for 2010/11 will not be available prior to the publication of this report, as it is compiled annually by the Office of Environment and Heritage for NSW Government Sustainability Policy reporting.

Bridge Program

In 2010/11, the Office of Environment and Heritage (OEH) Bridge Program, which provides energy audits and detailed business cases on energy saving projects, identified CSNSW’s top five electricity-consuming sites. The Silverwater Correctional Complex was identified as the highest electricity-consuming site, and the Metropolitan Remand and Reception Centre (MRRC) on this site was selected for the Bridge Program. In April 2011, CSNSW signed an in-principle agreement that will see an energy saving project implemented at the MRRC. If successful, the model will be applied to other CSNSW sites.

Water management

In 2010/11, Corrective Services NSW continued implementing their Water Savings Action Plan for the Sydney metropolitan facilities including Emu Plains and Parklea Correctional Centres and the Silverwater, Long Bay and John Morony Correctional Complexes. Installing an online monitoring and performance reporting system at all metropolitan facilities has allowed proactive daily management of water usage, immediate detection of leaks and an increase in water use efficiency.

Organisational Capability, Governance and Staff Support (continued)

Property management

In 2010/11, Corrective Services NSW managed 75 commercial leases to support Community Offender Services offices, and other operational and administration areas, with a combined floor area of approximately 42,679m².

The average space utilisation ratio for the office accommodation portfolio was 18.25m² per employee, with a projected utilisation of 15.46m² per employee in 2014/15, in accordance with the Government's Accommodation Guidelines. In 2010/11, 13 leases were renewed, two new leases were negotiated for new premises, three new leases were negotiated for expansions of existing sites and 10 properties were vacated with leases terminated.

Waste audit of Henry Deane Building

In 2010/11, Corrective Services NSW approved a waste audit of its head office at Henry Deane Building in Sydney, which is expected to be conducted in early 2011/12. A Letter of Agreement was signed together with the Office of Environment and Heritage (OEH), which has agreed to fund and manage the waste audit.

Implementing the Government's Waste Reduction and Purchasing Policy

In 2010/11, Corrective Services NSW continued to implement the government's Waste Reduction and Purchasing Policy (WRAPP). The WRAPP report, prepared for the Office of Environment and Heritage, Department of Premier and Cabinet, on a bi-annual basis, details outcomes during the 12 month period from 1 January 2010 to 31 December 2010. Highlights of achievements attained during this period include:

- A significant increase of 86 percent in the recycling of all computer components compared with 45 percent achieved in the previous 12 month reporting period (between 1 April 2007 to 31 March 2009);
- A significant increase in the recycling of mixed waste, being 50 percent of mixed waste generated, compared to the recycling of 10 percent in the previous reporting period;
- Introduction of a new initiative in cardboard recycling, using a baler system, resulting in the recycling of 120 tonnes for the current reporting period;
- Significant trends in reductions in the purchase of paper and toner cartridges, and the use of approximately 90 percent recycled paper materials;
- Significant utilisation of concrete recycling.



Goal: Safe and healthy workplace

Injury prevention

In 2010/11, Corrective Services NSW continued its workplace level audits of Occupational Health and Safety (OHS), revealing a high level of compliance with legislation and a high take-up of corporate strategies and systems. In addition, local management conducted OHS risk assessments, with the assistance of OHS Committees or representatives.

Corporate OHS supported this process providing technical advice and liaising with WorkCover as required, or for issues of State-wide significance. In 2010/11, the Corporate Safety Team conducted numerous risk assessments at 15 work locations, and delivered 30 (compared with 39 in 2009/10) in-house OHS training sessions throughout the State, including OHS consultation, OHS Risk Management, Integrated Induction, CSI Safety Procedures and OHS Site Inspections.

In April 2011, the Commissioner supported a trial of 'smoke-free' buildings, including inmate cells. A joint project with Justice Health, the trial will occur at Lithgow Correctional Centre for six months, starting in early 2012.

Injury management

In 2010/11, the Injury Management Unit closed 90 open claims, reducing the average cost per workers compensation claim. The Injury Management Unit also reconciled claims dating back to previous years and recouped claims money via the insurer, which will see a lower insurance premium in years to follow. Continuing these measures to rigorously test claims and ensure reconciliation will lead to further improved premiums and reduced claim costs in the future. (Details relating to injury management trends and costs can be found in the relevant Appendix.)

Sick leave

In the calendar year 2010, total staff averaged 11.7 days of sick leave (including sick as carer's leave) being lower than 12.6 days in 2008 and marginally lower than 11.8 days in 2009.

Organisational Capability, Governance and Staff Support (continued)



Goal: Professional and ethical conduct

Ethics and professional conduct

In December 2010, following a review of the Corrective Services NSW Guide to Conduct and Ethics, a new version of the Guide was distributed to all employees via the Intranet.

A Social Media Policy was developed. A review of the Protected Disclosures Policy began to address the changes in legislation with the introduction of the *Public Interest Disclosures Act 1994*.

In 2010/11, Ethics Officers conducted 74 training sessions (including 20 professional conduct sessions as part of the mandatory induction programs for new employees and contractors), 11 ethical leadership sessions, and 44 workplace information sessions held at correctional centres, district offices and residential facilities. This is on a par with previous years.

Investigations

The Investigations Branch is responsible for conducting assessments and investigations under the provisions of the *Public Sector Employment and Management Act 2002*, including investigating operational responses to deaths in custody and escapes, and providing critical and targeted alcohol and drug testing. The Investigations Branch continued to conduct presentations during primary training sessions for correctional officers.

	2009/10	2010/11
Assessments	80	71
Formal disciplinary investigations	47	31
Death in custody investigations	25	21
Escape from custody investigations	12	38
Drug and alcohol tests	14 (9 mandatory and 5 targeted)	10 (mandatory)
Random drug and alcohol tests	2,771	4,872

In May 2011, the NSW Police Force Corrective Services Investigations Unit started using a web-based investigations management system to record and manage the investigative process and matters referred by the Professional Standards Branch.

Special Investigations Unit

The Special Investigations Unit (SIU) continued to play a major role in the dissemination and exchange of information to the wider Corrective Services NSW intelligence community, including the Corrections Intelligence Group (CIG), Police Corrections Intelligence Unit and local intelligence officers. It also maintained strong relationships with a number of external law enforcement agencies, including the Independent Commission Against Corruption. In 2010/11, the SIU completed 20 assessment reports and 36 formal disciplinary investigations.

Professional Standards

Professional Standards Division

The Professional Standards Division was established in December 2010. The Division consists of the Professional Standards Branch, Workplace Relations Branch and Corruption Prevention Unit.

Professional Standards Branch

The Professional Standards Branch is responsible for overseeing the management of all serious misconduct and performance related matters and acts as the secretariat for the Professional Standards Committee and Risk Assessment Committee. It also ensures the Commissioner complies with his mandatory reporting requirements to the Independent Commission Against Corruption as well as the NSW Ombudsman.

In response to recommendation 13 from the *Independent Commission Against Corruption Report: Investigation into the smuggling of contraband into the John Morony Correctional Centre*, the Commissioner established a project to develop an early intervention system in February 2011. This will help to identify officers who are at risk of engaging in corrupt conduct.

A new complaints management database was introduced in April 2011 to improve the management, recording and tracking of matters reported to the Professional Standards Branch.

	2006/07	2007/08	2008/09	2009/10	2010/11
Professional Standards Committee	448	338	496	373	474
Legal Cases	67	133	76	58	63
Risk Assessment Committee	94	59	69	31	82
Total	609	530	641	462	619

Organisational Capability, Governance and Staff Support (continued)



Goal: Workforce capability supported by workforce planning and management

Workforce planning

In 2010/11, Corrective Services NSW continued to lead in e-Recruitment, achieving the Goldstar standard for its attainment of e-Recruitment stage 3 status, which was only given to two agencies across the public sector.

The Cadetship Program across CSNSW saw 47 cadets employed under the JumpSTART Cadetship Program and 8 Indigenous cadets under NSW Public Sector Indigenous cadetships in psychology, probation and parole and education.

Supporting workforce capability, continued improvement was achieved in data management and reporting through e-Form development, replacement of legacy databases, payroll configuration review and development of HR management reports using Business Objects and Statistical Software.

The separation rate for the past financial year was 6.4 percent, up from 5.58 percent in the previous year.

Number of recruitment actions

Total number of positions filled	1,056
Total number of recruitment actions	529

Recruiting cadets

Corrective Services NSW has recruited 33 cadets as part of the NSW Government's JumpSTART Cadetship Program which encourages young people to take up public sector careers.

The recruitment campaign attracted great interest from 400 applicants. Wanting to give the young candidates the experience of being interviewed for a government position, CSNSW offered an interview to each of the 260 applicants who met the educational and age criteria.

The 33 successful applicants included four who were recruited to work at the new South Coast Correctional Centre, while the others have accepted positions in corporate and regional offices, correctional centres and district offices across the State.



The stained glass window in the chapel at the South Coast Correctional Centre

Promotional appeals to Government and Related Employees Appeal Tribunal (GREAT)

	2006/07		2007/08		2008/09		2009/10		2010/11	
	Number	%	Number	%	Number	%	Number	%	Number	%
Disallowed	109	64.9	185	26.7	12	32.4	36	41.0	215	48.7
Allowed	7	4.2	18	2.6	2	5.4	4	4.5	5	1.1
Withdrawn	45	26.8	401	57.9	18	48.7	43	48.9	180	40.8
Struck out	6	3.6	50	7.2	5	13.5	1	1.1	21	4.8
Pending	–	–	–	–	–	–	–	–	–	–
Lapsed	1	0.6	39	5.6	–	–	4	4.5	20	4.5
Total	168	100	693	100	37	100	88	100	441	100

Organisational Capability, Governance and Staff Support (continued)

Brush Farm Corrective Services Academy

Quality management

Continuing its 12 year record of quality certification, the Brush Farm Corrective Services Academy (BFCSA) Quality Management System was re-certified by BSI to ISO 9001:2008 in June 2010. In 2010/11, two new online courses, staff e-Quality Management and Working in Vocational Education and Training (VET) were introduced for BFCSA staff.

Training Matrix

BFCSA began the Training Matrix project to integrate all training activity under a single framework. This project will deliver a single training history for all staff and a range of reporting options, support the development of individual training plans, and enable lifecycle management of human resources. This project has mapped all learning activity and developed models for identifying and addressing training needs and capturing training activity.

Training provision

In 2010/11, although training hours decreased by 17 percent, participant numbers increased to 8,108 up from 7,885 in the previous year. This apparent discrepancy stems from only seven 11 week Custodial Training Courses being delivered in 2010/11, down from 13 in 2009/10, and a lift in the number of short courses from 650 in 2009/10 to 856 in 2010/11. The total training hours delivered decreased to 234,602 from 285,248 in 2009/10.

Custodial training

In 2010/11, BFCSA trained 49 probationary officers, 57 casual correctional officers and 38 overseers, a total of 144 compared to 356 in the previous year. Two primary training courses were conducted in Nowra, with all 70 graduating officers posted directly to the South Coast Correctional Centre. The e-Learning Correctional Managers Course for middle supervisors commenced, with the first two graduates receiving their Diploma in Correctional Administration in March 2011.

Community Offender Management training

In 2010/11, community training was provided for 56 new Probation and Parole Officers undertaking the Certificate IV in Correctional Practice, 42 Community Compliance and Monitoring Group Officers currently undertaking the Diploma of Correctional Administration, and 36 Community Offender Support Program centre staff.

A training program for the new position of Senior Probation and Parole Officer was developed, with 26 staff attending. The Unit Leader Training was attended by 50 staff. The Case Management Review Training was facilitated on site at Community Offender Services district office locations.

Training was also developed for a number of specialist roles within the Community Compliance and Monitoring Group, including Intensive Correction Order Field Officers, Drug Court officers, Community Offender Sampling Team officers, and Work Release officers.

Integrated Induction Program

All new CSNSW staff are required to undertake an Integrated Induction Program which has a special emphasis on policy, probity and security related issues. In 2010/11, 188 staff completed this program, compared to 107 in the previous year.

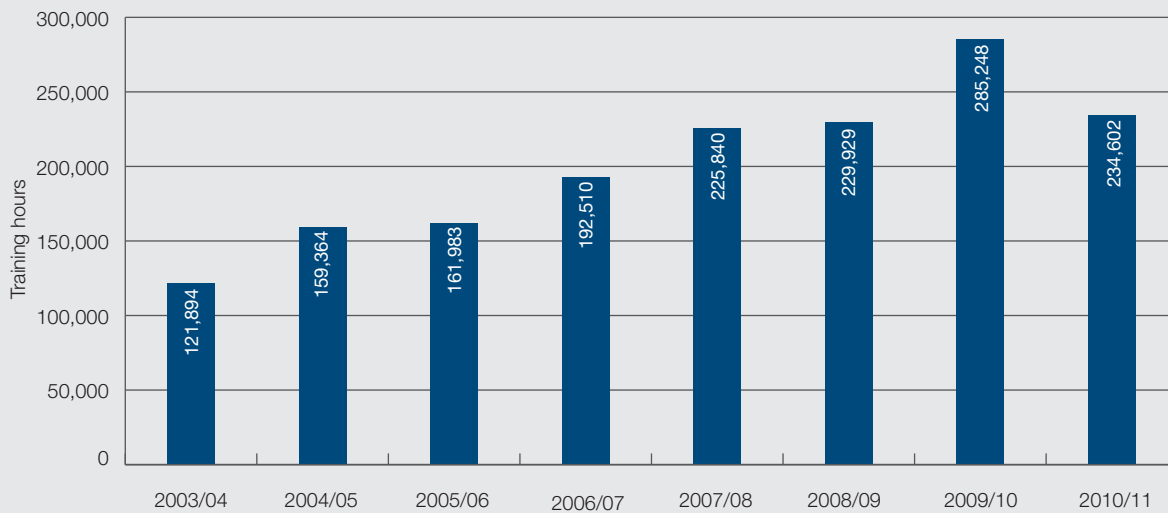
Professional development

In 2010/11, a series of in-house training programs in program evaluation, project management, financial management and 'how to have difficult conversations with employees' were provided to 21 agency staff in partnership with the Institute of Public Administration of Australia (IPAA). Training was provided to 181 staff covering job application skills, leadership skills for women and presentation skills.

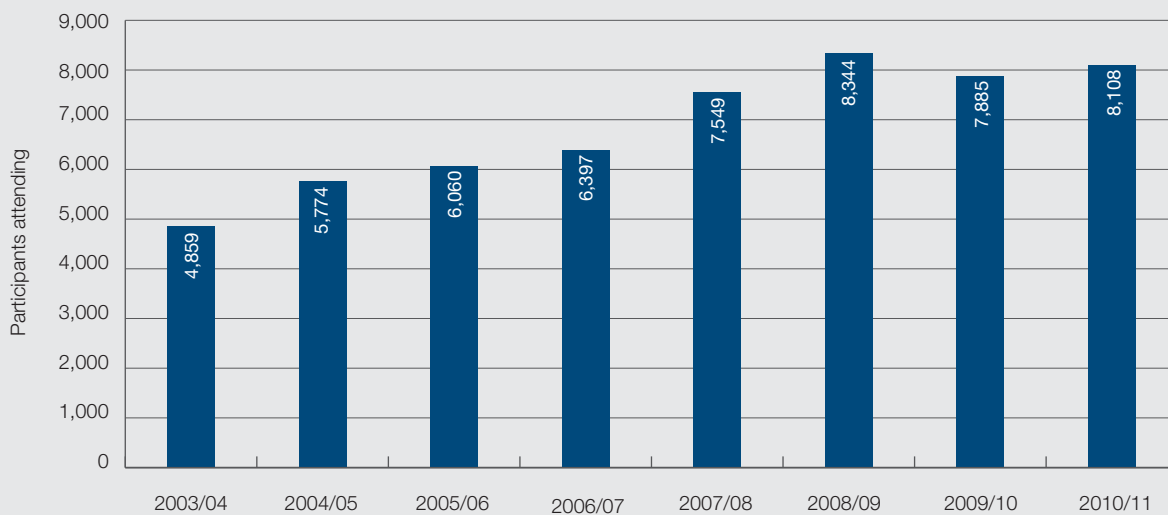
The Senior Executive Succession Program concluded, with 14 senior officers from across CSNSW completing this two year program. In addition, 14 professional development grants of up to \$3,000 were provided to employees seeking to engage in self-study, almost double the eight grants provided in the previous year.

Program/qualification	Attendance 2008/09	Attendance 2009/10	Attendance 2010/11
Australian Correctional Leadership Program	23 executives from Australasia	20 executives from Australasia	17 executives from Australasia
Executive Leadership Program	51 senior managers	34 senior managers	5 senior managers
Action Management Program	50 middle managers	52 middle managers	36 middle managers
Frontline Management Program	31 supervisors	121 supervisors	93 supervisors
Career Development Program	40 managers and senior managers	67 managers and senior managers	52 managers and senior managers

Total training hours delivered per financial year



Total participants attending Academy training courses per financial year



Organisational Capability, Governance and Staff Support (continued)

e-Learning

In 2010/11, Corrective Services implemented a Learning Management System to deliver e-Learning as a viable alternative to face-to-face training delivery. In the first five months, five percent of total training (over 100 people) was conducted online and informal learning resources to improve workplace productivity were accessed by over 500 staff per month. A number of significant online courses were developed, such as the Correctional Supervisors and Correctional Managers courses, and learning and development staff were up-skilled in e-Learning. All staff are due to have access to online learning by the end of 2011.

Workforce learning

A number of courses in Workforce Learning were updated or introduced, with all available via either face to face delivery or e-Learning. New courses include:

- Manage Conflict Constructively
- OIMS for Community Compliance Monitoring Group
- OIMS COS Case Management/Report Writing
- OIMS Community Offender Support Group
- Certificate IV Training and Assessment (updated qualification).

Site improvements

In 2010/11, the refurbished Administration Building, with improved facilities, enabled all staff to be accommodated together. Work continued on improving the functionality and content on the BFCSA website.

Other improvements included upgrading the Bistro Food Safety and Quality Assurance System to reflect current Hazard Analysis and Critical Control Points (HACCP) and Good Hygiene and Manufacturing Principles and developing a Business Continuity Plan. Environmental initiatives included continued participation in the Department of Environment, Climate Change and Water (DECCW) Sustainability Advantage Program (Resource Efficiency module) and initial registration in the DECCW Love Food Hate Waste.

International and interstate programs

Corrective Services NSW hosted 12 delegations and study programs, involving 65 participants from eight different nations, including a growing number of delegates from Africa.

Two senior officers fully funded by Department of Foreign Affairs and Trade (DFAT) were deployed to assist the Directorate-General of Corrections Indonesia with operational, policy and legislative changes. Reciprocally, Indonesia has also sent three high-level delegations to NSW to study.

The Commissioner's Brush Farm International Scholarship received 22 applicants from 10 countries, with the 2010 scholarship awarded to Ms Pornpitr Norapoompipat, Deputy Director General, Directorate-General of Corrections Thailand. The number of scholarship awards will be increased to four in 2011/12.

In 2010/11, Visiting Scholar Placement Programs were offered to Mr Paul Kintu, Commissioner of Community Services, Uganda and Mr Moosa Azim, Deputy Superintendent, Department of Penitentiary and Rehabilitation Services Maldives.

The entire contents of this report are available for download in Adobe Acrobat (PDF) format from the Corrective Services website www.correctiveservices.nsw.gov.au.

The report is also available in CD-ROM format.

Juvenile Justice NSW

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Chief Executive's foreword

Juvenile Justice was transferred to the Department of Attorney General and Justice on 1 April 2011. From 1 July 2010 to 31 March 2011 Juvenile Justice was part of the then Department of Human Services.

The information in this report encompasses the entire financial year, with notes on work completed in the first nine months where appropriate.

All performance statistics are for the full financial year to allow comparisons with performance in previous years.

While the average daily number of young people in custody dropped during the year, the numbers entering custody continued to rise, with over 5,000 young people coming into custody on remand, a six per cent increase on last year.

The average length of stay on remand was nine days, and the median length was one day. There continues to be a high volume of young people coming through the custodial system, which is a major driver of resource consumption by Juvenile Justice.

Initiatives were introduced to help keep young people out of custody where possible.

The Bail Assistance Line (BAL) was established in Dubbo, the Hunter region and Western Sydney. The BAL received over 130 telephone calls for assistance and provided accommodation for nearly 40 young people to ensure they were not remanded in custody.

Youth justice conferencing expanded in 2010/11 to increase the capacity for conferencing and to reduce the time between referral and conferences. There was an increase in referrals and 70 new convenors completed the training program during the year.

Juvenile Justice established the Waratah pre-release unit at Reiby Juvenile Justice Centre which helps prepare young people for release back into the community by linking them with work and education before they are released.

The Intensive Supervision Program continues to produce outstanding results for participants and their families, with 85 per cent successfully completing the program. Around one-third of the families who participated in the program were Aboriginal.

“Juvenile Justice completed a successful year in 2010/11. In 2011/12 we have the opportunity to strengthen policy, operational and research initiatives with partner agencies. . .”

Chief Executive's foreword (continued)

During the year the results of the Young People in Custody Health Survey were released providing important data and insight into the background of young people in custody. The survey results can be found on the Juvenile Justice website.

The results make it clear that Juvenile Justice is dealing with some of the most disadvantaged young people in the State. They come from unstable backgrounds and have complex needs which require a multi-agency approach.

A number of initiatives that began with the Department of Human Services are being continued, including the establishment of complex client panels. These panels bring together experts from multiple agencies to co-operatively case-manage clients. This has helped break down barriers to services and, more importantly, provided a better solution for clients.

Juvenile Justice hosted the Child Wellbeing Unit for the Department of Human Services until July 2011. During the year the unit took over 1,000 calls and provided advice to staff from all agencies, as well as delivering 93 training and education sessions to staff in Juvenile Justice, Housing NSW, and Ageing, Disability and Home Care across the State. The unit has moved to the Department of Family and Community Services; however, Juvenile Justice staff continue to have access to the unit's services.

We also continued to ensure that our practices and services are evaluated and benchmarked.

The Juvenile Justice Quality Assurance Framework (JJQAF) was extended to community operations covering all aspects of Juvenile Justice Community Services (JJCS) including youth justice conferencing and court logistics. The purpose of the JJQAF is to build a culture of continuous quality improvement within Juvenile Justice. The framework encompasses a rigorous process that involves self-assessment, annual review, improvement review and progress review.

Juvenile Justice completed a successful year in 2010/11. In 2011/12 we have the opportunity to strengthen policy, operational and research initiatives with partner agencies in the Department of Attorney General and Justice with the continuing aim of reducing youth antisocial and offending behaviour.



Chief Executive

John Hubby BBA MPH

John Hubby joined Juvenile Justice NSW in July 2009 as Deputy Chief Executive (Management Services) and was appointed to the role of Chief Executive in October 2010.

John has an extensive background in health and human services in Australia and the United States. Prior to joining Juvenile Justice NSW, he was an executive at NSW Health, Justice Health where he worked on policy to address the complex health issues of young offenders. John has worked across multiple settings in the implementation of the NSW Government's model for shared corporate service delivery.

John is chair of the Australasian Juvenile Justice Administrators (AJJA), a group of representatives from every Australian state, territory and New Zealand, responsible for juvenile justice services.

John holds a Master of Public Health from the University of Sydney and a Bachelor of Business Administration from the University of Texas at Austin.

Background

Who we are

Juvenile Justice is responsible for administering youth justice conferences and for supervising young people who receive community-based orders or custodial sentences from the courts.

The agency operates under the terms of the *Children (Detention Centres) Act 1987*, the *Children (Community Service Orders) Act 1987*, the *Young Offenders Act 1997* and the *Children (Interstate Transfer of Offenders) Act 1988*.

Juvenile Justice is a key partner on NSW State Plan priorities to reduce rates of crime, particularly violent crime, reduce levels of antisocial behaviour and reduce re-offending.

What we do

Our work includes:

- the supervision of young people sentenced to community-based or custodial orders
- support for young people meeting the conditions of bail
- supervising young people on conditional bail
- supervising young people remanded in custody pending court matters
- preparing reports for consideration of the courts in determining sentences
- administering the Youth Justice Conferencing Program
- supervising the Youth Conduct Order Program.

We provide funding to a number of community organisations to assist young offenders and their families.

Our clients

While supervising young offenders, either in the community or in custody, Juvenile Justice helps these young people with programs that provide them with the opportunity to choose positive alternatives to offending behaviour.

These services are aimed at reducing the risk of a young person re-offending and to assist them in addressing underlying issues and behaviours.

Executive structure and management

Juvenile Justice is organised across three directorates: Operations; Management Services; and Office of the Chief Executive.

Corporate governance is the responsibility of the Executive Committee. In 2010/11 the Executive Committee met on a monthly basis and the committee consisted of the:

- Chief Executive
- Deputy Chief Executive (Operations)
- Deputy Chief Executive (Management Services)
- Executive Director, Office of the Chief Executive
- Regional Director, Metropolitan Region
- Regional Director, Northern Region
- Regional Director, Western Region
- Chief Financial Officer
- Executive Director, Human Resources.



Detainees have access to schools in Juvenile Justice Centres.

Highlights

In 2010/11, Juvenile Justice:

- commenced the rollout of Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders. The program helps young people change their thinking and decision-making processes and, ultimately, their offending behaviour. One hundred and forty-seven young people have commenced the program since its introduction
- opened a new 15-bed unit in Acmena Juvenile Justice Centre which is self contained and includes two classrooms. Expansion of the centre also included upgrades to the administration area, visits area and Court Audio Visual Link suites
- established the Bail Assistance Line which has received over 130 telephone calls for assistance and provided safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues
- completed the implementation of the Detainee Behaviour Intervention Framework. The framework, which has now been implemented across all centres, provides staff working in custodial environments with a consistent framework for the effective management of detainee behaviour
- opened the pre-release 'Waratah Unit' at Reiby Juvenile Justice Centre in December 2010. The unit is designed to prepare young offenders for their release from detention, with the young people attending external community locations, such as TAFE and employment services, and also undertaking community work
- expanded the Quality Assurance Framework, which has been used throughout juvenile justice centres since 2008, into community operations covering all aspects of Juvenile Justice Community Services including youth justice conferencing and court logistics
- held a series of education seminars in partnership with the Sydney Institute of Criminology at Sydney University on juvenile justice issues including rising numbers in remand and Indigenous incarceration and programs.

Corporate priorities

Juvenile Justice is a key partner on three State Plan priorities:

- **R1:** Reduced rates of crime, particularly violent crime
- **R2:** Reduced re-offending
- **R3:** Reduced levels of antisocial behaviour.

Key agency initiatives in place to help young offenders reduce their re-offending behaviour include:

- the Bail Assistance Line, which helps reduce the number of young people being held in custody on remand due to a lack of appropriate accommodation
- the Intensive Supervision Program, which targets serious repeat juvenile offenders and works with them in their homes, schools and communities to help them deal with the multiple factors that contribute to their offending

- Alcohol and other drug programs, including Dthina Yuwali (an Aboriginal Alcohol and Other Drug Program) which work to address the alcohol and drug issues which may be contributing to offending behaviour
- pre- and post-release services for young people exiting Juvenile Justice custody, which help integrate young people back into their community by providing them with assistance to meet a range of social and clinical needs.

The Juvenile Justice 2010–13 Corporate Plan is available on the Juvenile Justice website www.djj.nsw.gov.au.

Corporate priorities (continued)

Corporate Plan Goals	2010/11 results
Families are better equipped to support young offenders released from custody or completing legal orders	A Program Evaluation Framework has been developed for family programs. The Evaluation Framework and Governance arrangements were endorsed by the Juvenile Justice Executive Committee in May 2011. The Research and Information Unit are working with the Program Unit to implement the framework.
Young people are supported to find safe and suitable accommodation	<p>Under the state's Homelessness Action Plan and the Implementation Strategy for the National Partnership on Homelessness, Juvenile Justice is responsible for three Commonwealth-funded projects.</p> <p>Contracts to provide supported accommodation were awarded to CatholicCare in south west Sydney; Homelessness Assistance Youth Service, YP Space MNC, and Northern Rivers Social Development Council for mid- and far-north coast services; and Mission Australia for the Riverina Murray region.</p> <p>Also, two projects, matched in funding, are underway: the Joint Tenancy Accommodation Program in metropolitan Sydney and the Bail Assistance Line at three sites.</p>
Young people have a support structure to sustain successful transition from Juvenile Justice custody or supervision	<p>A ten-bed pre-release unit has been established at Reiby Juvenile Justice Centre to help young offenders in custody prepare for their release from detention and improve their chances of successful re-integration back into the general community.</p> <p>A review of the Community Funding Program is underway to ensure community-funded programs meet the needs of young offenders in the community and following release from custody.</p>
Increase in the proportion of eligible young people who participate in YJC and improve victim involvement	<p>The average number of days from a youth justice conference referral being received to the conference being held was reduced from 61 days to 43 days. This is a 19% decrease.</p> <p>There was increased victim participation from 58% in 2009/10 to 71% in 2010/11.</p>
Improved systems and consistent applications of policies through centres and community offices	<p>The JJQAF was extended to community operations covering all aspects of JJCS including youth justice conferencing and court logistics.</p> <p>Ongoing training to support the implementation of CHART was delivered.</p> <p>The staged implementation of the Detainee Behaviour Intervention Framework was completed during 2010/11.</p>
Improved interventions for Aboriginal young people and their families	A revised Aboriginal Strategic Plan, with updated performance measures, was approved by the Executive Committee in June 2011. An Aboriginal and Torres Strait Islander Employment and Retention Strategy was endorsed by the Executive Committee.
Safe and healthy workplace	<p>A Safety Management System design was developed and documented.</p> <p>The risk management framework was updated to be consistent with Standard AS/NZ ISO 31000:2009 Risk Management – Principles and Guidelines.</p> <p>The Enterprise Risk Management Manual was produced with framework for managing a range of risks.</p> <p>The risk management policy was updated.</p>
Workplace capability supported by workforce planning and management	Training Needs Analysis (TNA) for frontline staff commenced in April 2011.
Corporate systems, polices and services support operational goals and performance targets	<p>The Client Information Management System was upgraded to provide easier access and better reporting.</p> <p>The Strategic Information System was introduced to provide upgraded reports to the Executive.</p>

Corporate priorities (continued)

Keep Them Safe implementation

Child Wellbeing Unit

Juvenile Justice hosted the Department of Family and Community Services (formerly the Department of Human Services) Child Wellbeing Unit up until the end of June 2011. The Child Wellbeing Unit (CWU) provides a service to staff in Juvenile Justice, Housing NSW, and Ageing, Disability and Home Care (ADHC).

In 2010/11 the unit took 1,157 calls and provided advice in regard to 1,354 children and young people. A significant proportion of concerns related to Aboriginal and/or Torres Strait Islander children and young people (24%) and to children and young people with disabilities (33%).

The main concerns were about neglect, parents' or carers' supervision of children and young people, or about their physical shelter and environment. The staff of the CWU undertook more than 3,600 activities in response to calls, including requesting or obtaining information to better determine the level of risk to children and young people and the kind of services that may assist them, or assisting staff to make referrals to support children and young people.

The unit delivered 93 training and education sessions to staff in Juvenile Justice, Housing NSW, and ADHC across the State. These sessions focused on building the capacity of staff in agencies to recognise child protection concerns, use the Mandatory Reporting Guide, understand the role of the CWU, use the new information exchange laws, and understand new referral pathways such as the Family Referral Services. There was a strong emphasis on identifying risk factors as early as possible and linking children, young people and their families with support to reduce risk.

The unit has also worked closely with Aboriginal Affairs to assist with their implementation of Keep Them Safe and the introduction of relevant policies. The CWU and Aboriginal Affairs conducted a series of joint workshops across the State for Aboriginal Affairs staff regarding Keep Them Safe covering similar topics to those set out above. Aboriginal Affairs has also provided training for the CWU staff about their role and Aboriginal services in NSW.

From July 2011 the unit will move from Juvenile Justice to the Department of Family and Community Services; however, Juvenile Justice staff will continue their access to the unit's services.



Juvenile Justice staff provide counselling sessions to young people.

Key programs

Juvenile Justice operates a number of key rehabilitation programs.

Dthina Yuwali

Dthina Yuwali is a group work program developed by Juvenile Justice's Aboriginal staff for Aboriginal young people with substance-related offending.

Training is offered twice per year to staff in the Dthina Yuwali program and occurred in November 2010 and May 2011. To date, 102 staff have been trained in the program since its commencement in April 2009.

Dthina Yuwali continues to be delivered in centres and community locations with promising results.

Evaluation of the program as part of the National Indigenous Law and Justice Framework is scheduled to commence in July 2011.

In 2011/12 work will continue to consolidate Dthina Yuwali whilst obtaining valuable information from the evaluation concerning outcomes, impacts and elements useful in Aboriginal programming.

Love BiTES

The Love BiTES program has been adapted and developed as a Juvenile Justice model in partnership with the National Association for the Prevention of Child Abuse and Neglect (NAPCAN).

Love BiTES is a domestic violence and sexual assault prevention program for young people based on best-practice standards and recommended by the Australian Domestic Violence and Family Violence Clearinghouse.

In 2010/11 Juvenile Justice has co-delivered training with NAPCAN to Juvenile Justice staff and community partners in five locations – Grafton, Sydney, Wagga Wagga, Central Coast and Dubbo.

The program has also commenced with young people in three locations – Cobham, Emu Plains and Riverina Juvenile Justice Centres.

In 2011/12 Juvenile Justice will continue to implement the initiative through the training of staff, delivery of the program and ensuring that personal safety and protective behaviours information and course content are available for young people admitted to juvenile justice centres and those on community-based orders.

Our Journey to Respect

The Our Journey to Respect program was developed in 2000 in partnership with Gilgai Aboriginal Centre. The program was originally developed as an intergenerational violence prevention program aimed at reducing the incidence of violence against older people.

The program has been revised in 2010/11 as a tertiary violence prevention package aimed at motivating young people to make changes to violent behaviours, educating young people about behaviours that are a crime, and providing skill development/practiced learning in non-violent strategies.

Pilots in the revised program have occurred on three occasions this financial year. Program pilots have been held at three locations – Frank Baxter and Riverina Juvenile Justice Centres and a community pilot held at Emerton Youth Centre. A final program pilot is currently being planned for Reiby Juvenile Justice Centre.

It is planned that the training of staff in the adapted program will occur in 2011/12.

Intensive Supervision Program

The Intensive Supervision Program (ISP) in NSW, which has been in operation since May 2008, is based on the multi-systemic therapy model (MST). The program in NSW is being evaluated by the Bureau of Crime Statistics and Research.

The ISP is specifically aimed at juveniles who commit serious and/or repeat offences. A range of issues are addressed including aggression, substance abuse, financial problems, housing needs, family conflict and negative peer pressure. The program seeks to empower caregivers to address systemic factors that predispose or maintain offending.

The program has been established in two locations: Newcastle and Western Sydney. An ISP team consists of trained clinicians, a clinical supervisor and an Aboriginal team adviser who work systemically with each young person on an individual, family and community level. The Aboriginal team advisers work with clinicians, families and community agencies to ensure interventions are best matched to the needs and strengths of Aboriginal clients, families and communities.

The team meets with young offenders and their families in their home to provide caregivers with the skills and resources to independently address antisocial behaviour as well as support their child to successfully adjust to family, peer, school and neighbourhood demands. The teams also work with school teachers, principals, and NSW Police to develop positive inter-agency links that help families and juveniles access appropriate services.

Key programs (continued)

In 2010/11, 37 (85%) of the 44 families enrolled successfully completed the ISP. A variety of reasons led to unsuccessful completion of the program, including the family moving out of the area, or the young person going into custody for a sustained period. During the year, 12 (80%) of the 15 Aboriginal families enrolled completed the program. The program also served families with a Pacific Islands, New Zealand, Asian, South American and European background.

An internal review of outcomes for the families indicated that 74% of caregivers had parenting skills necessary to handle future problems, 80% had improved family relations and 76% had an improved network of supports.

CHART

Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders was implemented in late 2009. Developed in Victoria, the program helps young people change their thinking and decision-making processes and, ultimately, their offending behaviour. Ongoing training to support the implementation of CHART has been delivered throughout this financial year. Since its introduction, 147 young people have commenced the program.

Cognitive Self Change Program

To meet the challenge of high-risk young people who have committed violent offences, Juvenile Justice is piloting the Cognitive Self Change Program. This group-based program teaches participants to monitor their own thinking, identify what underpins their violence and crime, develop alternative thinking which allows them to feel good about themselves while avoiding crime, and to practise this new thinking until they can use it in real-life situations where it counts.

The initial community pilot began in Fairfield in the first half of 2010 and additional pilots have commenced at Blacktown and Gosford. The program will be further expanded in 2011/12 commencing with the first custodial setting at Reiby Juvenile Justice Centre. The program will be evaluated through comparison of re-offending rates with an equivalent group who did not receive the program, and through changes on a measure of antisocial thinking.

Alcohol and Other Drug Programs

The Juvenile Justice Alcohol and Other Drug (AOD) treatment pathway comprises three evidence-based programs, all written in Australia and containing a full range of user friendly resources. The programs are designed in stages according to a client's level of risk of re-offending.

Stage 1: Is a drug education program that aims to bring about an awareness of substances and consequences related to their misuse.

Two resource manuals for counsellors and participants have been developed. One of the manuals is now complete and has been printed and is ready for distribution. The second manual will be completed in July 2011.

Stage 2: 'Profile' – Personal Review of Offences File. This program is motivationally designed to promote problem recognition and treatment readiness in participants.

Sixty-six young people commenced the Profile program during the year. Significant updates have been made to the manual which include revised artwork and board games. A new participants' manual is currently being developed for the program and is due for completion in July 2011.

Stage 3: 'X-Roads' (Cross Roads) is a high intensity treatment program for participants who have been assessed as being 'treatment ready', or willing to give change a chance. This program is innovative and has been developed in partnership with the National Drug and Research Centre (NDARC) and Juvenile Justice NSW. Training and implementation will commence in 2011/12.

Program evaluation

The development of the Program Development and Evaluation Framework has provided the foundation for designing and implementing program evaluations. Pre- and post-program assessments based on research and best practice are now developed for all offending-focused programs.

Pre-program data has been collected for almost 365 young people across different program areas. When post-program data is also collected, pre- and post-change analyses will identify the benefits of the programs for young offenders and areas for future improvement. In time, this data will contribute to what we know about what works to reduce offending behaviour.

Advisory groups

Australasian Juvenile Justice Administrators

The Australasian Juvenile Justice Administrators (AJJA) is a Standing Committee of the Community and Disability Services Ministers' Advisory Council (CDSMAC) which provides support to the Community and Disability Services Minister's Conference (CDSMC). John Hubby, Chief Executive Juvenile Justice, is currently the Chair of AJJA.

AJJA comprises Australian and New Zealand juvenile justice administrators. AJJA works collaboratively to lead and influence the development of youth justice systems and to contribute to better outcomes for young people and the community.

AJJA continues to develop a national approach and benchmarks for youth justice administration which includes national standards and guidelines for States and Territories to model.

AJJA contributes to the development of performance indicators through the Steering Committee for the Report on Government Services and commissions national research projects to contribute to building the evidence base for effective youth justice interventions.

Young Offenders Advisory Council

The Young Offenders Advisory Council provided independent advice to the Attorney General and the Minister for Justice on issues, policies and legislation likely to impact on the operations of the juvenile justice system and young offenders. The Advisory Council's work is consistent with NSW State Plan priorities to reduce levels of antisocial behaviour and reduce re-offending.

Membership included government and non-government representatives and reflects a broad cross-section of the community. Members are chosen for their considerable experience in the justice and youth fields. The Council is chaired by Michael Mahony.

“Visits are conducted fortnightly, and reports are given to the Minister each quarter evaluating standards of care...”

Official visitors

The Juvenile Justice Official Visitor Scheme provides independent monitoring and evaluation of juvenile justice centres.

Established under the *Children (Detention Centres) Act 1987*, the scheme ensures the protection of rights, improves advocacy and enhances other forms of assistance related to the oversight, welfare and treatment of young people in custody.

The Minister for Justice appoints one official visitor to each juvenile justice centre. Visits are conducted fortnightly, and reports are given to the Minister each quarter evaluating standards of care and the performance of each centre in relation to detainees' security, welfare and rehabilitation.

Chaplains

The Civil Chaplains Advisory Committee (CCAC) co-ordinates the full-time and part-time chaplains engaged by Juvenile Justice to provide religious and spiritual support and counsel to young people in custody. This includes non-Christian faiths including Islam and Buddhism.



Detainees participate in work programs in Juvenile Justice Centres.

Research

The Research and Evaluation Steering Committee reviews and approves all research conducted in Juvenile Justice. The Committee is composed of senior members of Juvenile Justice as well as external members from NSW Health including Justice Health, the NSW Bureau of Crime Statistics and Research and NSW Corrective Services. Juvenile Justice is actively involved in research projects with external agencies.

Project	Description
2009 Young People in Custody Health Survey (YPiCHS)	A research project undertaken collaboratively with Justice Health. This study, replicating 2003 YPiCHS, examined risk behaviour, family and living situation, and offending history. The baseline survey, six and twelve month follow up have been completed. The completed baseline report can be found on the Juvenile Justice website.
Investigation into reasons behind young people breaching bail conditions	This internal Juvenile Justice research project aims to investigate why young people are breaching their bail. The project involves interviewing young people who have been remanded for breach of bail only and discussing their conditions, their understanding of their conditions, difficulties with complying and the reason behind breaching their conditions.
Investigating incarcerated and inpatient adolescents' beliefs and adherence to psychotropic medication	This project, conducted by Donna Blomgren (A/Chief Pharmacist, Justice Health) aims to examine adolescents' beliefs about psychotropic medication and if these are related to adherence to these medications. Recent research on the determinants of medication adherence has focused on patients' beliefs or perceptions.
Indigenous interactions with the justice system: A focus on re-offending and desistance	Australian National University PhD student Kate Sullivan's project examines the common patterns among Aboriginal people who have been serial offenders in the justice system and have since stopped offending. Data collection has recently been completed.
Case management in Juvenile Justice NSW: Client perspectives	This project is being conducted by a PhD student with Monash University. This research aims to examine and describe clients' understanding and experiences of case management as it occurs in the juvenile justice system in order to contribute to and improve effective case management theory and practice.
Cultural collections and Juvenile Justice: Research with Pacific Islander young people	This project is a collaborative effort between the Collaborative Research Centre researchers at RMIT (Royal Melbourne Institute of Technology), the Australian Museum, Juvenile Justice, and NSW Legal Aid. The Australian Museum has one of the world's best Pacific collections and has begun to work with young Pacific Islanders in the Juvenile Justice System of NSW. Through this project it is hoped that a meaningful connection with their heritage will serve to ground these young people and move them away from crime.
Indigenous persons with mental health disorders and cognitive disabilities (MHDCD) in the criminal justice system (CJS) in NSW	Conducted by University of NSW in conjunction with Juvenile Justice. This project will build on the Australian Research Council Linkage Project, People with MHDCD in the CJS. Initial analysis indicates that Indigenous persons have the highest rates of complex needs (multiple diagnoses and disability) and that Indigenous women with complex needs have significantly higher convictions and episodes of incarceration than their male and non-Indigenous peers.
Effective methods of challenging pro-criminal attitudes and behaviour of juvenile offenders	This project is being conducted by PhD student Phillipa Evans with Monash University. This project explores the specific skills workers employ in confronting antisocial attitudes in juvenile offenders in the context of a supervision relationship. This research will further explore which styles of challenging are more effective with different client groups.

Research (continued)

Project	Description
Causes of antisocial behaviour in adolescence	<p>A longitudinal study conducted by University of Wollongong.</p> <p>The design of the study is to identify the individual, developmental, and social factors that lead to antisocial behaviour amongst adolescents.</p> <p>It will also examine factors that predict the persistence of antisocial behaviour into adulthood.</p>
Working Together to Reduce Youth Recidivism: Exploring the potential of a wraparound interagency service model	<p>A collaborative project between Southern Cross University, Centre for Children and Young People, and Juvenile Justice. The project aims to develop and trial a 'wraparound' services model that utilises improved inter-agency collaboration.</p> <p>The aim of the service model is to reduce recidivism amongst clients engaged with the Department of Family and Community Services.</p>
Exploring the Relationships between Cannabis Use & Criminal Offending among Adults and Adolescents	<p>This project is being conducted by Melanie Simpson, PhD student with University of NSW, in conjunction with National Cannabis Prevention and Information Centre.</p> <p>The aim of the project is to explore the relationship between cannabis use and criminal offending among both adults and adolescents.</p>
An analysis of supervision skills used by juvenile justice workers	<p>Dr Chris Trotter from Monash University is evaluating the use of pro-social modelling techniques by Juvenile Justice officers and counsellors during supervision sessions with young people serving community-based orders.</p> <p>The data collection has been completed and the analysis is underway.</p>
Annual Patient Snapshot Survey	<p>This is a longitudinal study spanning five years, conducted by Justice Health in collaboration with Juvenile Justice. The aim of the project is to monitor the satisfaction of Justice Health patients and key socio-demographic and health-related indicators.</p>
Understanding low risk offenders who re-offend and high risk offenders who desist	<p>This project is being conducted by Charles Sturt University. The project is reviewing the accuracy of the <i>Youth Level of Service/Case Management Inventory – Australian Adaptation</i> and seeking to understand false negative and false positive risk predications.</p>



Schools in Juvenile Justice Centres.

Young people in the juvenile justice system

Young people under the age of 18 who are involved in crime represent a relatively small proportion of the State's population.

Records of the NSW Children's Court and Juvenile Justice show that in 2010 for every 1,000 people aged 10–17 resident in NSW:

- 13.6 had a criminal matter finalised in the Children's Court
- 10.6 were convicted and/or sentenced in these finalised matters
- 5.3 were given sentences requiring Juvenile Justice to supervise them in their community
- 1.1 were sentenced to detention.

Source: NSW Bureau of Crime Statistics and Research, DAGJ/JJ SIS, and ABS

The factors that lead to young people becoming involved in crime are complex and varied but are often the same as those that relate to the difficulties young people experience in other aspects of their lives. They can include, but are not limited to, alcohol and substance abuse, mental health issues, poor parental supervision, difficulties in school and employment, negative peer associations, poor personal and social skills, homelessness, neglect and abuse.

Our focus is on developing and delivering strategies that will help young people address their offending and antisocial behaviour and successfully re-integrate into their community. To achieve this, we provide a range of programs and interventions within the community and custodial environments including counselling, group work programs which focus on alcohol and other drug issues, programs for violent offenders, and programs for Aboriginal young people.

We have also developed a range of partnerships to assist young offenders including the delivery of education within juvenile justice centres, post-release support and employment skilling programs, disability support, health and mental health support, and legal services.

A key priority is the over-representation of young Aboriginal offenders and young offenders under 14 years.

The results of the 2009 Young People in Custody Health Survey showed:

- 27% of young people had been placed in care before the age of 16 years
- 45% have had a parent in prison
- only 38% were attending school prior to custody
- 14% had a possible intellectual disability (IQ 69 and under)
- 32% scored in the borderline intellectual disability range (IQ 70 to 79)
- 87% were found to have any psychological disorder, with conduct disorder (59%), substance use (49%), alcohol abuse (44%) or ADHD (30%) the most common
- 79% had reported previous time in custody
- 93% had been drunk with an average age first drunk of 13 years
- 66% reported being drunk at least weekly the year prior to custody
- 89% had tried illicit drugs, with cannabis (87%) the most common used, followed by ecstasy (41%), and methamphetamines (29%)
- 65% had used an illicit drug at least weekly in the year prior to custody
- 5% reported committing crime to obtain alcohol or drugs.



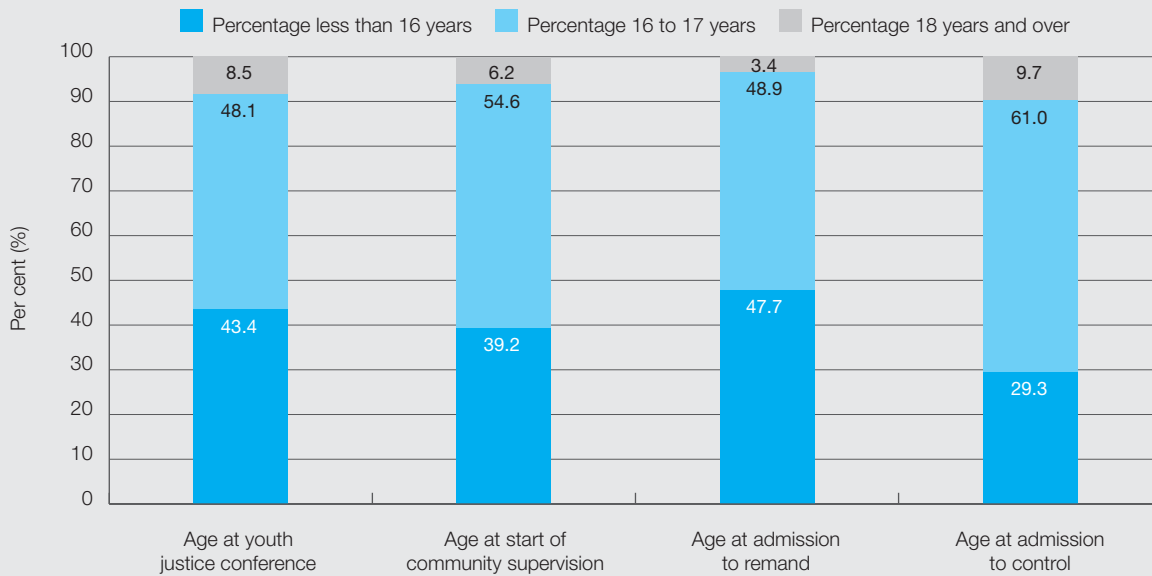
Juvenile Justice staff provide case management for young people.

Young people in the juvenile justice system (continued)

Age characteristics of offenders

Young offenders, both under community-based supervision and in detention, are predominantly aged between 16 and 17.

Age characteristics of offenders in Juvenile Justice in 2010/11

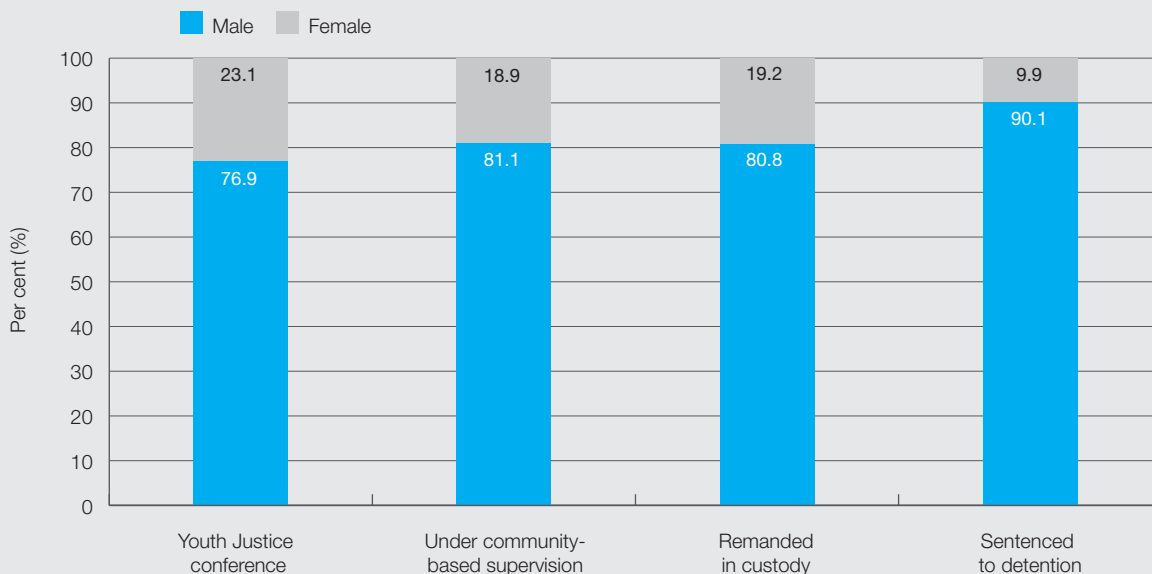


Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Gender of young offenders

Young people in custody and on community service orders in NSW are predominantly young males aged between 16 and 17. Young women make up a small percentage of juveniles in custody at just under 10% in 2010/11.

Gender of offenders in Juvenile Justice in 2010/11



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Young people in the juvenile justice system (continued)

Youth Level of Service Inventory

The Youth Level of Service Inventory (YLSI) is an assessment tool for determining risk of juvenile re-offending. Prior current offences are static factors and are therefore excluded from reduction calculations.

Young people exiting from Juvenile Justice

	2006/07 %	2007/08 %	2008/09 %	2009/10 %	2010/11 %
Living in safe and appropriate accommodation	83	87	91	91	92
Participating in education and training or employment	61	62	61	62	67
Participating in community activities	32	41	40	41	39

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

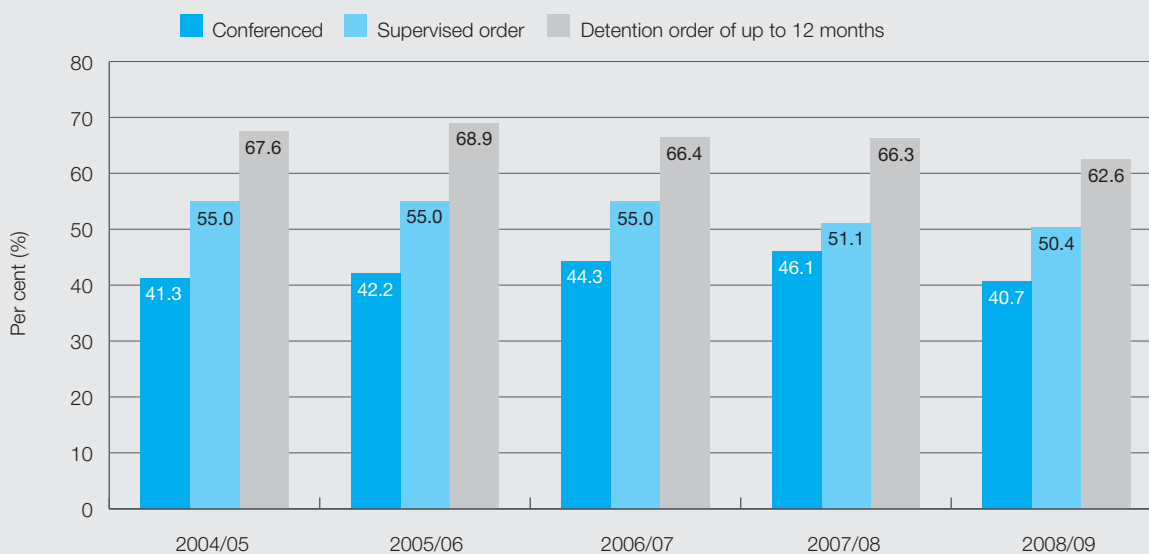
	2006/07 %	2007/08 %	2008/09 %	2009/10 %	2010/11 %
All clients showing a reduction in their YLSI score on exit from JJ supervision	61	66	69	68	67
Medium to high YLSI rankings that are reduced on exit from JJ supervision	47	45	51	48	46

Source: DAGJ/JJ RPELive Database. Extracted 16 July 2011. As this is taken from a live database, figures are subject to change.

Juvenile re-offending

The figures below are provided by the Bureau of Crime Statistics and Research which is responsible for the reporting of crime statistics in NSW and has a database to calculate re-offending rates. It is also responsible for collecting all court data.

Juvenile re-offending by business stream for 12 months



Source: NSW Bureau of Crime Statistics and Research.

1. This counts the number of juvenile offenders receiving a subsequent conviction or conference within 12 months of the index appearance.
2. For young people with non-custodial sentences their follow-up period starts on the date of finalisation of their index appearance.
3. For young people with custodial sentences their follow-up period starts at the end of their fixed sentence.
4. The data collection period for follow-up data concluded on 31 December 2010, for Detention Orders made after 30 December 2008 the full follow-up period may not have expired by this time. There are 271 such cases. Thus: the re-offending rate for Control for 2008/09 is provisional.

Young people in the juvenile justice system (continued)

Aboriginal and Torres Strait Islander young people

The challenges Juvenile Justice faces in supporting Aboriginal young offenders are diverse and complex. The social, educational, health and justice outcomes for the Aboriginal population are significantly lower than for the non-Aboriginal population.

While Juvenile Justice is only one of the government agencies involved with Aboriginal young offenders, the agency has a significant role to play in providing services and programs to Aboriginal young offenders to decrease their re-offending and increase their capacity to successfully re-integrate into their community.

At any given time Aboriginal and Torres Strait Islander young people represent almost half of our client base. This is why improving our knowledge and capacity to effectively respond to the needs of Aboriginal and Torres Strait Islander young people is a key priority.

To ensure a co-ordinated approach to addressing needs of Aboriginal young people in the juvenile justice system, Juvenile Justice has released a revised Aboriginal and Torres Strait Islander Strategic Plan 2011–2013.

Initiatives in this revised plan include:

- active recruitment and retention of Aboriginal staff as well as providing non-Indigenous staff with appropriate cultural knowledge to work effectively with Aboriginal young people
- programs and interventions to reduce the risk, severity and frequency of re-offending of Aboriginal young men and women
- supporting Aboriginal young people while they are on bail to help them re-integrate into the community and extending youth justice conferencing where appropriate
- building a culturally competent juvenile justice workforce
- working in partnership with Aboriginal communities
- ensuring that community office staff provide support to local Aboriginal communities and agencies as they encourage Aboriginal young offenders to take responsibility for their own lives and steer them away from a life of crime.

The Aboriginal and Torres Strait Islander Strategic Plan is a three-year plan focused on producing positive outcomes for our clients in detention and in the community by implementing a series of strategies across five key result areas.

These five areas are linked to the current Juvenile Justice Corporate Plan 2010–2013 and focus on strengthening our knowledge and capacity to develop a responsive and effective juvenile justice system which supports our clients and respects Aboriginal and Torres Strait Islander culture, families and communities.

The agency works closely with other agencies to assist in addressing the needs of young offenders and the community, including Aboriginal Affairs NSW who produce the Two Ways Together policy and NSW Closing the Gap Strategy.

We place a high value on identifying, developing and implementing culturally appropriate, innovative and evidence-based programs that specifically target areas of offending risk within the Indigenous youth population.

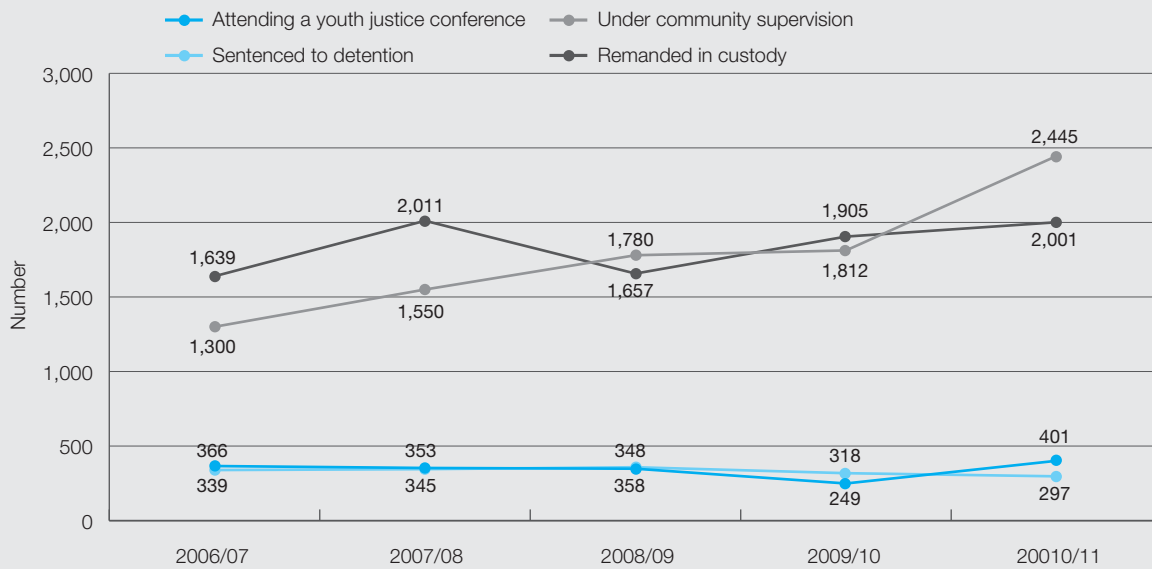
Continued improvements in employment rates for Indigenous staff are vital in building a responsive and effective juvenile justice system that supports young people and understands and respects Aboriginal and Torres Strait Islander culture, families and communities.

The agency is working on the development of an Aboriginal and Torres Strait Islander Cultural Respect Framework to ensure policies, services and programs respond effectively to the unique needs of Aboriginal clients and staff. A key feature will be the development of cultural standards and practices for program development and service delivery.

“We place a high value on identifying, developing and implementing culturally appropriate, innovative and evidence-based programs that specifically target areas of offending risk within the Indigenous youth population.”

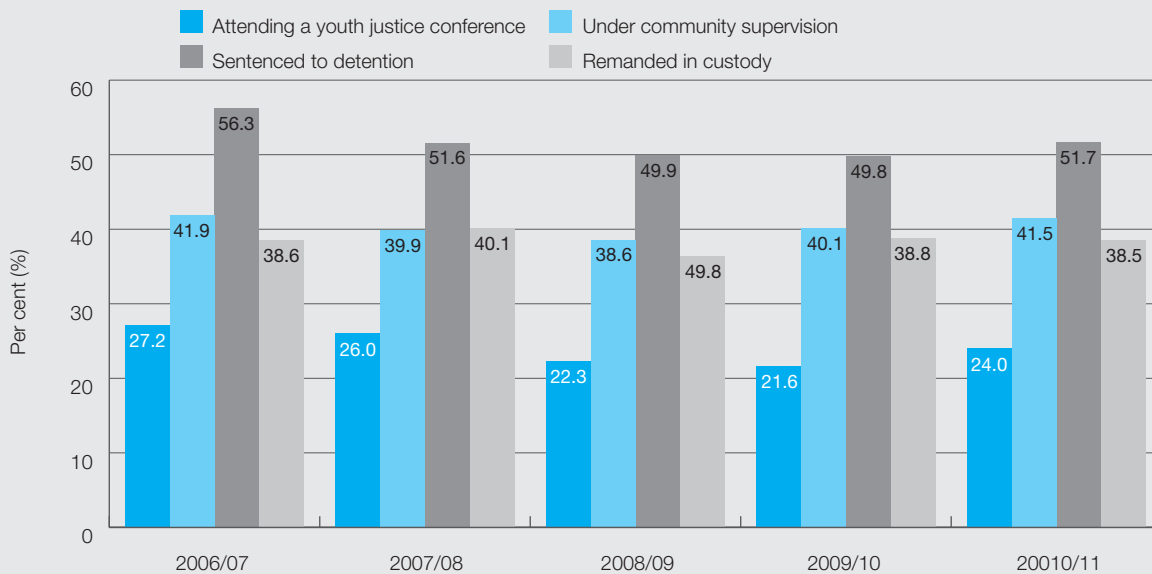
Young people in the juvenile justice system (continued)

Number of admissions of Aboriginal and Torres Strait Islander young people to Juvenile Justice



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Percentage of Aboriginal and Torres Strait Islander young people admitted to Juvenile Justice



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Young people in the juvenile justice system (continued)

Aboriginal Strategic Advisory Committee

The Aboriginal Strategic Advisory Committee provides Aboriginal and Torres Strait Islander staff with the opportunity to provide advice and guidance to the Chief Executive on policy, programs and Aboriginal issues. The committee provides an opportunity for staff to identify and document program and service delivery successes, challenges and ways forward.

In turn, this informs us about options for future directions in working with Aboriginal staff and communities. It also enhances our capacity to build a stronger evidence base about what works and how our services can deliver better outcomes for Aboriginal clients.

Major activities included:

- the release of the 2011–2014 Aboriginal and Torres Strait Islander Recruitment and Retention Strategy
- the release of the Aboriginal Strategic Advisory Committee Charter
- conducting the 2010 Aboriginal Staff Conference, which enabled Aboriginal staff to network with colleagues and explore how the agency can strengthen its service delivery and programs to support Aboriginal young people, staff and the communities
- addressing the recommendations of the Aboriginal Child Sexual Assault Taskforce. Juvenile Justice leads four actions of the Interagency Plan to tackle child sexual abuse in Aboriginal communities, including a review of the child sexual assault training package for Juvenile Justice staff and supervisors, introduction of mandatory personal safety and protective behaviours courses in juvenile justice centres with an Aboriginal component, and review of the current Juvenile Sex Offender Programs provided in juvenile detention, and adapting the Love BiTES program for implementation across NSW
- participating in the Two Ways Together Co-ordinating Committee and development of the NSW Closing the Gap Strategy
- the evaluation of Dthina Yuwali as part of the National Indigenous Law and Justice Framework. It is one of only two projects in NSW which will be evaluated.

Youth justice conferencing

Juvenile Justice is responsible for administering youth justice conferences under Part 5 of the *Young Offenders Act 1997*. Referrals for youth justice conferences are made by police and the courts under the Act. If accepted, a conference is arranged and it determines a legally binding outcome.

Youth justice conferences are a community-based approach to dealing with young people who have committed a crime. Conferences are a formal legal process based on the principles of restorative justice. They bring young offenders, their families and supporters face-to-face with victims and their support people. Together, they agree on a suitable outcome that can include an apology, reasonable reparation to victims, and steps to reconnect the young person with their community in order to help them desist from further offending.

Conferences are available when young people have committed offences that the police, court or Director of Public Prosecutions determine are too serious to receive a warning or caution, or they have exceeded their maximum number of cautions. Youth justice conferences aim to help young offenders take responsibility for their own behaviour and encourage discussion between those affected by the offending behaviour and those who have committed it.

During the year, 2,134 referrals for a youth justice conference were made, with 1,637 resulting in a conference.

Approximately 91 per cent of young offenders completed the required tasks of their outcome plans.



Juvenile Justice staff provide guidance for young people as they prepare for release.

Youth justice conferencing (continued)

Youth justice conferencing key service measures

Key service measures for 2010/11 – youth justice conferencing

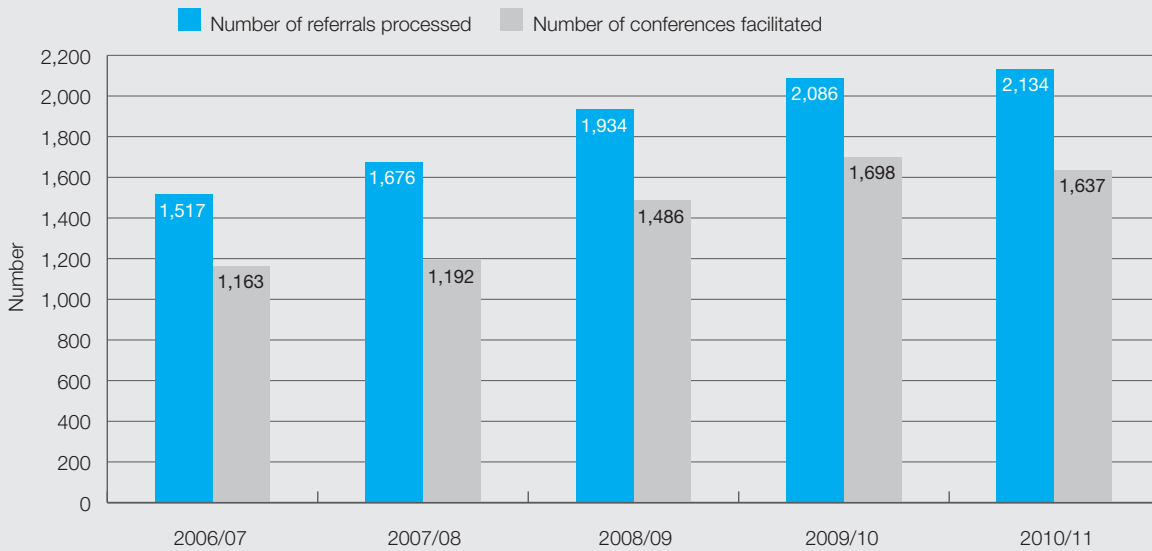
	Number	%
Referrals to a youth justice conference		
Total	2,134	
Police	982	46
Courts	1,152	54
Percentage of referrals to a youth justice conference for 'victimless' offences		8.52
Referrals resulting in a conference		
Number of referrals processed	2,134	
Number of referrals resulting in a youth justice conference	1,971	
Conferences facilitated	1,637	
Percentage of all referrals resulting in a youth justice conference		92.4
Participation in conferences		
Number of young people participating in youth justice conferences	1,604	
Total number of participants in youth justice conferences	8,204	
Percentage of victims or representatives in conferences held with identifiable victims		71
Outcomes		
Number of outcome plans agreed on and approved for referrals received between July 2010 and June 2011	1,631 from 1,647 outcome plans	99
Number of occasions where the referring court did not approve the outcome plan	7	
Number of occasions where young offender and victim were not able to agree to an outcome plan	9	
Percentage of finalised outcome plans that were successfully completed by 30 June 2011		90.6

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Note: The Young Offenders Regulation 2004 allows six months for the completion of outcome plans, although the Director General does have discretion to allow additional time if circumstances are exceptional.

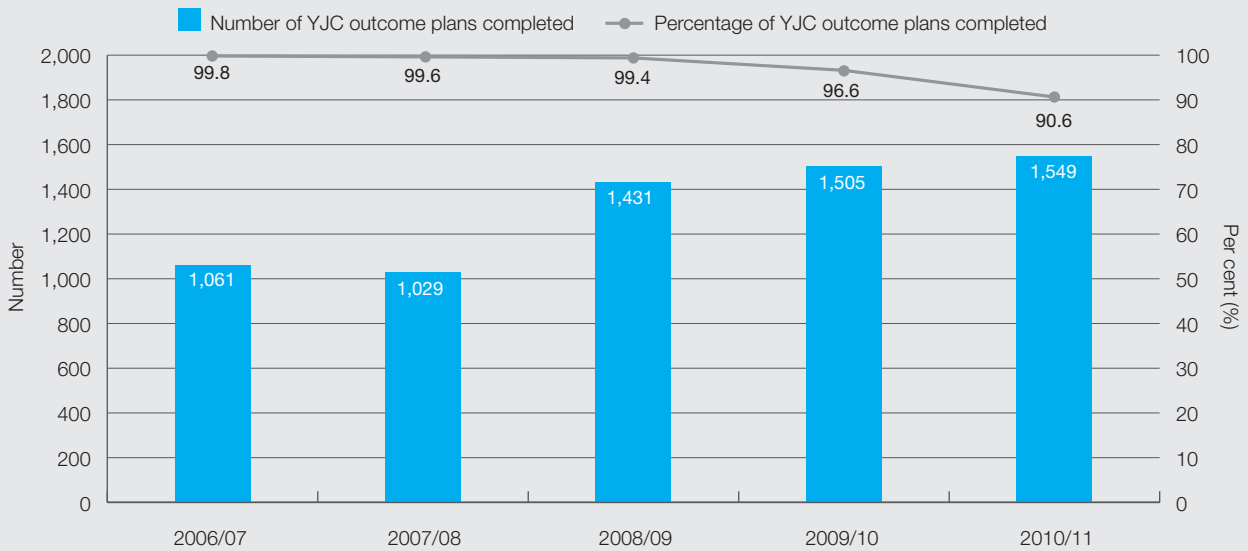
Youth justice conferencing (continued)

Youth justice conferencing referrals and conferences



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Number and percentage of youth justice conference (YJC) outcome plans completed



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Youth justice conferencing (continued)

Achievements

- The hourly rate of remuneration for conference convenors increased from \$39.50 to \$40.33 from 1 July 2010.
- A revised Memorandum of Understanding with Fire and Rescue NSW was signed in May 2011 to ensure the attendance, wherever possible, of a Fire and Rescue firefighter at youth justice conferences involving fire-related offences.
- A telephone survey was conducted in June 2011 with victims of crime who elected not to participate in a youth justice conference during the period July to December 2010. The purpose of this survey was to identify ways to better support victims and thereby increase attendance at youth justice conferences.
- A review of the appointment conditions of conference convenors was conducted in 2011 and the Convenor Induction Program was developed to ensure all newly appointed convenors are briefed in key policy areas including Occupational Health & Safety and Child Protection and Wellbeing. For the first time convenors are remunerated for participation in formal induction.



Youth Justice conferencing Memorandum of Understanding with NSW Fire and Rescue.
Back Row (left to right): Kevin Smith, Station Officer & Acting Community Safety Coordinator, Community Engagement and Development Unit, Fire and Rescue NSW; Denise Hanley Manager Youth Justice Conferencing, Juvenile Justice NSW. Front row: Commissioner Greg Mullins, Fire and Rescue NSW; John Hubby Chief Executive, Juvenile Justice and Chief Superintendent Robert McNeil – A /Director, Corporate & Community Risk, Fire and Rescue NSW.

Convenor selection and training

Youth justice conference convenors are statutory office holders appointed by the Chief Executive or a delegate.

They are recruited from the community and are provided with four days of training to be eligible for initial and continuing appointment. All trainees are assessed before being recommended for appointment.

Seventy participants completed a four-day conference convenor training program in 2009/10. Fifty of these trainees were eligible for appointment in metropolitan areas and 20 eligible for appointment in regional areas.

Planned initiatives

Evaluation of youth justice conferencing

The NSW Bureau of Crime Statistics and Research will be conducting an evaluation of youth justice conferencing in 2011. The aims of this study are to:

- assess the cost effectiveness of youth justice conferencing in reducing juvenile re-offending compared with appearance in a Children's Court
- describe the forms of restitution typically provided by young offenders appearing before a youth justice conference
- measure the level of satisfaction of youth justice conference participants (police, convenors, offenders, victims, support persons)
- assess the impact of the *Young Offenders Act 1997* on Indigenous over-representation in custody
- assess the efficiency of youth justice conferences as a means of dealing with criminal matters involving children compared with appearance in a Criminal Court.

Conference convenor newsletter

A statewide convenor newsletter will commence during the second half of 2011 to communicate key information relevant to conference convenors including annual reviews of the convenor rate of remuneration, legislative amendment and other key issues relating to the conduct of youth justice conferences.

Young offenders in the community

Interventions delivered through community-based services aim to reduce re-offending through intensive case management strategies provided by professional staff, other agencies and through offence-focused programs. The courts may require Juvenile Justice to supervise young offenders who receive penalties such as good behaviour bonds and probation orders.

There are 34 Juvenile Justice Community Services offices across the state, comprising juvenile justice officers, alcohol and other drug counsellors, other specialist and generalist counsellors, Aboriginal program support officers, and administrative staff.

Services provided from these offices include:

- assessment reports prepared to assist courts in determining sentences
- court-directed supervision of young offenders placed on good behaviour bonds, probation, community service or parole orders and suspended sentences
- support young people who are experiencing difficulty in seeking bail either in the community or in custody
- the provision of counselling with a focus on alcohol and other drug misuse, group work, living skills and the provision of forensic and other psychological testing and assessment
- specialist alcohol and drug programs, a sex offender program and a violent offender program.

Casework management and extensive networking with other government and community-based services help staff support young offenders by addressing their offending behaviour and complying with court orders.



TAFE and trade courses such as bricklaying are available for young people in custody and the community.

Community supervision

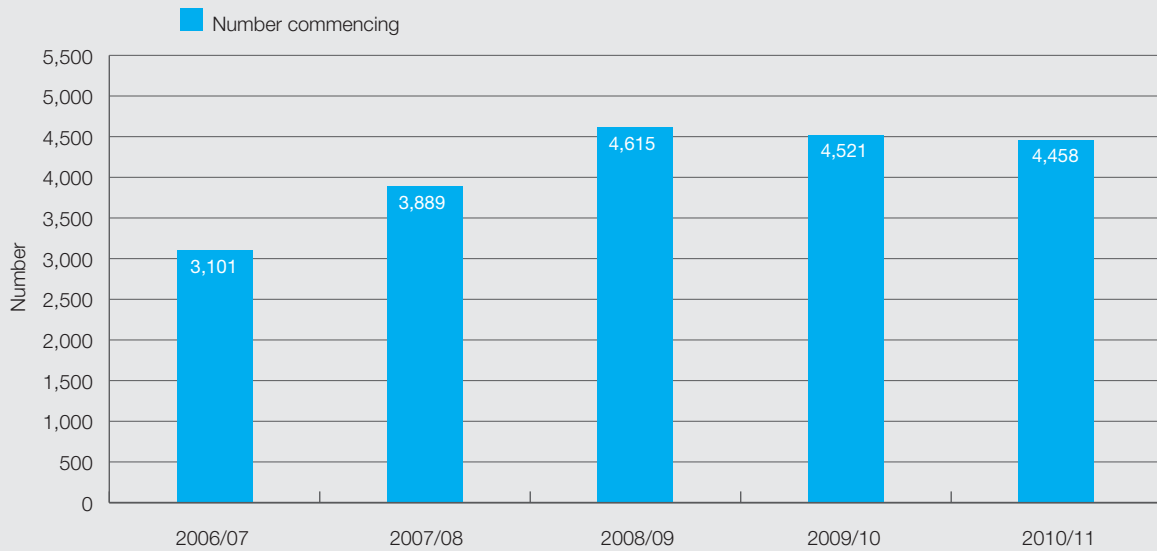
Key service measures for 2010/11 – community supervision

	Number
Number of background reports and assessments completed for young offenders appearing at court	5,052
Number of community-based orders commencing	4,458
Number of individual young offenders commencing supervision in the community	2,609
Number of hours of community service work allocated to young offenders	30,459

Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

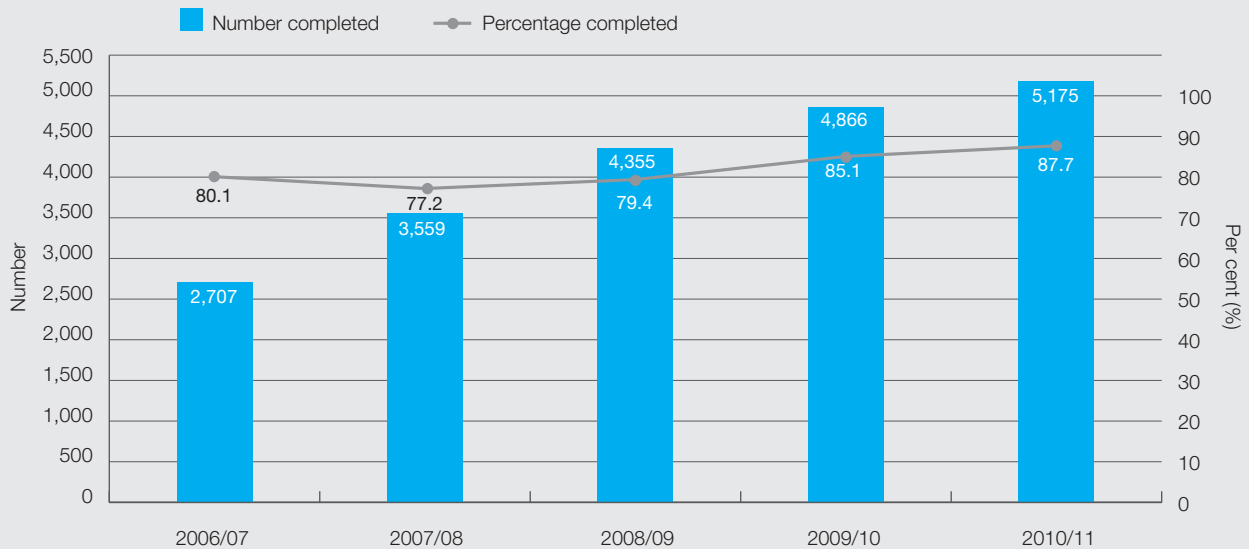
Young offenders in the community (continued)

Number of community-based orders started



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

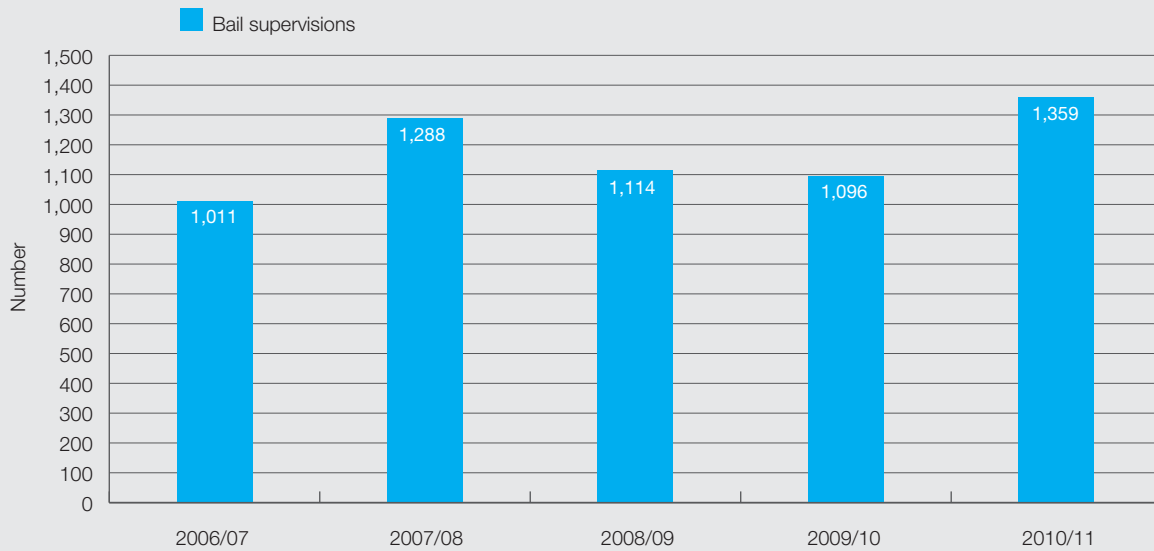
Number and percentage of community-based orders completed



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

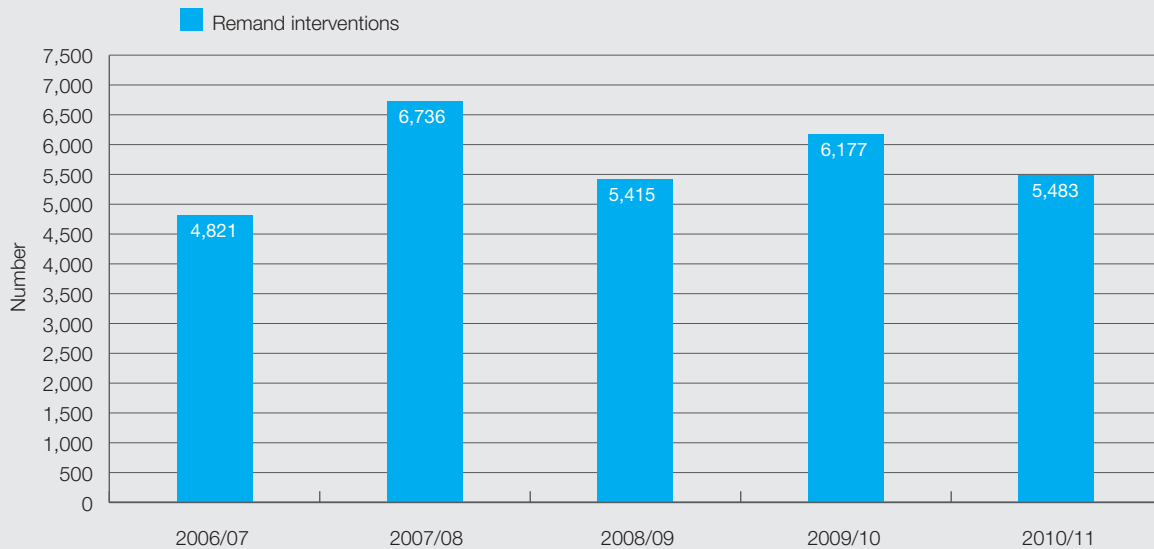
Young offenders in the community (continued)

Number of bail supervisions



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Number of remand interventions



Source: DAG/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Young offenders in the community (continued)

Bail Assistance Line

In 2009/10 the Bail Assistance Line was established as part of the Keep Them Safe Strategy following Justice Wood's Special Commission of Inquiry into Child Protection Services in NSW.

In partnership with NSW Police, Family and Community Services and non-government organisations, the after-hours service assists when young people cannot meet bail conditions because of travel, accommodation or lack of supervision, with the aim of preventing them from entering custody.

The Bail Assistance Line piloted in Dubbo in June 2010, followed by Western and South Western Sydney in August 2010, and Hunter/Newcastle in November 2010. Support services in the community including transport, case support and accommodation are provided by Life Without Barriers in Dubbo and Newcastle and CatholicCare in South Western Sydney. Indigenous young people are offered support in Western Sydney through Link Up Aboriginal Corporation.

In the first 12 months of operation the Bail Assistance Line received over 130 telephone calls for assistance and provided safe accommodation for nearly 40 young people to ensure they were not remanded in custody because of accommodation, transport and case support issues.

Youth Conduct Orders

The pilot for Youth Conduct Orders (YCOs), which began operating in July 2009 for a two-year period, has been extended to three years, finishing on 30 June 2012.

It is operating in Campbelltown, Mount Druitt and New England. YCOs are linked to the State Plan priorities of reducing crime and antisocial behaviour in NSW and operate in conjunction with the antisocial behaviour pilot projects also operating in these areas.

Juvenile Justice is responsible for the employment, management and support of the three case co-ordinators who are engaged to implement the YCO pilot and the antisocial behaviour pilot at a local level.

From June 2011, Juvenile Justice is responsible for the co-ordination of the pilot, with other partner agencies including the NSW Police Force and the Department of Education and Training.

The scheme is being independently evaluated to establish its effect on reducing re-offending.



Bail Assistance Line staff. Front (left to right): Kevin Harris (Executive Director Classification, Security and Intelligence), Lydia Hamilton (Manager), Sue Matthews (Project Officer), Alix Johnson and Toby Dagg (Team Leaders), Garry Jordan and Cliff Fonua (Bail Coordinators), Jacqueline Sergeant (Operations Assistant) and Vivian Dinoris (Bail Coordinator).

Young offenders in the community (continued)

Community Integration Team

Juvenile Justice works in partnership with the Justice Health Community Integration Team (CIT). CIT was established in May 2008 as a result of an expansion of a previous pilot program, the Juvenile Justice Centre Release Treatment Scheme, which was conducted in the Dubbo (Orana) NSW region.

This program targets young people being released from custody who have a mental illness and/or problematic drug and alcohol use or dependence. The program involves a Justice Health nurse (clinician) being co-located in a Juvenile Justice or Community Services office.

The aim of the CIT is to co-ordinate integrated, ongoing care for young people with mental health and/or drug and alcohol concerns leaving juvenile justice centres to aid successful re-integration into the community and reduce the number of young people re-entering custody as a result of mental health and/or drug- and alcohol-related offending behaviour.

Care is co-ordinated prior to and during the critical post-release period with links made to appropriate specialist and generalist community services.

The program has been expanded to Grafton, Kempsey, Bourke, Broken Hill, Penrith, Fairfield, Dubbo, Orange, Wagga Wagga, Gosford and Sydney.

“The aim of the CIT is to co-ordinate integrated, ongoing care for young people with mental health and/or drug and alcohol concerns leaving juvenile justice centres...”

Community partnerships

- Juvenile Justice staff in Northern Region are key partners in the Kempsey Family Inclusion Project along with the Coffs Harbour Indigenous Co-ordination Centre (FACSI) and Southern Cross University's Centre for Children and Young People. The aim of the project is to adopt a 'wraparound' casework approach with Juvenile Justice clients in Kempsey in order to reduce youth re-offending and improve inter-agency collaboration. While not restricted to Indigenous clients, the target group is families of Juvenile Justice clients who are male, from an ATSI background, are 14 years or younger, have been suspended from school and have had previous involvement in the criminal justice system. The 12-month pilot will conclude in July 2011 and is being evaluated through Southern Cross University.
- A pilot employment program has been established between Juvenile Justice NSW and community organisation Whitelion and is primarily managed by the Blacktown and Penrith community offices, but includes referrals from other offices and centres, particularly the Waratah Pre-release Unit at Reiby. To date, Whitelion program has successfully secured employment for Juvenile Justice clients with a range of partnership companies.
- Monash University's Professor Trotter has made a successful application to the Australian Research Council for funds to conduct research around the Act Now Together Strong (ANTS) model, an educative and interactive model of intervention that aims to give offenders and their parents better management skills so they are able to make better choices.
- One hundred young people will be part of the research. Fifty will be part of an experiment group whereby they will have the ANTS model delivered prior to being discharged from custody from Orana and Riverina Juvenile Justice Centres, and 50 young people who will be part of a control group who will have no exposure to ANTS. The project will track these young people over a 12-month period.

Young people in custody

There are nine juvenile justice centres across NSW. All custodial facilities provide:

- safe and secure accommodation for young people remanded in custody or sentenced to a period of custody by the courts
- counselling and programs to enable young people to address their offending behaviour and other related issues, such as drug and alcohol abuse
- a full range of health services provided by Justice Health
- educational and vocational programs in partnership with the Department of Education and Communities
- individual case management, to identify and address the needs of young people in custody and to plan their community re-integration.

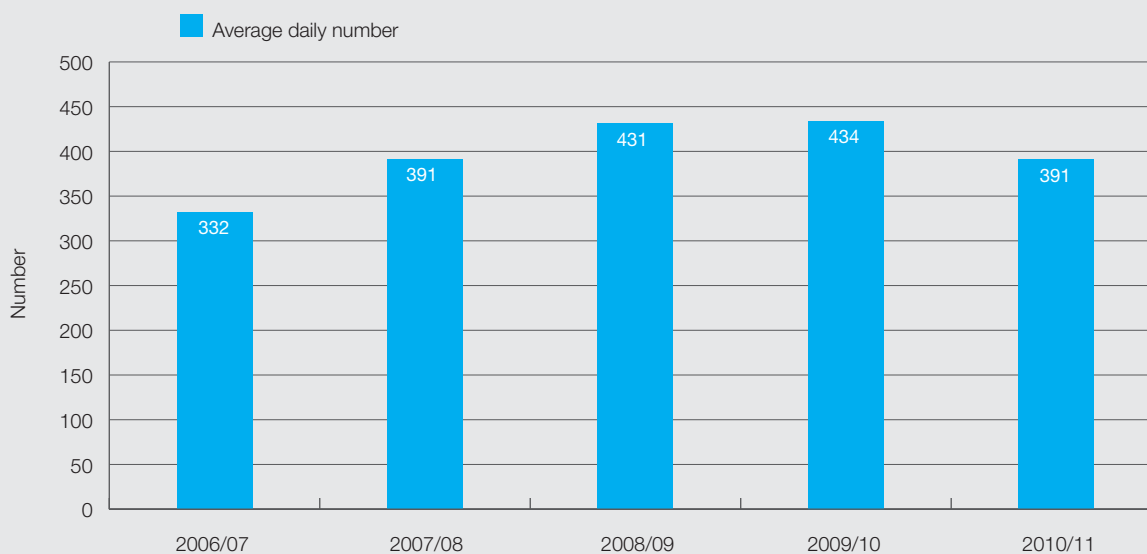
Key service measures

Key service measures for 2010/11 – custody

	Number
Average daily number of young people in custody	391
Average daily number of young women in custody	30
Average daily number of young people of Aboriginal and/or Torres Strait Islander background	184
Average daily number of young people serving custodial sentences	198
Average daily number of young people remanded in custody awaiting the finalisation of court proceedings	193

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2010.

Average daily number of young people in custody



Source: DAGJ/JJ Strategic Information System (SIS). 2005–2010. Effective date 16 July 2011.

Young people in custody (continued)

Rate of safety/security breaches per 1,000 admissions (five-year comparative table)

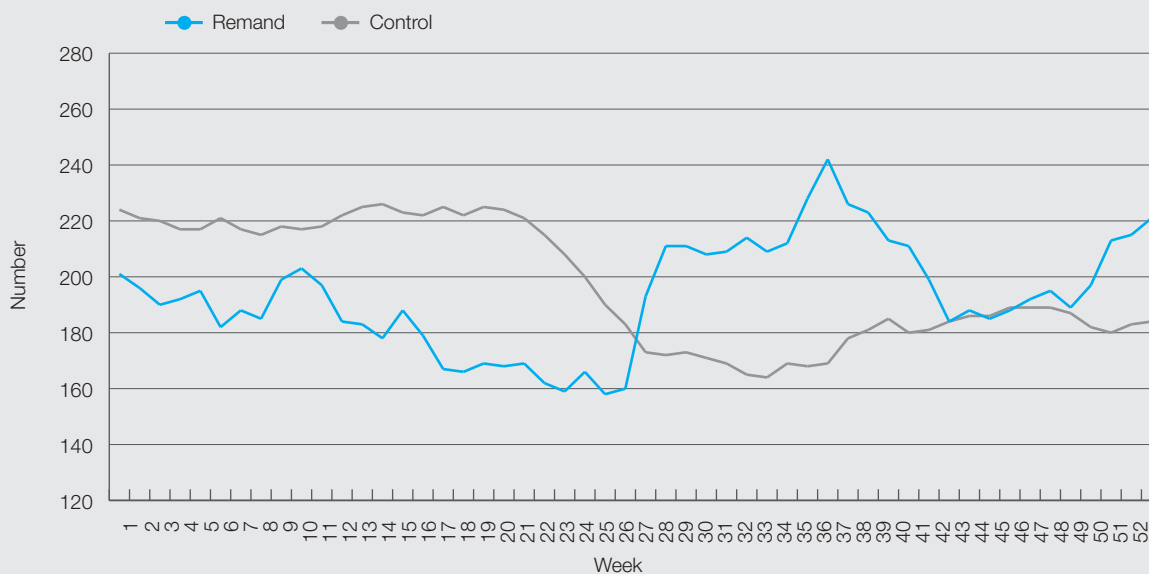
	2006/07	2007/08	2008/09	2009/10	2010/11
Number of deaths in custody	0	0	0	0	0
Self-harm incidents	20	22	43	36	25
Assaults on staff	9	12	11	10	6
Detainee on detainee assaults	57	78	58	68	53
Escapes from secure perimeter	0	0	0.8	0.6	0
Security breaches ¹	28	93	67	69	107

N/A: Data unavailable.

Source: DAGJ/JJ RPELive Database. Extracted 16 July 11. As this is taken from a live database, figures are subject to change.

1. The increases in security breaches between 2006 and subsequent years reflects an improved reporting system introduced in 2007. The majority of security breaches involve the detection of contraband such as tobacco.

Average weekly number of young people in custody by legal status – 2010/11

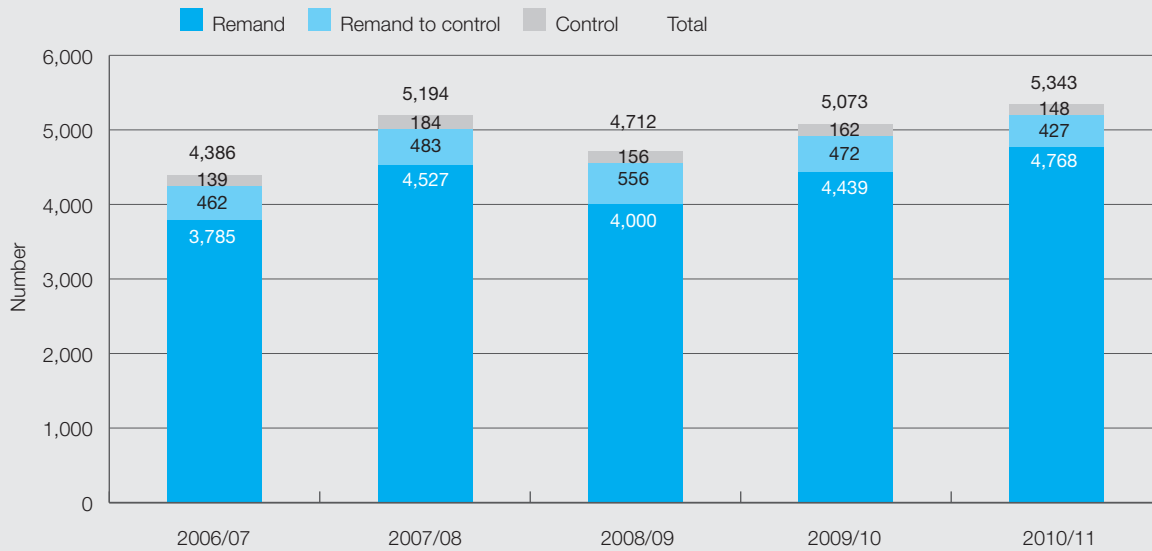


Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Note: Average Weekly numbers from 3.7.2010 to 1.7.2011

Young people in custody (continued)

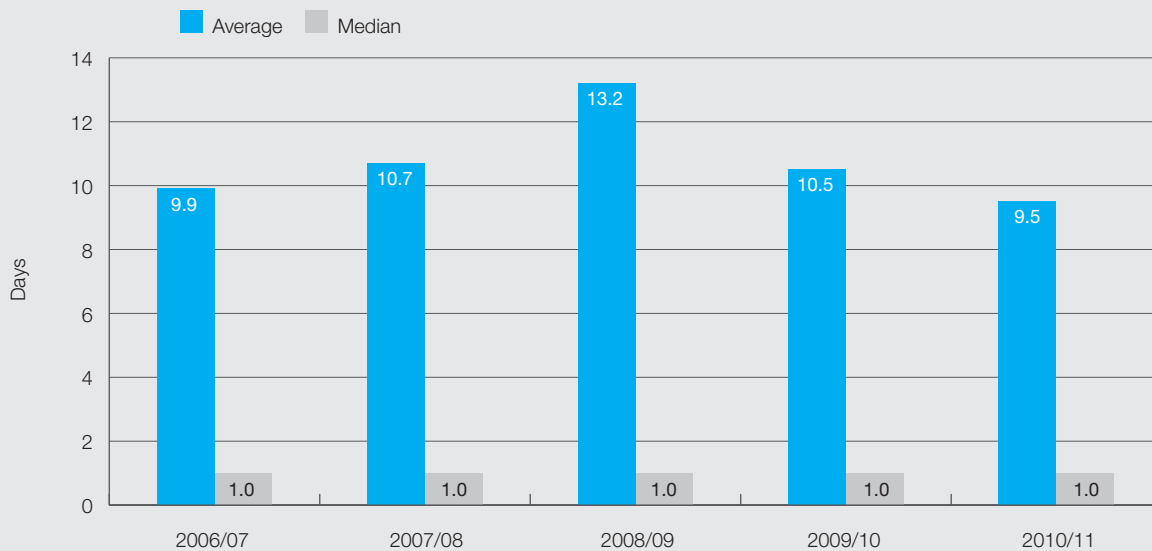
Admissions to juvenile justice centres



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

1. Remand to control are admissions on remand which become control orders during a continuous period of custody.

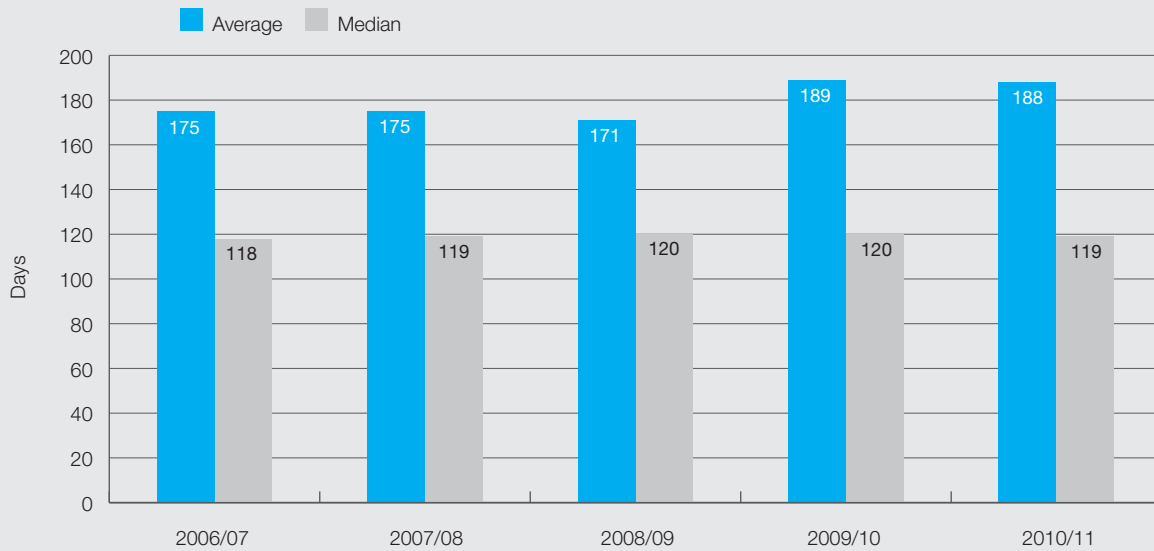
Length of stay for young people in custody on remand



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

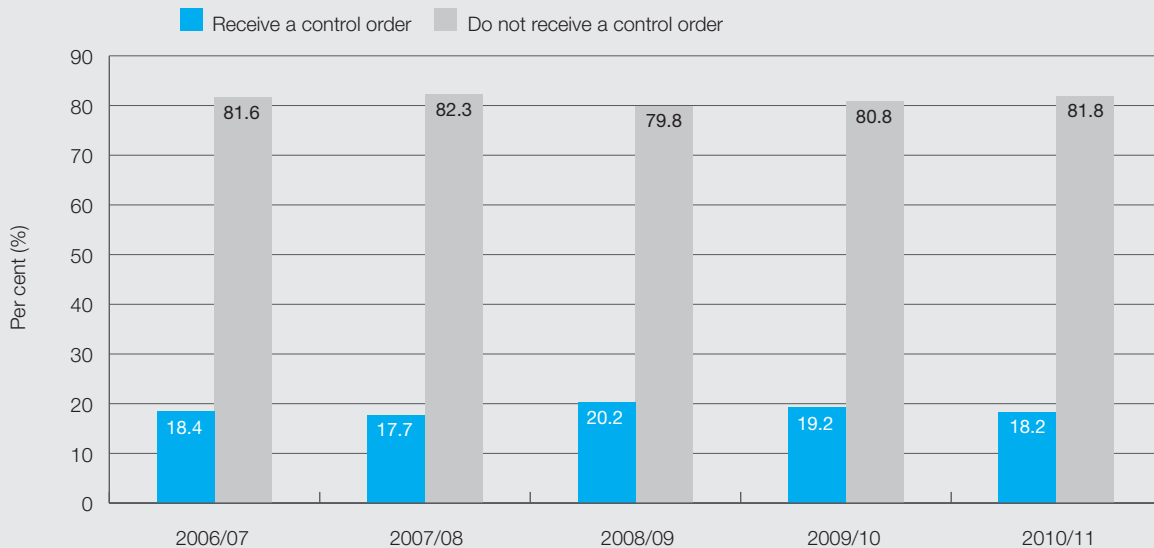
Young people in custody (continued)

Length of stay for young people in custody on control



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Proportion of young people with a remand episode who receive, or do not receive, a control order within 12 months



Source: DAGJ/JJ Strategic Information System (SIS). Effective date 16 July 2011.

Young people in custody (continued)

Behaviour intervention

The staged implementation of the Detainee Behaviour Intervention Framework was commenced during 2009/10 and completed during 2010/11. The framework, which has now been implemented across all centres, provides staff working in custodial environments with a framework for the effective management of detainee behaviour.

The incentive scheme provides consistency across all centres in detainee case-management interventions by standardising incentives for detainees who meet casework targets and behaviour goals.

The incentive scheme requires a weekly client assessment meeting to be conducted with each detainee. These meetings improve communication between detainees and staff and provide detainees with smaller, achievable weekly casework targets and behaviour goals. It allows detainees to reflect on the consequences of their behaviour and be involved in developing individual strategies to address these behaviours.

The agency's Operations Unit and Client Information Management System team are developing an electronic behaviour module that will provide a consistent and effective method of documenting detainee behaviour as well as strategies and interventions undertaken to address behavioural concerns. The new module will be trialled from August 2011.

Education and training

The Department of Education and Communities (DEC) administers education and training units in seven of the nine juvenile justice centres. At the two remaining centres at Broken Hill and Emu Plains, young people participate in learning through Open Training and Education Network (OTEN) distance education.

In addition to the OTEN studies at Emu Plains, DEC have established one additional class of six students at Putland Education and Training Unit to support educational provision at Emu Plains, ready for class commencement in Term 3, 2011.

During 2010/11 capital works have been completed allowing additional classrooms to be opened at the Acmena, Orana, Reiby and Riverina centres.

Young people preparing for discharge have access to TAFE-accredited, pre-employment programs at juvenile justice centres.

At Reiby Juvenile Justice Centre, the DEC and Juvenile Justice are working with detainees in the pre-release Waratah Unit effectively co-ordinating work experience, paid employment and TAFE program opportunities aimed at allowing successful re-integration back into the community.

At each centre, meetings between centre staff and the education and training unit are held regularly to plan, risk assess and co-ordinate educational, vocational and centre programs. Sharing information enables a cohesive approach to providing interventions and managing detainees.

Enrolment in education

	2010 ¹	2011 ²
Total Education and Training Unit enrolments	1,859	1,104
TAFE enrolments	1,290	811
Enrolled in School Certificate		159
Enrolled in Higher School Certificate (full credential)		7
Enrolled in Higher School Certificate single subjects	55	35
School Certificate completions	111	N/A
Higher School Certificate completions	5	N/A
Higher School Certificate single subject completions	21	N/A

Notes:

1 Figures for complete school year January to December 2010.

2 Figures for young people enrolled in courses up to 30 June 2011. Completion figures not available until school year completed.

Young people in custody (continued)

Health services

Justice Health is responsible for health and medical services to young people in detention centres. All juvenile justice centres have a medical clinic operating seven days a week. The clinics are managed by Justice Health and staffed by registered nurses who provide a range of health services and co-ordinate visits from general practitioners, dentists and psychiatrists.

During 2010/11 Juvenile Justice and Justice Health jointly funded the installation of heart defibrillators in each detention centre.

There is a focus on pre-release planning for young offenders to ensure they are connected to community health and medical services before their release date. This may involve referring young offenders to the Community Integration Team to facilitate their access to services.



Sheep shearing course at Riverina Juvenile Justice centre.

Centre achievements

- Acmena Juvenile Justice Centre has implemented a Wildlife Education Program where, guided by a youth officer with expertise, detainees at Acmena Juvenile Justice Centre are being taught how to care for Australian wildlife. They learn how to handle wildlife and how humans should interact with animals from our bush.
- At Juniperina Juvenile Justice Centre, two young detainees were successful in gaining scholarships to two Sydney prestige boarding schools.
- The program at the Robinson Therapeutic Unit at Reiby Juvenile Justice Centre was revised during the year. The new model encompasses a collaborative approach using evidence-based, cognitive-behavioural therapy. More than 20 staff members, including six from the Department of Education and Communities, were trained in the new program and the unit was renamed in June 2011 as the Warby Unit: Collaborative Intervention Program.
- Tribal Warriors Mentoring Pilot Program is a six-week program that ran at Cobham Juvenile Justice Centre. This is a similar program to one that has been running out of Redfern National Centre for Indigenous Excellence for young Aboriginal men, with support from Aboriginal mentors and local police. The program includes both fitness sessions and mentoring sessions.
- Frank Baxter Juvenile Justice Centre is preparing for a celebration for '100 years of Young Men on the Mountain', planned for 3 November 2011. The Chapel was also completed at the centre.
- A TAFE-accredited Sheep Shearing program was introduced for low-risk detainees at Riverina Juvenile Justice Centre. Six detainees completed the program in March 2011, with two detainees now involved in work experience with a local shearing contractor. The program will recommence in October 2011.
- At Orana Juvenile Justice Centre detainees were involved in a 'Go Kart' program. The detainees constructed and decorated the go kart which was then donated to the Dubbo branch of the Royal Flying Doctor Service (RFDS). The go kart was raffled and raised \$5,000. Another go kart construction program is planned for July 2011 and this kart will be donated to the Broken Hill branch of the RFDS.

Court logistics, classification and security intelligence

The Court Logistics Unit transports young offenders for court appearances at Children's Courts, District Courts and the Supreme Court. The unit staffs the Bidura Children's Court in Glebe, Campbelltown Children's Court and Parramatta Children's Court. The unit undertakes the secure transportation of young offenders between juvenile justice centres and from juvenile justice centres to correctional centres.

During the year there were 3,511 transport movements involving 8,732 young people.

For some court matters the unit manages the use of video conferencing technology, which has increased significantly from 568 in 2005/06 to 3,843 in 2010/11.

The Classification and Placement Unit is responsible for the security classification of young offenders in custody using the Objective Classification System, which assigns a security rating to the detainee's assessed level of risk. The unit also co-ordinates the placement of all young offenders within juvenile justice centres as well as transfers between Juvenile Justice and Corrective Services NSW.

The Security and Intelligence Unit uses a number of methods to collect, analyse and share intelligence about detainee drug activity, potential drug trafficking into juvenile justice centres and associated safety and security issues.

NSW is the first juvenile justice jurisdiction in Australia to form its own drug dog detection unit. The dogs were purchased from the Australian Customs breeding program and were trained by the agency to undertake searches in centres and be used in screening of visitors.

During 2010/11, 112 search operations were conducted resulting in three finds.



Juvenile Justice drug dog team.



Security in centres.

A total of 5,013 detainees and 2,325 visitors were screened with four people refused entry due to an indication of an illicit substance. The unit also co-ordinates periodic joint contraband detection and prevention operations at juvenile justice centres involving staff from Juvenile Justice, and the NSW Police Force.

Random and targeted urinalysis testing is also used to screen detainees for drug use.

During 2010/11, 500 random tests were conducted returning nine positive results, while 151 target tests were conducted with seven positive results. The branch also co-ordinates the taking of DNA samples from young offenders for NSW Police.

Movements

	Movements	Detainees
2007/08	3,785	8,918
2008/09	4,318	10,009
2009/10	4,056	9,569
2010/11	3,511	8,732

Youth Drug and Alcohol Court

The Youth Drug and Alcohol Court Program is clinically managed by the Joint Assessment and Review Team (JART), which includes managers from Juvenile Justice and representatives from Justice Health, Department of Education and Communities, and Community Services.

The program celebrated its tenth continual year of operation in June 2010, which was marked by a conference hosted by the Judicial Commission of NSW and opened by the former NSW Attorney General. The program received visits from international and Australian guests this year, including senior government officials and members of the judiciary. The JART also travelled to Canberra to deliver a presentation on the program to magistrates from the Children's Court, which was very well received.



Cooking classes are part of education program in juvenile justice centres.

Serious Young Offenders Review Panel

The Serious Young Offenders Review Panel was established in 1998 as an independent body to advise the Chief Executive on:

- the re-classification of detainees on serious children's indictable offences
- the granting of initial supervised community outings, day and overnight leave to serious children's indictable offenders and detainees on offences of dangerous driving causing death and aggravated dangerous driving causing death under the *Crimes Act 1900*
- other detainees specified by the Chief Executive and to consider other matters as referred by the Chief Executive or the Minister.

The panel seeks to balance the expectations of the community with the needs and expectations of the young people and their families in accordance with the relevant legislation and agency guidelines.

Members of the panel are appointed by the Minister for Justice and approved by Cabinet and include:

- an acting magistrate (chairperson)
- an independent person qualified in psychology
- an independent community person with expertise in dealing with youth generally
- a member of the Indigenous community
- a victim of crime
- a delegate of the Deputy Chief Executive (Operations), Juvenile Justice, as an *ex-officio* member.

In 2010/11, the panel met on 12 occasions, dealing with 76 cases.

Seventeen cases were considered for re-classification, with 12 (70%) of juvenile offenders reviewed being re-classified. Ten (59%) of their 17 recommendations for re-classification were adopted by the Chief Executive.

The panel also considered 59 cases for leave. Fifty-six (95%) of their 59 recommendations for leave were adopted by the Chief Executive.

Eighty-seven per cent of cases considered were from regional detention centres and 13 from metropolitan.

Quality assurance

The Juvenile Justice Quality Assurance Framework (JJQAF) has been used throughout juvenile justice centres since 2008, and in 2010/11 a Quality Assurance approach was extended to community operations covering all aspects of Juvenile Justice Community Services (JJCS) including youth justice conferencing and court logistics.

The purpose of the JJQAF is to build a culture of continuous quality improvement within Juvenile Justice. The framework encompasses a rigorous process that involves self-assessment, annual review, improvement review and progress review for custody.

The Australian Juvenile Justice Administrators Juvenile Justice Standards 2009 were adopted and incorporated into the custodial JJQAF in 2009.

In custody, the agency's quality assurance process involves measuring and improving client satisfaction and customer service. The review process involves:

- client questionnaires
- staff questionnaires
- self-assessment of centre practices
- review team assessment of centre practices
- informal and formal discussions with staff and clients
- inspections of detention centre environments.

All of the above quality assurance processes are measures that provide important information including:

- the standard and evaluation of programs and services provided to clients
- areas in which improvements are required
- further staff training requirements
- review of Juvenile Justice Procedures and Policy.

The JJQAF for Community commenced in 2011, with self-assessments against a number of specific standards within the Service Delivery Domain (AJJA Juvenile Justice Standards 2009) using quality indicators.

This was followed by a regional desktop review to provide a statewide snapshot of performance and identify key service delivery trends. This information will be used to guide a program of onsite peer reviews, conducted from June 2011, targeting critical and key risk areas to the agency.

Quality assurance and improvement review framework (Custodial)

Progress reviews were successfully conducted from August to December 2010, with a focus on monitoring improvement in areas identified at the 2010 annual reviews. Results of the progress reviews indicated centres had embraced the new quality assurance and improvement review process and were working to address areas requiring attention, and improve functions and processes within the centres.

Some of the outcomes include:

- significant changes in local centre procedures and routines to reflect good practice
- standardising programs or schemes across the centres
- integrating the recording and documentation of resource documents
- integrating continuous improvement processes into existing centre structures
- sharing outcomes agency-wide from local quality improvement initiatives.

In line with the 2011 quality assurance and improvement process, annual reviews were conducted at each juvenile justice centre from January to July 2011. Progress reviews are scheduled to commence from August 2011.

The quality assurance and improvement review framework is currently under review. Standard performance areas and indicators will be reviewed in line with the AJJA Juvenile Justice Standards 2009.

“The purpose of the Quality Assurance Framework is to build a culture of continuous quality improvement within Juvenile Justice.”

Environmental sustainability

Juvenile Justice has an environmental management plan which aims to promote, develop and implement environmentally positive and ecologically sustainable practices. In addition to financial considerations, projects and purchasing decisions are made with regard to sustainable procurement, waste minimisation, recycling, end-of-life and disposal, and new construction.

Paper, Post-its®, letterheads, and toner cartridges contain part recycled content.

A closed-loop recycling scheme is in place for toners where used toners are recycled and the re-manufactured toners are procured for use.

Work continues with suppliers and contractors to identify more sustainable options and products containing recycled content. Stationery contracts identify recycling content products by a green marking system and the selection for staff is limited to encourage purchasing of recycled content items.

Juvenile Justice motor vehicle fleet has attained a 13.5 green score rating NSW Government target for 2010/11.

Efforts are also being made to improve the sustainability of facilities by reducing water consumption. A web-based monitoring system has been maintained on the main meters at each juvenile justice centre to assess usage patterns and levels of leakage.

Through water monitoring and environmental initiatives at the centres, Juvenile Justice has been able to reduce water consumption across all nine sites by an average of 22%, saving 70kL/day and an estimated \$84,000 p.a. in water charges.

Remote monitoring assisted by immediately identifying a major leak of approximately 100kL/day at one centre. As the fault was promptly identified, the failed component was promptly repaired mitigating an approximate \$320 per day increase to the centre's water bill.



Young offenders help clean up the environment in partnership with local councils.

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Financial Statements

For the year ended 30 June 2011

Financial Statements Summary

Financial Performance

The Department of Attorney General and Justice (DAGJ) entity comprises the financial results of the Attorney General's Division, the Corrective Services NSW Division and the Juvenile Justice NSW Division (since 1 April 2011), and the employee related expenses, revenues, assets and liabilities of the NSW Trustee and Guardian and the Legal Profession Admission Board.

DAGJ prepared its financial statements in accordance with:

- Applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- The requirements of the *Public Finance and Audit Act, 1983* and Regulation
- The Financial Reporting Directions published in the Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Operating Result

The operating result for the year ended 30 June 2011 was a surplus of \$70 million, compared with a budgeted surplus of \$87 million.

Revenue

Revenue totalling \$315 million was higher than budget by \$20 million. This was largely due to revenue from the joint venture investment in Law Courts Limited of \$13 million and increased retained fees of \$4 million.

Expenses

Expenditure totalling \$1,985 million was higher than budget by \$140 million, partly due to employee-related expenditure exceeding budget by \$91 million due to increased overtime and structural issues that are still catching up with wage reforms.

Other operating expenses exceeded budget by \$35 million mainly due to an increase in maintenance, facility management fees, property outgoing and catering provisions.

Grants and contributions exceeded budget by \$9 million mainly due to an increase in grants to non-budget dependent agencies.

Assets

Total assets exceeded budget by \$442 million, which was mainly due to a revaluation of properties as at 30 June 2011.

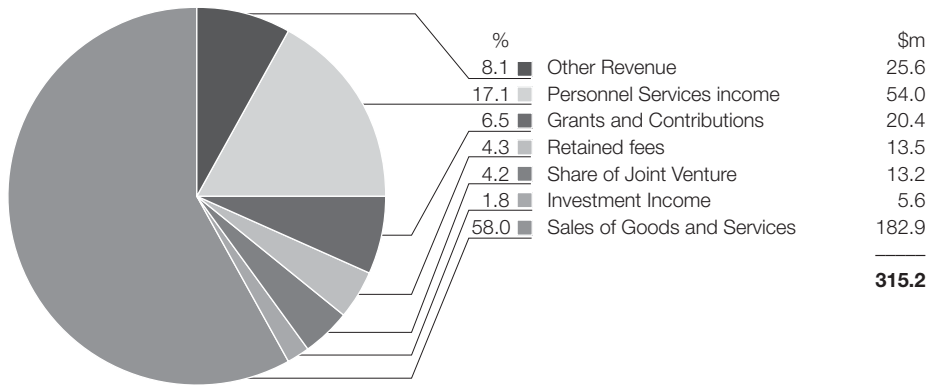
Liabilities

Total liabilities exceeded budget by \$31 million, mainly due to an increase in payables of \$10 million and employee-related provisions of \$34 million, offset by lower other liabilities of \$13 million.

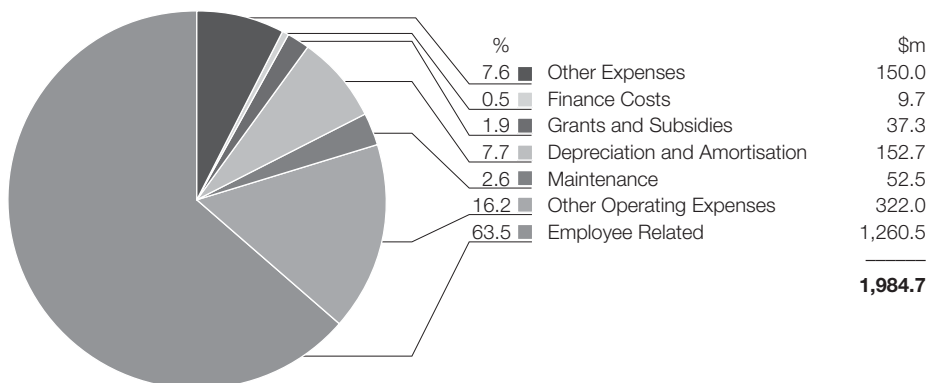
Financial Statements

For the year ended 30 June 2011

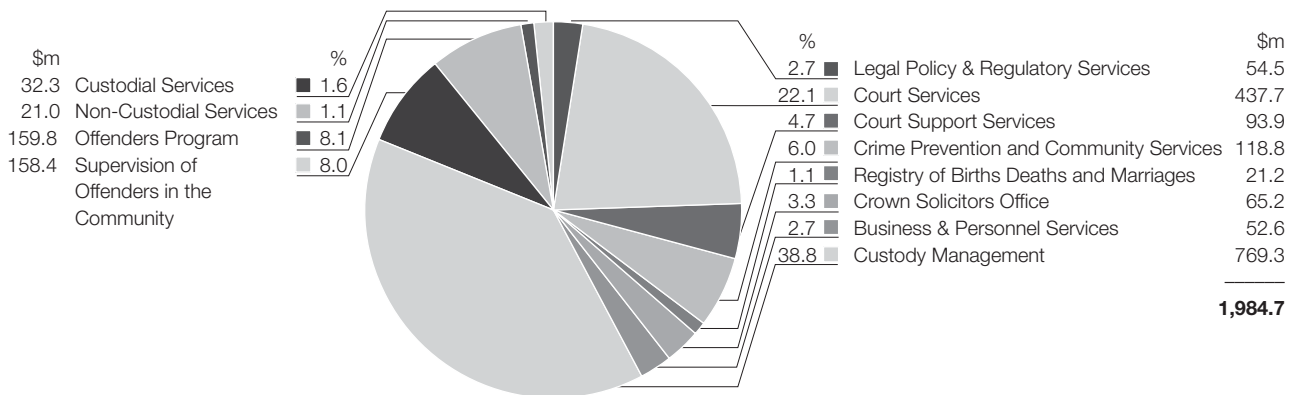
(Income) Where the funds Come From



(Expenditure) How they are spent



Expenditure by Service Group



Financial Statements

For the year ended 30 June 2011

DEPARTMENT OF ATTORNEY GENERAL AND JUSTICE

Financial Statements for the Year ended 30 June 2011

Statement by Department Head

Pursuant to Section 45F of the *Public Finance and Audit Act 1983*, I state that:

- (a) The accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the Public Finance and Audit Regulation 2010 and the Treasurer's Directions. *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in the formulating budget figures disclosed in the financial report.
- (b) The financial statements exhibit a true and fair view of the financial position and transactions of the Department for the Year ended 30 June 2011.
- (c) As at the date of this statement, there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Laurie Glanfield

Director General

17 October 2011

Financial Statements

For the year ended 30 June 2011



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Department of Attorney General and Justice

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Department of Attorney General and Justice (the Department), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2011, and its financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

My opinion should be read in conjunction with the rest of this report.

Department Head's Responsibility for the Financial Statements

The Department Head is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Department Head determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Department's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Department Head, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Financial Statements

For the year ended 30 June 2011

My opinion does *not* provide assurance:

- about the future viability of the Department
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Jack Kheir
Director, Financial Audit Services

17 October 2011
SYDNEY

Financial Statements

For the year ended 30 June 2011

Statement of comprehensive income for the year ended 30 June 2011

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2(a)	1,260,478	1,169,321	1,188,426
Other operating expenses	2(b)	374,523	340,005	348,755
Depreciation and amortisation	2(c)	152,741	149,706	144,327
Grants and subsidies	2(d)	37,289	28,308	20,750
Finance costs	2(e)	9,727	11,435	9,104
Other expenses	2(f)	149,987	146,006	116,784
Total expenses excluding losses		1,984,745	1,844,781	1,828,146
Revenue				
Sale of goods and services	3(a)	182,923	184,467	183,203
Investment revenue	3(b)	5,589	6,560	4,846
Investment accounted for using the equity method	15	13,174	–	6,108
Retained taxes, fees and fines	3(c)	13,530	9,400	9,520
Grants and contributions	3(d)	20,373	17,490	11,968
Personnel services revenue	3(e)	54,017	59,978	57,652
Other revenue	3(f)	25,634	17,050	22,078
Total Revenue		315,240	294,945	295,375
Gain / (loss) on disposal	4	(3,186)	10	(647)
Other gains / (losses)	5	(8,764)	(2,020)	(5,654)
Net Cost of Services		(1,681,455)	(1,551,846)	(1,539,072)

The accompanying notes form part of these financial statements.

Table continued over page

Financial Statements

For the year ended 30 June 2011

Statement of comprehensive income for the year ended 30 June 2011 (continued)

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
Government Contributions				
Recurrent appropriations	7	1,474,435	1,350,447	1,303,403
Capital appropriations	7	196,058	207,417	161,569
Acceptance by the Crown Entity of employee benefits and other liabilities	8	82,528	81,368	84,196
Transfers to NSW Treasury and Payments to Office of State Revenue		(1,394)	–	(6,820)
Total Government Contributions		1,751,627	1,639,232	1,542,348
SURPLUS / (DEFICIT) FOR THE YEAR		70,172	87,386	3,276
Other comprehensive income				
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		362,497	–	48,399
Net decrease in net assets through equity transfer		(5,745)	–	–
Net change in the asset revaluation reserve arising from a change in the restoration liability		(89)	–	–
Superannuation actuarial losses		(165)	–	(10,030)
Other comprehensive income for the year		356,498	–	38,369
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		426,670	87,386	41,645

The accompanying notes form part of these financial statements.

Financial Statements

For the year ended 30 June 2011

Statement of financial position as at 30 June 2011

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	10	77,961	95,794	48,645
Receivables	11	86,282	53,428	90,932
Inventories	12	11,062	6,945	9,701
Other		–	8,576	–
Total current assets		175,305	164,743	149,278
Non-current assets				
Receivables	11	60,565	49,310	59,836
Property plant and equipment	13			
– Land and Buildings	13	3,160,289	2,967,671	2,550,906
– Plant and Equipment	13	209,358	197,928	198,912
– Finance Lease	13	171,226	–	152,089
Total Property plant and equipment	13	3,540,873	3,165,599	2,901,907
Intangible assets	14	119,061	82,239	91,165
Other		–	1,339	–
Investment accounted for using the equity method	15	129,258	119,953	122,184
Total non-current assets		3,849,757	3,418,440	3,175,091
Total assets		4,025,062	3,583,183	3,324,370
LIABILITIES				
Current liabilities				
Payables	16	121,924	112,308	149,757
Borrowings	17	3,655	3,317	3,007
Provisions	18	190,569	168,245	177,188
Other	19	7,236	13,481	13,999
Total current liabilities		323,384	297,351	343,951

The accompanying notes form part of these financial statements.

Table continued over page

Financial Statements

For the year ended 30 June 2011

Statement of financial position as at 30 June 2011 (continued)

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
Non-current liabilities				
Borrowings	17	91,814	91,836	95,469
Provisions	18	57,276	45,360	55,849
Other	19	–	6,763	–
Total non-current liabilities		149,090	143,959	151,318
Total liabilities		472,474	441,310	495,269
Net assets		3,552,588	3,141,873	2,829,101
EQUITY				
Reserves		410,672	1,358,108	48,399
Accumulated funds		3,141,916	1,783,765	2,780,702
Total Equity		3,552,588	3,141,873	2,829,101

The accompanying notes form part of these financial statements.

Financial Statements

For the year ended 30 June 2011

Statement of changes in equity for the year ended 30 June 2011

	Accumulated Funds	Assets Revaluation	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2010	2,780,702	48,399	2,829,101
Surplus / (deficit) for the year	70,172	-	70,172
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	362,497	362,497
Asset revaluation reserve balance transferred to accumulated funds on disposal of assets	135	(135)	-
Change in the restoration liability	-	(89)	(89)
Superannuation actuarial losses	(165)	-	(165)
Total comprehensive income for the year	70,142	362,273	432,415
Transaction with owners in their capacity as owners			
Administrative restructure	296,820	-	296,820
Decrease in assets from equity transfer	(5,748)	-	(5,748)
Balance at 30 June 2011	3,141,916	410,672	3,552,588
Balance at 1 July 2009	-	-	-
Surplus / (deficit) for the year	3,276	-	3,276
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	48,399	48,399
Superannuation actuarial losses	(10,030)	-	(10,030)
Total comprehensive income for the year	(6,754)	48,399	41,645
Transaction with owners in their capacity as owners			
Administrative restructure	2,781,849	-	2,781,849
Increase in assets from equity transfer	5,940	-	5,940
Decrease in assets from equity transfer	(333)	-	(333)
Balance at 30 June 2010	2,780,702	48,399	2,829,101

The accompanying notes form part of these financial statements.

Financial Statements

For the year ended 30 June 2011

Statement of cash flows for the year ended 30 June 2011

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(1,187,752)	(1,081,078)	(1,067,850)
Grants and subsidies		(38,487)	(29,293)	(24,492)
Finance costs		(9,692)	(13,871)	(9,104)
Interest paid		–	–	–
Other		(598,958)	(533,813)	(518,768)
Total Payments		(1,834,889)	(1,658,055)	(1,620,214)
Receipts				
Sale of goods and services		185,027	246,432	178,457
Retained taxes, fees and fines		13,358	–	9,232
Interest received		5,227	2,432	4,756
Other		162,268	96,665	98,153
Total Receipts		365,880	345,529	290,628
Cash Flows From Government				
Recurrent appropriation		1,480,253	1,350,959	1,303,293
Capital appropriation (excluding equity appropriations)		196,058	207,510	167,798
Cash reimbursements from the Crown Entity		15,510	–	13,054
Cash transfers to the Consolidated Fund		(12,581)	–	–
Net Cash Flows From Government		1,679,240	1,558,469	1,484,145
NET CASH FLOWS FROM OPERATING ACTIVITIES	24	210,231	245,943	154,559
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant and equipment and infrastructure systems		1,331	10	956
Purchases of land and buildings, plant and equipment and infrastructure systems		(194,410)	(174,648)	(162,145)
Other		–	(13,154)	–
NET CASH FLOWS FROM INVESTING ACTIVITIES		(193,079)	(187,792)	(161,189)

Table continued over page

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For the year ended 30 June 2011

Statement of cash flows for the year ended 30 June 2011 (continued)

	Notes	Actual 30 June 2011 \$'000	Budget 30 June 2011 \$'000	Actual 30 June 2010 \$'000
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		–	–	4,842
Repayment of borrowings and advances		(3,594)	(3,199)	(2,276)
Transfers to NSW Treasury and OSR		(3,697)	(4,608)	(10,212)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(7,291)	(7,807)	(7,646)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS				
Opening cash and cash equivalents		48,645	45,450	–
Cash transferred in (out) as a result of administrative restructuring		19,455	–	62,921
CLOSING CASH AND CASH EQUIVALENTS	10	77,961	95,794	48,645

The accompanying notes form part of these financial statements.

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For the year ended 30 June 2011

Service group statements for the year ended 30 June 2011

Consolidated AGENCY'S EXPENSES AND INCOME	Service Group 1 – Legal Policy and Regulatory Services*		Service Group 2 – Court Services*		Service Group 3 – Court Support Services*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Expenses excluding losses						
Operating expenses						
• Employee related expenses	35,760	33,143	270,658	259,481	63,668	63,686
• Other operating expenses	9,777	9,165	62,472	57,768	14,201	15,216
Operating expenses	45,537	42,308	333,130	317,249	77,869	78,902
Depreciation and amortisation	3,289	3,475	53,245	51,441	7,259	8,121
Grants and subsidies	493	469	2,170	616	–	12
Finance costs	1	1	4,000	3,967	1	2
Other expenses	5,128	3,557	45,128	22,282	8,719	7,870
Total expenses excluding losses	54,448	49,810	437,673	395,555	93,848	94,907
Revenue						
Sale of goods and services	2,302	4,250	99,956	100,322	4,217	6,327
Investment revenue	1,280	726	10,870	6,409	3,894	2,173
Retained taxes, fees and fines	–	–	5	–	–	–
Grants and contributions	4,449	4,303	6,257	3,515	1,209	977
Personnel services revenue	–	–	–	–	–	–
Other revenue	9,923	8,849	7,734	7,814	104	100
Total Revenue	17,954	18,128	124,822	118,060	9,424	9,577
Gain / (loss) on disposal	(109)	31	(784)	(780)	(304)	96
Other gains / (losses)	(496)	–	(3,512)	(5,746)	(1,491)	80
Net Cost of Services	37,099	31,651	317,147	284,021	86,219	85,154
Government contributions**	–	–	–	–	–	–
SURPLUS / (DEFICIT) FOR THE YEAR	(37,099)	(31,651)	(317,147)	(284,021)	(86,219)	(85,154)
Other Comprehensive Income						
Decrease in assets from equity transfer	–	–	–	–	–	–
Increase in assets revaluation reserve	–	–	–	–	–	–
Net change in the restoration liability	–	–	–	–	–	–
Superannuation actuarial losses	9	(77)	167	–	–	(154)
Total Other Comprehensive Income	9	(77)	167	–	–	(154)
TOTAL COMPREHENSIVE INCOME	(37,090)	(31,728)	(316,980)	(284,021)	(86,219)	(85,308)

* The names and purposes of each service group are summarised in Note 9.

Financial Statements

For the year ended 30 June 2011

Service Group 4 – Crime Prevention and Community Services*		Service Group 5 – Registry of Births, Deaths and Marriages*		Service Group 6 – Crown Solicitor’s Office*		Service Group 7 Business and Personnel Services*	
2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000
22,060	18,510	13,893	12,972	34,259	31,703	52,626	51,458
6,105	5,881	5,367	5,816	6,092	5,833	9	9
28,165	24,391	19,260	18,788	40,351	37,536	52,635	51,467
1,678	1,992	1,645	1,552	1,578	1,126	–	–
25,561	13,976	–	–	–	–	–	–
–	–	312	176	–	–	–	–
63,385	62,648	–	–	23,286	18,504	–	–
118,789	103,007	21,217	20,516	65,215	57,166	52,635	51,467
529	309	29,522	25,916	17,601	15,320	–	–
852	491	426	201	494	448	–	–
13,525	9,520	–	–	–	–	–	–
517	238	1,970	–	–	–	–	–
–	–	–	–	–	–	54,017	57,652
572	464	2,759	150	339	(811)	12	–
15,995	11,022	34,677	26,267	18,434	14,957	54,029	57,652
(68)	17	(532)	(11)	(3)	(10)	–	–
(330)	–	(2,858)	5	(77)	7	–	–
103,192	91,968	(10,070)	(5,745)	46,861	42,212	(1,394)	(6,185)
–	–	–	–	–	–	–	–
(103,192)	(91,968)	10,070	5,745	(46,861)	(42,212)	1,394	6,185
(4,432)	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–
–	–	351	(1,151)	702	(2,549)	(1,394)	(6,099)
(4,432)	–	351	(1,151)	702	(2,549)	(1,394)	(6,099)
(107,624)	(91,968)	10,421	4,594	(46,159)	(44,761)	–	86

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For the year ended 30 June 2011

Service group statements for the year ended 30 June 2011 (continued)

Consolidated AGENCY'S EXPENSES AND INCOME	Service Group 8 – Custody Management*		Service Group 9 Supervision of Offenders in the Community*		Service Group 10 – Offenders Program*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Expenses excluding losses						
Operating expenses						
• Employee related expenses	489,844	475,767	118,454	110,122	126,684	131,584
• Other operating expenses	200,020	196,410	32,214	29,992	24,086	22,665
Operating expenses	689,864	672,177	150,668	140,114	150,770	154,249
Depreciation and amortisation	70,793	66,086	7,145	7,400	3,132	3,134
Grants and subsidies	–	–	–	–	5,370	5,677
Finance costs	5,378	4,958	–	–	–	–
Other expenses	3,245	1,370	540	270	556	283
Total expenses excluding losses	769,280	744,591	158,353	147,784	159,828	163,343
Revenue						
Sale of goods and services	4,128	6,781	608	880	24,060	23,098
Investment revenue	605	399	82	55	80	52
Retained taxes, fees and fines	–	–	–	–	–	–
Grants and contributions	2,369	–	2,397	1,430	125	1,505
Personnel services revenue	–	–	–	–	–	–
Other revenue	1,030	3,905	395	718	235	888
Total Revenue	8,132	11,085	3,482	3,083	24,500	25,543
Gain / (loss) on disposal	–	10	–	–	–	–
Other gains / (losses)	–	–	–	–	–	–
Net Cost of Services	761,148	733,496	154,871	144,701	135,328	137,800
Government contributions**	–	–	–	–	–	–
SURPLUS / (DEFICIT) FOR THE YEAR	(761,148)	(733,496)	(154,871)	(144,701)	(135,328)	(137,800)
Other Comprehensive Income						
Decrease in assets from equity transfer	–	–	–	–	–	–
Increase in assets revaluation reserve	–	–	–	–	–	–
Net change in the restoration liability	–	–	–	–	–	–
Superannuation actuarial losses	–	–	–	–	–	–
Total Other Comprehensive Income	–	–	–	–	–	–
TOTAL COMPREHENSIVE INCOME	(761,148)	(733,496)	(154,871)	(144,701)	(135,328)	(137,800)

* The names and purposes of each service group are summarised in Note 9.

Financial Statements

For the year ended 30 June 2011

Service Group 11 Non custodial Services*		Service Group 12 – Custodial Services*		Not Attributable		Total	
2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
11,400	–	21,172	–	–	–	1,260,478	1,188,426
5,530	–	8,650	–	–	–	374,523	348,755
16,930	–	29,822	–	–	–	1,635,001	1,537,181
982	–	1,995	–	–	–	152,741	144,327
3,178	–	517	–	–	–	37,289	20,750
–	–	–	–	35	–	9,727	9,104
–	–	–	–	–	–	149,987	116,784
21,090	–	32,334	–	35	–	1,984,745	1,828,146
–	–	–	–	–	–	182,923	183,203
–	–	–	–	180	–	18,763	10,954
–	–	–	–	–	–	13,530	9,520
756	–	324	–	–	–	20,373	11,968
–	–	–	–	–	–	54,017	57,652
141	–	287	–	2,103	–	25,634	22,078
897	–	611	–	2,283	–	315,240	295,375
–	–	(1,386)	–	–	–	(3,186)	(647)
–	–	–	–	–	–	(8,764)	(5,654)
20,193	–	33,109	–	(2,248)	–	1,681,455	1,539,072
–	–	–	–	1,751,627	1,542,348	1,751,627	1,542,328
(20,193)	–	(33,109)	–	1,753,875	1,542,348	70,172	3,276
–	–	–	–	(1,313)	–	(5,745)	–
–	–	–	–	362,497	–	362,497	–
(89)	–	–	–	–	48,399	(89)	48,399
–	–	–	–	–	–	(165)	(10,030)
(89)	–	–	–	361,184	48,399	356,498	38,369
(20,282)	–	(33,109)	–	2,115,059	1,590,747	426,670	41,645

Financial Statements

For the year ended 30 June 2011

Service group statements for the year ended 30 June 2011 (continued)

Consolidated AGENCY'S ASSETS AND LIABILITIES	Service Group 1 – Legal Policy and Regulatory Services*		Service Group 2 – Court Services*		Service Group 3 – Court Support Services*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Current Assets						
Cash and cash equivalents	1,321	–	10,755	–	4,013	–
Receivables	996	3,442	20,655	26,070	3,721	5,881
Inventories	–	–	–	–	–	–
Financial assets at fair value	–	–	–	–	–	–
Total current assets	2,317	3,442	31,410	26,070	7,734	5,881
Non-current Assets						
Receivables	831	685	6,331	8,071	2,525	2,085
Inventories	–	–	–	–	–	–
Property plant and equipment	–	–	–	–	–	–
Other financial assets	9,616	23,527	1,138,274	923,653	89,334	60,369
Investment accounted for using the equity method	–	–	129,258	122,184	–	–
Intangibles	3,194	2,591	65,203	59,571	2,318	1,364
Total non-current assets	13,641	26,803	1,339,066	1,113,479	94,177	63,818
TOTAL ASSETS	15,958	30,245	1,370,476	1,139,549	101,911	69,699
Current liabilities						
Payables	1,507	5,067	16,485	9,834	4,034	1,579
Borrowings	–	–	2,497	2,414	–	–
Provisions	3,962	4,702	27,387	34,950	10,504	14,329
Other	–	–	–	–	–	–
Total current liabilities	5,469	9,769	46,369	47,198	14,538	15,908
Non-current liabilities						
Borrowings	–	–	27,370	29,867	–	–
Provisions	889	661	7,125	2,739	2,721	1,138
Total non-current liabilities	889	661	34,495	32,606	2,721	1,138
TOTAL LIABILITIES	6,358	10,430	80,864	79,804	17,259	17,046
NET ASSETS	9,600	19,815	1,289,612	1,059,745	84,652	52,653

* The names and purposes of each service group are summarised in Note 9.

Financial Statements

For the year ended 30 June 2011

Service Group 4 – Crime Prevention and Community Services*		Service Group 5 – Registry of Births, Deaths and Marriages*		Service Group 6 – Crown Solicitor’s Office*		Service Group 7 Business and Personnel Services*	
2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000
878	–	6,243	9,463	9,455	8,161	–	–
4,533	5,072	5,876	2,860	15,091	16,254	19,291	18,677
–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–
5,411	5,072	12,119	12,323	24,546	24,415	19,291	18,677
15,674	15,449	(5,084)	(5,263)	1,462	729	38,826	38,080
–	–	–	–	–	–	–	–
–	–	–	–	–	–	–	–
6,352	16,459	8,607	8,166	2,509	2,625	–	–
–	–	–	–	–	–	–	–
352	298	13,158	11,492	2,705	3,056	–	–
22,378	32,206	16,681	14,395	6,676	6,410	38,826	38,080
27,789	37,278	28,800	26,718	31,222	30,825	58,117	56,757
15,425	19,988	680	1,162	2,218	1,278	1,182	18,677
–	–	500	–	–	–	–	–
2,302	3,235	4,930	7,308	8,049	9,871	18,594	–
–	–	–	–	–	–	–	–
17,727	23,223	6,110	8,470	10,267	11,149	19,776	18,677
–	–	5,300	5,800	–	–	–	–
995	–	272	5,644	5,663	7,470	38,341	38,197
995	–	5,572	11,444	5,663	7,470	38,341	38,197
18,722	23,223	11,682	19,914	15,930	18,619	58,117	56,874
9,067	14,055	17,118	6,804	15,292	12,206	–	(117)

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For the year ended 30 June 2011

Service group statements for the year ended 30 June 2011 (continued)

Consolidated AGENCY'S ASSETS AND LIABILITIES	Service Group 8 – Custody Management*		Service Group 9 Supervision of Offenders in the Community*		Service Group 10 – Offenders Program*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Current Assets						
Cash and cash equivalents	22,771	6,466	4,631	1,281	4,069	1,220
Receivables	2,393	8,623	325	1,180	9,141	2,873
Inventories	–	–	–	–	11,062	9,701
Financial assets at fair value	–	–	–	–	–	–
Total current assets	25,164	15,089	4,956	2,461	24,272	13,794
Non-current Assets						
Receivables	–	–	–	–	–	–
Inventories	–	–	–	–	–	–
Property plant and equipment	–	–	–	–	–	–
Other financial assets	1,758,031	1,785,352	168,482	65,452	62,764	16,304
Investment accounted for using the equity method	–	–	–	–	–	–
Intangibles	17,875	9,240	3,287	1,820	3,219	1,733
Total non-current assets	1,775,906	1,794,592	171,769	67,272	65,983	18,037
TOTAL ASSETS	1,801,070	1,809,681	176,725	69,733	90,255	31,831
Current liabilities						
Payables	53,222	75,431	9,499	9,135	6,862	7,606
Borrowings	658	593	–	–	–	–
Provisions	70,291	66,790	15,837	14,928	15,802	21,075
Other	1,253	13,108	120	637	45	254
Total current liabilities	125,424	155,922	25,456	24,700	22,709	28,935
Non-current liabilities						
Borrowings	59,144	59,802	–	–	–	–
Provisions	–	–	–	–	–	–
Total non-current liabilities	59,144	59,802	–	–	–	–
TOTAL LIABILITIES	184,568	215,724	25,456	24,700	22,709	28,935
NET ASSETS	1,616,502	1,593,957	151,269	45,033	67,546	2,896

* The names and purposes of each service group are summarised in Note 9.

** Appropriations are made on an agency basis and not to individual service groups. The total appropriation totalling \$1,751.627 million comprises \$562.824 million made to the Attorney General's Division, \$1,137.306 million to the Corrective Services NSW Division and \$51.497 million to the Juvenile Justice NSW Division.

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For the year ended 30 June 2011

Service Group 11 Non custodial Services*		Service Group 12 – Custodial Services*		Not Attributable		Total	
2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
–	–	247	–	13,825	22,054	77,961	48,645
205	–	–	–	3,808	–	86,282	90,932
–	–	–	–	–	–	11,062	9,701
–	–	247	–	–	–	–	–
205	–	–	–	17,633	22,054	175,305	149,278
–	–	–	–	–	–	60,565	59,836
–	–	–	–	–	–	–	–
–	–	292,567	–	–	–	–	–
4,337	–	–	–	–	–	3,540,873	2,901,907
–	–	4,882	–	–	–	129,258	122,184
2,868	–	297,449	–	–	–	119,061	91,165
7,205	–	297,696	–	–	–	3,849,757	3,175,092
7,410	–	–	–	17,633	22,054	4,025,062	3,324,370
4,000	–	6,810	–	–	–	121,924	149,757
–	–	–	–	–	–	3,655	3,007
4,706	–	8,012	–	193	–	190,569	177,188
–	–	–	–	5,818	–	7,236	13,999
8,706	–	14,822	–	6,011	–	323,384	343,951
–	–	–	–	–	–	91,814	95,469
30	–	52	–	1,188	–	57,276	55,849
30	–	52	–	1,188	–	149,090	151,318
8,736	–	14,874	–	7,199	–	472,474	495,269
(1,326)	–	282,822	–	10,434	22,054	3,552,588	2,829,101

Financial Statements

For the year ended 30 June 2011

Service group statements for the year ended 30 June 2011 (continued)

ADMINISTERED EXPENSES AND INCOME	Service Group 1 – Legal Policy and Regulatory Services*		Service Group 2 – Court Services*		Service Group 3 – Court Support Services*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Transfer payments	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfer receipts	-	-	-	-	-	-
Consolidated Fund	-	-	-	-	-	-
• Taxes, fees and fines	-	-	23,117	33,303	-	-
• Other	-	-	-	-	-	-
Administered Income less Expenses	-	-	23,117	33,303	-	-

ADMINISTERED EXPENSES AND INCOME	Service Group 8 – Custody Management*		Service Group 9 Supervision of Offenders in the Community*		Service Group 10 – Offenders Program*	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Transfer payments	-	-	-	-	-	-
Other	-	-	-	-	-	-
Transfer receipts	-	-	-	-	-	-
Consolidated Fund	-	-	-	-	-	-
• Taxes, fees and fines	-	-	-	-	-	-
• Other	-	-	-	-	-	-
Administered Income less Expenses	-	-	-	-	-	-

Administered assets and liabilities are disclosed in Note 27

Administered income is disclosed in Note 28

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For the year ended 30 June 2011

Service Group 4 – Crime Prevention and Community Services*		Service Group 5 – Registry of Births, Deaths and Marriages*		Service Group 6 – Crown Solicitor’s Office*		Service Group 7 Business and Personnel Services*	
2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000
-	-	-	-	-	-	-	7,344
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	(7344)

Service Group 11 Non custodial Services*		Service Group 12 – Custodial Services*		Not Attributed		Total	
2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000	2011 \$’000	2010 \$’000
-	-	-	-	-	-	-	7,344
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	23,117	33,303
-	-	-	-	-	-	-	-
-	-	-	-	-	-	23,117	25,959

Financial Statements

For the year ended 30 June 2011

Summary of compliance with financial directives for the year ended 30 June 2011

Consolidated	2011			
	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000
ORIGINAL BUDGET APPROPRIATION / EXPENDITURE				
• Appropriation Act – Attorney General's Division	460,722	470,976	52,739	50,204
• Appropriation Act – Corrective Services NSW Division	851,332	967,756	131,292	130,699
• Additional Appropriations – Attorney General's Division	17,954	–	2,147	–
• Additional Appropriations – Corrective Services NSW Division	115,013	–	2,675	–
• Additional Appropriations – Juvenile Justice NSW Division	22	–	–	–
• s 24 PF&AA – transfers of functions between departments – Attorney General's Division	2,690	–	–	–
• s 24 PF&AA – transfers of functions between departments – Juvenile Justice NSW Division	38,537	37,881	12,806	15,155
• s 24 PF&AA – transfers of functions between departments – Juvenile Justice NSW Division	–	–	2,350	–
• s 26 PF&AA – Commonwealth specific purpose payments – Corrective Services NSW Division	480	–	–	–
• s 45 transfer to another agency	(512)	–	–	–
	1,486,238	1,476,613	204,009	196,058
OTHER APPROPRIATIONS / EXPENDITURE				
• Treasurer's Advance – Attorney General's Division	974	–	–	–
• Treasurer's Advance – Corrective Services NSW Division	931	–	–	–
• Adjustment as per Treasurer's Advice – former AGD				
• Transfers to/from another agency (s28 of the Appropriation Act) – former AGD				
• Transfers to/from another agency (s28 of the Appropriation Act) – former CSNSW				
Total Appropriations / Expenditure / Net Claim on Consolidated Fund (includes transfer payments)	1,488,143	1,476,613	204,009	196,058
Amount draw down against Appropriation		1,482,431		196,058
Liability to Consolidated Fund*		(5,818)		–

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed). With regard to Juvenile Justice NSW Division, a corresponding Section 24 capital appropriation is embedded with the Department of Human Resources.

* The Liability to Consolidated Fund represents the difference between the "Amount drawn down against Appropriation" and the "Total Expenditure / Net Claim on Consolidated Fund". The Department has identified individual appropriation by Minister and activity. The Liability to Consolidated Fund relates to the former Department of Corrective Services.

Financial Statements

For the year ended 30 June 2011

2010			
Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund
\$'000	\$'000	\$'000	\$'000
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
414,130	414,130	41,877	38,166
804,690	804,690	130,245	123,403
-	-	-	-
-	-	5,739	-
-	-	-	-
1,218,820	1,218,820	177,861	161,569
26,070	21,842	-	-
27	27	-	-
(6)	-	(3,657)	-
(4,222)	-	-	-
70,726	70,058	-	-
1,311,415	1,310,747	174,204	161,569
-	1,310,747	-	174,150
-	-	-	(12,581)

Notes to the Financial Statements

For the year ended 30 June 2011

1 Summary of Significant Accounting Policies

(a) Reporting entity

The Department of Attorney General and Justice (previously the Department of Justice and Attorney General up to 4 April 2011), as a reporting entity (refer Note 1 (o)) incorporates the financial results of the former Department, comprising the Attorney General's Division, including the Attorney General's business centres (including the Crown Solicitor's Office and the Registry of Births, Deaths and Marriages, and the employee related (ER) expenses, ER revenues, ER assets and ER liabilities of the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board) and the Corrective Services NSW Division, including Corrective Services Industries. Due to the Administrative Restructure of 4 April 2011, the Department of Attorney General and Justice also includes the financial results from 1 April 2011 onwards of the former Department of Juvenile Justice, now called Juvenile Justice NSW, and the Guardianship Tribunal. On 31 December 2010, Privacy NSW was transferred by the Department to the Information and Privacy Commission, as directed by the NSW State Government.

In the process of preparing the financial statements for the economic entity consisting of the reporting divisions, all inter-entity transactions and balances have been eliminated.

The Department of Attorney General and Justice is a NSW government department. The Department is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

These financial statements for the year ended 30 June 2011 have been authorised for issue by the Director General, after recommendation by the Audit and Risk Committee on 17 October 2011.

(b) Basis of preparation

The Department's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, investment property, assets (or disposal groups) held for sale and financial assets at 'fair value through profit or loss' and available for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations that management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, except for the detailed actuarial reports on superannuation provided by Pillar Administration, which are reported in single Australian dollars (refer Note 32) and for details of a US dollar bank account held outside of the public monies accounts (refer Note 26).

The accrual basis of accounting and all applicable accounting standards have been adopted.

(c) Statement of compliance

The Department's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Administered activities

The Department administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Assets and Liabilities" and "Administered Income" in Notes 27 and 28 respectively.

(e) Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) Parliamentary appropriations and contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the Department obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash. The reconciliation between the Statement of Comprehensive Income, the Statement of Summary of Compliance with Financial Directives and the total appropriations is shown in Note 7.

Notes to the Financial Statements

For the year ended 30 June 2011

An exception to the above is when unspent appropriations at year-end are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount must be repaid to the Consolidated Fund in the following year.

The liability is disclosed in Note 19 as part of 'Current liabilities – Other'. The amount will be repaid and the liability will be extinguished next financial year.

(ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the Department transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion.

(iv) Retained Fees

Retained fees comprise monies due from individuals relating to matters dealt with by the Victims Compensation Tribunal, monies due from the confiscation of crime proceeds and levies raised by the Courts on perpetrators of acts of violence. The revenue is recognised when restitution orders are made or confirmed by the Tribunal or when payment arrangements between the Director or Registrar and defendants are entered into.

(v) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 "Leases" on a straight line basis over the lease term.

(vi) Grants and Contributions

Grants and contributions comprise monies received from outside entities, including budget sector agencies, relating to specific services provided by the Department. These monies are recognised as income when the Department gains control over them, irrespective of whether restrictions or conditions are imposed on their use.

(vii) Other Revenue

Other revenue comprises monies received from outside entities not categorised in the revenue headings mentioned above. The revenue is recognised when the fee in respect of services provided is receivable.

(f) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit general government sector agencies.

(g) Insurance

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.

(h) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(i) Assets

(i) Acquisitions of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

Notes to the Financial Statements

For the year ended 30 June 2011

1 Summary of Significant Accounting Policies (continued)

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$10,000 and above individually (or forming part of a network costing more than \$10,000) are capitalised.

(iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* 1(i).

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The Department revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation was completed on 30 June 2011.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus / deficit, the increment is recognised immediately as revenue in the surplus / deficit.

Revaluation decrements are recognised immediately as expenses in the surplus / deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(iv) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, the Department is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. However, impairment testing of plant and equipment was undertaken as part of the annual stocktake process. Property and intangibles works in progress were also tested for impairment.

(v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

The depreciation / amortisation rates used for each class of assets are as follows:

Notes to the Financial Statements

For the year ended 30 June 2011

Property, plant and equipment	30 June 2011 % Rate
Land and Buildings	
Buildings at Valuation	Estimated useful life
Buildings at Cost	2
Air conditioning	10
Finance lease	Over term of finance lease
Plant and Equipment	
Make good assets	Over term of operating lease
Computer equipment, Voice and Data Communications	25
Desktop PCs	20
Furniture and fittings	10
Correctional centre equipment, including CCTV, and industrial plant and equipment used by Corrective Services Industries	10
Other Plant and equipment	20
Leashold Improvements	Over Term of the Lease
Transport equipment	14.3
Intangible assets	
Software	25
Software – major projects	10

(vi) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(vii) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or a component of an asset, in which case the costs are capitalised and depreciated. Maintenance costs include an amount of \$0.74 million concerning heritage program services provided free of charge by the Department of Commerce.

(viii) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

(ix) Intangible assets

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the agency's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Department's intangible assets are amortised using the straight line method over a period from four to ten years.

In general, intangible assets are tested for impairment on an annual basis. AASB 136 *Impairment of Assets* requires the Department to assess the Justicelink project annually by comparing its carrying amount with its recoverable amount. Impairment testing was undertaken and the carrying amount was considered to reflect its recoverable amount. This reflects the Department's best estimate of the probable economic benefits that the Department will receive at the time when the receivable arises.

Notes to the Financial Statements

For the year ended 30 June 2011

1 Summary of Significant Accounting Policies (continued)

(x) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the surplus / (deficit) for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

With regard to Victims Compensation Fund debtors and Criminal Injury Compensation debtors, the rationale for recognising debt is based on average cash receipts over a five year period to 30 June 2011.

With regard to certain Court debtors held at the State Debt Recovery Office, the rationale for recognising debt is based on average cash receipts over a five year period to 30 June 2011.

(xi) Inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the agency would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(xii) Impairment of financial assets

All financial assets, except those measured at fair value through the statement of comprehensive income, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

Any reversals of impairment losses are reversed through the surplus / (deficit) for the year, where there is objective evidence. Reversal of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

(xiii) Trust funds including Inmate Funds

The Department receives monies in a trustee capacity for various trusts as set out in Note 26. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial statements.

(j) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ii) Borrowings

All loans are recognised at amortised cost using the effective interest rate method.

The finance lease liability is determined in accordance with AASB 117 *Leases*.

(iii) Financial Guarantees

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder (the Department) for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. The Department is the holder of one financial guarantee which is disclosed as a contingent asset in Note 22.

Notes to the Financial Statements

For the year ended 30 June 2011

(iv) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on-costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within 12 months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds are used to discount long-term annual leave. However, for the 30 June 2011 financial statements, long-term annual leave has been valued using the net present value method.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(b) Long service leave and superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity, with the exception of the former Compensation Court (closed in December 2003), the costs of which are recouped from the Workcover Authority; the Residual Court, the costs of which are recouped from Coal Services Pty Ltd; the Dust Diseases Tribunal, the costs of which are recouped from the Dust Diseases Board; the Legal Services Tribunal, the Legal Professional Advisory Council and the Office of the Legal Services Commissioner, the costs of which are recouped from the Public Purpose Fund, administered by the NSW Law Society. Liabilities for long service leave and superannuation in respect of the Crown Solicitor's Office, the Registry of Births,

Deaths and Marriages, the NSW Trustee and Guardian and the Legal Profession Admission Board are not assumed by the Crown Entity. The Department accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 11/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The Crown Solicitor's Office, the Registry of Births, Deaths and Marriages, the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board contribute to the NSW Non Budget Long Service Leave Pool Account held by NSW Treasury. The Treasury "pool" account administers the Long Service Leave Provision for agencies and commercial activities whose liabilities were previously assumed by the Crown Entity due to being part of the Budget Sector. Contributions made to NSW Treasury are included in Employee Related Expenses. The Department recognises a receivable amount from the LSL Pool.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(c) Other provisions

Other provisions exist when: the Department has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

Notes to the Financial Statements

For the year ended 30 June 2011

1 Summary of Significant Accounting Policies (continued)

(k) Equity and reserves

(i) Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the revaluation of property, plant and equipment as discussed in 1(i)(iii)

(ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

(iii) Separate reserve accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards (e.g. asset revaluation reserve and foreign currency translation reserve).

(l) Equity transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies and 'equity appropriations' (refer Note 1(e)(i)) are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

(m) Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and / or s 26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the statements of comprehensive income and the statements of cash flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the statement of financial position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial statements (rather than carried forward estimates).

(n) Interest in Joint Venture – Law Courts Limited

The Department has recognised, at the direction of NSW Treasury, an investment in Law Courts Limited, which is an entity jointly controlled by the NSW State Government and the Australian Federal Government, and equity accounted for in accordance with AASB 131 *Interests in Joint Ventures*. Law Courts Limited is located at Level 3, Law Courts Building, Queen's Square, Sydney, NSW 2000, and its principal activity is the provision of accommodation for Courts, Court Registries and support services at a standard that is suitable and available for occupation. The NSW State Government's investment comprises 52.5% of the net assets of Law Courts Limited (refer Note 15). Both Governments, however, have equal representation on the Board of Directors and in the membership of Law Courts Limited, with all decisions requiring unanimous consent.

(o) Administrative Restructure

On 4 April 2011, the Department of Justice and Attorney General changed its name to the Department of Attorney General and Justice as required by the Public Sector Employment and Management (Departments) Order 2011 No 184. In addition, the former Department of Juvenile Justice and the Guardianship Tribunal were transferred from the Department of Human Services and the Department of Ageing, Disability and Home Care Services respectively and incorporated within the Department of Attorney General and Justice with effect from 1 April 2011. The financial results of these entities are included in the financial results of the Department of Attorney General and Justice from 1 April 2011 onwards. On 31 December 2010, the Department transferred Privacy NSW to the Information and Privacy Commission in accordance with NSW Government instructions. The above transfers have been made in accordance with NSW Treasury's Accounting Policy TPP 09-3, Contributions by owners made to wholly-owned Public Sector Agencies, with regard to transfers effected by Public Sector Employment and Management Orders.

Note 21 includes comparative statements of comprehensive income for the transferred function of the former Department of Juvenile Justice and discloses the assets and liabilities transferred.

This is an administrative restructure, which is treated as a contribution by owners and recognised as an adjustment to Accumulated Funds. The transfers are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure, which approximates fair value.

Notes to the Financial Statements

For the year ended 30 June 2011

(p) New Australian Accounting Standards issued but not effective

The following relevant Accounting Standards have not been applied and are not yet effective.

- AASB 9 and AASB 2009-11 regarding Financial Instruments (effective date 1 January 2013)
- AASB 124 and AASB 2009-12 Related Party Disclosures (effective date 1 January 2011)
- AASB 2009-14 Prepayments of a Minimum Funding Requirement
- AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements (effective date 1 July 2013)
- AASB 2010-4 Further amendments to Australian Accounting Standards arising from the Annual Improvements Projects (effective date 1 January 2011)
- AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets (effective date 1 January 2011).

In the current year, the Department has adopted all of the new and revised Standards and Interpretations issued by the AASB that are relevant to the operations and effective for the current reporting period. Details of the impact of the adoption of these new accounting standards are set out in the individual accounting policies notes in the financial statements. Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2011 reporting period. The Department did not early adopt any new accounting standards that are not yet effective. The Department has assessed the impact of the new standards and interpretations on issue but not effective and considers the impact to be insignificant.

Notes to the Financial Statements

For the year ended 30 June 2011

2 Expenses Excluding Losses

	30 June 2011	30 June 2010
	\$'000	\$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	1,019,722	950,875
Superannuation – defined benefit plans	42,920	47,264
Superannuation – defined contribution plans	63,923	57,940
Long service leave	36,514	39,324
Workers' compensation insurance	28,391	25,378
Payroll tax and fringe benefits tax	67,159	64,358
Redundancy Payments	1,839	3,287
Other	10	–
	1,260,478	1,188,426
(b) Other operating expenses include the following:		
Advertising	66	–
Auditor's Remuneration – audit of the financial statements	725	727
Auditor's Remuneration – Internal	666	700
Rental Expenses Relating to Buildings	30,618	31,172
Consultancy costs	1,027	806
Contract payments	2,433	–
Fees for services rendered	14,373	11,897
Insurance	8,549	8,382
Operating Lease rental	11	74
Property and Plant Outgoings	41,026	34,699
Minor equipment purchases	523	60
Motor vehicle expenses	20,716	20,226
Inmate Education and Welfare	20,875	27,001
Rates and charges	7,593	–
Catering – Inmates and Juveniles	23,712	22,402
Stores, stationery and materials	3,436	3,136
Training (staff development)	361	–
Transcription, Translation and Interpreter Services	822	817
Prison Hospital Service Fee	2,009	1,147
Out Sourced Services	2,849	1,111
Publications	3,907	4,033
Correctional Centre Management	62,379	50,677
Corrective Services Industries	15,629	11,815
Staff Uniforms, Travel and Development	19,136	19,905
Telecommunications	13,756	14,531
Licenses	312	–
Forum Costs	86	–
General Administration	24,439	25,646
Maintenance		
Repairs and routine maintenance*	52,489	50,681
	374,523	348,755
<i>* Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related), as above	52,489	50,681
Employee related maintenance expense included in Note 2(a)	–	–
Total maintenance expenses included in Note 2(a) + 2(b)	52,489	50,681

Notes to the Financial Statements

For the year ended 30 June 2011

2 Expenses Excluding Losses (continued)

	30 June 2011	30 June 2010
	\$'000	\$'000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	73,600	69,079
Plant and Equipment	57,342	61,385
Infrastructure Systems	294	–
Leased Assets	1,265	1,148
Total Depreciation	<u>132,501</u>	<u>131,612</u>
Amortisation		
Leasehold improvements	4,233	3,833
Intangibles	16,007	8,882
Total Amortisation	<u>20,240</u>	<u>12,715</u>
Total depreciation and amortisation	<u>152,741</u>	<u>144,327</u>
(d) Grants and subsidies		
Religious Attendance on Inmates	2,538	2,446
Corrective Services NSW Division – After Care	3,596	3,231
Other Grants	3,070	2,509
Grants to Other Organisations	4,829	6,814
Contributions to Other Bodies	644	1,489
Grants Non-Budget Dependent Agencies	7,935	2,344
Grants Budget Dependent Agencies	3,453	1,917
Juvenile Justice NSW Division Grants	3,696	–
Grants to NSW Trustee and Guardian	7,528	–
	<u>37,289</u>	<u>20,750</u>
(e) Finance costs		
Finance lease interest charges	9,374	8,918
Other borrowing costs	353	186
	<u>9,727</u>	<u>9,104</u>
(f) Other expenses		
Other	811	598
Managed Fund Hindsight Adjustments	3,950	1,452
Ex Gratia Payments	14	17
Legal Costs	4,733	4,723
Contribution to Law Courts Limited	40,842	18,091
Arbitration Fees and Inquest Fees	4,255	4,173
Jury Costs	8,707	7,872
CSO Disbursements	23,290	17,208
Victims Compensation Costs	63,385	62,650
	<u>149,987</u>	<u>116,784</u>

Notes to the Financial Statements

For the year ended 30 June 2011

3 Revenue

	\$'000	\$'000
(a) Sale of goods and services		
Corrective Services Industries	23,303	21,934
Canteen Sales	1,181	1,405
Certificates	29,875	30,501
Rent of Premises	440	372
Minor Usage Charges	3,872	7,048
Family Law Court Fees	419	637
Sheriff's Fees	1,699	3,953
Other Fees	825	4,580
Legal Fees	17,601	16,181
Transcription Services	3,233	4,336
Sale of Publications	42	47
Management Fees	4,084	2,739
Other Court Fees	35,990	35,559
Filing Fees	20,034	14,621
Filing Fees Probate	24,350	22,231
Statement of Claims	15,975	17,059
	182,923	183,203
(b) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	1,860	1,199
Rents	2,809	2,998
TCorp Hour-Glass Investment Facilities designated at fair value through profit or loss	920	649
	5,589	4,846

Notes to the Financial Statements

For the year ended 30 June 2011

3 Revenue (continued)

	30 June 2011	30 June 2010
	\$'000	\$'000
(c) Retained taxes, fees and fines		
Restitution Orders Raised	4,255	4,271
Confiscation Proceeds of Crime	1,316	902
Victims Compensation Levies	7,959	4,347
	13,530	9,520
(d) Grants and contributions		
Department of Health	1,506	1,469
Grants from Other Agencies	2,082	488
Department of Community Services	449	156
Department of Education and Training	649	405
Contributions from Dust Diseases Board	4,440	7,652
Roads and Traffic Authority	850	850
Other	10,397	948
	20,373	11,968
(e) Personnel services revenue		
Personnel services revenue from statutory bodies (NSW Treasury Circular TC 06/13)	54,017	57,652
	54,017	57,652
(f) Other revenue		
Forgiveness of liabilities	152	3,802
Sundry income	6,282	968
Other Miscellaneous	1,509	1,709
Commission	106	88
SES and Judicial MV Contributions	2,346	2,670
Law Society Contributions	10,773	8,603
Services Provided	4,466	3,874
Recovery of Amortisation	-	364
	25,634	22,078

Notes to the Financial Statements

For the year ended 30 June 2011

4 Gain / (loss) on Disposal

	30 June 2011	30 June 2010
	\$'000	\$'000
Gain / (loss) on disposal of land and buildings, plant and equipment		
Proceeds from disposal	1,331	5,456
Written down value of assets disposed	(4,517)	(6,103)
Net gain / (loss) on disposal of plant and equipment	(3,186)	(647)

5 Other Gains / (losses)

	30 June 2011	30 June 2010
	\$'000	\$'000
Gain / (loss) on impairment	(2,665)	(1,777)
Decrease in assets accounted for under equity accounting method	(6,099)	(3,877)
Total other gains / (losses)	(8,764)	(5,654)

6 Conditions on Contributions

- There were contributions of \$5.3 million recognised as revenue during the financial year, which were obtained for expenditure in previous years.
- There were contributions of \$0.78 million recognised as revenue during the previous financial year, which were obtained for expenditure in respect of the current financial year.

Contributions received have been for specific rehabilitation objectives. Funds can only be expended on these programs over the nominated period, any balance outstanding is refundable.

Notes to the Financial Statements

For the year ended 30 June 2011

7 Appropriations

	30 June 2011	30 June 2010
	\$'000	\$'000
Recurrent appropriations		
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance) – Attorney General's Division	476,610	435,972
Total recurrent Non Cash drawdowns from NSW Treasury – Attorney General's Division	(2,178)	–
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance) – Corrective Services NSW Division	967,756	874,775
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance) – Juvenile Justice NSW	38,065	–
Less: Liability to Consolidated Fund (per Summary of Compliance) – Attorney General's Division and Juvenile Justice NSW Division	5,818	–
	1,474,435	1,310,747
Comprising:		
Recurrent appropriations (per Statement of Comprehensive Income)	1,474,435	1,303,403
Transfer Payments	–	7,344
	1,474,435	1,310,747
Capital appropriations		
Total capital drawdowns from NSW Treasury (per Summary of Compliance) – Attorney General's Division	50,204	38,166
Total capital drawdowns from NSW Treasury (per Summary of Compliance) – Corrective Services NSW Division	130,699	135,984
Total capital drawdowns from NSW Treasury (per Summary of Compliance) – Juvenile Justice NSW Division	15,155	–
	196,058	161,569
Comprising:		
Capital appropriations (per Statement of Comprehensive Income)	196,058	161,569
	196,058	161,569

8 Acceptance by the Crown Entity of Employee Benefits and other Liabilities

	30 June 2011	30 June 2010
	\$'000	\$'000
Superannuation – defined benefit	44,506	45,072
Long service leave	35,544	36,568
Payroll tax	2,478	2,556
	82,528	84,196

Notes to the Financial Statements

For the year ended 30 June 2011

9 Service Groups of the Agency

(a) Service Group 1 – Legal Policy and Regulatory Services

Objective: To provide advice to Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs.

(b) Service Group 2 – Court Services

Objective: To cover the administration of NSW Courts, Tribunals and Community Justice Centres with a contribution to the protection of rights, improved public safety and support.

(c) Service Group 3 – Court Support Services

Objective: To provide key support services to NSW Courts and tribunals, including court transcription services, court security, jury management and library information services.

(d) Service Group 4 – Crime Prevention and Community Services

Objective: To cover the development of evidence-based policies and programs to prevent crime and reduce re-offending, to reduce Aboriginal involvement in criminal justice processes and to promote anti-discrimination and equal opportunity principles and policies.

(e) Service Group 5 – Registry of Births, Deaths and Marriages

Objective: To protect the legal entitlements of New South Wales' citizens and residents through providing an accurate, consistent, equitable and secure system for the registration of births, deaths and marriages.

(f) Service Group 6 – Crown Solicitor's Office

Objective: To provide the NSW Government and its agencies with legal advice and representation.

(g) Service Group 7 – Business and Personnel Services

Objective: To provide personnel services to the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board as part of the State's Work Choices insulation legislation.

(h) Service Group 8 – Custody Management

Objective: This service group covers the containment of inmates in correctional centres and providing a secure environment for inmates, employees and visitors. This involves providing advice to courts and releasing authorities and maintaining reliable security systems, including escort security. It also includes providing support for inmates with special service needs, such as those requiring compulsory drug treatment, mental health and other disability services, therapeutic treatment for violence and sexual offending, and for specific age and aboriginality issues.

(i) Service Group 9 – Supervision of Offenders in the Community

Objective: This service group covers the supervision of offenders in community programs and the delivery of offender programs in the community

(j) Service Group 10 – Offenders Program

Objective: This service group covers the delivery of offender programs designed to reduce risks of re-offending and providing support services to assist offenders to re-settle and integrate back into the community.

(k) Service Group 11 – Non custodial Services

Objective: This service group contributes to a reduction in juvenile re-offending and effective management of young offenders to complete their sentences by working towards a range of intermediate results that include the following:

- Eligible youth offenders are referred to conferences
- Young offenders complete their conference outcome plans
- Young offenders in the community are effectively supervised and complete their orders
- Detainees and community-based young offenders are assessed and receive the most appropriate interventions and programs.

(l) Service Group 12 – Custodial Services

Objective: This service group contributes to a reduction in juvenile re-offending and effective management of young offenders to complete their sentences by working towards a range of intermediate results that include the following:

- Detainees are supervised in a safe, humane and secure environment.
- Detainees and community-based young offenders are assessed and receive the most appropriate interventions and programs.

Notes to the Financial Statements

For the year ended 30 June 2011

10 Cash and Cash Equivalents

	30 June 2011	30 June 2010
	\$'000	\$'000
Cash at bank	64,624	33,986
TCorp Hour Glass Cash Facility	892	1,040
Short Term Deposits – TCorp	12,445	13,619
	77,961	48,645

Cash at bank and on hand

Cash comprises cash on hand and bank balances held through Westpac within the NSW Treasury Banking System. Interest earnings on the bank balances are calculated under the Treasury Cash Management System.

TCorp Hour-Glass Cash Facility

The Department has investments in TCorp's Hour-Glass Investment Cash Facility and Hour-Glass Cash Facility Trust. These investments are represented by a number of units in managed investments within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

These investments are generally able to be redeemed with up to five business days notice (dependent upon the facility). The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the net fair value. The value of the above investments represents the relevant entity's share of the value of the underlying assets of the facility and is stated at net fair value.

For the purposes of the Statements of cash flows, cash and cash equivalents include cash at bank, cash on hand, short term deposits and TCorp Hour Glass Cash Facility.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statements of cash flows as follows:

	30 June 2011	30 June 2010
	\$'000	\$'000
Cash and cash equivalents (per statement of financial position)	77,961	48,645
Closing cash and cash equivalents (per statement of cash flows)	77,961	48,645

Refer Note 25 for details regarding credit risk, liquidity risk, and market risk arising from financial instruments.

Notes to the Financial Statements

For the year ended 30 June 2011

11 Receivables

	30 June 2011	30 June 2010
	\$'000	\$'000
Current Receivables		
Sale of goods and services	22,137	21,834
Victims Compensation Fund	3,777	3,744
Goods and Services Tax recoverable from ATO	9,475	8,821
Net Bal – Public Monies and Fines Clearing	2,720	222
Prepayments	5,046	2,718
Personnel Services	7,728	18,677
Other Receivables	14,880	15,319
Receivables LSL	20,519	19,597
	86,282	90,932
Non-current Receivables		
Personnel Services	38,806	38,080
Prepayments of employee entitlements	3,487	3,404
Receivables – LSL	434	441
Victims Compensation Tribunal / Criminal Injuries Compensation debtors	15,123	14,984
Non-current GST accruals – Finance lease	2,715	2,927
	60,565	59,836

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 25.

(a) Sale of goods and services

Sales of goods and services debtors are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2011	30 June 2010
	\$'000	\$'000
Amounts receivable from the sale of goods and services	93,104	90,228
Less:		
Amounts receivable that do not meet the asset recognition criteria	70,967	68,394
	22,137	21,834

Sales of good and services debtors

Sales of goods and services debtors are recognised in accordance with established asset recognition criteria.

This involves recognising certain debtors held at the State Debt Recovery Office based on average cash receipts for five years ended 30 June 2011.

Notes to the Financial Statements

For the year ended 30 June 2011

11 Receivables (continued)

(b) Retained fees – Victims Compensation Fund debtors

Victims Compensation Fund debtors are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2011	30 June 2010
	\$'000	\$'000
Amounts receivable from restitution orders made or confirmed by the Victims Compensation Tribunal	289,419	289,411
Less		
Amounts receivable that do not meet the asset recognition criteria	270,536	270,691
Victims Compensation Fund Debtors	18,883	18,720
This is represented by:		
Current	3,777	3,744
Non-Current	15,106	14,976
	18,883	18,720

Debts are recognised on the basis of average receipts for the five years ended 30 June 2011.

(c) Retained fees – Criminal Injuries Compensation

Criminal Injuries Compensation debtors under the former *Criminal Injuries Compensation Act 1967* are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2011	30 June 2010
	\$'000	\$'000
Amounts receivable from restitution orders made or confirmed under the <i>Criminal Injuries Compensation Act 1967</i>	153	164
Less:		
Amounts receivable that do not meet the asset recognition criteria	136	156
Criminal Injuries Compensation Debtors	17	8
This is represented by:		
Current	–	–
Non-Current	17	8
	17	8

Debts are recognised on the basis of average receipts for the five years ended 30 June 2011.

Notes to the Financial Statements

For the year ended 30 June 2011

12 Inventories

Held for resale

	30 June 2011	30 June 2010
	\$'000	\$'000
Raw materials		
At cost	5,369	4,797
	5,369	4,797
<p>Raw Material inventory includes but is not limited to papers and solvents cooking ingredients bolts and timber bars and mesh lubricant and copper sulphate fabric and buttons.</p>		
Work in progress		
At cost	805	759
	805	759
<p>Work In process inventory includes but is not limited to processed meat, bed bases, barrel backers and unfinished clothing.</p>		
Finished goods		
At cost	3,235	2,967
Less: provision for obsolescence	171	188
	3,064	2,779
<p>Finished goods include but is not limited to signs and booklets, prepared meals, beds and cabinets, overalls and briefs.</p>		
Livestock		
At net realisable value	1,824	1,366
	1,824	1,366
Total	11,062	9,701

Notes to the Financial Statements

For the year ended 30 June 2011

13 Non-Current Assets – Property, Plant and Equipment

	Land and Buildings	Plant and Equipment	Finance Lease	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2010				
Gross replacement cost	2,621,702	258,890	156,760	3,037,352
Accumulated depreciation and impairment	(70,796)	(59,977)	(4,672)	(135,445)
Fair Value	2,550,906	198,913	152,088	2,901,907
At 30 June 2011				
Gross replacement cost	4,663,844	320,464	309,076	5,293,384
Accumulated depreciation and impairment	(1,503,555)	(111,106)	(137,850)	(1,752,511)
At Cost	-	-	-	-
Accumulated depreciation and impairment	-	-	-	-
Fair Value	3,160,289	209,358	171,226	3,540,873

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the end of the current reporting year is set out below.

	Land and Buildings	Plant and Equipment	Finance Lease	Total
	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2011				
Net carrying amount at start of year	2,550,906	198,913	152,088	2,901,907
Additions	126,277	32,061	-	158,338
Additions (non-cash)	44	2,055	-	2,099
Disposals	(11,085)	(76)	-	(11,161)
Acquisitions through administrative restructures	279,058	9,426	-	288,484
Net revaluation increment less revaluation decrements	338,573	-	23,914	362,487
Depreciation expense	(75,587)	(55,922)	(4,777)	(136,286)
Other movements – work in progress transfers	(47,907)	22,901	1	(25,005)
Net carrying amount at end of year	3,160,279	209,358	171,226	3,540,863
Year ended 30 June 2010				
Acquisitions through Administrative Restructures	2,500,129	188,684	154,989	2,843,802
Additions	127,276	13,954	-	141,230
Assets held for sale	5,940	-	-	5,940
Disposals	(1,801)	(137)	-	(1,938)
Net revaluation increment less revaluation decrements	46,628	-	1,771	48,399
Depreciation expense	(70,796)	(59,978)	(4,672)	(135,446)
Other movements [specify]	(56,470)	56,390	-	(80)
Net carrying amount at end of year	2,550,906	198,913	152,088	2,901,907

Notes to the Financial Statements

For the year ended 30 June 2011

13 Non-Current Assets Property, Plant and Equipment (continued)

Land and buildings comprise land, buildings, air conditioning, finance lease assets and work in progress of \$3.16 million. Plant and equipment comprise computer equipment, furniture and fittings, plant, equipment, make-good assets, leasehold rovements, voice communications, data communications and work in progress of \$209 million.

Revaluation of Land and Buildings

Each class of physical non-current assets is revalued at least every 5 years. Land and buildings were revalued as at 30 June 2011 for the Department of Attorney General and Justice by Mr Paul Goldsmith, Registered Valuer, Australian Property Institute, who is the Valuation Manager, Government Clients, Land and Property Information. Buildings and improvements have been valued at the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having similar service potential or future economic benefit to the existing asset. Land has been valued on an existing use basis.

In accordance with AASB 116, "Property, Plant and Equipment", when revaluing its land and buildings, the Department has applied the proportional gross

restatement method to separately restate the gross amount and the related accumulated depreciation.

Assets under Finance Lease

The finance lease asset relates to an arrangement entered into by the former Attorney General's Department to lease the John Maddison Tower constructed by a private sector company to house the District Court and the Dust diseases Tribunal. The lease commenced on 1 July 1995, with a non-cancellable term of 25 years and provision for an option of a further 15 years. The building is constructed on land owned by the Department. Such land is already subject to a head lease from the Department to the private sector company. The head lease rental is \$0.6 million which the Department recovers in rental offsets. The finance lease was revalued as at 30 June 2011 by Mr Paul Goldsmith, Registered Valuer, Australian Property Institute, who is the Valuation Manager, Government Clients, Land and Property Information. The leasehold asset will be amortised over the remainder of the lease.

The finance lease of the former Department of Corrective Services relates to Long Bay Forensic and Prison Hospitals at Long Bay under a project Deed and was revalued on 30 June 2011 by Mr Paul Goldsmith, Registered Valuer, Australian Property Institute, who is the Valuation Manager, Government Clients, Land and Property Information.

14 Intangible Assets

	Software	Total
	\$'000	\$'000
Parent		
At 1 July 2010		
Cost (gross carrying amount)	100,046	100,046
Accumulated amortisation and impairment	(8,881)	(8,881)
Net carrying amount	91,165	91,165
At 30 June 2011		
Cost (gross carrying amount)	144,257	144,257
Accumulated amortisation and impairment	(25,196)	(25,196)
Net carrying amount	119,061	119,061
Year ended 30 June 2011		
Net carrying amount at start of year	91,165	91,165
Transfers through administrative restructure	6,584	6,584
Additions	25,878	25,878
Disposals	(531)	(531)
Impairment losses	(2,856)	(2,856)
Amortisation (recognised in "depreciation and amortisation")	(16,455)	(16,455)
Other movements WIP Transfers	15,276	15,276
Net carrying amount at end of year	119,061	119,061
Year ended 30 June 2010		
Acquisitions through Administrative Restructure	66,738	66,738
Additions	33,308	33,308
Amortisation (recognised in "depreciation and amortisation")	(8,881)	(8,881)
Net carrying amount at end of year	91,165	91,165

Notes to the Financial Statements

For the year ended 30 June 2011

15 Non-Current Assets – Investment Accounted for using the Equity Method

	30 June 2011	30 June 2010
	\$'000	\$'000
Financial results for the period ended 30 June 2011		
Statement Of Financial Position		
Assets		
Total Current Assets	27,199	26,931
Total Non-Current Assets	223,256	211,577
Total Assets	250,455	238,508
Liability		
Total Current Liabilities	4,248	5,778
Total Non-Current Liabilities	–	–
Total Liabilities	4,248	5,778
NET ASSETS	246,207	232,730
Equity		
Asset Revaluation Reserve	98,270	109,887
Accumulated Funds	147,937	122,843
Total Equity	246,207	232,730
Asset Revaluation Reserve	98,270	109,887
Statement of comprehensive income		
Revenue	52,734	53,540
Expense	27,641	41,905
PROFIT ATTRIBUTABLE TO MEMBERS	25,093	11,635
52.5% of NET ASSETS	129,258	122,184
52.5% share of the profit of joint venture accounted for using equity method	13,174	6,108
52.5% share of decrease in assets of joint venture accounted for using equity method	(6,099)	(3,877)
52.5% share of joint venture accounted for using equity method	7,075	2,231

Please refer to Note 1(n).

Notes to the Financial Statements

For the year ended 30 June 2011

16 Payables

	30 June 2011	30 June 2010
	\$'000	\$'000
Payables		
Accrued salaries, wages and on-costs	33,895	30,304
Creditors	52,956	93,125
Accruals	35,073	26,378
	121,924	149,757

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 25.

Payables include accruals for claims relating to the Victims Compensation Tribunal totalling \$13.6 million (refer Note 29).

Notes to the Financial Statements

For the year ended 30 June 2011

17 Borrowings

	30 June 2011	30 June 2010
	\$'000	\$'000
Current Borrowings		
Secured / Unsecured		
Treasury advances repayable	–	79
TCorp borrowings	500	–
Finance leases	3,155	2,928
	3,655	3,007
Non-Current Borrowings		
Secured / Unsecured		
TCorp borrowings	5,300	5,800
Finance leases	86,514	89,669
	91,814	95,469
Finance Lease		
The Department has entered into two finance leases. At balance date the value of the lease liability is:		
Gross value of lease	220,485	231,906
Less principal payment	(130,816)	(139,309)
Lease liability	89,669	92,597
Repayment of Finance Lease		
Not later than one year	3,155	2,928
Between one and five years	15,428	14,139
Later than five years	71,086	75,530
Total – Finance Lease	89,669	92,597
Gross Commitments		
Not later than one year	13,740	13,565
Between one and five years	54,961	54,260
Later than five years	151,784	164,081
Less: Future finance charge	(130,816)	(139,309)
Present value of minimum lease payments	89,669	92,597

The finance leases relate to the John Maddison Tower and the Long Bay Forensic and Prison Hospitals. The lease liability is the present value of the minimum lease payments.

Notes to the Financial Statements

For the year ended 30 June 2011

17 Borrowings (continued)

Repayment of Treasury Advances

	30 June 2011	30 June 2010
	\$'000	\$'000
Treasury Advances		
Repayment of Treasury Advances		
Not later than one year	-	79
Between one and five years	-	-
Later than five years	-	-
Total – Treasury Advances	-	79

The former Department received advances from NSW Treasury of \$0.805 million during 2000/2001, with interest calculated based on the bank business rate during the year. Weighted average interest rates for the year were 6.28%. The Treasury Advance was fully repaid by 30 June 2011.

TCorp borrowings

Repayment of TCorp borrowings		
Not later than one year	500	-
Between one and five years	5,300	5,800
Later than five years	-	-
Total – TCorp borrowings	5,800	5,800

The Registry of Births, Deaths and Marriages has received a loan from T Corp to fund the Lifelink project. The loan is at a fixed rate of 6.00% with a maturity date of 1 May 2012.

Notes to the Financial Statements

For the year ended 30 June 2011

18 Provisions

	30 June 2011	30 June 2010
	\$'000	\$'000
Current		
Employee benefits and related on-costs		
Recreation leave	122,646	110,082
Sundays and Public Holidays	3,481	2,955
Payroll tax	11,659	11,421
Fringe benefits tax	365	–
Annual Leave Loading	9,828	7,652
Long Service Leave	35,575	33,116
	183,554	165,226
Current		
Other provisions		
Make Good – Current	5,160	5,140
Transfers to NSW Treasury	–	5,092
Payments to Office of State Revenue	1,394	1,730
Provision for Discount	461	–
	7,015	11,962
Total current provisions	190,569	177,188

Make Good

Make good provisions represent estimated restoration costs that the Department is obliged to incur to restore premises to an acceptable condition as agreed with the owners of the premises, upon expiry of operating lease arrangements.

Transfers to NSW Treasury and Payments to Office of State Revenue

Up to 2006/07, the Registry of Births, Deaths and Marriages (Registry) and the Crown Solicitor's Office (Office) paid dividends directly to NSW Treasury and the Registry also paid tax equivalent amounts directly to the Office of State Revenue at the company tax rate of 30%. However, upon receipt of legal advice that the Registry and the Office were not separate entities but business centres of the Department, the Treasurer ceased to have the power to require these business centres to pay dividends or tax equivalent payments under Sections 58B and 59B of the *Public Finance and Audit Act, 1983*. Consequently, consistent with legal advice to NSW Treasury dated 8 October 2007, the Treasurer requested such sums to be transferred to the Department for onward payment to the Crown Finance Entity and the Office of State Revenue. From 1 July 2010, NSW Treasury advised that transfer payments should no longer be made, but payments to the Office of State Revenue should continue until further notice.

Notes to the Financial Statements

For the year ended 30 June 2011

18 Provisions (continued)

	30 June 2011	30 June 2010
	\$'000	\$'000
Non-Current		
Employee benefits and related on-costs		
Long service leave	1,192	1,091
Prov for Superannuation – Non Current	50,092	52,245
	51,284	53,336
Non-Current		
Other provisions		
Make Good – Non Current	5,992	2,513
	5,992	2,513
Total non-current provisions	57,276	55,849
Aggregate employee benefits and related on-costs		
Provisions – current	183,554	165,226
Provisions – non-current	51,284	53,336
Accrued salaries, wages and on-costs (Note 16)	33,895	26,052
	268,733	244,614

Movements in provisions (other than employee benefits)

	Make Good	Payments to Treasury/ OSR	Discounts	Total
	\$'000	\$'000	\$'000	\$'000
Current Liabilities				
2011				
Carrying amount at the beginning of financial year	7,653	6,822	–	14,475
Additional provisions recognised	3,499	1,394	461	5,354
Amounts used	–	(6,822)	–	(6,822)
Unused amounts reversed	–	–	–	–
Unwinding / change in the discount rate	–	–	–	–
Carrying amount at end of financial year	11,152	1,394	461	13,007

19 Other Liabilities

	30 June 2011	30 June 2010
	\$'000	\$'000
Current		
Liability to Consolidated Fund	5,818	12,581
Asset Sale proceeds due to Treasury	1,418	1,418
	7,236	13,999

Notes to the Financial Statements

For the year ended 30 June 2011

20 Commitments for Expenditure

	30 June 2011	30 June 2010
	\$'000	\$'000
(a) Capital Commitments		
Aggregate capital expenditure for the acquisition of property, plant and equipment contracted for at balance date and not provided for:		
Not later than one year	84,196	86,089
Later than one year and not later than five years	28,565	–
Later than five years	–	–
Total (including GST)	112,761	86,089
In addition to the above, capital commitments of Law Courts Limited, the joint venture arrangement (refer Note 15), relating to building refurbishments due for completion in 2014 are \$7.099m (\$5.119m 2010)		
(b) Other Expenditure Commitments		
Aggregate other expenditure for operational expenditure, including maintenance contracts and correctional centre management fees contracted for at balance date and not provided for:		
Not later than one year	95,862	101,167
Later than one year and not later than five years	190,074	254,070
Later than five years	–	91,488
Total (including GST)	285,936	446,725
(c) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	46,176	38,471
Later than one year and not later than five years	115,726	70,667
Later than five years	83,760	46,372
Total (including GST)	245,662	155,510

These operating lease commitments mainly relate to leases currently held in relation to the occupancy of premises by the Department in the Sydney area and regional offices. At 30 June 2011, there are a number of leases where occupancy of the premises is on a month to month basis. These leases are not included in the above amounts as no commitment exists as at 30 June 2011.

The total "Capital Commitments", "Other Expenditure Commitments", "Operating Lease Commitments", leases on a month to month basis and cancellable operating leases (motor vehicles) above include input tax credits of \$58.85 million that are expected to be recoverable from the ATO.

Finance Lease Commitments are disclosed in Note 17

Notes to the Financial Statements

For the year ended 30 June 2011

21 Administrative Restructure

This note includes comparative information for the statements of comprehensive income of Privacy Commission NSW, Guardianship Tribunal and the former Department of Juvenile Justice and discloses the assets and liabilities transferred.

Statement Of Comprehensive Income for former Department of Juvenile Justice and transferred functions of Guardianship Tribunal and Privacy NSW for the year ended 30 June 2011

	Transfer Out	Transfer In			Transfer In		
	Privacy Commission	Guardianship Tribunal			Former Department of Juvenile Justice		
	6 months Actual to 31 December 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses							
Operating expenses							
Employee related expenses	361	6,825	9,167	8,179	101,607	134,179	132,003
Other operating expenses	74	1,303	1,823	1,685	23,294	37,474	29,934
Operating expenses	435	8,128	10,990	9,864	124,901	171,653	161,937
Depreciation and amortisation	21	100	134	129	8,244	11,221	11,754
Grants and subsidies	–	–	–	–	4,988	8,683	7,394
Finance costs	–	–	–	–	–	35	38
Other expenses	–	–	–	–	–	–	–
Total expenses excluding losses	456	8,228	11,124	9,993	138,133	191,592	181,123
Less:							
Revenue							
Sale of goods and services	–	–	–	–	–	–	–
Investment revenue	–	–	–	–	594	774	459
Grants and contributions	–	–	–	–	3,087	4,167	4,104
Other revenue	–	3	–	12	420	2,951	3,259
Total Revenue	–	3	–	12	4,101	7,892	7,822
Gain / (loss) on disposal	–	–	–	–	(93)	(1,480)	(105)
Other gains / (losses)	–	–	–	–	–	–	–
Net Cost of Services	456	8,225	11,124	9,981	134,125	185,180	173,406

Notes to the Financial Statements

For the year ended 30 June 2011

21 Administrative Restructure (continued)

	Privacy Commission	Guardianship Tribunal			Former Department of Juvenile Justice		
	6 months Actual to 31 December 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Government Contributions							
Recurrent appropriations	-	-	-	-	129,392	167,273	155,534
Capital appropriations	-	-	-	-	8,249	23,404	19,548
Capital appropriations (Asset sale proceeds transferred to the Crown Entity)	-	-	-	-	-	-	(1,254)
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	-	3,758	2,219	5,210
Total Government Contributions	-	-	-	-	141,399	192,896	179,038
SURPLUS / (DEFICIT) FOR THE YEAR	(456)	(8,225)	(11,124)	(9,981)	7,274	7,716	5,632
Other comprehensive income							
Net increase / (decrease) in property, plant and equipment asset revaluation reserve	-	-	-	-	-	-	5,296
Net change in the asset revaluation reserve arising from a change in the restoration liability	-	-	-	-	-	-	(129)
Other comprehensive income for the year	-	-	-	-	-	-	5,167
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	(456)	(8,225)	(11,124)	(9,981)	7,274	7,716	10,799

Notes to the Financial Statements

For the year ended 30 June 2011

21 Administrative Restructure (continued)

Assets and Liabilities transferred in from former Department of Juvenile Justice and Guardian Tribunal and transferred out for the Privacy Commission as at 30 June 2011

	Transfer Out	Transfer In			Transfer In		
	Privacy Commission	Guardianship Tribunal			Former Department of Juvenile Justice		
	6 months Actual to 31 December 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS							
Current assets							
Cash and cash equivalents	-	1	1	1	19,455	13,825	13,733
Receivables	-	47	1	-	3,923	4,262	2,587
Other	-	-	-	-	-	-	-
Total current assets	-	48	2	1	23,378	18,087	16,320
Non-current assets							
Receivables	-	-	-	-	-	-	30
Property plant and equipment							
- Land and Buildings	-	-	-	-	278,684	285,182	230,872
- Plant and Equipment	-	348	314	286	9,107	11,722	10,718
- Finance Lease	-	-	-	-	-	-	-
Total Property plant and equipment	-	348	314	286	287,791	296,904	241,590
Intangibles	-	-	-	-	6,553	7,750	6,306
Other	-	-	-	-	-	-	-
Prepaid Employee Entitlements	-	-	-	-	-	-	-
Total non-current assets	-	348	314	286	294,344	304,654	247,926
Total assets	-	396	316	287	317,722	322,741	264,246

Notes to the Financial Statements

For the year ended 30 June 2011

21 Administrative Restructure (continued)

	Transfer Out Privacy Commission	Transfer In Guardianship Tribunal			Transfer In Former Department of Juvenile Justice		
	6 months Actual to 31 December 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010	9 months Actual to 31 March 2011	12 months Actual to 30 June 2011	12 months Actual to 30 June 2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
LIABILITIES							
Current liabilities							
Payables	–	310	3,068	61	7,508	10,811	7,083
Borrowings	–	–	–	–	–	–	–
Provisions	63	288	304	339	12,162	12,911	12,056
Other	–	–	–	–	–	184	130
Total current liabilities	63	598	3,372	400	19,670	23,906	19,269
Non-current liabilities							
Borrowings	–	–	–	–	–	–	–
Provisions	–	164	165	160	929	1,270	840
Total non-current liabilities	–	164	165	160	929	1,270	840
Total liabilities	63	762	3,537	560	20,599	25,176	20,109
Net assets	(63)	(366)	(3,221)	(273)	297,123	297,565	244,137
Increase in net assets from equity transfer	63	–	(366)	–	297,123	–	–

Notes to the Financial Statements

For the year ended 30 June 2011

22 Contingent Liabilities and Contingent Assets

Contingent liabilities

	30 June 2011	30 June 2010
	\$'000	\$'000
Victims Compensation Fund (a)	239,164	221,853
Suitors Fund (b)	204	37
Current Litigation (c)	1,200	3,334
	240,568	225,224

(a) Victims Compensation Fund – There are 21,610 pending applications (claims) on the Victims Compensation Fund as at 30 June 2011, which are expected to be paid at an average payment of \$11,067, under the *Victims Support and Rehabilitation Act, 1996*. There are also 36 Claims remainig from the CIC system averaging \$169.

(b) Suitors Fund – There are 22 claims pending on the Suitors Fund as at 30 June 2011.

(c) Current Litigation – Of current litigation in which the Crown Solicitor and other General Counsel are involved, there are various matters which could have a financial impact, estimated at \$1.20 million. Claims made against the Department in respect of compensation and litigation from normal operations are fully covered by the NSW Treasury Managed Fund.

Liabilities that may arise from claims prior to 1 July 1989 are covered by the Solvency Fund held by the Insurance Ministerial Corporation. The liability for the development of the Long Bay Forensic Hospital is based on a financing arrangement involving floating interest rate bank debt. An interest rate adjustment will be made in accordance with interest rate movements over the project term. The estimated value of the contingent liability is unable to be fully determined because of uncertain future events.

Contingent assets

	30 June 2011	30 June 2010
	\$'000	\$'000
Guarantee Undertaking	380	380
Claim on third party organisation	–	3,720
	380	4,100

Guarantee Undertaking

The Department has engaged Brookfield Multiplex Pty Limited to manage a facilities management contract. This contract is underpinned by a Guarantee Undertaking of \$0.380 million with QBE Insurance (Australia) Limited, which expires at 4pm on 31 March 2013.

Notes to the Financial Statements

For the year ended 30 June 2011

23 Budget Review

Net cost of services

The actual net cost of services exceeded budget by \$129.6 million, primarily due to increased expenditure and losses of \$149.9 million, offset by an increase in revenue of \$20.3 million.

Employee related expenditure exceeded budget by \$91.2 million mainly due to increased overtime, Treasury funding of 2.5% of wage increases over the past three years and a smaller than expected reduction in staffing levels as a result of the wage reform.

Other operating expenses exceeded budget by \$34.5 million, mainly due to an increase in maintenance, facility management fees, property outgoings and catering provisions.

The favourable variance in total revenue of \$20.3 million is mainly due to revenue from the joint venture in Law Courts Limited of \$13.2 million and increased revenue from retained taxes, fees and fines of \$4.1 million.

Assets and liabilities

Total assets exceeded budget by \$441.9 million, which was mainly due to a revaluation of properties as at 30 June 2011.

Total liabilities exceeded budget by \$31.2 million, mainly due to an increase in payables of \$9.6 million and provisions of \$34.2 million, offset by lower other liabilities of \$13.0 million.

Cash flows

Cash flows from operating activities – Under the Financial Reporting Code for Budget Dependent General Government Agencies, the actual cash flows from operating activities are prepared inclusive of GST, whereas the budget is prepared in accordance with NSW Treasury guidelines and are exclusive of GST. As a consequence, budget variances are overstated by the GST amount. Net cash flows from operating activities were lower than budget by \$35.7 million, partly due to employee related expenditure increases due to increased hiring of casual correctional officers and 1.5% unfunded wages increases.

Cash flows from Government were greater than budget by \$120.8 million, mainly due to additional recurrent funding from the Crown Entity.

24 Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	30 June 2011	30 June 2010
	\$'000	\$'000
Net cash used on operating activities	210,231	154,559
Cash flows from Government / Appropriations	(1,676,127)	(1,464,249)
Acceptance by the Crown Entity of employee benefits and other liabilities	(82,528)	(84,196)
Depreciation	(152,741)	(144,327)
Net Capital Movements	13,749	–
Decrease / (increase) in provisions	(4,230)	(2,163)
Increase / (decrease) in prepayments and other assets	(17,355)	29,768
Decrease / (Increase) in creditors	30,732	(22,163)
Net gain / (loss)	(3,186)	(6,301)
Net cost of services	(1,681,455)	(1,539,072)

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations or are required to finance the Department's operations. The Department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Director General has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Group, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee on a continuous basis.

(a) Financial instrument categories

	Note	Category	Carrying Amount 2011 \$'000	Carrying Amount 2010 \$'000
Financial Assets Class:				
Cash and cash equivalents	10	N/A	77,961	48,645
Receivables ¹	11	Loans and receivables (at amortised cost)	126,130	64,430
Financial Liabilities Class:				
Payables ²	16	Financial liabilities measured at amortised cost	116,880	126,477
Borrowings	17	Financial liabilities measured at amortised cost	95,469	98,476

1 Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

2 Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments (continued)

(b) Credit Risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash, receivables and authority deposits. No collateral is held by the Department. The Department has not granted any financial guarantees.

Debtors are recognised for accounting purposes only when they comply with established asset recognition criteria, where debts can be reliably measured and provide a future economic benefit. This rationale applies to trade debtors and other debtors, including Victims Compensation Fund (VCF) debtors (refer Note 11(b)), where debts are recognised on the basis of average receipts for the five years ended 30 June 2011. This represents the Department's best estimate in accordance with accounting standards. For VCF debtors for example, although the total amounts receivable from restitution orders or confirmed by the Victims Compensation Tribunal is \$289.4 million (2010 – \$289.4 million), only \$18.9 million (2010 – \$18.7 million) are recognised.

The Department has recently raised the profile of its debt and revenue management activities in order to minimise credit risk. More comprehensive monthly debtor reporting has been introduced throughout the Department, with business centre managers being involved in the certification of debt management processes in their areas of operation. Business centre managers must manage their debt to minimise impaired debt, with debtors over 90 days generally deemed to be subject to impairment testing. The Department has introduced a Debt Recovery Unit to provide more effective debt management capabilities, with debtors aged at 60 days and over being targeted. The effectiveness of this debt management facility will be enhanced when it assumes responsibility for all debt management during 2010/2011 and uses the new Debrack software to provide more flexibility to debt management processes. The implementation of Justicelink throughout the Courts and the decommissioning of the old legacy systems called General Local Courts and the Penalty Enforcement System, will provide more effective debt collection techniques. Better communication and debt reconciliation processes with Justicelink will also assist the State Debt Recovery Office (SDRO) to collect older debt that has been enforced to it by the Courts.

The Department has signed a Memorandum of Understanding (MOU) with the SDRO to provide a more structured framework for the management of older debt enforced to the SDRO by the Courts to minimise impairment risk and enhance cash collections. The intention is that the MOU will lead to a more formal relationship with the SDRO through a Service Level Agreement, if approved by senior management. This attention to debt management issues reflects the sensitivity of the Department to the increased risk of debt impairment because of the prevailing economic conditions.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date in accordance with the asset recognition criteria. Collectibility of trade debtors is reviewed on an ongoing basis. The introduction of a debt management facility has enhanced the procedures for collecting debt through the engagement of approved debt collection agencies to collect debt that are deemed to be subject to impairment testing. Debts which are known to be uncollectible are written off, only after all avenues of debt collection have been exhausted. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2011: \$11.80 million, 2010: \$15.97million) and not less than one month past due (2011: \$2.51 million, 2010: \$6.50 million) are not considered impaired and together these represent 46% (2010 – 73%) of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments (continued)

	Total	Past due but not impaired	Considered impaired
	\$'000	\$'000	\$'000
2011			
< 3 months overdue	21,829	21,829	–
3 months – 6 months overdue	5,208	5,208	–
> 6 months overdue	3,983	3,983	–
2010			
< 3 months overdue	10,176	10,176	–
3 months – 6 months overdue	3,518	3,518	–
> 6 months overdue	12,747	12,747	–

Note

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the total will not reconcile to the receivables total recognised in the Statement of Financial Position. The debtor amounts are gross receivables.

(c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. As a budget dependent agency, the Department continuously manages risk through monitoring future cash flows, which coordinates the payment of creditors with cash inflows from the Crown Entity and cash receipts from debtors.

NSW Treasury has included the Department's bank accounts in the Treasury Performance Incentive Scheme, which charges interest penalties where large variations occur between actual cash balances and forecast balances. This has resulted in a more effective cash management regime to ensure more accurate monthly cash management forecasting to NSW Treasury and to minimise liquidity risk through interest penalties. The Department holds regular cash management meetings to identify any high levels of cash movements both in and out for the future months to improve cash forecasting.

The Department has raised the profile of its debt and revenue management activities in order to reduce liquidity risk. The Department is aware of its increased exposure to impaired debt and has established a more structured debt management facility which liaises with approved debt collection agencies to maximise revenue through debt recovery and minimise impaired debt. The introduction of monthly debtor reporting has raised the profile of the debt management facility, with business centre managers having greater involvement in this process.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

During the current year and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The Department, through the introduction of a more structured monthly accounting timetable, has also sought to gain better control over the accounts payable process by introducing better controls over the monthly accruals process.

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments (continued)

Maturity Analysis and interest rate exposure of financial liabilities

	Interest Rate Exposure					Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non interest bearing	< 1 yr	1–5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2011								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	28,992	-	-	28,992	-	-	-
Creditors	-	87,888	-	-	87,888	-	-	-
<i>Borrowings:</i>								
Advances repayable	-	-	-	-	-	-	-	-
TCorp borrowings	6.00	5,800	5,800	-	-	500	5,300	-
Other loans and deposits	-	-	-	-	-	-	-	-
Finance leases	6.88	67,692	67,692	-	-	6,769	27,077	33,846
Finance leases	10.44	159,563	159,563	-	-	6,971	27,884	124,708
		349,935	233,055	-	116,880	14,240	60,261	158,554

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Department can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

	Interest Rate Exposure					Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non interest bearing	< 1 yr	1–5 yrs	> 5 yrs
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2010								
<i>Payables:</i>								
Accrued salaries, wages and on-costs	-	23,806	-	-	23,806	-	-	-
Creditors	-	102,671	-	-	102,671	-	-	-
<i>Borrowings:</i>								
Advances repayable	6.28	79	79	-	-	79	-	-
TCorp borrowings	6.00	5,800	5,800	-	-	-	5,800	-
Other loans and deposits	-	-	-	-	-	-	-	-
Finance leases	6.88	40,563	40,563	-	-	4,056	16,224	20,283
Finance leases	10.44	165,860	165,860	-	-	6,971	27,884	131,005
		338,779	212,302	-	126,477	11,106	49,908	151,288

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Department can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments (continued)

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department's exposures to market risk are primarily through interest rate risk on the Department's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment facilities. The Department has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on operating performance and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial

Position date. The analysis is performed on the same basis as for 2010. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the Department's interest bearing liabilities. This risk is minimised by having in place mainly fixed rate borrowings, primarily with TCorp with regard to the loan to the Registry of Births, Deaths and Marriages and with a private sector company with regard to the finance lease. The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

	Carrying Amount	-1%		+1%	
		Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2011					
<i>Financial assets</i>					
Cash and cash equivalents	77,961	(780)	(780)	780	780
Receivables	126,130	-	-	-	-
<i>Financial liabilities</i>					
Payables	116,880	-	-	-	-
Borrowings	5,800	-	-	-	-
Finance Lease	89,669	-	-	-	-
	416,440	(780)	(780)	780	780
2010					
<i>Financial assets</i>					
Cash and cash equivalents	48,645	(486)	(486)	486	486
Receivables	64,430	-	-	-	-
<i>Financial liabilities</i>					
Payables	126,477	-	-	-	-
Borrowings	5,879	-	-	-	-
Finance Lease	92,597	-	-	-	-
	338,028	(486)	(486)	486	486

Notes to the Financial Statements

For the year ended 30 June 2011

25 Financial Instruments (continued)

Other price risk – TCorp Hour-Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour-Glass Investment facilities, which are held as cash for strategic rather than trading purposes. The Department has no direct equity investments.

Facility	Investment Sectors	Investment Horizon	2011 \$'000	2010 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	77,961	48,645

(e) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. Cash and cash equivalents include TCorp investments which are assessed at fair value (Refer Note 10). The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short term nature of many of the financial instruments.

(f) Fair value recognised in the statement of financial position

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2011 Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Invt. Facility	–	13,337	–	13,337
Total	–	13,337	–	13,337

[The table above only includes financial assets, as no financial liabilities were measured at fair value in the statement of financial position.]

There were no transfers between level 1 and 2 during the period ended 30 June 2011.

Notes to the Financial Statements

For the year ended 30 June 2011

26 Trust Funds

The Department holds monies in trust which represent funds belonging to parties involved in court cases, or amounts held in trust for third parties, including inmates. These monies are excluded from the financial reports as the Department cannot use them for the achievement of its objectives. Interest earned on funds held in trust accounts on behalf of inmates is brought to account in the financial statements and used for the benefit of inmates. The following is a summary of the transactions in the trust accounts:

	30 June 2011	30 June 2010
	\$'000	\$'000
Cash balance at the beginning of the year	45,823	82,651
Add: Receipts	408,445	635,418
Less: Expenditure	(408,906)	(668,447)
Cash balance at the end of the financial year	45,362	49,622

For the Supreme Court, an amount of \$55.62 million is held outside the Department's Public Monies Account for Supreme Court matters and is invested with the Public Trustee and an amount of \$US1.58 million is held at the Commonwealth Bank since December 2008, in accordance with the Supreme Court rules and orders of the Court. These amounts are not included in the above figures.

For the District Court, an amount of \$10.34 million is held outside the Department's Public Monies Account for District Court matters, being invested with Westpac and NSW Trustee and Guardian, and represents suitors' monies that the District Court has ordered the Registrar to invest on behalf of the parties concerned and for the sole benefit of those parties. This amount is not included in the above figures.

For the Local Court, an amount of \$0.74 million is held outside of the Department's Public Monies Account for Local Court matters and is invested with Westpac, in accordance with the Local Court rules.

Fees are held in Public Monies Accounts on behalf of inmates. Interest earned is brought to account in the financial statements and used for the benefit of inmates. Bail securities other than cash are held by the Supreme Court, District Courts and Local Courts. The *Bail Act, 1978*, does not define security, so many things are put forward by persons as security, e.g. land title documents, jewellery, motor vehicles, bills of sale, bank guarantees.

27 Administered Assets and Liabilities

	30 June 2011	30 June 2010
	\$'000	\$'000
Consolidated		
Administered Assets		
Receivables – Fines	10,288	35,955
Less:	-	-
Amounts that do not meet the asset recognition criteria	(4,518)	(24,448)
Total Administered Assets and Liabilities	5,770	11,507
Total Administered Liabilities	-	-

Notes to the Financial Statements

For the year ended 30 June 2011

28 Administered Income – Schedule of Uncollected Amounts

	30 June 2011	30 June 2010
	\$'000	\$'000
Amounts received from fines	10,288	35,955
Less:	-	-
Amounts receivable that do not meet the asset recognition criteria	4,518	24,448
	5,770	11,507
	5,770	11,507

The Administered Assets and Administered Income – Schedule of Uncollected Amounts relate to fines outstanding for the Local Courts and other Court jurisdictions.

Fines are recognised for accounting purposes only when they comply with the established asset recognition criteria.

Refer to Service Group Statements for details of Administered Receipts.

29 Victims compensation fund

The Victims Compensation Fund (the Fund) was constituted by an amendment to the *Victims Compensation Act 1987* (effective from 1 February 1990) for the purpose of compensating victims for injuries resulting from acts of violence, witnesses to such acts, close relatives of the deceased victims and to law enforcement victims. Under the Act, the control and management of the Fund rests with the corporation constituted with the corporate name of the "Victims Compensation Fund Corporation", the affairs of which are managed by the Director General, Department of Justice and Attorney General. The *Victims Compensation Act 1996*, which was assented to on 2 December 1996, and came into effect on 2 April 1997, repealed the *Victims Compensation Act 1987* and includes identical provisions in relation to the management of the Fund, in addition to increasing the restitution powers and capabilities of the Tribunal. However, the new Act did contain transitional provisions which enable claims lodged prior to the date of assent to be dealt with in accordance with the repealed Act.

In November 1998 a number of amendments to the 1996 Act were passed in Parliament and these amendments came into effect in two stages – in February and April 1999.

In June 2000 a further number of amendments were passed in Parliament including a change in the name of the legislation to the *Victims Support and Rehabilitation Act 1996*. In July 2000, the threshold was raised to \$7,500 by Proclamation.

All transactions relating to Victims Compensation, as reflected in these financial reports, flow through the Victims Compensation Fund. Total compensation to victims of crime for the year ended 30 June 2011 was \$63.4 million (refer Note 2 (f)), including an accrual of \$13.6 million. Collections payable to the Fund include: Restitution payments by offenders; Monies collected under the *Confiscation of Proceeds of Crime Act, 1989*; and Victims Compensation Levies collected under section 65 of the Act by the Supreme, District, Local and Children's Courts.

30 Correctional Medical Services

Justice Health is administered under the *Health Services Act 1987* through the Department of Health.

The cost of medical services provided to offenders for the year ended 30 June 2011 was \$98.30 million. This amount is not included in the Department's operating result for the year.

31 After Balance Date Events

On 6 September 2011, the Treasurer announced the closure of Parramatta, Berrima and Kirkconnel correctional centres to address the surplus capacity and to align the State's correctional systems with community needs.

The Treasurer also announced that custodial reform was expected to involve a reduction of around 350 positions across Corrective Services to be met through voluntary redundancies.

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 1

AASB 119 – 30 June 2011 Superannuation Position of Department of Attorney General and Justice Basis – AASB 119

	SASS 30 June 2011	SANCS 30 June 2011	SSS 30 June 2011	Total 30 June 2011
Member Numbers				
Contributors	124	204	80	
Deferred benefits	0	0	18	
Pensioners	2	0	168	
Pensions fully commuted	0	0	37	
Superannuation Position for AASB 119 purposes				
	A\$	A\$	A\$	A\$
Accrued liability	28,174,002	8,092,410	160,144,776	196,411,188
Estimated reserve account balance	(25,828,847)	(7,535,421)	(116,440,989)	(149,805,256)
	2,345,155	556,989	43,703,787	46,605,932
Future Service Liability (Note 1)	(5,852,711)	(2,437,577)	(5,048,714)	(13,339,002)
Surplus in excess of recovery available from schemes	0	0	0	0
Net (asset)/liability to be recognised in statement of financial position	2,345,155	556,989	43,703,787	46,605,932
Prepayment of employee entitlements (refer Note 13)				3,486,371
Provision for superannuation (refer Note 20)				(50,092,303)
				(46,605,932)

Note 1:

The Future Service Liability (FSL) does not have to be recognised by an employer. It is only used to determine if an asset ceiling limit should be imposed (AASB 119, para 58). Under AASB 119, any prepaid superannuation asset recognised cannot exceed the total of any unrecognised past service cost and the present value of any economic benefits that may be available in the form of refunds from the plan or reductions in future contributions to the plan. Where the "surplus in excess of recovery" is zero, no asset ceiling limit is imposed.

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2

AASB 119 Disclosure Items 30 June 2011

Accounting policy [AASB 119 – paragraph 120A(a)]

Actuarial gains and losses are recognised immediately in other comprehensive income in the year in which they occur.

Fund information [AASB 119 – paragraph 120A(b)]

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- Police Superannuation Scheme (PSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS).

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership.

All the Schemes are closed to new members.

Reconciliation of the present value of the defined benefit obligation [AASB 119 – paragraph 120A(c)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
<i>Present value of partly funded defined benefit obligation at beginning of the year</i>	26,818,097	7,781,683	156,202,130
Current service cost	1,057,990	346,316	739,602
Interest cost	1,328,402	381,577	7,929,439
Contributions by Fund participants	547,604	0	883,896
Actuarial (gains)/losses	1,157,609	244,422	(575,877)
Benefits paid	(2,735,700)	(661,588)	(5,034,414)
Past service cost	0	0	0
Curtailements	0	0	0
Settlements	0	0	0
Business Combinations	0	0	0
Exchange rate changes	0	0	0
<i>Present value of partly funded defined benefit obligation at end of the year</i>	28,174,002	8,092,410	160,144,776

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2 (continued)

AASB 119 – Disclosure Items 30 June 2011 (continued)

Reconciliation of the fair value of Fund assets [AASB 119 – paragraph 120A(e)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
<i>Fair value of Fund assets at beginning of the year</i>	24,954,431	7,283,074	109,723,732
Expected return on Fund assets	2,074,024	602,134	9,238,643
Actuarial gains/(losses)	159,266	19,123	482,803
Employer contributions	829,221	292,677	1,146,329
Contributions by Fund participants	547,604	0	883,896
Benefits paid	(2,735,700)	(661,588)	(5,034,414)
Settlements	0	0	0
Business combinations	0	0	0
Exchange rate changes	0	0	0
<i>Fair value of Fund assets at end of the year</i>	25,828,847	7,535,421	116,440,989

Reconciliation of the assets and liabilities recognised in statement of financial position [AASB 119 – paragraphs 120A(d) and (f)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Present value of partly funded defined benefit obligation at end of year	28,174,002	8,092,410	160,144,776
Fair value of Fund assets at end of year	(25,828,847)	(7,535,421)	(116,440,989)
<i>Subtotal</i>	2,345,155	556,989	43,703,787
Unrecognised past service cost	0	0	0
Unrecognised gain/(loss)	0	0	0
Adjustment for limitation on net asset	0	0	0
<i>Net Liability/(Asset) recognised in statement of financial position at end of year</i>	2,345,155	556,989	43,703,787

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2 (continued)

AASB 119 – Disclosure Items 30 June 2011 (continued)

Expense recognised in income statement [AASB 119 – paragraph 46 and 120A(g)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Components Recognised in Income Statement			
Current service cost	1,057,990	346,316	739,602
Interest cost	1,328,402	381,577	7,929,439
Expected return on Fund assets (net of expenses)	(2,074,024)	(602,134)	(9,238,643)
Actuarial losses/(gains) recognised in year	0	0	0
Past service cost	0	0	0
Movement in adjustment for limitation on net asset	0	0	0
Curtailment or settlement (gain)/loss	0	0	0
<i>Expense/(income) recognised</i>	312,368	125,758	(569,601)

Amounts recognised in other comprehensive income [AASB 119 – paragraph 120A(h)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Actuarial (gains)/losses	998,343	225,299	(1,058,681)
Adjustment for limit on net asset	0	0	0

Cumulative amount recognised in other comprehensive income [AASB 119 – paragraph 120A(i)]

Note: This information will need to be manually calculated by agencies by adding the actuarial gains and losses and adjustment for limit on net assets (if any) above, to previous amounts advised.

Fund assets [AASB 119 – paragraph 120A(j)]

The percentage invested in each asset class at the balance sheet date:

	30 June 2011 %
Australian equities	33.4
Overseas equities	29.5
Australian fixed interest securities	5.7
Overseas fixed interest securities	3.1
Property	9.9
Cash	5.1
Other	13.3

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2 (continued)

AASB 119 – Disclosure Items 30 June 2011 (continued)

Fair value of Fund assets [AASB 119 – paragraph 120A(k)]

All Fund assets are invested by STC at arm's length through independent fund managers.

Expected rate of return on assets [AASB119 – paragraph 120A(l)]

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

Actual Return on Fund Assets [AASB 119 – paragraph 120A(m)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Actual return on Fund assets	2,085,041	621,257	9,269,780

Valuation method and principal actuarial assumptions at the balance sheet date [AASB 119 – paragraph 120A(n)]

(a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligations and the related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

(b) Economic Assumptions

	30 June 2011
Salary increase rate (excluding promotional increases)	3.5% pa
Rate of CPI Increase	2.5% pa
Expected rate of return on assets	8.60%
Discount rate	5.28% pa

(c) Demographic Assumptions

The demographic assumptions at 30 June 2011 are those that were used in the 2009 triennial actuarial valuation. The triennial review report is available from the NSW Treasury website.

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2 (continued)

AASB 119 – Disclosure Items 30 June 2011 (continued)

Historical information [AASB119 – paragraph 120A(p)]

NB. AASB 119 requires an entity to disclose this information for the current and previous four annual reporting periods.

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Present value of defined benefit obligation	28,174,002	8,092,410	160,144,776
Fair value of Fund assets	(25,828,847)	(7,535,421)	(116,440,989)
(Surplus)/Deficit in Fund	2,345,155	556,989	43,703,787
Experience adjustments – Fund liabilities	1,157,609	244,422	(575,877)
Experience adjustments – Fund assets	(159,266)	(19,123)	(482,803)

Note: Agencies will also need to include in their financial report the historic information from previous periods, by referring to previous Superannuation Position Statements.

Expected contributions [AASB119 – paragraph 120A(q)]

	SASS Financial Year to 30 June 2011	SANCS Financial Year to 30 June 2011	SSS Financial Year to 30 June 2011
	A\$	A\$	A\$
Expected employer contributions to be paid in the next reporting period	571,594	239,160	1,060,816

Notes to the Financial Statements

For the year ended 30 June 2011

Note 32 – Appendix 2 (continued)

AASB 119 – Disclosure Items 30 June 2011 (continued)

Funding Arrangements for Employer Contributions

(a) Surplus/deficit

The following is a summary of the 30 June 2011 financial position of the Fund calculated in accordance with AAS 25 “Financial Reporting by Superannuation Plans”:

	SASS 30 June 2011	SANCS 30 June 2011	SSS 30 June 2011
	A\$	A\$	A\$
Accrued benefits	26,338,256	7,399,413	113,886,437
Net market value of Fund assets	(25,828,847)	(7,535,421)	(116,440,989)
<i>Net (surplus)/deficit</i>	509,409	(136,008)	(2,554,552)

(b) Contribution recommendations

Recommended contribution rates for the entity are:

	SASS multiple of member contributions	SANCS % member salary	SSS multiple of member contributions
	N/A	N/A	N/A

(c) Funding method

Contribution rates are set after discussions between the employer, STC and NSW Treasury.

(d) Economic assumptions

The economic assumptions adopted for the 2009 actuarial review of the Fund are:

Weighted-Average Assumptions

	% pa
Expected rate of return on Fund assets backing current pension liabilities	8.3
Expected rate of return on Fund assets backing other liabilities	7.3
Expected salary increase rate	4.0
Expected rate of CPI increase	2.5

Nature of Asset/Liability

If a surplus exists in the employer’s interest in the Fund, the employer may be able to take advantage of it in the form of a reduction in the required contribution rate, depending on the advice of the Fund’s actuary.

Where a deficiency exists, the employer is responsible for any difference between the employer’s share of Fund assets and the defined benefit obligation.

End of audited financial statements

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Appendices

Appendix 1: Accounts Payment Performance

Attorney General's Division

Quarter	Total Accounts Paid on Time			Total Amount Paid
	Target %	Actual %	\$000	\$000
	September 2010	100.00	99.72	107,358
December 2010	100.00	98.96	96,515	97,529
March 2011	100.00	98.48	129,145	131,138
June 2011	100.00	99.66	142,137	142,616
Aggregate	100.00	99.21	475,155	478,944

The Department provides services to the NSW public at multiple locations, which are geographically spread throughout the State. The decentralised nature of the Department's business may result in some delayed payments.

The Department continually monitors its payment performance to minimise processing delays and ensure prompt payment to creditors by the:

- i) Completion and review of comprehensive quarterly payment performance reports submitted by Business Centres to identify any procedural or recurring issues
- ii) Continued increased use of electronic funds transfer as the preferred method of paying creditors.
- iii) Payment of major suppliers by way of consolidated billing, e.g. Australia Post, Corporate Express and electricity suppliers
- iv) Continued consolidation of processing and payment functions in line with corporate services reform strategies.

The comprehensive quarterly payment performance reports, which are reviewed by Senior Management, identify any recurring issues and recommend appropriate action to improve performance and compliance with Treasury guidelines.

There were no instances of penalty interest for late payment during the year ended 30 June 2011.

Creditors Aged Ledger – Year ended 30 June 2011

Quarter	Current (ie within due date)	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
	\$000	\$000	\$000	\$000
September 2010	0	(24)	(20)	8
December 2010	0	(29)	0	6
March 2011	0	0	0	2
June 2011	0	0	0	1

Appendix 1: Accounts Payment Performance (continued)

Corrective Services NSW

Aged analysis at the end of each quarter

Quarter	Current (ie within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
	\$000	\$000	\$000	\$000	\$000
September 2010	9,028	2,555	2,527	12,610	24
December 2010	13,272	6,709	6,577	6,101	13,059
March 2011	12,676	4,376	4,816	10,137	7,009
June 2011	18,467	2,430	1,563	1,210	2,524

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid	
	Target %	Actual %	\$000	\$000	\$000
September 2010	80	71.8	98,836	137,653	
December 2010	80	62.2	57,271	92,061	
March 2011	80	46.0	51,046	111,011	

Percentage 'Paid on Time' should in effect be 76% should payments to Department of Finance and Services not have been delayed due to cashflow.

Juvenile Justice NSW

Accounts paid on time within each quarter

Quarter	Total Accounts Paid on Time			Total Amount Paid	
	Target %	Actual %	\$000	\$000	\$000
September 2010	95	87	16,015	18,412	
December 2010	95	80	22,125	27,652	
March 2011	95	88	21,486	24,533	
June 2011	95	90	42,064	46,575	

Aged analysis at end of each quarter

Quarter	Current (ie within due date)	More than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	Less than 90 days overdue	Total
	\$000	\$000	\$000	\$000	\$000	\$000
September 2010	16,015	1,435	667	170	124	18,412
December 2010	22,125	3,430	1,190	751	157	27,652
March 2011	21,486	1,539	739	439	330	24,533
June 2011	42,064	2,486	1,493	346	186	46,575

Appendices

Appendix 2: Consultants

Consultant expenditure over \$50,000

Details of business centre, consultant and project description	Consultancy category	Expenditure 1 July 2010 – 30 June 2011
Attorney General's Division		
Crime Prevention and Community Programs – Judicial Commission of NSW – Forum Sentencing Program Database	Management Services	\$90,750
Total expenditure for consultants over \$50,000		\$90,750
Corrective Services NSW		
NDY Management Pty Ltd	VHS conferencing	\$62,800
Safetyworks Group Pty Ltd	Occupational Health and Safety audits	\$67,529
Richard Paul Irving	Industrial Relations consultancy	\$105,421
Total expenditure for consultants over \$50,000		\$235,750
Juvenile Justice NSW		
Nil return		

Consultant Expenditure under \$50,000

Consultancy category	Expenditure 1 July 2010 –30 June 2011
Attorney General's Division	
Organisational Review	\$90,750
Management Services	\$424,102
Training	\$102,660
Information Technology	\$31,031
Finance and Accounts	\$70,763
Legal	\$27,280
OH&S	\$3,412
Environment	\$22,110
Engineering	\$2,310
Total expenditure for consultants under \$50,000	\$737,106

Appendix 2: Consultants (continued)

Consultant Expenditure under \$50,000 (continued)

Consultancy category	Expenditure 1 July 2010 –30 June 2011
Corrective Services NSW	
Clinical Services	\$32,116
Human Resources	\$17,293
Information Technology	\$5,800
Legal Services	\$40,599
Management Services	\$70,609
OH & Safety Audit	\$19,490
Organisational review	\$31,861
Risk Assessments	\$34,819
Training	\$27,241
Total expenditure for consultants under \$50,000	\$279,832
Juvenile Justice NSW	
Organisational review – 4	\$93,450
Total expenditure for consultants under \$50,000	\$93,450

Appendices

Appendix 3: Consumer Response

Attorney General's Division

Complaint handling systems are an important element of providing quality customer service and identifying areas needing improvement. The Department's complaints handling policy, *Managing complaints and other feedback*, aims to ensure complaints are dealt with fairly and expeditiously and are used to help improve services, policies and client relations. To accompany the review and expansion of this policy, in 2010/11 a new complaint handling course was developed for departmental staff. In addition, a new departmental online client feedback form was developed and launched in early 2011 to make it easier for clients to submit feedback about the Department's services.

Complaints are dealt with in the first instance by the business centre involved. If clients are dissatisfied with the outcome, they may request a review by a more senior officer. The Community Relations Unit may conduct a further review, and also handles complaints made directly to the Attorney General and Director General. Information about the Department's approach to complaints and feedback can be found on web page <http://feedback.lawlink.nsw.gov.au>

Complaints about the Department can be made directly to the business centre involved or by contacting:

Director, Community Relations Unit

Department of Attorney General and Justice
Locked Bag 5111 Parramatta NSW 2124
Email: communityrelations@agd.nsw.gov.au

Client improvements as a result of client complaints or suggestions

In response to feedback from clients, the following business centres implemented a number of changes and improvements to their operations and/or practices during 2010/11 in an effort to better meet client needs.

ADR Directorate and Community Justice Centres

- Instituted a fortnightly newsletter for mediators to discuss current issues, including issues that have arisen in complaints.
- At the end of 2010 all CJC mediators were required to be accredited under the National Mediator Accreditation System with a view to improving the standard of services provided to clients.

Community Justice Centres are also in the process of updating the Mediators' Manual and the updates include issues that have arisen in complaints.

Anti Discrimination Board

- Will be implementing a new telephone system to better serve clients
- Introduced e-lodgement of complaint forms, replacing the traditional mail and fax lodgement.

Asset Management Branch

- Developed a client service charter which will be implemented in the 2011/12 financial year.

Community Relations Unit

- Implemented an online credit card payment option for Justice of the Peace (JP) products.
- Re-designed the JP Certificate of Appointment, to improve client satisfaction.
- Obtained Attorney General's approval of revised *Guidelines on appointment of JPs: assessing eligibility and good character* to increase the Department's discretion to reappoint JPs in certain circumstances.
- Developed and published the first issue of *JP News*, an email newsletter reaching over 74,000 JPs, to improve access to information about their role and functions.

Dust Diseases Tribunal

- Updated precedent information in client letters, maintaining information consistency and standards.

Legal Services Branch

- Recruited and expanded the operation of the Guardian Ad Litem (GAL) Panel and increased the diversity of membership to provide improved services to regional NSW and to indigenous persons.

NSW Trustee and Guardian

- Reviewed and updated NSW TG policy and procedures relating to the management of complaints and other feedback in accordance with DJAG policy.
- Implemented a central complaints register to enhance the recording, analysis and reporting of complaints received.
- Amended policy and procedures relating to the management of property, benefits and communication with internal and external stakeholders.

Office of the Professional Standards Council

- Commenced development of a program to allow on-line application for professional standards schemes.
- Implemented an online application process for the Star Initiative Grants program.

Appendix 3: Consumer Response (continued)

Client improvements as a result of client complaints or suggestions

Public Guardian

- Facilitated staff training in conflict management.
- Promoted better communication and recording of recommendations to Regional Managers.

Registry of Births Deaths and Marriage

- Improved the information on the Registry website.
- Initiated a review of the contents of standard birth certificates.

Sheriffs Office

- Developed targeted training programs for staff with a focus on leadership and management practices and legislative authorities.
- Facilitated a restructure of senior management to drive service delivery and accountability.

Supreme Court

- Reviewed and revised counter operations and the staff rostering system significantly improving average waiting times.

NSW Ombudsman

- The NSW Ombudsman received 12 complaints about the Attorney General's Division in 2010/11. The majority of complaints related to court processes. Five complaints were wholly or in part outside the jurisdiction of the NSW Ombudsman, two complainants were referred back to the Division and the remainder was resolved with advice provided to the complainant.

Appendices

Appendix 3: Consumer Response (continued)

Client Complaints received by Business Centres 2010/11

Business Centre	Period	Service	Policy/ Procedure	Cost	Other	TOTAL	Operational Matters Processed
Administrative Decisions Tribunal	2010/11	1	2		20	23	993
ADR Directorate and Community Justice Centres	2010/11	20	5			25	5,270
Anti-Discrimination Board	2010/11	11	6	1		18	11,484
Asset Management Branch	2010/11	2			3	5	10,000
Registry of Births Deaths & Marriages Call Centre	2010/11	32	2		6	40	317,010
Bureau of Crime Statistics and Research	2010/11					0	736
Court Services (Local and District Court)	2010/11	70	64	14	14	162	416,108
Community Relations Unit	2010/11	13	1	1		15	83,683
Dust Diseases Tribunal	2010/11				1	1	357
Information Services Branch	2010/11	1			1	2	92,183
Land and Environment Court of NSW	2010/11	3		3	33	39	1,208
Law Access NSW	2010/11	35	1		17	53	197,653
Legal Services Branch	2010/11					0	2,170
Legal Profession Admission Board	2010/11	1				1	12,386
Legal Representation Office	2010/11					0	130
NSW Industrial Relations Commission	2010/11	1				1	4,513
NSW State Coroners Office	2010/11	1			26	27	5,448
NSW Trustee and Guardian	2010/11	222	41	3	111	377	38,006
Office of the Legal Services Commissioner	2010/11					0	10,689
Public Guardian	2010/11	16	2		30	48	5,029
Office of the Professional Standards Councils	2010/11					0	58
Public Defenders Office	2010/11					0	907
Registry of Births Deaths and Marriages	2010/11	472	114	4	33	623	765,629
Reporting Services Branch	2010/11					0	32,385
Sheriffs Office	2010/11	36	9		12	57	436,336
Supreme Court	2010/11	15	3		1	19	40,443
Victims Services	2010/11	13			12	25	21,000

NB: The Departments introduction of new consistent protocols for the recording of complaints and feedback in January 2011, may be attributable to the increase in complaints recorded across some Business Centres.

Appendix 3: Consumer Response (continued)

Definition of Operational Matters

Finalised cases/matters filed

Files opened due to receipt of suitable referral

Complaints of discrimination, Enquiries, Training and Seminars

Maintenance requests received on buildings and for support in contracts and procurement, vehicles purchased and disposed of, capital works projects completed

Callers assisted

Requests for statistical information completed

Total lodgements for crime and civil as reported in the 2011 Report on Government Services report for District Court, Local Court and Children's Court. (See also separate entry for Sheriffs)

Department, JP & Ministerial correspondence (5,672), Finalised JP appointment & reappointments (37,848), JP phone/email enquiries/responses (20,891), other JP transactions (6,691)

Matters (Claims) lodged

ISB Service requests (9268), Total switchboard incoming calls (82,915)

New proceedings lodged

Callers assisted

Applications & correspondence regarding exercise of Attorney statutory or common law powers and powers by DG, GIPA applications, litigation matters, MHRT matters

Includes applications, registrations, enrolments and appointments, and admission of lawyers

New client files opened

Matters filed

Deaths reported to the Coroner

11,269 New Wills and Powers of Attorney drafted; 13,767 estates under admin, trusts and power of attorney/ 12,970 clients under management.

Correspondence matters and phone enquiries

2,560 total number of clients managed; 2,459 requests for Information, Community Education Sessions and Private Guardians Support.

Schemes operating and scheme applications being prepared/processed under professional standards legislation. Processing of applications for grants program

Serious criminal cases briefed

All applications received and events registered

Orders for transcripts received and fulfilled

Jurors summoned (198,285), Notices of inclusion (164,368), Service and enforcement matters (73,683). NB Also 227,641 security hours provided

Total number of court proceedings filed (NB – includes estimate component re Court of Appeal filings)

Client applications

Appendices

Appendix 3: Consumer Response (continued)

Corrective Services NSW

Complaints resolution and complaints data

Corrective Services NSW encourages the resolution of complaints at the local level. Members of the public can direct their complaints to the relevant correctional centre, Community Offender Services district office or head office staff or management. Members of the public may also write to the Minister responsible for Corrective Services or the Commissioner of Corrective Services, and they may lodge complaints via the CSNSW website. Formal avenues through which inmates can make inquiries and/or raise complaints are set out in legislation and CSNSW policies and procedures.

While data is not centrally retained on complaints received locally, it is retained on complaints made by inmates to the Corrective Services Support Line (CSSL) and to Official Visitors appointed by the Minister responsible for Corrective Services. Data also is retained on written complaints received by the Minister responsible for Corrective Services and the Commissioner of Corrective Services from inmates and members of the public.

Regular reports on the number and types of complaints received were provided to the CSNSW Board of Management and Inspectorate Branch. Complaints about visits were referred to the CSNSW Children and Families of Offenders Steering Committee and informed the work of that Committee.

As a result of complaints received, a number of operational policies were reviewed and where appropriate amended.

Minister and Commissioner

In 2010/11, the Minister and Commissioner received 234 written complaints, largely concerning inmate visits, placement, parole/release, property and unfair treatment. The number and types of complaints received was comparable with the previous year.

Corrective Services Support Line

In 2010/11, the CSSL answered 5,730 telephone calls from inmates in correctional centres, an increase of 19 percent on 2009/10. Of these, 1,776 (30 percent) were recorded as complaints, largely concerning inmate property, medical issues, placement, unfair treatment, and occupational health and safety issues.

Official Visitors

In 2010/11, Official Visitors made 1,421 visits to 46 correctional facilities, with inmates raising 5,871 matters that were recorded as complaints, around 500 more matters than in 2009/10. The categories of complaint most often raised were medical issues, property, food, correctional centre routine, and buy-ups.

NSW Ombudsman

In 2010/11, the NSW Ombudsman wrote to the Commissioner of Corrective Services on 160 occasions concerning 102 separate matters, 52 fewer matters than in 2009/10.

Of the 102 matters, four were under section 16 of the *Ombudsman's Act 1994* (Notice of Formal Investigation); 85 were pursuant to section 13AA of the *Ombudsman's Act 1994* (preliminary investigations); and 13 'other' matters which were inquiries or requests (outside of section 13AA).

The section 16 matters were investigations:

- regarding the administration of segregated custody within CSNSW;
- regarding the Behaviour Management Program at Kariiong Juvenile Correctional Centre to which CSNSW has responded to in detail;
- concerning complaints made by an inmate at the High Risk Management Correctional Centre;
- regarding a use-of-force at Goulburn Correctional Centre resulting in an investigation still ongoing at 30 June 2011.

CSNSW has not been advised of any findings and recommendations arising from the other two investigations.

Of the section 13AA matters the highest categories concerned:

Inmate property	32
Use of force/assault	13
Treatment and care	11

The 13 'other' matters included:

Access to information (under the <i>Government Information (Public Access) Act 2009</i>)	2
Review of legislation	3
Reviewable child death	1

At 30 June 2011, of the 85 matters under section 13AA, 13 matters had not been finalised by CSNSW, and CSNSW had not received a final response from the Ombudsman in regard to 12 matters. Note: the Ombudsman does not provide a final response for all matters.

Of the remaining 60 matters, the NSW Ombudsman indicated that 32 required no further action and 28 required CSNSW to respond directly to the complainant. The NSW Ombudsman also made recommendations or suggestions in regard to six of these matters.

Appendix 3: Consumer Response (continued)

Juvenile Justice

Community consultation and client feedback

Juvenile Justice places strong emphasis on community consultation in developing its policies and programs. We consult with relevant community groups and other stakeholders in the planning of new community-based and centre-based services.

Feedback about services is encouraged from clients, their families, advocates and community groups. This feedback helps identify and address any service delivery issues that may arise and ensures we provide the best possible service to clients and stakeholders.

There are various ways for young people, stakeholders and staff to provide feedback.

All participants in youth justice conferences (YJCs) are given the opportunity to provide anonymous written feedback to YJC managers about their experiences in pre-conference preparation and in the conference itself. These responses are used to monitor convenor performance in meeting the needs and respecting the rights of all youth justice conference participants.

All community offices and juvenile justice centres display posters and leaflets to inform young people of their right to contact the Ombudsman if they have any concerns or complaints about Juvenile Justice. All correspondence and communication with young people informs the young person and their families that, if they have any concerns, they are able to raise these with the manager of the relevant Juvenile Justice Community Services office.

In juvenile justice centres, elected detainee representative committees provide feedback to the manager and initiate suggestions for the improvement of client services and the custodial environment.

Client induction booklets for each centre, written in reader-friendly format and recorded onto audiotape, are distributed to young people on admission to centres. These booklets outline how clients may make complaints and provide service feedback.

An induction video is shown to newly admitted young people. This video outlines complaint and feedback procedures as well as the rights and responsibilities of clients.

Official Visitors prepare six-monthly reports to the Minister following their liaison with young people in custody, and the agency is required to resolve operational or client problems identified in these reports.

The Children's Visiting Legal Service is funded to advise and represent young people held in juvenile justice centres. Solicitors from this service may also act as support persons through whom clients can provide feedback to the department.

NSW Ombudsman

Representatives of the NSW Ombudsman undertake regular visits to each juvenile justice centre. The aim of these visits is to bring to the attention of Juvenile Justice any client complaints or issues which require urgent attention and remedial action to be taken.

Section 25 of the *Ombudsman Act 1974* requires Juvenile Justice to notify and report to the Ombudsman all allegations of assault, ill-treatment or neglect of a child.

The Arunta telephone system in juvenile justice centres allows detainees to directly contact the Office of the Ombudsman.

The Ombudsman also provides reports to Juvenile Justice on the complaints received from clients.

Complaints

In 2010/11, there were a total of 89 complaints received by Juvenile Justice.

Sixty five per cent of these complaints were made directly by a Juvenile Justice client. Fifteen per cent were made by a client's family member or carer. The remainder consisted of complaints made by staff members, other people or agencies on behalf of a client, or were made or investigated by the NSW Ombudsman.

Eight per cent of these complaints were resolved within 48 hours. Sixty six per cent were resolved within three weeks.

Nature of complaints	Number of complaints	Percentage %
Complaint against staff	57	64
Complaint about food/diet in centres	2	2
Complaint against rules/point system in centres	7	8
Complaint about medical care	8	9
Complaint about transfer between centres	1	1
Complaint about appointments and interviews	1	1
Complaint about confidentiality/privacy	2	2
Complaint about police	3	4
Other (including property, school attendance, supervisor support, background report, complaint referred to PCU)	8	9
Total	89	100

Appendices

Appendix 4: Credit Card Certification

In accordance with the Treasurer's Direction 205.01, it is hereby certified that the use of corporate credit cards, which has been restricted to senior officers, has been in accordance with Premier's Memoranda and Treasurer's Directions.



Laurie Glanfield
Director General

Corrective Services NSW

In accordance with Treasurer's Directions 205.01 it is hereby certified that the use of credit cards, which is restricted, to senior officers, has been in accordance with Premier's Memoranda and Treasurer's Directions.



Ron Woodham
Commissioner

Juvenile Justice NSW

It is certified that credit card use by officers of Juvenile Justice was in accordance with government guidelines.



John Hubby
Chief Executive

Appendix 5: Disability Plans

Attorney General's Division

The Attorney General's Division has continued to build on its strengths toward creating an accessible service provision and employment environment through the implementation of its fifth *Disability Strategic Plan 2010–2012*.

Level 1 – Universal/mainstream services

Outcome 1 – Service provision

Services and programs are accessible to the disability community because they are provided through inclusive policies and practices, in line with the spirit of the *NSW Disability Services Act 1993* and the *Commonwealth Disability Discrimination Act 1992*.

Performance Indicators	Achievements
Access to services	
A baseline of external customers with disabilities' satisfaction is established by June 2010 through the conduct of a client satisfaction survey and it is followed up in December 2012 with a second client satisfaction survey.	A Clients' with Disabilities Satisfaction Survey was conducted in early 2010. More than 60 clients with various and numerous disabilities were individually interviewed on their experiences when using our services from a disability access perspective. This document is now guiding our training of staff to improve service provision to people with disabilities.
Staff involved in the delivery of services to the general public have an understanding of the service provision requirements of people with disabilities and the Attorney General's Division's Flexible Service Delivery (FSD) Principles.	While the above survey demonstrated that many staff understand service provision requirements, the Flexible Service Delivery training program was updated and offered to several front line business centres such as Victim's Services, Sheriff's Officers, Community Relations Unit, and several courthouses. Examples of service provision are: <ul style="list-style-type: none"> • The Administrative Decisions Tribunal has a formal notification process for clients requiring reasonable adjustments. • TTYs are available at many court registries and business centre offices. • Legal Practitioners Board provides reasonable adjustments for people with disabilities when taking exams.
Information on service provision in ACCESSLink is available for staff and updated annually.	ACCESSlink, the Department's online guide to serving people with disabilities, has been under review and is being prepared for the One Website transition. This has included revision of all content. It is actively promoted to staff through the induction training program.
Departmental staff are able to access specialist advice in order to obtain adaptive technology to meet client needs.	Portable infrared hearing assistance devices are made available to any person attending court hearings through a central booking system or at a local level in larger courthouses. The number of requests from the central booking centre has continued to increase by 16%. All refurbished courtrooms at the Supreme and District Courts are equipped with infrared hearing assistance devices to enable persons with hearing impairments to hear court proceedings.
Victim's Services provide accessible assistance to people with disabilities.	Flexible Service Delivery training was delivered to Victim's Services staff and learnings from the training has been applied to their service delivery strategies for people with disability.

Appendices

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 1 – Service provision

Performance Indicators	Achievements
Staff Training	
All client service courses include practical components from the Flexible Service Delivery Training Program.	<p>Local Court staff attended workshops on serving people with intellectual disabilities.</p> <p>100% of the Administrative Decisions Tribunal registry has attended Flexible Service Delivery training.</p> <p>All LawAccess staff are provided Flexible Service Delivery training courses across the training spectrum with DJAG offer skills based training leading to the provision of Flexible Services Delivery:</p> <ul style="list-style-type: none"> • Induction: Workplace Ethics • Client Service: Manage High Risk Situations (working with clients who are affected by drugs and alcohol) • Client Service – Domestic Violence Awareness • Client-friendly Publications • Client Service Skills • Client Service – Working with People with Intellectual Disabilities • Aboriginal Cultural Awareness • Anti-discrimination Awareness Session • Performance Management – Performance Management and Diversity • Workplace Discrimination and Harassment – for Managers • Discrimination and Harassment – Legal Compliance
Departmental staff confidence and competence in providing services for and managing people with disabilities are increased as reflected by the results of a Department-wide Flexible Service Delivery staff survey, originally administered in 2008 and re-issued in 2011.	Flexible Service Delivery training was offered to Victim's Services, Community Relations Unit, and several courts. The survey will be re-administered in late 2011.

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 2 – Access to justice

Improved access to the justice system and human rights for people with disabilities is achieved by reducing the incidence of discrimination.

Performance Indicators	Achievements
The legislative policy agenda for people with cognitive disabilities is advanced.	Extensive collaborative work is underway with the Ageing, Disability and Home Care's whole of government Senior Officers Group (SOG) on People with Intellectual Disabilities and the Criminal Justice System and the Department's implementation of the SOG's Services Policies and Protocols.
Officers preparing legislation develop it in such a way that it promotes non-discriminatory policy, language and practice.	Staff from the Legislation, Policy and Criminal Law Review Division attended an intense half-day workshop on disability issues and their implications on the development of policy and legislation in late June 2010. This work has led to numerous discussions around legislation and its implications for people with disabilities.
Court staff provide and promote an accessible court environment for people with disabilities.	Various courts and tribunals are providing an increased number of reasonable adjustments within courts.
There is an annual increase in the use of reasonable adjustments in courts as evidenced by JusticeLink.	Justicelink reasonable adjustment data will be available in 2011/12 as a baseline.
The human rights of people with decision-making disabilities are protected and promoted through enhanced understanding of the issues of capacity by both various professions and within the community.	The Capacity Toolkit is promoted through workshops and train the trainer programs to professional sectors and community members. Legal practitioners and health care professionals are more aware of capacity issues as evidenced by the numerous workshops run for the sector. The Toolkit's Factsheet has been translated into five community languages and is distributed at community events and workshops.

Appendices

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 3 – Communication

People with disabilities are aware of and can effectively access information services and programs, including court proceedings through the provision of accessible communication strategies and formats.

Performance Indicators	Achievements
The Attorney General's Division's internet, intranet and e-commerce services are provided in accessible formats and comply with W3C ¹ (AAA Level wherever possible) and Australian Human Rights Commission (AHRC) guidelines.	The Department's One Website project is designed to comply with W3C guidelines at the highest level possible. Consultations with the Disability Advisory Council and the Australian Human Rights Commission and successful user testing of these platforms have been conducted.
95% of documents on the Attorney General's Division websites (internal and external) are offered in a format in addition to a PDF copy (e.g. HTML, word, txt or rtf).	Making our websites more accessible to people with a disability is a key consideration, particularly in navigation and content development, as we move forward with online access to court information (Justicelink Legal eServices project and One Website project)
Public information is provided in plain English, avoids jargon and uses a non-serif font at least 12 point.	The Department's updated Style Guide reinforces these access requirements as the Department's standard. The Administrative Decisions Tribunal provides information in plain English and can be provided in alternate formats.
In all reviews of departmental documents, it is a priority to ensure information for Aboriginal and multicultural customers with a disability are provided in culturally and linguistically appropriate formats.	Communications Unit provides business centres advice on plain English and access issues. As needed the unit consults with Diversity Services for additional advice on materials for Aboriginal and multicultural customers with a disability.
An increase in Departmental staff ability to provide information in alternative formats and know where to find assistance when required is evidenced in the staff Flexible Service Delivery survey in Dec 2011.	ACCESSlink provides advice on creating documents in alternative formats. Vision Australia workshops are promoted across the division and attended by relevant staff who prepare publications and web design.
An increase in the use of assistive hearing devices in Courts is tracked annually.	There was an increase of six requests for the portable infrared system over the year. These were couriered to courthouses across the state. There were several new infrared systems permanently installed or located within larger courthouses and they are used regularly.

1 World Wide Web Consortium.

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 4 – Buildings and facilities

People with disabilities have equitable access to our buildings and facilities.

Performance Indicators	Achievements
New facilities comply with AS1428 part 2 and the <i>Disability Discrimination Act</i> as far as possible.	All new works have been designed to comply with part 2 including Armidale Courthouse. All refurbishments are designed to comply with part 2 as far as practicable within existing building limitations. Major works include the John Maddison Tower, Sutherland, Queens Square and Taree. All the new components of these works comply with part 2 but where they join existing buildings, there may be some components that do not comply like corridor widths and door swings.
Priorities for access improvements of existing buildings are identified and integrated into the Asset Management Branch's Access Improvement Program.	Access improvements have been completed at Lismore, Sutherland, Deniliquin, Toronto, Blacktown, Mt Druitt, Batemans Bay, Narromine, the Land and Environment Court and Queens Square.
A capital budget of at least \$250,000 per annum is expended on the Access Improvement Program.	More than \$800,000 was spent on access improvements in 2010/11 at the above projects. Deniliquin and Narromine were both specific projects to address access issues and these two projects were valued at \$250,000.
Disability infrastructure planning is reflected in Total Asset Management (TAM) plans.	In 2008, the Department conducted more than 125 audits to feed into forward TAM planning. As described above, all new facilities comply with building codes of the day, which include DDA and Australian Standard compliance requirements. This now also includes new Commonwealth legislation, which came into effect on 1 July 2011.
Information on courthouse access provisions will be available on LawLink by December 2010.	This project is behind schedule. Specific resources are being committed in the 2011/12 financial year in a joint project with Diversity Services to address this information gap.
Accessible jury facilities will be provided at all trial courts where juries regularly sit by December 2015.	A roll out plan is underway. In 2010/11, projects were completed at Lismore and commenced at Queens Square, Taree and Queanbeyan. Port Macquarie is being planned for the 2011/12 program along with improvements in the Downing Centre.
Annual reviews of Business Continuity Plans address issues for people with disabilities.	Disability access is integrated within Business Continuity Plans.

Appendices

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 5 – Consultation and best practice management

The voice of people with disabilities will be heard and reflected in policies, programs, services and management practices resulting in the Department of Justice and Attorney General acknowledged as a leader in the way we implement our Disability Strategic Plan.

Performance Indicators	Achievements
The Disability Advisory Council is satisfied with the Attorney General's Division's progress in implementing the Disability Strategic Plan (DSP) as indicated by an annual review conducted at their September quarterly meeting.	The Disability Advisory Council has continued to meet quarterly with several new members rotating onto the Council. Council members have been very satisfied with the Department's progress.
The Disability Advisory Council is satisfied with the consultation processes used to ascertain views of the Council, disability community, clients and staff on issues affecting people with disabilities.	The Disability Advisory Council is pleased with the consultation processes used by DJAG. In December 2010 the Council reviewed the Department's complaints procedures from a disability perspective and was very satisfied it was accessible.
Every business centre has mechanisms in place to consult people with disabilities and refer to ACCESSlink for advice on how to host and facilitate consultations for people with disabilities.	The Department's Staff with Disabilities Network are consulted regarding new human resources policies and procedures. The LawAccess NSW Customer Satisfaction Survey includes specific measures around people with disability related needs and carers.
Key aspects of the DSP are included in the business centres' business plans and performance agreements and reported on annually.	Business plan templates require the inclusion of DSP strategies and are reported on annually. SES performance agreements include a requirement to integrate disability related issues within planning and practice.
People with disabilities say they have had an opportunity to complain and have had access to complaints mechanisms.	The Disability Advisory Council was consulted on the division's complaints policy in late 2010, In December 2010 the Council reviewed the Department's complaints procedures from a disability perspective and was very satisfied it was accessible. It was particularly pleased with the access provisions for people with vision impairment.
Good news stories from the DSP are promoted within the Attorney General's Division at least six times per annum in Agenda.	Agenda and InfoLink included 19 disability information and good news stories in 2010/11.
The Attorney General's Division is consulted regularly by other government agencies on how to provide services to people with disabilities within a universal or mainstream service environment.	Diversity Services is approached by other government agencies for advice on the development and implementation of the DSP.

Appendix 5: Disability Plans (continued)

Level 1 – Universal/mainstream services

Outcome 6 – Employment of people with disabilities

The percent of employment participation of people with a disability within the Attorney General's Division increases.

Performance Indicators	Achievements
An increase in the percentage of people with disabilities' employment rates by 20% by 2012 from 2007/08 Annual Report representation (from 6.3% for people with a disability and 1.9% for people with a disability requiring a workplace adjustment).	Strategy and targets were originally communicated to Business Centre Managers in February 2010. Data will be analysed from the 2010/11 Annual Workforce profile to determine if rates have increased. This information will be ready for analysis in approximately August/September 2011.
The new Recruitment of People with Disabilities and Reasonable Adjustment Policy and Guidelines are finalised and promoted by August 2010.	<p>Policy and guidelines approved in July 2010. Policy and guidelines also placed on InfoLink site. Policy and Guidelines promoted at International Day celebrations. There have been 11 formal applications for Reasonable Adjustment since the creation of the new guidelines.</p> <p>A survey of reasonable adjustments provided by managers was undertaken and a high level of adjustments was reported. These are often done informally at the local level. A high number of adjustments reported were equipment, changes to work arrangements and work area design.</p> <p>The Employing People with a Disability Guidelines were approved in May 2011 and communicated as a Department Circular in June 2011.</p>
5% of all participants of management and leadership programs are people with a disability.	Data as of May 2011 indicates that approximately 3.2% of all staff who have attended management/leadership programs in 2010/11 identified as having a disability. This is below the 4.94% of staff with disability and may be indicative of the distribution of staff with disability in the management feeder levels.
Disability Awareness Training is delivered twice a year.	<p>Three sessions of this program were delivered in 2010.</p> <p>There are five sessions scheduled to be delivered in 2011.</p>
85% of all staff with a disability have achievement and development plans.	Staff with a disability that have achievement plans are at the same level as all staff that have achievement plans. Managers are responsible for staff achievement planning
85% of all staff with a disability achieve five days development per year.	<p>Data as of May 2011 indicates that approximately 82% of all staff with a disability have been involved in some form of development for 2010/11. This is below the 94% recorded for all staff.</p> <p>The target is for all staff to achieve a minimum of 5 days development. Managers are responsible for developing training plans and achievement of development targets.</p>
Reduce turnover of people with a disability from 16% to below 14.4%, the same level as all other employees, by 2012.	2009/10 annual workforce data shows that 14 people with a disability separated, from a total of 228 existing employees with a disability. This indicates that the separation rate is approximately 6.14%, which is significantly lower than the 2007/08 figure of 16%. The turnover rate for people with a disability is lower than the turnover rate for all staff.

Appendices

Appendix 5: Disability Plans (continued)

Level 2 – Influencing

Outcome 7 – Influencing opportunities

Using government decision-making, programs and operations to influence other agencies and sectors to improve community participation and quality of life for people with a disability.

Performance Indicators	Achievements
Performance indicators are under consideration by justice sector agencies and will be reported on in 2011/12.	

Level 3 – Disability specific services

Outcome 8 – Disability specific services

Providing quality specialist and adapted services where mainstream services are not responsive or adequate to meet the needs of people with a disability.

Performance Indicators	Achievements
NSW Trustee and Guardian	
NSWTG Client newsletter will be reviewed by June 2010.	Completed and ongoing improvements to make the newsletter more readable for client base.
Enhancements to NSWTG client communication strategies identified and implemented by December 2010.	Completed and ongoing improvements to client communications.
Regional visits will be increased by 25% during 2010 pending full regionalisation of financial management services.	Underway.
Audit of disability access in all NSWTG offices completed by June 2010.	Completed.
Identified disability access upgrades completed by March 2011.	Physical access upgrades complete.
Review of complaints and complaints processes completed by December 2010.	Review complete and as anticipated the process and recording of complaints has resulted in the number of complaints registered rising.
Quarterly audits will be conducted of complaints and reviews of decision to ensure internal procedures are applied and any systemic issues identified and addressed.	Quarterly reports have commenced to the NSWTG Executive.

Appendix 5: Disability Plans (continued)

Level 3 – Disability specific services

Outcome 8 – Disability specific services

Performance Indicators	Achievements
Public Guardian	
A minimum of four community education sessions will be held specifically for culturally and linguistically diverse communities (CALD) communities raising awareness of disability and guardianship issues during the 2010/11 financial year.	<p>In late 2010 we translated Public Guardian <i>Answers</i> booklet into Traditional Chinese, available in print and on PG website.</p> <ul style="list-style-type: none"> In January 2011 we revised our series of CALD fact sheets on Enduring Guardianship, available in print and on our website. Seniors Week Project: promoting enduring guardianship in CALD communities March 2011 targeting Chinese, Italian and Greek populations. We conducted a CALD radio campaign. All Chinese newspaper and most Chinese radio stations wanted the material translated. SBS Radio and Chinese Radio 2AC accepted the scripts. One session to 45 Vietnamese community workers, in conjunction with Diversity Services. One session to Mandarin speaking Seniors, and one to Australian Chinese Community Association community care staff.
50% of publications will have been reviewed using plain language and accessibility guidelines by June 2010, with the remaining publications reviewed by June 2011.	<ul style="list-style-type: none"> The Public Guardian has reviewed and republished its series of fact sheets, the <i>Answers</i> booklet for clients, the <i>Information for Family and Friends</i> and the <i>Substitute Consent: What the Law Says</i> A5 booklets. The <i>Answers</i> A5 booklet for clients has been transcribed into audio format A poster and postcard has been produced to explain 'Person Responsible' Two Public Guardian communications staff have been trained in Easy Read for people with low literacy and are currently working on producing Easy Read publications. Gathered feedback from the Plain English Foundation regarding key reports and templates used by the Public Guardian. Please note that all staff will receive tailored plain language training by the Plain English Foundation in 2011/12.
The Public Guardian will publish the results of stakeholder consultation in the 2010/11 annual report.	<p>The Public Guardian was involved in a range of stakeholder consultations.</p> <p>In 2010 Michelle Browning from Public Guardian was awarded a Churchill Fellowship to investigate supported decision making as an emerging guardianship practice. This resulted in extensive consultation in Canada and the United Kingdom.</p> <p>In 2010/11 the Public Guardian consulted at both a national and state level about the issues surrounding the provision of mental health services.</p> <p>Consultation regarding Public Guardian submission to the NSW Law Reform Commission inquiry into people with cognitive and mental health impairments in the criminal justice system.</p> <p>The Public Guardian routinely consults people under guardianship and their families, friends and advocates.</p>
Feedback about the effectiveness of community education sessions in raising awareness about guardianship issues will be used to develop community education strategies in the 2010/11 financial year.	<p>74 community education sessions were conducted and evaluated in 2010/11. The evaluation of these sessions strongly indicated the audiences found the information provided was useful and delivered appropriately. The evaluation form used was revised, piloted and now currently used in our community education sessions.</p>

Appendices

Appendix 5: Disability Plans (continued)

Corrective Services NSW Disability Action Plan

In 2010/11, 1.8 percent of Corrective Services NSW employees were people with a disability requiring work-related adjustment, exceeding the NSW Public Sector target of 1.5 percent. CSNSW continued to develop inclusive and non-discriminatory human resources policies and programs. CSNSW has an Equity and Diversity Plan 2011–14, with strategies for improving employment and career development opportunities for people with a disability, including targeted recruitment activities and establishing a new staff support network for employees with a disability. In 2010/11, under the Ready, Willing and Able Program of the NSW Government, CSNSW worked with a number of disability employment agencies to provide employment opportunities for people with a disability requiring reasonable work-related adjustments. In addition, Brush Farm Corrective Services Academy continued to deliver the Disability Awareness one-day workshop to provide employees with the skills to work effectively with people with a disability. CSNSW also contributed to the Department of Attorney General and Justice Reasonable Adjustment Policy for employees with a disability, published in July 2010.

Juvenile Justice NSW Disability Action Plan

Juvenile Justice's Disability Action Plan 2007–11 is monitored annually to ensure that targets are achieved. In 2010/11, 100 percent of young offenders were screened by a Justice Health nurse within 24 hours of their coming into a juvenile justice centre. Those who are screened and require a referral to a counsellor achieve that within three days. The Annual Meeting of the Justice Disability Advisory Council was held in early June 2011. Among the items discussed was the outcome of the *2009 Young People in Custody Health Survey* which shows a high percentage of young offenders in custody with mental health issues in and an intellectual disability. This raises issues of delivering services that are appropriate to young offenders with this range of disabilities. Juvenile Justice will continue to work closely with the Ageing, Disability and Home Care to better identify and provide appropriate services to young people with disabilities. Annual sponsorship of the 'Don't DIS my ABILITY' campaign continued.

Appendix 6: Disclosure of Controlled Entities and Subsidiaries

The Department does not have any controlled entities or subsidiaries.

Joint venture

Since 2006, the Department has recognised, at the direction of NSW Treasury, an investment in Law Courts Limited, which is an entity controlled by the NSW Government and the Australian Government, and equity accounted for in accordance with AASB 131 *Interests in Joint Ventures*. Both governments have equal representation on the Board of Directors and in the membership of Law Courts Limited, with all decisions requiring unanimous consent. Law Courts Limited is located at Level 3, Law Courts Building, Queen's Square, Sydney, NSW 2000, and its principal activity is the provision of accommodation for Courts, Courts Registries and support services at a standard that is suitable and available for occupation. The NSW Government's investment comprises 52.5% of the net assets of Law Courts Limited.

Appendix 7: Employees by Category

The following table contains human resources information for the Department of Attorney General and Justice for 2010/11 and the former Department of Justice and Attorney General for 2009/10. Data for previous years can be found in each agency's annual report (Attorney General's Department, Department of Corrective Services, Department of Juvenile Justice).

Occupation Classification ¹	2009/10 ²	2010/11 ³
Managers	1,065.86	1169.93
Professionals	1,731.10	1999.57
Technicians and Trades Workers	478.44	530.38
Community and Personal Services Workers	3,771.61	4668.68
Clerical and Administrative Workers	3,637.25	3924.55
Sales Workers	12.40	13.60
Machinery Operators and Drivers	44.00	44.34
Labourers	3.83	16.10

1 Non-casual FTE at census period based on information provided in the Department of Premier and Cabinet's CEO Report.

2 Data for 2009/10 is for the Department of Justice and Attorney General, and includes data for Attorney General's Division and Corrective Services NSW.

3 Data for 2010/11 is for the Department of Attorney General and Justice, and includes data for Attorney General's Division, Corrective Services NSW, Juvenile Justice NSW and Guardianship Tribunal. Data for 2010/11 has been calculated manually as the CEO Report was not available at the time of printing.

The information below relates to Corrective Services NSW only.

Average Number of Employees by Category	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Custody of Inmates and Detainees						
Operational staff, correctional centres and courts	43,17.63	4,405.60	4,668.37	4,537.39	4,729.74	4,823.10
Those involved in the custody or care of inmates and periodic detainees. Includes Governors and all custodial staff, industries staff, court security and transport, inmate development, psychological services and welfare staff. <i>Includes casual Court Correctional Officers, teachers and sessional specialists.</i>						
Administrative, management and other staff	1,033.52	1,176.99	1,269.23	1,334.11	1,315.95	1,295.30
Includes all support staff in correctional centres, head office, regional offices, Corrective Services Industries and the Corrective Services Academy.						
Intensive Community Supervision						
Operational staff	36.85	25.92	13.68	6.53	43.00	101.20
Those involved in direct supervision of offenders sentenced to home detention.						
Administrative, management and other staff	10.00	7.73	3	16.71	25.01	33.40
All staff who are not involved in the direct supervision of offenders sentenced to home detention.						

Appendices

Appendix 7: Employees by Category (continued)

Average Number of Employees by Category	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Community Supervision						
Operational staff	578.87	633.27	652.92	781.87	740.66	724.50
Those involved in direct supervision of offenders, including probation and parole officers.						
Administrative, management and other staff	209.16	150.76	155.20	183.23	171.14	177.70
All staff who are not involved in the direct supervision of offenders, including all support staff in Community Offender Services head office and district offices.						
Total	6,186.03	6,400.27	6,762.41	6,859.84	7,025.5	7,155.20

Note: Staff numbers are shown as full-time equivalents (FTE). For example, two part-time clerical officers each working 17.5 hours per week equate to one full time clerical officer's award hours of 35 hours per week and are shown as 1.00 FTE.

Appendix 8: Exceptional Employee Salary Movements

There were no exceptional employee salary movements in the 2010/11 financial year. Employees of the Department are covered by the Crown Employees (Public Sector – Salaries 2008) Award. The Award provided for a 4% salary increase from the first full pay period on or after 1 July 2010, for the following classifications within the Department: Clerks; Court Officers; Parole Officers; Sheriff's Officers; Tipstaves; Clerical Officers; Departmental Professional Officers; Probation Officers; Librarians; Correctional Officers; Legal Officers; Sound Reporters; Senior Officers.

Judicial Officers

Section 13 of the *Statutory and Other Offices Remuneration Act 1975* requires the Statutory and Other Offices Remuneration Tribunal (SOORT), each year, to make a determination of the remuneration to be paid to judicial officers on and from 1 October in that year.

The SOORT determination is usually released following the decision of the Commonwealth Remuneration Tribunal (CRT), which determines increases in remuneration for Federal Judges and Magistrates. In line with the decision of the CRT, the SOORT made a determination to increase the remuneration paid to all judicial officers by 4.1% on and from 1 October 2010.

The SOORT determined a general increase of 4% to Chief Executive Service and Senior Executive Service remuneration packages on and from 1 October 2010, based on satisfactory performance.

Appendix 9: Equal Employment Opportunity Report

Trends in the representation of EEO Groups¹

EEO Group	Benchmark or target	% of Total Staff ²	
		2010**	2011***
Women	50%	49%	49%
Aboriginal people & Torres Strait Islanders	2.6% ³	4%	4.8%
People whose first language was not English	19%	16%	15.7%
People with a disability	N/A ⁴	6%	6.2%
People with a disability requiring work-related adjustment ⁵	1.1% (2011)	1.8%	3.3%
	1.3% (2012)		
	1.5% (2013)		

Trends in the distribution of EEO Groups⁶

EEO Group	Benchmark or target	Distribution Index ⁷	
		2010**	2011***
Women	100	96	98
Aboriginal people & Torres Strait Islanders	100	94	92
People whose first language was not English	100	94	96
People with a disability	100	101	101
People with a disability requiring work-related adjustment	100	105	97

Note: Information for the above tables is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet.

** Data is for Department of Justice and Attorney General consisting of Attorney General's Division and Corrective Services NSW.

*** Data is for the Department of Attorney General and Justice consisting of the Attorney General's Division, Corrective Services NSW, Juvenile Justice NSW and the Guardianship Tribunal.

1 Based on staff numbers as at 30 June.

2 Excludes casual staff.

3 Minimum target by 2015.

4 Per cent employment levels are reported but a benchmark level has not been set.

5 Minimum annual incremental target.

6 A distribution index of 100 indicates that the centre of distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. An index more than 100 indicates that the EEO group is less concentrated at the lower salary levels.

7 Excludes casual staff.

Appendices

Appendix 9: Equal Employment Opportunity Report (continued)

Attorney General's Division

Throughout 2010/11, the Attorney General's Division has continued to successfully implement a range of EEO activities from the EEO Management Plan 2009-2012. They include:

1. Implementation of the Aboriginal and Torres Strait Islander Employment Strategy. Achievements include:
 - Employment of seven new school based trainees
 - Employment of two indigenous cadets
 - NAIDOC day celebrations across the Department
 - Implementation of a new Aboriginal Cultural Respect Program delivered across the Division
 - Promotion of Aboriginal employment opportunities through uniquely designed pamphlets
 - Support for and promotion of Aboriginal Staff Network activities
 - Increase in Aboriginal targeted positions across a range of Business Centres.
2. Implementation of the Disability Employment, Development & Retention Strategy. Achievements include:
 - Implementation of a Reasonable Adjustments Policy and Reasonable Adjustment Guidelines
 - Implementation of Employing People With A Disability Guidelines
 - Employment of students with a disability under the Stepping Into program
 - Successful International Day for Disability Celebrations at the Parramatta Justice Precinct
 - Continued growth of the Staff with a Disability Network, including an action plan for 2011
 - Disability Awareness training delivered a number of times in 2010/11.
3. Implementation of a range of initiatives for staff from a culturally and linguistically diverse background (CALD). Achievements include:
 - Development of revised Community Language Allowance Scheme Guidelines and promotion of the Community Language Allowance Scheme. There was an increase to 127 recipients.
 - Continued growth of Diversity Network, including the implementation of an action plan for 2011
 - Successful delivery of a development training session for staff from CALD background
 - Continued feedback provided from the Diversity Network to Human Resources on a range HR policy.
4. Implementing a range of initiatives for women. Achievements include:
 - Women's network action plan for 2011
 - International Women's Day celebrations held at both the City and Parramatta
 - Training sessions delivered specifically for women including Springboard program and Developing Women for Management Program.
5. The Division implemented a range of other EEO initiatives including:
 - Provision of quarterly EEO statistics to Business Centre Managers through workforce profiles
 - Greater analysis of EEO group responses in the exit survey report
 - Successful coordination of Equity and Diversity Alliance Day 2011 for all staff networks where 2011 action plans were developed and participants were provided with networking and personal development skills
 - Revised Vacation Care Policy
 - Respect Campaign to reinforce the importance of dignity and respect in the workplace. The campaign has an innovative and positive focus that aims to improve and promote positive workplace behaviour. It is an innovative campaign that provides practical guidance and tools for managers and staff to improve workplace behaviours and teamwork.

Activities planned for 2011/12

The Division will continue to implement strategies under the EEO Management Plan including:

- Development and implementation of a new Aboriginal and Torres Strait Islander Employment Strategy
- Continued implementation of the Disability Employment, Development and Retention Strategy, including increasing disability employment representation
- Aim to achieve Ready Willing and Able employment strategy targets through targeted recruitment for people with a disability
- Increase collaboration of equity and diversity events with Corrective Services NSW and Juvenile Justice NSW and other agencies within the Attorney General and Justice cluster
- Staff survey to assess staff views on a range of management and human resource issues including employment opportunities and workplace respect

Appendix 9: Equal Employment Opportunity Report (continued)

- Continued support of staff networks to allow staff from diverse backgrounds to provide input into Departmental practices and workplace arrangements as well as providing a supportive network amongst members
- Continued facilitation and evaluation of leadership and management development programs specifically to address workforce diversity, equity and good working relationships
- Develop and promote a new youth network
- 2011 Respect Day events will be held in with the support of the Right to Dignity at Work Steering Committee, the Human Resources Branch and Communications Unit
- Continue to build on the success of the Equity and Diversity Alliance and facilitate action-planning sessions with each of the staff networks

Corrective Services NSW

In 2010/11, the Corrective Services NSW Equal Employment Opportunity (EEO) Policy and Guidelines was approved by the Board of Management and published. The new policy affirms the commitment of CSNSW to the principles of equity and diversity across all areas of employment, strengthens definitions of discrimination bullying and harassment, and outlines the rights and responsibilities of employees and managers. In April 2011, CSNSW also published its 'Transgender Employees – Managing Workplace Issues' and 'Aboriginal Cultural Protocols and Practices' policies. It also began a comprehensive review of policies and practices related to bullying, harassment and grievance management.

In 2010/11, 4.7 per cent of CSNSW employees were Aboriginal or Torres Strait Islanders, exceeding the NSW Public Sector target of 2.6 percent. In June 2011, CSNSW published its Aboriginal and Torres Strait Islander Employment and Career Strategy, to maintain and improve upon the existing recruitment and retention rates of Aboriginals and Torres Strait Islanders through targeted recruitment activities, career development actions and cross-cultural awareness training. CSNSW offered nine NSW Public Sector Indigenous Cadetships in the areas of psychology, teaching and probation and parole. A pilot mentoring program to support the cadets is currently underway and will be evaluated and adapted for roll-out to all Aboriginal and Torres Strait Islander employees. A targeted recruitment drive, in partnership with a local Aboriginal employment service, for the South Coast Correctional Centre at Nowra, resulted in the employment of 17 Aboriginal and Torres Strait Islander staff. A similar targeted recruitment drive has been completed for the planned re-opening of the Yetta Dhinnakkal facility at Brewarrina.

CSNSW continued to show its commitment to diversity and cultural inclusiveness by organising a number of well attended events to celebrate key cultural dates, such as Harmony Day, NAIDOC Week, International Women's Day and a very successful Breast Cancer Awareness fundraiser.

Major planned equal employment opportunity outcomes for 2011/12

In 2011/12, Corrective Services NSW will publish and implement its Equity and Diversity Plan 2011–2014, including a number of important new initiatives:

- establishing a management group to monitor progress of the plan and contribute to its implementation;
- establishing staff support networks for EEO groups;
- developing a mentoring program for Aboriginal and Torres Strait Islander employees;
- developing a Women's Employment and Career Strategy;
- building strategic partnerships with government and non-government organisations to promote employment opportunities for EEO groups;
- developing and implementing new policies and practices on bullying and harassment prevention.

Corrective Services NSW has introduced an Equity and Diversity Excellence Award to recognise the achievements of employees in promoting equity and diversity in the workplace.

A new web-based EEO Data Collection form will be launched to streamline and automate the process of collecting and recording EEO data. CSNSW will re-survey staff to capture any changes in circumstances, particularly in relation to disability. For the first time, additional questions regarding an employee's 'country of birth' and 'language first spoken as a child' will be included to identify cultural and linguistic diversity trends within CSNSW.

Other EEO initiatives will include:

- analysing workforce profile data to identify any emerging trends and differences for EEO groups in the areas of recruitment, separation and salary level;
- employ a number of people with a disability, under the Ready, Willing and Able Program, through strategic partnerships with disability employment agencies;
- considering reserving a number of its future JumpSTART cadetships for people with a disability and for Aboriginals and Torres Strait Islanders;
- reviewing career development, training and cultural awareness courses for equity and diversity content and continue to promote uptake by EEO groups.

Appendices

Appendix 9: Equal Employment Opportunity Report (continued)

Juvenile Justice NSW

Initiatives to eliminate discrimination in employment and promote equal employment opportunity

During 2010/11 the agency launched its revised Code of Conduct. The Code of Conduct promotes the agency's values of ethical and honest behaviour; professionalism and responsibility; fairness and equity; learning and innovation; and collaboration. The Code of Conduct forms the framework for standards of behaviour and links to, and is supported by, the agency's policies, procedures and guidelines.

Juvenile Justice also launched the *Aboriginal and Torres Strait Islander Recruitment and Retention Strategy 2011–2015*. The strategy articulates the objectives and actions required by the agency to achieve successes in the recruitment, development and retention of Aboriginal and Torres Strait Islander staff.

Five key objectives form the basis of the Strategy:

1. Recruit Aboriginal and Torres Strait Islander staff to fill designated Aboriginal and Torres Strait Islander Identified positions as well as Non-Identified positions in a timely manner.
2. Ensure that selection panels for all Identified positions are sensitive to the cultural needs of Aboriginal and Torres Strait Islander applicants, and contain Aboriginal and Torres Strait Islander representation.
3. Valuing and retaining Aboriginal and Torres Strait Islander employees.
4. Provide appropriate training and assessment options for Aboriginal and Torres Strait Islander staff to increase skill development.
5. Apply career development strategies in order to retain Aboriginal and Torres Strait Islander staff and enhance access to achievable career pathways.

During 2010/2011 the agency continued to implement the following policies and programs:

- Supervision Policy, Guidelines and Toolkit;
- Dignity and Respect Policy and Guidelines;
- EEO Management Plan;
- the Induction Training Assessment Program (ITAP);
- the Disability Action Plan;
- the Community Language Allowance Scheme (CLAS);
- the Psychologist Reclassification Committee; and
- the Indigenous Cadetship Program.

The Supervision Policy, Guidelines and Toolkit promote EEO through skill recognition and development of staff and provides support and guidance to staff.

The Dignity and Respect Policy and Guidelines aim to support a workplace free of bullying and harassment, in which grievances are dealt with effectively, confidentially and in a timely manner.

The EEO Management Plan aims to promote equity for all staff, and demonstrates Juvenile Justices' ongoing commitment to the principles of EEO, containing strategies and imperatives for the equal employment of women; Aboriginal and/or Torres Strait Islander people; people whose first language was not English, people from racial, ethnic and ethno-religious minority groups; and people with a disability.

ITAP continues to provide a structured induction for new Youth Officers in Juvenile Justice. The Program simplifies the application and induction process for Youth Officers and aims to employ the best people for the job including continued assessment of staff.

Juvenile Justice continued strategies contained in the Disability Action Plan to identify and respond appropriately to the needs of young offenders with disabilities to reduce the likelihood of their re-offending and their further entrenchment in the criminal justice system.

In 2010/11, 22 staff received the Community Language Allowance Scheme (CLAS) allowance. As at 30 June 2011, there were three CLAS applicants for the 2011/12.

The Psychologist Reclassification Committee met and considered applications to reclassify psychologists to Specialist, Senior or Senior Specialist Psychologist. This committee provides career development and recognition of valuable Psychological staff and enhances the continued quality service to young people.

The Indigenous Cadetship Program promotes a positive career path for indigenous students within the agency.

Major activities and outcomes planned for 2011/12

The 'Ready Willing and Able' program will be employed in the agency to increase the number of staff with a disability.

The agency will continue to monitor and implement the Supervision Policy, Guidelines and Toolkit; Dignity and Respect Policy and Guidelines; EEO Management Plan; and the Disability Action Plan.

The Induction Training Assessment Program will be reviewed to ensure best practice and appropriate training for new staff.

The agency will monitor the progress towards the objectives of the Aboriginal and Torres Strait Islander Recruitment and Retention Strategy.

Appendix 9: Equal Employment Opportunity Report (continued)

The agency will be implementing the Indigenous Cadetship Program and continue to support Indigenous Cadets in providing a positive career path for Indigenous students.

The Psychologists Reclassification Committee will meet to consider reclassification applications to promote the retention of experienced Psychologists and improve the quality of service to departmental clients.

The Community Language Allowance Scheme (CLAS) will be advertised and successful applicants will receive the allowance. Better service will be provided to young persons from culturally and linguistically diverse communities.

Appendices

Appendix 10: Funds Granted to Community Organisations

Attorney General's Division

Crime Prevention Grants

Program	Recipient	Amount	Project purpose	Target clients
The Rocks Patron Safe Strategy	Sydney Harbour Foreshore Authority	\$68,940	Provide security at The Rocks secure taxi rank and George Street Bus Stop	Community, Business
SafeGrowth and City Crime	University of Sydney	\$1,819	Seminar on crime in cities	Community, Business
Red Dust Healing Program	Spread Out and Stick Together Pty Ltd	\$26,700	Provide Aboriginal men with understandings of identity, self evaluation, family relationships and violent behaviour	Indigenous men and families
Break and Enter Strategy Testing (B.E.S.T.) project	Clarence Valley Council	\$50,000	Testing effectiveness of discount vouchers for home security items against providing and installing home security hardware	Community
Tackling Violence Program	Dept of Premier and Cabinet	\$108,500	Reduce domestic violence through partnership with Australian Rugby League	Community
Car Security Project	Ashfield Council	\$50,000	Reduce motor vehicle theft and theft from motor vehicles	Community, Businesses
Look After Your Mates	Orange City Council	\$50,000	Reduce non-domestic assault	Community, Businesses
Keeping Safe and Thinking Smart project	Strathfield Council	\$49,135	Reduce robbery/steal from person	Community, Businesses
Alcohol Related Assault Reduction project	Wagga Wagga City Council	\$45,410	Reduce alcohol-related assault	Community, Businesses
Break and Enter Reduction project	Great Lakes Council	\$23,000	Reduce break and enter (dwelling)	Community
Don't Steal from My Automobile project	Kogarah City Council	\$29,315	Reduce theft from motor vehicles	Community, Businesses
Home Safe project	Holroyd City Council	\$61,166	Reduce break and enter (dwelling)	Community
Develop Domestic Violence DVD	Judicial Commission of NSW	\$75,000	Inform justice professionals about judicial process regarding domestic violence matters	Community
Design Out Crime Research Centre (DOCRC)	University of Technology Sydney	\$450,000	Funding for DOCRC to undertake research	Community, Businesses
Home and Business Safety project	Coonamble Shire Council	\$50,000	Reduce break and enter (dwelling), and reduce break and enter (non-dwelling)	Community, Businesses
Malicious Damage – Hot Spot audit and CPTED Implementation project	Great Lakes Council	\$8,455	Reduce malicious damage hotspots and implement CPTED recommendations	Community, Businesses
Graffiti Action Day	Keep Australia Beautiful (NSW)	\$127,892	Promotion of community approach to tackling graffiti crime	Community, Businesses
Total Crime Prevention Grants		\$1,275,332		

Appendix 10: Funds Granted to Community Organisations (continued)

Graffiti Reduction Management Strategy – CPTED Graffiti Hotspot program Grants

Program	Recipient	Amount	Project purpose	Target clients
CPTED Graffiti Hotspot program – Gosford	Gosford City Council	\$98,500	Reduce the incidence of malicious damage – graffiti: protective coating, community signage and lighting	Community, Businesses
CPTED Graffiti Hotspot program – Lake Macquarie	Lake Macquarie City Council	\$84,600	Reduce the incidence of malicious damage – graffiti: landscaping treatment and building remedial treatment	Community, Businesses
CPTED Graffiti Hotspot program – Newcastle	Newcastle City Council	\$149,137	Reduce the incidence of malicious damage – graffiti: landscaping and screening treatment	Community, Businesses
CPTED Graffiti Hotspot program – Wollongong	Wollongong City Council	\$78,295	Reduce the incidence of malicious damage – graffiti: landscaping treatment	Community, Businesses
CPTED Graffiti Hotspot program – Sutherland	Sutherland Shire Council	\$120,998	Reduce the incidence of malicious damage – graffiti: landscape works/ screening, lighting and surface treatments	Community, Businesses
CPTED Graffiti Hotspot program – Blue Mountains	Blue Mountains City Council	\$130,301	Reduce the incidence of malicious damage – graffiti: glazing/protective film for bus shelters/civic localities	Community, Businesses
CPTED Graffiti Hotspot program – Penrith	Penrith City Council	\$103,833	Reduce the incidence of malicious damage – graffiti: landscaping treatment	Community, Businesses
CPTED Graffiti Hotspot program – Blacktown	Blacktown City Council	\$111,500	Reduce the incidence of malicious damage – graffiti: community art mosaic project and landscaping screening	Community, Businesses
CPTED Graffiti Hotspot program – Campbelltown	Campbelltown City Council	\$57,240	Reduce the incidence of malicious damage – graffiti: landscaping screening	Community, Businesses
CPTED Graffiti Hotspot program – Sydney	City of Sydney	\$47,744	Reduce the incidence of malicious damage – graffiti: landscaping treatment	Community, Businesses
Total CPTED/Graffiti Grants		\$982,148		

Appendices

Appendix 10: Funds Granted to Community Organisations (continued)

Domestic Violence Intervention Court Model (DVICM) Grants

Program	Recipient	Amount	Project purpose	Target clients
Wagga Wagga Domestic and Family Violence Intervention Service	Sisters Housing Enterprises Inc-DAFVIS	\$386,562	Provide Domestic and Family Violence victims' services in the Wagga Wagga area	Community
Campbelltown Domestic and Family Violence Intervention Service	Macarthur Legal Centre Inc	\$299,762	Provide Domestic and Family Violence victims' services in the Campbelltown area	Community
Campbelltown Domestic and Family Violence Intervention Service	Macarthur Legal Centre	\$328,907	Provide Domestic and Family violence victims' services in the Campbelltown area	Community
DVICM Capacity Building – CALD Pamper Days project	Macarthur Legal Centre	\$5,417	Promote DVICM program in the CALD community	Community
DVICM Capacity Building – ATSI community project	Relationships Australia	\$9,304	Promote DVICM program and provide educational opportunities for ATSI people	Community
DVICM Capacity Building – Path to Empowerment for Multicultural Women project	Sisters Housing Enterprises Inc-DAFVIS	\$3,308	Promote DVICM program for Multicultural Women	Community
DVICM Capacity Building – ATSI Womens Support project	Macarthur Legal Centre	\$11,575	Provide information regarding DV support services to ATSI Women	Community
DVICM Capacity Building – Building Stronger Relationships in the CALD community	Sisters Housing Enterprises Inc-DAFVIS	\$4,800	Develop and deliver culturally appropriate programs to CALD community members	Community
Total DVICM		\$1,049,635		

Appendix 10: Funds Granted to Community Organisations (continued)

Safe Aboriginal Youth (SAY) Patrols Grants

Program	Recipient	Amount	Project purpose	Target clients
SAY Patrols program – La Perouse and Bourke	PCYC NSW Ltd	\$92,810	Provide safe transport and outreach service for young people on the streets at night in La Perouse and Bourke areas	Community
SAY Patrols program – Greater Taree	Greater Taree City Council	\$42,222	Provide safe transport and outreach service for young people on the streets at night in Greater Taree area	Community
SAY Patrols program – Dareton	Mallee Family Care	\$37,180	Provide safe transport and outreach service for young people on the streets at night in Dareton area	Community
SAY Patrols program – Wilcannia	Maari Ma Health	\$54,021	Provide safe transport and outreach service for young people on the streets at night in Wilcannia area	Community
SAY Patrols program – Armidale	Armidale Youth Assist Inc	\$39,139	Provide safe transport and outreach service for young people on the streets at night in Armidale area	Community
SAY Patrols program – Dubbo	Dubbo Neighbourhood Centre Inc	\$25,157	Provide safe transport and outreach service for young people on the streets at night in Dubbo area	Community
SAY Patrols program – Shoalhaven	Shoalhaven Community Development Ltd	\$39,139	Provide safe transport and outreach service for young people on the streets at night in Shoalhaven area	Community
SAY Patrols program – La Perouse, Bourke, Kempsey, Newcastle	PCYC NSW Ltd	\$127,623	Provide safe transport and outreach service for young people on the streets at night in La Perouse, Bourke, Kempsey and Newcastle areas	Community
Total SAY Patrols grants		\$457,291		
Attorney General's Division Grand Total		\$3,764,406		

Appendices

Appendix 10: Funds Granted to Community Organisations (continued)

Corrective Services NSW

Community Funding Program

Project Stream	Funded Organisation	Amount
Inmate Support	Link-Up NSW Aboriginal Corporation	\$82,668
	Prisoners Aid Association	\$323,662
Transitional Support	Namatjira Haven	\$294,563
	Guthrie House	\$343,979
	Glebe House	\$206,388
	New Horizons	\$122,539
	Community Restorative Centre	\$115,867
	Yula-Punaal (formerly Yulawirri Nurai Indigenous Association)	\$90,966
	Community Restorative Centre	\$227,824
Family and Children of Offenders Support Stream	Judge Rainbow Memorial Fund	\$375,299
	SHINE for Kids	\$781,489
	Community Restorative Centre	\$116,711
	Community Restorative Centre	\$57,933
	Community Restorative Centre	\$132,203
Total CFP funds required		\$3,272,091

Appendix 10: Funds Granted to Community Organisations (continued)

Victims of Violent Crime Grants

Organisation	Funding (exc. GST)
People With a Disability Australia	\$15,000.00
Spirit Dreaming Australia	\$14,650.00
St Vincent De Paul Society – Marian Villa Women’s Refuge	\$6,415.00
Inner City Legal Centre	\$14,800.00
Baptist Community Services	\$6,960.00
Orange Domestic Violence Action Group	\$3000.00
Victims of Crime Assistance League NSW inc. (VOCAL)	\$3313.50
South East Women and Children’s Services – HWATC	\$8750.00
Jewish House Limited	\$15,000.00
South East Women and Children’s Services – BWR	\$11,925.00
Bonnie Women’s Refuge	\$15,000.00
Lithgow Community Projects Inc.	\$8000.00
South East Women and Children’s Services – MTH	\$14,850.00
Adults Surviving Child Abuse (ACSA)	\$14,900.00
NSW Women’s Refuge Movement Inc.	\$8500.00
Blue Mountains Women’s Health Resource Centre	\$14,968.00
Manly Warringah Women’s Resource Centre	\$14,567.00
Rosie’s Place	\$14,852.00
Central Tablelands Housing Association	\$15,000.00
Heal for Life Foundation	\$15,000.00
The Deli Women and Children’s Centre	\$2991.30
Disability Advocacy NSW	\$15,000.00
Linden Place	\$15,000.00
Corrective Services NSW Grand Total	\$268,441.80

In 2010/11, Corrective Services also provided the Enough is Enough Anti-Violence Movement funding of \$107,057 to offer its “R” Program in NSW correctional centres.

Appendices

Appendix 10: Funds Granted to Community Organisations (continued)

Juvenile Justice NSW

Program	Organisation	Amount
Accommodation Support	Albury/Wodonga Youth Emergency Services (STAYSAFE)	\$230,800
Providing stable and secure accommodation services for young offenders	CatholicCare JTAP Services	\$249,316
	CatholicCare: Juniperina Shared Access Trial (JSAT)	\$120,427
	Centacare Newcastle (IMPACT)	\$108,801
	Marist Youth Care	\$149,700
	Mission Australia	\$5,218
	Mission Australia – Triple Care Farm	\$72,202
	Port Stephens Family Support	\$3,744
	Regional Youth Support Services	\$130,330
	Shoalhaven Youth Accommodation	\$4,995
	Southern Youth And Family Services Assoc Inc. (RAILS)	\$144,970
	The Ted Noffs Foundation	\$9,000
Alcohol and Other Drugs	Ted Noffs Foundation	\$110,238
Alcohol and Other Drugs	Ted Noffs Foundation	\$1,837,684
Funding for residential AOD facilities		
Alcohol and Other Drugs	Mission Australia	\$588,984
Funding for residential AOD facilities		
Employment Programs	Albury Wodonga Youth Emergency Services	\$72,946
Funding to engage young offenders in employment and to establish links to employers	Salvation Army Youthlink	\$30,468
	Waverley Action Youth Services	\$21,168
	Whitelion	\$243,558
	Western College Inc, Dubbo	\$72,946
Homelessness Project	Mission Australia	\$492,000
Support young offenders find accommodation	YP Space MNC	\$461,000
Legal Support for Young Offenders	Legal Aid NSW	\$183,649

Appendix 10: Funds Granted to Community Organisations (continued)

Program	Organisation	Amount	
Local Offender Programs including Post Release Programs	Access Community Training Corrimal	\$90,335	
	Anglican Diocese of Sydney (Anglicare NSW)	\$138,009	
	Funding for programs to support young people in the community or custody to engage them in education or community activities and to support them after release to address the underlying causes of their offending	Anglicare Youth and Family Services Canberra & Goulburn (Wagga)	\$87,274
	Barnardos Australia	\$183,122	
	CatholicCare	\$101,746	
	Centacare Diocese – Bourke Youth Service	\$72,946	
	Coffs Harbour PCYC (Youth on the Go)	\$60,680	
	Kempsey PCYC	\$72,946	
	Marist Youth Services Inc	\$154,936	
	Mission Australia	\$664,695	
	North Coast Institute of TAFE – Kempsey	\$81,586	
	Pathfinders – Out for Good – Armidale Youth Refuge Inc.	\$138,980	
	Relationships Australia	\$64,326	
	Shire Wide Youth Services	\$121,000	
	Trustees of the Christian Brothers	\$61,366	
Weave Youth Family Community	\$94,837		
Research	Australian Institute of Health	\$123,274	
	Charles Sturt University	\$50,000	

Appendices

Appendix 10: Funds Granted to Community Organisations (continued)

Program	Organisation	Amount
Vocational Programs	ACE North Coast Inc	\$8,918
Education and other programs to support young people and address the underlying causes of their offending behaviour	BCS Life Care	\$8,182
	Bondi community street project	\$23,543
	Catholic Family Welfare Services	\$10,000
	Community Business Development	\$35,654
	Community College Northern Inland	\$43,994
	Drug Arm Australasia	\$4,873
	Dunn and Lewis Youth Development	\$4,500
	Eternity Aid	\$58,090
	Great Lakes Community Resources	\$53,481
	Gurehlgam Corporation Ltd	\$3,636
	Hand Brake Turn	\$8,182
	Healthy Cities Illawarra	\$3,000
	Jobs Australia	\$8,745
	Life Without Barriers	\$1,366
	Mallee Family Care Inc	\$14,000
	Mid Richmond Neighbourhood Centre	\$9,000
	Mission Australia	\$17,792
	Miyay Birray Youth Service Inc	\$3,250
	Ngulingah Local Aboriginal Land Council	\$3,636
	Nimbin Community Development	\$9,082
	PCYC Armidale	\$5,455
	PCYC Kempsey	\$7,273
	PCYC Lake Illawarra	\$4,545
	PCYC Sutherland	\$4,000
	Regional Youth Support Services Inc	\$7,273
	SHINE for Kids Co-operative Ltd	\$9,091
	St Edwards College	\$9,000
	St Therese's Community Catholic	\$4,064
	Streetwork Inc.	\$9,082
	Tenterfield Social Development	\$6,364
	Tharawal Aboriginal Corporation	\$2,000
	The Australian Children's Music Foundation	\$40,000
VIBE Australia Pty Ltd	\$9,091	
Woodville Community Services	\$1,000	
Youth off the Streets Ltd	\$70,000	
Juvenile Justice NSW Grand Total		\$8,227,364

Appendix 11: Government Information (Public Access) Act 2009

Attorney General's Division

The 2010/11 financial year saw the commencement of the *Government Information (Public Access) Act 2009* (the GIPA Act). The GIPA Act comes under the ministerial responsibility of the Attorney General. This agency has prepared its business centres for the change in approach in dealing with requests for information. The provision of information by informal means is encouraged. Information is made available by the requirement to post mandatory open access information on this agency's website and through the proactive release of information at the business centre level.

As part of its review under section 7(3) of the GIPA Act, this agency has drafted a procedure document titled 'Release of information under the GIPA Act'. These procedures provide a framework for business centres for the informal and proactive release of information. Business centres within the Attorney General's Division have been requested to adopt or remodel these procedures to suit their business by mid October 2011. A review of the practices within business centres will be conducted during the next reporting year.

During the reporting year, 51 formal applications were received by this division. Two applications were withdrawn by applicants. Thirty-two applications were processed as valid applications under the GIPA Act. Seventeen applications were treated as invalid applications, because they either did not comply with formal requirements under the GIPA Act, or they were for excluded information, namely, court documents.

This is a significant increase of approximately 40% from the last reporting year since there was no requirement under the *Freedom of Information Act 1989*, to report on invalid applications, however provides a more accurate depiction of the requests made of this agency.

In instances where information was partially released, the most common conclusive presumption of overriding public interest against disclosure matter relied on to withhold information from release was legal professional privilege. The most common public interest consideration against disclosure relied on when applying the public interest test was the matter of individual rights, judicial process and natural justice. This is consistent with the most common exemptions relied on in the 2009/10 reporting year. In total, this agency received nine applications which were partly refused because the applications requested the disclosure of information referred to in Schedule 1 of the GIPA Act.

There was a reduction in the number of deemed refusal applications during the reporting year. A factor for the reduction is the provision in the GIPA Act to extend the period of time within which an application may be decided by agreement with the applicant.

An analysis of applications also revealed an increase in the number of internal reviews. This may be attributed to the three avenues of review that are available to aggrieved applicants following a decision by an agency. Although two internal reviews are noted in the statistics, there are three additional reviews that have been lodged either with the Office of the Information Commissioner or the Administrative Decisions Tribunal that have yet to be finalised.

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Statistics

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	6	4	0	0	0	2	0	1
Members of Parliament	0	0	0	1	0	0	0	1
Private sector business	1	0	0	0	0	1	0	0
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	2	3	1	0	0	1	0	0
Members of the public (other)	0	6	4	1	1	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	9	14	5	2	1	4	–	2
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	6
Application is for excluded information of the agency (section 43 of the Act)	11
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	17
Invalid applications that subsequently became valid applications	8

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	6
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	25
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	1
Total	32

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	1	1	2
Review by Information Commissioner*	1	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	2	1	2

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendix 11: Government Information (Public Access) Act 2009 (continued)

NSW Ministers

A Minister's office is classed as a separate agency under the GIPA Act and accordingly is required to comply with GIPA reporting requirements. The statistics for formal applications received by these agencies are provided below. It should be noted that these statistics are from the date the Minister's were sworn in, namely 28 March 2011 for the Premier & Minister for Western Sydney and Deputy Premier, Minister for Trade & Investment, Minister for Regional Infrastructure and Services and 3 April 2011 for the remaining Cabinet ministers. These statistics are provided to the NSW Department of Attorney General and Justice and collated for publication in the annual report for this agency.

Premier & Minister for Western Sydney	Entries recorded
Office of the Attorney General and Minister for Justice	Entries recorded
Minister for Planning and Infrastructure	Entries recorded
Minister for Police and Emergency Services, Minister for the Hunter and Vice President of the executive Council	Entries recorded
Deputy Premier, Minister for Trade & Investment, Minister for Regional Infrastructure and Services	Nil return
Minister for Education	Nil return
Minister for Roads and Ports	Nil return
Minister for Resources & Energy, Special Minister of State and Minister for the Central Coast	Nil return
Minister for Transport	Nil return
Minister for Tourism, Major Events, Hospitality and Racing, Minister for the Arts	Nil return
Treasurer	Nil return
Minister for Finance and Services, Minister for the Illawarra	Nil return
Minister for Primary Industries and Small Business	Nil return
Minister for Ageing, Minister for Disability Services	Nil return
Minister for Local Government, Minister for the North Coast	Nil return
Minister for Family and Community Services, Minister for Women	Nil return
Minister for Fair Trading	Nil return
Minister for Mental Health, Minister for Healthy Lifestyles, Minister for Western New South Wales	Nil return
Minister for the Environment, Minister for Heritage	Nil return
Minister for Citizenship and Communities and Minister for Aboriginal Affairs	Nil return
Minister for Sport and Recreation	Nil return

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Minister for Western Sydney

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Attorney General and Minister for Justice

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* *Personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review			0
Review by Information Commissioner*			0
Internal review following recommendation under section 93 of Act			0
Review by ADT			0
Total			0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Minister for Planning and Infrastructure

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	1	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	1	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Minister for Police and Emergency Services

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	1	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* *Personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	1
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Corrective Services NSW

In 2010/11 Corrective Services NSW (CSNSW) received 369 applications for access to Government information under the GIPA Act. In 2009/10, CSNSW received 348 applications for documents under the former *Freedom of Information Act 1989*. Of the 369 applications received in 2010/11:

- 326 applications were decided (including 1 deemed refusal);
- 22 applications were withdrawn;
- 4 applications were transferred to other agencies;
- 16 applications were not finalised by the close of the financial year;
- 1 application was awaiting advice regarding a section 60(4) scope letter.

Applicants sought access to information in relation to CSNSW statistics; correctional management; and staff disciplinary matters, however, most applications received in 2010/11 were in relation to the files of offenders and ex-offenders. As in previous years, a significant number of applications were received from Legal Aid NSW on behalf of offenders. In 2010/11, 76 such applications were received compared with 110 applications in 2009/10.

Access to information in 2010/11 compared with 2009/10

Of the 326 finalised applications:

- 15 percent of applicants (49) gained access to all requested records, compared with 16 percent in 2009/10*;
- 70 percent of applicants (231) gained access to some of the requested records, compared with 75 percent in 2009/10.

The remaining 46 applications (15 percent) involved one or more decisions where information was refused, already available, and/or not held by CSNSW.

* A major contributing reason, for the relatively low percentage of applicants being granted access to all requested records, is that applicants were often denied access to personal information about other people (third-parties).

Timeliness

Of the 326 finalised applications:

- 98 percent of the applications (322) were decided within the statutory timeframe (20 days plus any extension of the processing period up to 35 days);
- 1 percent of the applications (3) were decided after the 35 days' maximum statutory timeframe (by agreement with the applicant);
- 1 application was not decided within the statutory timeframe (a deemed refusal).

Authorised Proactive Release of Government Information

In accordance with section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), a review was conducted of the Corrective Services NSW (CSNSW) program for the release of Government information held by CSNSW that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency. As part of that review, members of the Board of Management of CSNSW were asked to identify the kinds of Government information held within their areas of responsibility that could be proactively released.

The following information was proactively released, pursuant to section 7 of the GIPA Act, on the CSNSW Internet site in the 2010/2011 financial year:

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Statistical reports

Extensive details about the new Intensive Correction Orders

Applications for access to government information under the *Government Information (Public Access) Act 2009* (Act)

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	5	4	1	7	0	5	0	0
Members of Parliament	2	0	0	0	0	2	0	0
Private sector business	3	0	0	0	0	0	0	1
Not for profit organisations or community groups	1	1	0	1	0	0	0	0
Members of the public (application by legal representative)	18	139	0	6	3	2	0	11
Members of the public (other)	20	87	1	17	17	2	1	10

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	36	224	1	22	20	2	1	19
Access applications (other than personal information applications)	12	5	1	9	0	9	0	3
Access applications that are partly personal information applications and partly other	1	2	0	0	0	0	0	0

* *A personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	109
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	109
Invalid applications that subsequently became valid applications	66

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	3
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	1
Documents affecting law enforcement and public safety	18
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	40
Law enforcement and security	25
Individual rights, judicial processes and natural justice	222
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	322
Decided after 35 days (by agreement with applicant)	3
Not decided within time (deemed refusal)	1*
Total	326

* Not counted in any other table.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	1	2	3
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	1	1	2
Total	3	3	6

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	6
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendices

Appendix 11: Government Information (Public Access) Act 2009 (continued)

Juvenile Justice NSW

Juvenile Justice has implemented the *Government Information (Public Access) Act 2009* (GIPAA) in accordance with the statutory requirements for disclosure. During the year there were two applications (one from a parliamentarian for operational details and the other from a community organisation wanting some statistics) and eight consultations with other agencies concerning papers held by Juvenile Justice; access was granted in full to all. The matters were dealt with within the 20 day statutory limit. There were no reviews requested.

Appendix 12: Industrial Relations Policies and Practices

Attorney General's Division

During 2010/11, the Department and the Public Service Association continued to consult on a range of industrial relations matters through various consultative committees. The Department's Consultative Committee arrangements provide a two-tiered mechanism directed towards the development of a relationship of mutual trust between the parties.

The Peak Consultative Committee (PCC) comprises the Department's Director General, Director, Human Resources, Assistant Director Employee Relations, Employee Relations Officer (Secretary) and representatives of the PSA. The Peak Consultative Committee met on a quarterly basis to discuss general industrial relations matters. Matters impacting on individual Business Centres are dealt with through local consultative committees who meet to discuss and review local issues. If these committees are unable to resolve issues they are referred to the PCC for further discussion.

No major industrial action or lost time occurred related to agency specific issues.

Corrective Services NSW

Corrective Services NSW has a workplace consultative framework that provides for corporate and workplace consultation. At a corporate level, five consultative forums cover the major vocational branches and unions, including the Prison Officers Vocational Branch, Commissioned Officers Vocational Branch, Non-Custodial Vocational Branch, Community Offender Services Vocational Branch and the NSW Teacher's Federation. The groups meet regularly throughout the year. Additionally, consultative meetings are regularly held at workplaces to address local issues.

In 2010/11, 14 disputes were filed with the Industrial Relations Commission, all of which were resolved through conciliation. One matter, which commenced in 2009/10, concerning the employment of casual correctional officers was arbitrated. The Court clearly set out the employment framework for casual staff under the provisions of the Public Sector Employment and Management Act 2002. CSNSW reviewed all the employment arrangements for all casual correctional officers and adjusted those arrangements as necessary to ensure compliance with the legislation.

Juvenile Justice NSW

Juvenile Justice was involved in numerous industrial and employment relations matters in the 2010/11 financial year.

The majority of the work involved the implementation of the *Crown Employees (Department of Human Services [Juvenile Justice] – 38 Hour Week Operational Staff 2010) Award*, unfair dismissal appeals and disciplinary appeals.

The Joint Consultative Committee met quarterly and discussed matters ranging from transition of functions to shared corporate services, occupational health and safety issues, and operational matters for both community and custodial services.

Appendix 13: Insurance Activities

Attorney General's Division

Major insurance risks for the Department are the security of its staff, property and other assets, and the risk of work-related injuries, which may result in workers' compensation insurance claims. Accordingly, the Department has full workers' compensation, motor vehicle accident, property, liability and miscellaneous insurance cover provided by the Treasury Managed Fund (TMF). The TMF is a government-wide self-insurance scheme that provides a systematic and coordinated approach to the practice of risk management. Under this scheme, benchmarking was introduced to gauge risk management performance with insurance premiums determined by a combination of benchmarks and the Department's claims' experience.

QBE Insurance manages the Department's workers' compensation insurance and GIO General Ltd manages the Department's other insurances. In respect of workers' compensation for 2010/11, there is an increase in the Department's deposit premium of eight percent compared with the previous year. This increase is due to the higher benchmark premium, which is funded by Treasury, offset by a decrease in experience premium attributed to lower cost of claims. To reduce the number and value of workers' compensation insurance claims, the Department monitors its claims experience on an ongoing basis, with a focus on occupational health and safety and claims management.

Risk management policies and procedures are continually being reviewed, with the aim of enhancing the Department's risk management profile, thereby reducing future premiums.

There is a decrease in the 2010/11 motor vehicle deposit premium of twenty two percent due to the steady decline in the number of motor vehicle claims submitted to TMF over the past few years. This is a direct result of the improved policies and procedures introduced by the fleet team in managing claims.

The deposit premium for 2010/11 property insurance has decreased by thirteen percent due to the department's continuous improvement in property claims management.

There is a slight increase in the 2010/11 public liability deposit premium of one percent mainly due to the higher benchmark premium funded by Treasury and a decrease in miscellaneous insurance deposit premium of six percent due to the lower cost of claims.

The Benchmark Premium for Motor Vehicle represents a comparison with external fleet experience.

For Liability, Property and Miscellaneous cover there is no comparison with external factors. The Benchmark Premium is used as a funding mechanism for Budget Agencies.

Appendices

Appendix 13: Insurance Activities (continued)

Motor Vehicle Accident Claims

Year	No of Accidents	Frequency of Accidents per 100 Vehicles	Costs per Accident \$	Costs Average \$
2006/07	74	18	224,309	3,031
2007/08	96	28	330,273	3,440
2008/09	87	23	277,717	3,192
2009/10	80	20	197,836	2,473
2010/11	100	32	264,049	2,640

Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$1,853,254 current reserve balance and \$2,874,483 net incurred balance.

Crown Solicitor's Office has confirmed that there are nil solvency claims outstanding (claim relating prior to 1 July 1989).

Property Claims

Year	No of Claims	Costs per Accident \$	Costs Average \$
2006/07	10	69,390	6,939
2007/08	22	275,144	12,507
2008/09	13	150,254	11,558
2009/10	3	6,199	2,066
2010/11	4	488,779	122,195

Miscellaneous Claims

Year	No of Claims	Costs per Accident \$	Costs Average \$
2006/07	4	182,971	45,743
2007/08	7	9,430	1,347
2008/09	12	338,616	28,218
2009/10	6	283,776	47,296
2010/11	6	109,392	18,232

Appendix 13: Insurance Activities (continued)

Corrective Services NSW

Motor Vehicle Accident Claims

Year	No of Accidents	Frequency of Accidents per 100 Vehicles	Costs per Accident \$	Costs Average \$
2008/09	252	23	778,072	3,088
2009/10	249	25	941,353	3,780
2010/11	195	19	665,015	3,410

Public Liability Claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$2,278,262.

Property Claims

Year	No of Claims	Costs per Accident \$
2008/09	52	2,477,022
2009/10	48	1,179,562
2010/11	51	1,688,284

Miscellaneous Claims

This policy provides personal accident coverage for persons who assist the Department but are not by definition entitled to workers compensation and for persons performing community service orders.

Year	No of Claims	Costs per Accident \$
2008/09	0	0
2009/10	0	0
2010/11	1	1,117

Appendices

Appendix 13: Insurance Activities (continued)

Juvenile Justice NSW

Responsibility for effective risk management rests with the Executive Committee with oversight provided through the independent Audit and Risk Committee, which was established in compliance with the NSW Treasury Internal Audit and Risk Management Policy (TPP09-05). A Chief Audit Executive reports to this committee and oversees the operation of the internal audit function. A separate Fraud and Corruption Prevention Committee provides regular reports to the Executive Committee.

The risk management framework continues to be updated to be consistent with Standard AS/NZ ISO 31000: 2009 Risk Management – Principles and guidelines.

The Enterprise Risk Management Manual was produced during the year and describes the Agency's framework for managing a range of risks across the extent of its business activities.

The risk management policy was updated to strengthen the commitment of the Agency to enterprise risk management and the risk register was also updated which includes strategic, safety, operational, financial/ governance, and information risks.

An Executive Safety Committee continued to oversee the operation and performance of the agency's safety management system. Financial risks continued to be managed by the Finance Committee.

A comprehensive insurance program covers workers' compensation, public liability, motor vehicle, property and miscellaneous liability.

Motor Vehicle Accident Claims

Year	No of Accidents	Frequency of Accidents per 100 Vehicles	Costs per Accident \$	Costs Average \$
2007/08	94	29	395,810	4,210
2008/09	113	35	359,345	3,180
2009/10	79	24	230,490	2,917
2010/11	71	22	258,154	3,635

Property Claims

Year	No of Claims	Costs per Accident \$	Costs Average \$
2007/08	56	105,933	1,891
2008/09	30	31,340	1,044
2009/10	27	128,458	4,757
2010/11	21	115,747	5,511

Public Liability

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial reassessment) is \$100,000.

Miscellaneous Claims

Year	No of Claims	Costs Average \$
2009/10	5	18,820
2010/11	1	Estimate received

Appendix 14: Internal Audit and Risk Management

Internal audit and risk management operated across the Department. A statement of compliance with the *Internal Audit and Risk Management Policy for the NSW Public Sector* is published in this annual report and includes information on ministerially approved departure from the policy.

Risk management included processes that were consistent with relevant standards. Risks were regularly reviewed and monitored. Internal audit programmes were risk based, appropriately resourced, and were delivered using a mix of internal and outsourced services. Separate Audit and Risk Committees and internal audit programmes operated for the Attorney General's Division, Corrective Services NSW, Juvenile Justice Branch and NSW Trustee and Guardian.

Internal Audit and Risk Management Statement for the 2010/11 Financial Year for the Department of Attorney General and Justice

I, Laurie Glanfield am of the opinion that the Department of Attorney General and Justice has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I am of the opinion that the internal audit and risk management processes for the Department depart from the core requirements set out in the Treasury Circular and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) the Department has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
Separate arrangement may be maintained for the Attorney General's Division and Corrective Services NSW to achieve outcomes equivalent to the core requirements of the <i>Internal Audit and Risk Management Policy for the NSW Public Sector</i> .	<p>Enable the policy outcomes to be achieved until consolidated arrangements can be established.</p> <p>Separate arrangements are in place for the Attorney General's Division and Corrective Services NSW, including separate Audit and Risk Committees, Chief Audit Executives and Internal Audit Functions, and risk management processes.</p>

Juvenile Justice NSW had separate arrangements in operation in 2010/11 while part of the Department of Human Services. Separate arrangements for Juvenile Justice NSW continued when it became part of the Department of Attorney General and Justice in April 2011. A ministerial determination will be sought if the Department of Attorney General and Justice maintains separate arrangements for Juvenile Justice NSW in 2011/12.

I am of the opinion that the Audit and Risk Committees for the Department are constituted and operate in accordance with the independence and governance requirements of the Treasury Circular. The Chairs and Members of the Audit and Risk Committees are:

Attorney General's Division:

- Dr Elizabeth Coombs, independent Chair (30 November 2012)
- Ian Neale, independent Member (30 November 2013)
- Paul Crombie, independent Member (23 March 2014).
- Michael Baldi, non-independent Member (30 November 2013)
- Lida Kaban, non-independent Member (2 September 2014)

Corrective Services NSW:

- Paul Crombie, independent Chair (17 March 2014)
- Ian Neale, independent Member (23 March 2014)
- Peter Peters, non-independent Member (31 March 2014)

Juvenile Justice NSW (formally within the Department of Human Services):

- Joan Wilcox, independent Chair (31 December 2011)
- Arthur Butler, independent Member (29 September 2011)
- Valda Ruisis, non-independent Member (15 March 2013)

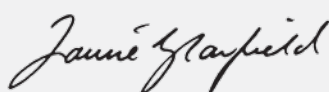
Appendices

Internal Audit and Risk Management (continued)

The delivery of the Internal Audit Function across the Department is a mix of in-house and outsourced services. These several delivery models were maintained having regard to the size, complexity, risk profile and operational distribution of the Department and the viability, cost and capacity of alternative arrangements.

The audit and risk processes in operation provide a level of assurance that enables the senior management of the Department to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with and exceptions to the policy to the Treasury.



Laurie Glanfield
Director General

Appendix 15: Land Disposal

Attorney General's Division

The Division owns or operates a range of property assets including heritage courthouses, shopfronts, office fit-outs and call centres. The Department disposed of one property in 2010/11. Access to documents relating to the disposal of the property can be obtained under the *Government Information (Public Access) Act 2009*.

Property	Reason for disposal	Sale price	Purchased by
Former Bowral Courthouse	Court no longer sits at Bowral	\$1,045,000	Private purchaser

Corrective Services NSW

Corrective Services NSW owns or operates a range of property assets including heritage courthouses, shopfronts, office fit-outs and call centres. Corrective Services disposed of five properties in 2010/11 listed below. Access to documents relating to the disposal of the above properties can be obtained by under the *Freedom of Information Act 1989*.

Property	Reason for disposal	Sale price	Purchased by
Austral Street, Malabar	No longer used	\$1.2 million	Private purchaser
3 Civic Place, Katoomba	Vested with State Property Authority	N/A	N/A
1250 Anzac Parade, Malabar	Compulsory acquisition	\$1	Transferred to Department of Health
Portion of Cessnock Correctional Centre	Surplus to requirements. Disposal cancelled	N/A	Leased to Oaks Golf Club
Part of Wellington Correctional Centre	Road upgrade – transfer to be effected in 2011/12 gratis	N/A	Transfer to Wellington Council

Juvenile Justice NSW

Land disposal

No individual land disposals were made in 2010/11.

Appendix 16: Leave Liabilities

Leave liabilities as at 30 June 2011 includes Attorney General's Division, Corrective Services NSW and Juvenile Justice NSW.

Recreation leave	\$122,646,941
Long service leave	\$295,620,327

Appendix 17: Legislation and Legal Change

Legislation allocated to the Attorney General

<i>Administration (Validating) Act 1900 No 38</i>	<i>Classification (Publications, Films and Computer Games) Enforcement Act 1995 No 63</i>
<i>Administrative Decisions Tribunal Act 1997 No 76</i>	<i>Commercial Arbitration Act 2010 No 61</i>
<i>Anglican Church of Australia (Bodies Corporate) Act 1938 No 15</i>	<i>Common Carriers Act 1902 No 48</i>
<i>Animals Act 1977 No 25</i>	<i>Commonwealth Bank (Interpretation) Act 1953 No 29</i>
<i>Anti-Discrimination Act 1977 No 48 (except Part 9A, the Premier)</i>	<i>Commonwealth Places (Administration of Laws) Act 1970 No 80</i>
<i>Antiochian Orthodox Church Property Trust Act 1993 No 20</i>	<i>Commonwealth Powers (De Facto Relationships) Act 2003 No 49</i>
<i>Application of Laws (Coastal Sea) Act 1980 No 146</i>	<i>Commonwealth Powers (Family Law—Children) Act 1986 No 182</i>
<i>Australian Mutual Provident Society Act 1988 No 47</i>	<i>Community Justice Centres Act 1983 No 127</i>
<i>Australian Mutual Provident Society (Demutualisation and Reconstruction) Act 1997 No 56</i>	<i>Community Protection Act 1994 No 77</i>
<i>Bail Act 1978 No 161</i>	<i>Compensation Court Repeal Act 2002 No 23</i>
<i>Benevolent Society (Reconstitution) Act 1998 No 153</i>	<i>Compensation to Relatives Act 1897 No 31</i>
<i>Bible Society NSW (Corporate Conversion) Act 2008 No 91</i>	<i>Confiscation of Proceeds of Crime Act 1989 No 90</i>
<i>Births, Deaths and Marriages Registration Act 1995 No 62</i>	<i>Constitutional Powers (Coastal Waters) Act 1979 No 138</i>
<i>Burns Philip Trustee Company Limited Act 1990 No 82</i>	<i>Co-operative Schemes (Administrative Actions) Act 2001 No 45</i>
<i>Charitable Trusts Act 1993 No 10</i>	<i>Coptic Orthodox Church (NSW) Property Trust Act 1990 No 67</i>
<i>Child Protection (Offenders Prohibition Orders) Act 2004 No 46 (jointly with the Minister for Police and Emergency Services)</i>	<i>Coroners Act 2009 No 41</i>
<i>Children (Criminal Proceedings) Act 1987 No 55</i>	<i>Corporations (Administrative Actions) Act 2001 No 33</i>
<i>Children (Protection and Parental Responsibility) Act 1997 No 78</i>	<i>Corporations (Ancillary Provisions) Act 2001 No 32</i>
<i>Children's Court Act 1987 No 53</i>	<i>Corporations (Commonwealth Powers) Act 2001 No 1</i>
<i>Choice of Law (Limitation Periods) Act 1993 No 94</i>	<i>Corporations (New South Wales) Act 1990 No 83</i>
<i>Christian Israelite Church Property Trust Act 2007 No 41</i>	<i>Costs in Criminal Cases Act 1967 No 13</i>
<i>Churches of Christ in New South Wales Incorporation Act 1947 No 2</i>	<i>Council of Law Reporting Act 1969 No 59</i>
<i>Churches of Christ, Scientist, Incorporation Act 1962 No 21</i>	<i>Court Information Act 2010 No 24</i>
<i>Civil Liability Act 2002 No 22</i>	<i>Court Security Act 2005 No 1</i>
<i>Civil Procedure Act 2005 No 28</i>	<i>Court Suppression and Non-publication Orders Act 2010 No 106</i>

Appendices

Appendix 17: Legislation and Legal Change (continued)

Crimes Act 1900 No 40

Crimes (Administration of Sentences) Act 1999 No 93, section 183 (2) (a) (remainder, the Minister for Justice)

Crimes (Appeal and Review) Act 2001 No 120

Crimes at Sea Act 1998 No 173

Crimes (Criminal Organisations Control) Act 2009 No 6

Crimes (Domestic and Personal Violence) Act 2007 No 80

Crimes (Forensic Procedures) Act 2000 No 59

Crimes Prevention Act 1916 No 80

Crimes (Sentencing Procedure) Act 1999 No 92

Crimes (Serious Sex Offenders) Act 2006 No 7

Criminal Appeal Act 1912 No 16

Criminal Case Conferencing Trial Act 2008 No 10

Criminal Procedure Act 1986 No 209

Criminal Records Act 1991 No 8

Crown Advocate Act 1979 No 59

Crown Proceedings Act 1988 No 70

Crown Prosecutors Act 1986 No 208

Damage by Aircraft Act 1952 No 46

Defamation Act 2005 No 77

Director of Public Prosecutions Act 1986 No 207

Discharged Servicemen's Badges Act 1964 No 49

District Court Act 1973 No 9

Domicile Act 1979 No 118

Dormant Funds Act 1942 No 25

Drug Court Act 1998 No 150

Drug Misuse and Trafficking Act 1985 No 226 (except part, the Minister for Police and Emergency Services, and part, jointly the Minister for Health and the Minister for Healthy Lifestyles)

Dust Diseases Tribunal Act 1989 No 63

Electronic Transactions Act 2000 No 8

Employees Liability Act 1991 No 4

Evidence Act 1995 No 25

Evidence (Audio and Audio Visual Links) Act 1998 No 105

Evidence on Commission Act 1995 No 26

Factors (Mercantile Agents) Act 1923 No 2

Federal Courts (State Jurisdiction) Act 1999 No 22

Felons (Civil Proceedings) Act 1981 No 84

Financial Transaction Reports Act 1992 No 99

Fines Act 1996 No 99, Part 2, Divisions 1 and 2, section 120 (in so far as it relates to registrars of the courts and the Sheriff) and section 123 (remainder, the Minister for Finance and Services)

Forfeiture Act 1995 No 65

Frustrated Contracts Act 1978 No 105

Government Information (Information Commissioner Act 2009 No 53

Government Information (Public Access) Act 2009 No 52

Graffiti Control Act 2008 No 100 (except Part 4, jointly with the Minister for Local Government)

Greek Orthodox Archdiocese of Australia Consolidated Trust Act 1994 No 65

Guardianship Act 1987 No 257

Guardianship of Infants Act 1916 No 41

Habitual Criminals Act 1957 No 19

Health Practitioner Regulation (Adoption of National Law) Act 2009 No 86, section 4 in so far as it applies section 165B of the Health Practitioner Regulation National Law (NSW) as a law of New South Wales, and the Health Practitioner Regulation National Law (NSW), section 165B (remainder, the Minister for Health)

Holy Apostolic Catholic Assyrian Church of the East Property Trust Act 1992 No 10

Imperial Acts Application Act 1969 No 30

Inclosed Lands Protection Act 1901 No 33

Industrial Relations Act 1996 No 17, sections 147, 148 (except in relation to the appointment of Commissioners), 149, 150, 151, 152, 153, 154, 156 (3), 157 (3), 159 (2), 164 (2), 168, 180, 185 (2) (d) and (e), 196, 197, 207, 208, 381, 382, 383, 407 (in relation to provisions administered by the Attorney General), Schedule 2 (in relation to provisions administered by the Attorney General), and Schedule 4 (in relation to provisions administered by the Attorney General), (remainder, the Minister for Finance and Services)

Inebriates Act 1912 No 24

Infants' Custody and Settlements Act 1899 No 39

Insurance Act 1902 No 49

Insurance (Application of Laws) Act 1986 No 13

James Hardie (Civil Liability) Act 2005 No 106

James Hardie (Civil Penalty Compensation Release) Act 2005 No 107

James Hardie Former Subsidiaries (Winding up and Administration) Act 2005 No 105

Appendix 17: Legislation and Legal Change (continued)

- James Hardie Former Subsidiaries (Winding up and Administration) Act 2005 No 105*
- Judges' Pensions Act 1953 No 41*
- Judicial Office (Papua New Guinea) Act 1979 No 177*
- Judicial Officers Act 1986 No 100*
- Jurisdiction of Courts (Cross-vesting) Act 1987 No 125*
- Jurisdiction of Courts (Foreign Land) Act 1989 No 190*
- Jury Act 1977 No 18*
- Justices of the Peace Act 2002 No 27*
- Land and Environment Court Act 1979 No 204*
- Law and Justice Foundation Act 2000 No 97*
- Law Courts Limited Act 1977 No 10*
- Law Enforcement (Powers and Responsibilities) Act 2002 No 103*
- Law Reform Commission Act 1967 No 39*
- Law Reform (Law and Equity) Act 1972 No 28*
- Law Reform (Marital Consortium) Act 1984 No 38*
- Law Reform (Miscellaneous Provisions) Act 1944 No 28*
- Law Reform (Miscellaneous Provisions) Act 1946 No 33*
- Law Reform (Miscellaneous Provisions) Act 1965 No 32*
- Law Reform (Vicarious Liability) Act 1983 No 38*
- Legal Aid Commission Act 1979 No 78*
- Legal Profession Act 2004 No 112*
- Lie Detectors Act 1983 No 62*
- Limitation Act 1969 No 31*
- Local Court Act 2007 No 93*
- Lutheran Church of Australia (New South Wales District) Property Trust Act 1982 No 101*
- Maintenance, Champerty and Barratry Abolition Act 1993 No 88*
- Marketable Securities Act 1970 No 72*
- Married Persons (Equality of Status) Act 1996 No 96*
- Mental Health (Forensic Provisions) Act 1990 No 10 (except Part 5, jointly the Minister for Health and the Minister for Mental Health)*
- Methodist Church of Samoa in Australia Property Trust Act 1998 No 96*
- Mining Act 1992 No 29, section 293 (remainder, the Minister for Resources and Energy)*
- Minors (Property and Contracts) Act 1970 No 60*
- Moratorium Act 1932 No 57*
- Notice of Action and Other Privileges Abolition Act 1977 No 19*
- NSW Trustee and Guardian Act 2009 No 49*
- Oaths Act 1900 No 20*
- Parliamentary Papers (Supplementary Provisions) Act 1975 No 49*
- Partnership Act 1892 55 Vic No 12 (except, in so far as it relates to the functions of the Registrar of the register of limited partnerships and incorporated limited partnerships and to the setting of fees to be charged for maintaining that register, jointly with the Minister for Finance and Services and the Minister for Fair Trading)*
- Personal Property Securities (Commonwealth Powers) Act 2009 No 35*
- Piracy Punishment Act 1902 No 69*
- Police (Special Provisions) Act 1901 No 5 (except part, the Minister for Police and Emergency Services)*
- Presbyterian Church of Australia Act 1971 No 42*
- Pre-Trial Diversion of Offenders Act 1985 No 153*
- Printing and Newspapers Act 1973 No 46*
- Privacy and Personal Information Protection Act 1998 No 133*
- Probate and Administration Act 1898 No 13*
- Professional Standards Act 1994 No 81*
- Property (Relationships) Act 1984 No 147*
- Public Defenders Act 1995 No 28*
- Public Notaries Act 1997 No 98*
- Recovery of Imposts Act 1963 No 21*
- Relationships Register Act 2010 No 19*
- Reorganised Church of Jesus Christ of Latter Day Saints Trust Property Act 1959 No 13*
- Restraints of Trade Act 1976 No 67*
- Restricted Premises Act 1943 No 6*
- Roman Catholic Church Communities' Lands Act 1942 No 23*
- Roman Catholic Church Trust Property Act 1936 No 24*
- Royal Blind Society (Corporate Conversion) Act 2003 No 64*
- Royal Blind Society (Merger) Act 2005 No 87*
- Royal Institute for Deaf and Blind Children Act 1998 No 6*
- Russian Orthodox Church (NSW) Property Trust Act 1991 No 91*

Appendices

Appendix 17: Legislation and Legal Change (continued)

Sale of Goods Act 1923 No 1

Sale of Goods (Vienna Convention) Act 1986 No 119

Scout Association of Australia (New South Wales Branch) Incorporation Act 1928 No 26

Sea-Carriage Documents Act 1997 No 92

Sheriff Act 2005 No 6

Solicitor General Act 1969 No 80

Sporting Venues (Offenders Banning Orders) Act 2005 No 67

Standard Time Act 1987 No 149

Status of Children Act 1996 No 76

Stewards' Foundation of Christian Brethren Act 1989 No 172

Succession Act 2006 No 80

Suitors' Fund Act 1951 No 3

Summary Offences Act 1988 No 25

Sunday (Service of Process) Act 1984 No 45

Supreme Court Act 1970 No 52

Surrogacy Act 2010 No 102

Surveillance Devices Act 2007 No 64

Telecommunications (Interception and Access) (New South Wales) Act 1987 No 290

Terrorism (Commonwealth Powers) Act 2002 No 114

Terrorism (Police Powers) Act 2002 No 115

Trees (Disputes Between Neighbours) Act 2006 No 126

Trustee Act 1925 No 14

Trustee Companies Act 1964 No 6

Trustees Delegation of Powers Act 1915 No 31

Unauthorised Documents Act 1922 No 6

Uncollected Goods Act 1995 No 68

Uniting Church in Australia Act 1977 No 47

Vexatious Proceedings Act 2008 No 80

Victims Rights Act 1996 No 114

Victims Support and Rehabilitation Act 1996 No 115

Westpac Banking Corporation (Transfer of Incorporation) Act 2000 No 71

Witnesses Examination Act 1900 No 34

Workplace Injury Management and Workers Compensation Act 1998 No 86, sections 368, 369 and 373 and Schedule 5 (remainder, the Minister for Finance and Services)

Workplace Surveillance Act 2005 No 47

Young Offenders Act 1997 No 54 (except parts, the Minister for Justice)

Legislation allocated to the Minister for Justice

Child Welfare (Commonwealth Agreement Ratification) Act 1941 No 11

Child Welfare (Commonwealth Agreement Ratification) Act 1962 No 28

Children (Community Service Orders) Act 1987 No 56

Children (Detention Centres) Act 1987 No 57

Children (Interstate Transfer of Offenders) Act 1988 No 85

Crimes (Administration of Sentences) Act 1999 No 93 (except part, the Attorney General)

Crimes (Interstate Transfer of Community Based Sentences) Act 2004 No 72

International Transfer of Prisoners (New South Wales) Act 1997 No 144

Parole Orders (Transfer) Act 1983 No 190

Prisoners (Interstate Transfer) Act 1982 No 104

Young Offenders Act 1997 No 54, sections 49, 60 and 61, and Schedule 1 (remainder, the Attorney General)

Legal Change

The information below relates to changes to legislation allocated to the Attorney General.

Classification (Publications, Films and Computer Games) Enforcement Amendment Act 2010

Community Justice Centres Amendment Act 2010

Courts and Crimes Legislation Amendment Act 2010

Courts and Crimes Legislation Further Amendment Act 2010

Court Suppression and Non-Publication Orders Act 2010

Crimes Amendment (Terrorism) Act 2010

Crimes (Sentencing Procedure) Amendment Act 2010

Crimes (Serious Sex Offenders) Amendment Act 2010

Electronic Transactions Amendment Act 2010

Evidence Amendment Act 2010

Privacy and Government Information Legislation Amendment Act 2010

Surrogacy Act 2010

Terrorism (Police Powers) Amendment Act 2010

Appendix 17: Legislation and Legal Change (continued)

Court and Other Legislation Amendment Act 2011

Court Security Amendment Act 2011

Crimes Amendment (Murder of Police Officers) Act 2011

Evidence Amendment (Journalist Privilege) Act 2011

Law Enforcement Powers and Responsibilities Amendment (Move on Direction) Act 2011

Miscellaneous Acts Amendment (Directors Liability) Act 2011

Significant judicial decisions

Please refer to the Policy and Legal chapter of this report.

Corrective Services NSW

1. *Crimes (Sentencing Legislation) Amendment (Intensive Correction Orders) Act 2010*

This Act amended the *Crimes (Sentencing Procedure) Act 1999*, the *Crimes (Administration of Sentences) Act 1999* and other laws and commenced on 1 October 2010. The Act introduced Intensive Correction Orders as a community-based sentencing option in New South Wales and abolished Periodic Detention Orders. As a result, Periodic Detention Orders ceased as a sentencing option from 1 October 2010. Periodic Detention Orders imposed prior to that date are required to be served. The Act was based on recommendations contained in the New South Wales Sentencing Council's report *Review of Periodic Detention* published in December 2007.

2. *Crimes (Sentencing Procedure) Regulation 2010*

This Regulation replaced the *Crimes (Sentencing Procedure) Regulation 2005*, and commenced on 1 September 2010. Whilst the majority of the Regulation re-made the former 2005 Regulation, Part 3 of the Regulation deals with sentencing procedures for intensive correction orders, including assessment reports which must be prepared by Probation and Parole Officers.

3. *Crimes (Sentencing Procedure) Amendment Act 2010*

This Act, which received assent on 7 December 2010, introduced a provision into the *Crimes (Administration of Sentences) Act 1999* that if an offender serving a sentence of 3 years or more, with a non-parole period, has provided post-sentence assistance to law enforcement authorities that was not taken into account or considered by the sentencing court, the State Parole Authority must have regard to the nature and extent of the assistance and the degree to which the offender's willingness to provide such assistance reflects the offender's progress to rehabilitation, when deciding whether to release the offender on parole. The Act also introduced a requirement that a sentence imposed for escape from a correctional centre is to be served cumulatively upon, and following, sentences for other offences imposed simultaneously. Another

amendment makes it clear that applications for Extended Supervision Orders and Continuing Detention Orders may be made in respect of sex offenders who are serving sentences of imprisonment for serious sex offence(s) and other offences concurrently or consecutively, irrespective of which sentence was imposed first.

4. *Crimes (Serious Sex Offenders) Amendment Act 2010*

This Act, which received assent on 10 December 2010, amended the *Crimes (Serious Sex Offenders) Act 2006* to provide that an Extended Supervision Order issued under that Act is to be extended to account for any time that the order is suspended because the offender is in custody; and to provide that a condition of an Extended Supervision Order can require an offender to permit a CSNSW officer to have access to any computer or related equipment at the offender's residential address or in the offender's possession. The amendments also provide for registered victims of an offender to be notified of applications for Continuing Detention Orders and Extended Supervision Orders and to be given an opportunity to make a statement setting out the person's views about the proposed order and any conditions to which the order may be subject. The statement may be placed before the Supreme Court for consideration. In addition, the amendments provide that when determining an application for a Continuing Detention Order or an Extended Supervision Order, the Supreme Court must have regard to any report prepared by CSNSW as to the extent to which the offender can reasonably and practicably be managed in the community.

Significant judicial decisions

Nil significant judicial decisions have been reported.

Juvenile Justice NSW

Principal Legislation

Juvenile Justice is responsible for administering the following Acts:

- The *Young Offenders Act 1997* (Part 5 and Schedule 1), which sets out the responsibilities of the department in the administration of youth justice conferences;
- The *Children (Community Service Orders) Act 1987*, which details the responsibility of the department in supervising juvenile offenders placed on community service orders;
- The *Children (Detention Centres) Act 1987*, which governs the administration of juvenile justice centres and the care and supervision of juvenile detainees; and
- The *Children (Interstate Transfer of Offenders) Act 1988*, which specifies the requirements for the transfer of young offenders from or to NSW, and for the transfer of young offenders through NSW from one State to another.

Appendices

Appendix 17: Legislation and Legal Change (continued)

Changes in Legislation

The following Regulations were remade on 1 September 2010:

Children (Detention Centres) Regulation 2010

Children (Community Service Orders) Regulation 2010

Children (Interstate Transfer of Offenders) Regulation 2010

Details of significant amendments to these Regulations are as follows:

Children (Detention Centres) Regulation 2010:

- Amendments to ensure consistency of detainee uniforms across detention centres;
- Gives Juvenile Justice officers greater power to enforce a requirement that visitors leave all property in secure lockers prior to visiting detainees and provides a potential consequence if they fail to comply;
- Visitors who are banned from visiting a detention centre now have a right to have their banning order reviewed by the Director General (or delegate);
- Provides a more detailed list of instruments of restraint to provide clearer guidance to Juvenile Justice officers on lawful and appropriate instruments;
- Permits Juvenile Justice officers to use dogs to assist in the detection of prohibited drugs in detention centres and permits a reasonable use of force by Juvenile Justice officers in relation to protecting a drug dog from attack or harm whilst being used in a lawful search in a detention centre.

Children (Community Service Orders) Regulation 2010

Clause 10 of the Regulation was amended to provide details of appropriate worksites where young people may perform their community service orders.

The Crimes (Sentencing Legislation) Amendment (Intensive Correction Orders) Act 2010 amended section 24 of the *Children (Detention Centres) Act 1987*. This allows certain suitable young people subject to control orders to be granted conditional discharge in order to serve the period of detention by way of an "intensive correction order", including appropriate supervision.

Significant Judicial Decisions

Cahill (Public Service Association NSW) v State of NSW (Department of Juvenile Justice and Department of Education and Training) (No.3) [2009] NSWIRComm 97

In 2006 the Public Service Association NSW commenced a prosecution under the *Occupational Health and Safety Act 2000* against the State of New South Wales, specifically the Department of Education and Training (DET) and the former Department of Juvenile Justice. The prosecution arose from incidents involving teachers' aides and a teacher, working with detainees at the Putland School situated within Cobham Juvenile Justice Centre in March 2004. A small number of detainees misbehaved, verbally abused, and subjected some staff to minor physical assaults.

Three charges commenced related to matters including: failing to ensure the health safety and welfare of employees; not ensuring the systems of work and working environment of the employees were safe and without risks to health; and allowing there to be a psychologically unsafe place of work.

Juvenile Justice was convicted of two joint offences (along with DET). DET was convicted of the same two joint offences and one other offence under the *OHS Act*. Sentence proceedings were heard in June 2009 and the Court handed down fines in respect of three offences. The convictions and sentences were confirmed in respect of two occupational health and safety offences, involving Juvenile Justice and the DET following an appeal to the Full Bench of the Industrial Court of NSW, judgment was delivered on 1 April 2011. The State of NSW appeal in respect of one offence was successful and the conviction and sentence in respect of the third alleged offence against DET, relating to a risk of psychological harm to staff, was quashed. The relevant fines imposed by the Industrial Court in respect of Juvenile Justice and DET were \$200,000 and \$160,000. These fines were paid jointly by Juvenile Justice and DET, each paying fifty percent of the total fines.

Since 2004 Juvenile Justice has continued to improve safety and security in schools located in Juvenile Justice Centres. There have been improved communications systems and duress alarms installed in schools. There has also been enhanced and refined information provided to staff about the classification of detainees, and identified risk factors.

There is now more comprehensive liaison and improved information exchange between Juvenile Justice and DET in relation to detainee management and safety. There is also ongoing instruction and training to staff.

Appendix 18: Major Works in Progress

Project	Estimated Total Cost \$m	Cost up to 30 June 2011 \$m	Completion date	Cost overruns
Attorney General's Division				
Forum Sentencing facilities	1.07	150,000	Jun 2014	Nil
Remote Witness Facilities	12.687	11.379	Jun 2011	Nil
Court Upgrade program (including Justicelink)	259.789	123.714	Jun 2015	Nil
Newcastle Courthouse	94.130	3.700	Jun 2014	Nil
Joined Up Justice	9.900	4.434	Dec 2012	Nil
Legal e-Services	10.086	5.484	Jun 2012	Nil
Corrective Services NSW				
1000 Inmate Beds	296.355	218.810	Jun 2013 (expected)	Nil
Information Technology Infrastructure	47.567	25.542	Jun 2013 (expected)	Nil
Inmate Escort Vehicles	9.230	4.870	Jun 2014 (expected)	Nil
Juvenile Justice NSW				
Front Line Accommodation	7.240	5.241	2012/13	Nil
Riverina Juvenile Justice Centre Redevelopment	29.388	8.067	2012/13	Nil
Cobham Juvenile Justice Centre Redevelopment	40.255	7.024	2012/13	Nil
Client Information Management Service Upgrade	7.041	2.728	2012/13	Nil

Appendices

Appendix 19: Multicultural Policies and Services Program

Attorney General's Division

The Attorney General's Division) has continued to implement its commitment to multicultural polices and services by pursuing the strategies contained in its Culturally Diverse Communities' Access Plan, its response to the State's Multicultural Policy and Services Program (MPSP) framework.

Activity area 'A' Planning and evaluation

Outcome 1 – Planning

Multicultural policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency.

Performance Indicators	Achievements
Business centre business plans are responsive to the demographic data of their clients from multicultural and linguistically diverse communities and demonstrate plans to address relevant issues faced by their clients.	The Court Intervention Unit and Community Justice Centres are exploring partnerships with Culturally and Linguistically Diverse (CALD) communities such as the various African and Pacific communities to enhance services that address issues facing their clients.
Diversity Services conducts an evaluation of the Culturally Diverse Communities' Access Plan and works with business centres to enhance their efforts based on reviews of business plans and available external and internally generated data.	Diversity Services is working with various business centres such as Community Justice Centres, Victim's Services, Crime Prevention Division, Community Relations Unit and Local Courts to assist in their implementation of the Culturally Diverse Communities Access Plan.
The Attorney General's Division develops internal monitoring systems to evaluate the Culturally Diverse Communities' Access Plan.	The Culturally Diverse Communities' Access Plan is evaluated annually and several of the performance indicators are reported on quarterly to the Department's executive.
Diversity Services submits MPSP reports to Community Relations Commission (CRC) and within Department's annual reports.	Diversity Services annually submits the Division's MPSP reports to CRC and includes its achievements within the Department's annual report.

Appendix 19: Multicultural Policies and Services Program (continued)

Outcome 2 – Consultation and feedback

Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory committees and consultations.

Performance Indicators	Achievements
Policy and service delivery reflect information and expertise acquired through research and community consultation.	Advice to a whole of government working group on the sensitive issue of individual identification was informed by research and community consultation.
The voice of clients is evident in the Department's decisions.	The Division broadened its engagement with numerous multicultural communities during the year through the introduction of two new Community Liaison Officers. The DVD <i>The Law and You: Legal Information for African Communities in NSW</i> was launched to 150 African community elders and leaders and promoted across the state to service providers and justice sector agencies.
All client feedback that is handled by the CRU is sent to the relevant business centre for their information and response advice.	Community Relations Unit (CRU) has reviewed its client feedback policies and procedures. Business centres are integral to the CRU responses to clients and therefore have access to issues as they arise.
The Attorney General's Division enhances its understanding of multicultural communities' issues through its culturally diverse staff.	The Division has several internal events, which are designed to encourage culturally diverse staff to feel proud and confident in sharing and informing policies and practices.

Activity area 'B' Capacity building and resourcing

Outcome 3 – Leadership

CEO and senior management actively promote and are accountable for the implementation of the Principles of Multiculturalism within the agency and wider community.

Performance Indicators	Achievements
Senior management are perceived as champions of cultural diversity in 2012 as reported in the bi-annual employee survey.	Internal agency publications included 17 articles promoting cultural diversity and included support by senior management. The next employee survey will be conducted in 2011/2012.
Cultural diversity objectives and strategies are reflected in all performance agreements and business plans.	Business plans require Culturally Diverse Communities' Access Plan strategies and are reported on annually through the annual reporting process. Senior Executive Service performance agreements include a requirement to integrate multicultural related issues within planning and practice.

Appendices

Appendix 19: Multicultural Policies and Services Program (continued)

Outcome 4 – Human resources

The capacity of the agency is enhanced by the employment of people with linguistic and cultural expertise and we pride ourselves in the capacity of our employees from culturally diverse communities and the cultural competencies of all staff.

Performance Indicators	Achievements
Staff profile reflects cultural diversity of the community to ensure services are culturally sensitive and enhance client service.	<p>The Division employs a significant number of CALD staff, particularly in the Sydney Metro region where the majority of CALD clients are located. The Division has over 130 staff in receipt of the Community Language Allowance Scheme, which means that clients from various backgrounds can access basic language assistance.</p> <p>18.4 % of staff of the Attorney General's Division have identified as being from a racial, ethnic or ethno-religious group which is a minority in Australian society.</p>
Staff from various multicultural communities are encouraged to contribute to the cultural competence of their business centre and specific workplace.	<p>Staff from multicultural communities are encouraged to participate in a range of development activities. The Division supports the Cultural Diversity Staff Network. Network representatives are members of the Equity and Diversity Alliance, which oversees the development and implementation of the Equal Employment Opportunity Management Plan and provides input into human resources policies and practices.</p> <p>The Respect Program provides a framework of teamwork activities that promotes respect for diversity and embracing diversity in teamwork and staff input.</p> <p>The Cultural Diversity Staff Network has the opportunity to present ideas and suggestions to management.</p>
Staff from various multicultural communities are supported in their career development to enhance cultural competency at all levels of the organisation.	<p>The Division encourages CALD staff to be involved in a range of career development activities. Managers are required to ensure that all staff are afforded a minimum of 5 days development per year. Specific development activities are also provided through the Cultural Diversity Staff Network.</p>
Staff and management at all levels are supported in the development of their cultural competence, to enhance multicultural skills at all levels of the organisation.	<p>Staff and management are provided development opportunities to enhance their knowledge of cultural diversity and develop cultural competency. The Division celebrates Harmony Day and encourages all staff to be involved through a range of workplace activities.</p> <p>People Development run a number of training courses that aim to educate and promote cultural awareness in the workplace. Cultural diversity and competency are embedded in a range of development programs, from induction to leadership development.</p>

Appendix 19: Multicultural Policies and Services Program (continued)

Activity area 'C' Programs and services

Outcome 5 – Access and equity

Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and program and services are developed to address them.

Performance Indicators	Achievements
The Attorney General's Division develops and implements a community consultation program to influence policy and program delivery.	This consultation strategy has been developed and includes extensive engagement with three diverse multicultural communities through 2011 and will focus on additional refugee communities in 2012.
The Attorney General's Division's services respond to feedback from the community and are delivered in a culturally competent manner.	<p>A DVD was developed and launched in late 2010 for African community members entitled 'The Law and You, Legal Information for African Communities in NSW'. This DVD was prepared in seven African community languages.</p> <p>Multicultural mediators and advisors are employed by the Community Justice Centres to ensure mediations are offered in a culturally competent manner. They have also consulted with various communities to discuss cultural differences in ADR.</p>
Business Centres who survey former clients will track issues of access relating to cultural diversity and respond to them.	<p>In LawAccess people from a multicultural background are identified as 'priority customers' as per the <i>LawAccess NSW Policy, Procedure and Service Standards Manual</i>.</p> <p>Continued implementation of <i>Communications Strategy – People from CALD Communities</i>.</p> <p>All strategies were developed in consultation with relevant communities and stakeholders.</p> <p>LawAccess NSW <i>Customer Satisfaction Survey</i> includes specific measures around birthplace of and language spoken by customers.</p>
The clients from culturally diverse communities who use Victim's Services increases.	Victim's Services is preparing a service delivery strategy to enhance service provision to people from multicultural communities.
The use and provision of interpreting and translation services increase.	<p>The amount of interpreting and translation provided to clients by the division has increased in the last financial year by 9.46%.</p> <p>The number of CRC interpreters provided to the Department totalled 13,552.</p> <p>We are now also tracking translation expenditures separately and will use our 2010/11 as a baseline.</p>

Outcome 6 – Communication

A range of communication formats and channels are used to inform people from culturally and linguistically diverse backgrounds about agency programs, services and activities.

Performance Indicators	Achievements
Amount of money spent on interpreters and translations across the Attorney General's Division increases.	Expenditure on interpreters and translations has increased by 9.46% across the Division in the last financial year.
There is an increase in the number of audiovisual link sessions provided by the Community Relations Commission in the provision of interpreters.	Data on audiovisual links provided through Community Relations Commission was not available.

Appendices

Appendix 19: Multicultural Policies and Services Program (continued)

Outcome 7 – Social and economic development

Programs and services are in place to develop and use the skills of a culturally diverse population for the social and economic benefit of the State.

Performance Indicators	Achievements
Community leaders and members who attend consultations and training sessions respond positively to activity and report enhanced understanding and skill development after sessions are conducted.	The expanded attendance at each legal education and consultation session held with the African, Chinese and Pacific communities reflects the value of the workshops and communities' appreciation for the information provided. The Division offered 25 community sessions over the financial year.
Ability to sustain participation of Sudanese Law Students for the Blacktown Local Court Support program.	The Division is working with the University of Western Sydney to ensure the continuation of the Blacktown Sudanese Local Court Support Program.

In 2011/12 the Division will focus its efforts on:

- working across the Department, including Corrective Services NSW and Juvenile Justice to share the feedback from various multicultural communities on our services and programs to ensure they are responsive and accessible to the broadest number of community members;
- working with community leaders to encourage participation in identification and response to justice issues through the leadership skills held amongst the communities' leaders;
- meeting with the identified communities for 2011/12 such as the African, Pacific and Chinese communities to offer community legal education workshops communities through forums offered by guest speakers, educators and training programs from the Division and broader justice sector;
- facilitating forums on domestic violence with specific culturally diverse communities; and
- ensuring the engagement process between multicultural diverse communities and the Department are mutually beneficial and further the joint understanding of the issues facing the communities.

Communities to be focused on over the next three years will be emerging communities (African, Iraqis, Afghani, Chinese, and Pacific Communities as based on interpreter and census data).

Appendix 19: Multicultural Policies and Services Program (continued)

Corrective Services NSW

Cultural and Linguistic Diversity

In 2010/11, Corrective Services NSW (CSNSW) submitted its inaugural Cultural and Linguistic Diversity Report to the Community Relations Commission. The report highlighted CSNSW's achievements for 2010 in the areas of Planning and Evaluation, Capacity Building and Resources and Programs and Services. The Community Relations Commission assessed CSNSW's overall performance for 2010 at range 2, within the ranges 1 to 3 identified within the Multicultural Planning Framework. The Commission complimented CSNSW for improving access to language services and information in community languages for people from culturally and linguistically diverse (CALD) backgrounds and for increasing the level of accountability of funded services.

Staff cultural training

In 2010/11, Brush Farm Corrective Services Academy held seven, full-day sessions of Cultural Inclusiveness training. The course was attended by 85 staff. It is part of a unit of competency for Work Effectively with Diversity. A total of 421 new recruits completed the Cultural Awareness module as part of their integrated induction training.

Communication

In 2010/11, Corrective Services NSW invested \$192,646 in on-site and telephone interpreter services. In addition, the number of bi and multi-lingual staff on the Community Language Allowance Scheme increased by 6.23 percent to 80, providing language assistance in 33 community languages.

In partnership with Housing NSW, CSNSW staff reviewed and updated the Questions and Answers about Social Housing booklet. CSNSW staff also reviewed and updated the Visiting a Correctional Centre booklet and the Controlled Telephone System. All documents were translated into Arabic, Chinese, Spanish and Vietnamese at a cost of \$19,360. The documents were made available to offenders in custody.

Community partnership

In 2010/11, the Transitions Project was re-instituted. This partnership between CSNSW and the Drug and Alcohol Multicultural Education Centre provides intensive case management for up to six months for post release support for Vietnamese offenders.

Community engagement

In 2010/11, CSNSW attended a number of community forums between the former Department of Justice and Attorney General (DJAG) and the African and Pacific Islander communities. CSNSW's Client Service Officers continued to work collaboratively with their local CALD communities to address contemporary issues and to identify emerging issues.

Juvenile Justice NSW

Multicultural policies and plans

Juvenile Justice worked during the year with the Community Relations Commission on developing a new Multicultural Action Plan for the period 2011-2013. Until April 2011, the intention was to incorporate this new plan into the overall Multicultural Action Plan for the Department of Human Services. With the change of Administrative Orders in April 2011, further work was needed to bring the document into line with the Department of the Attorney General & Justice. This work continues.

Juvenile Justice has begun to document the depth of contact with multicultural groups through our field staff working with young offenders who are on community orders or who are leaving custody. The re-integration back into the local community is an important aspect of preventing recidivism.

Juvenile Justice is working with other agencies in the justice cluster to integrate and coordinate activities with various multicultural groups to ensure that multicultural groups understand the NSW judicial system and the role of Juvenile Justice.

Appendices

Appendix 20: Occupational Health and Safety

Attorney General's Division

In the 2010-2011 financial year Health and Safety Services took a focus on review and continual improvement by conducting a self-audit. The audit identified areas for process improvements and the need for review and revitalisation of current practises and processes.

A Workplace Health and Safety Management System (WHSMS) was designed to ensure a planned and coordinated approach to managing health and safety risks in the workplace. The system is a set of policies, plans and actions to systematically manage workplace health and safety and injury management and is designed in accordance with Australian Standard 4804 (2001).

To underpin the WHSMS a Workplace Health and Safety and Injury Management Framework has been developed. It includes policies and procedures for preventing injuries and illness, as far as possible, and for managing the prompt return to work of injured employees wherever practicable. The framework focuses on Department's high-risk areas as well as ensuring a balance with health and wellbeing.

The framework consist of four program areas:

- Workplace Health and Safety Awareness
- Workplace Ergonomic
- Well for Life
- Injury Management

The WHSMS and Framework will be rolled out in the new financial year after consultation and communication.

Additionally, Health and Safety Services took a focus on injury management; thoroughly reviewing workers compensation claims to ensure appropriate support, management and action.

This focus coincided with new arrangements for workers compensation in the NSW Public Service introduced by NSW Treasury (on behalf of the NSW Government); with QBE Insurance (Australia) Ltd being appointed as the new workers compensation provider for the Department of Attorney General and Justice, replacing Allianz Australia Ltd, effective 1 April 2011.

New processes have been implemented, existing processes reviewed and a focus on continual improvement through the delivery of services and support to injured workers.

There were 166 new workers compensation claims lodged during the reporting period; this is a 16% decrease on the 2009/2010 financial year. As at 30 June 2011, the Department had 181 claims open which is an 11% decrease on the 2009/2010 financial year.

Statistics

Incident Type	Number of Occurrences
Hazard	102
Illness	51
Injury	332
Near Miss	17
Security	25
Violence	9

Cause of Incident	Number of Occurrences
Biological	18
Body Stress	143
Being hit by an Object	38
Chemicals and other substances	24
Heat, Radiation, Electricity	19
Hitting Objects	35
Mental Stress	49
Slips/Trips/Falls	144
Sound and Pressure	14
Vehicle accident	27
Security/Violence	9
Plant and Maintenance	16
Total	536

Appendix 20: Occupational Health and Safety (continued)

Corrective Services NSW

Injury Management – Claims Information

	2008/09*	2009/10*	2010/11
Claim costs	\$13,419,084	\$12,337,328	\$7,466,456
Claim numbers	838	851	761
Staff numbers	6,859.84	7,025.50	7155.20
Average costs per claim	\$16,013	\$14,497	\$9,811

* The number of claims for previous years has been adjusted to reflect only workers compensation claims. Reports in previous years showed "notification only" submissions which did not progress to workers compensation claims. As a result of these adjustments the number of claims decreased.
 In addition, annual number of claims and cost per claim can alter as additional medical/wages costs are incurred and back claims can be made in the years following the incident, while the claim is counted in the year the injury occurred.

Injuries and prosecutions under the *Occupations Health and Safety Act 2000*

In 2010/11, Corrective Services NSW (CSNSW) received a total of 761 new claims for work-related injuries. No prosecutions against CSNSW were made for 2010/11.

During 2010/11, 31 improvement notices were issued by WorkCover. CSNSW complied with all notices within the required time period.

Juvenile Justice NSW

	2007/08	2008/09	2009/10	2010/11
Claims reported	201	212	209	172
Incurred cost	\$1,597,617	\$1,658,414	\$1,928,773	\$1,555,133
Average incurred cost	\$7,948	\$7,822	\$9,229	\$9,041

Data Source: Treasury Managed Fund – SICorp Standard Report Suite "claims by financial year reported". Data correct as at July 31 2011.

Juvenile Justice has continued to create and maintain a risk-based safety culture through the operation and development of an enterprise risk management framework and good governance, with particular emphasis on preventative risk management in our custodial environment. Part of the assurance program within this framework includes Safety Management System Audits, which continued to occur during the year to monitor the performance of the agency's Safety Management System. The audits provide a proactive opportunity for workplaces to address areas identified for system improvement and to manage risk thus reducing workers compensation claims.

In 2010/11 the most common work related injuries were 'body stressing' (25 percent), 'being hit by moving objects' (23 percent), 'falls, trips and slips of a person' (17 percent) and 'mental stress' (12 percent). An effective relationship was maintained with workers' compensation insurer Employees Mutual Limited (EML) up to 31 March 2011.

QBE Australia took over as workers compensation insurers from 1 April 2011.

Subsequent to April the Injury Management team focussed on solidifying processes in collaboration with QBE to ensure the effective service delivery of Workers' Compensation claims management.

Converge International is engaged to deliver confidential, voluntary and free support services to all employees and their immediate families. This service is available 24 hours per day, seven days per week.

Appendices

Appendix 21: Overseas Visits

Attorney General's Division

Officer	Place	Purpose	Dates of trip
Cate Follent Assistant Crown Solicitor Crown Solicitor's Office*	Auckland, New Zealand	Asia-Pacific Coroners Society Conference	22 – 25 November 2010
Jessica Murty Senior Solicitor Crown Solicitors Office*	Auckland, New Zealand	Asia-Pacific Coroners Society Conference	22 – 25 November 2010
Peter Aitken Solicitor Advocate Crown Solicitors Office*	Auckland, New Zealand	Asia-Pacific Coroners Society Conference	22 – 25 November 2010
Naomi Malhotra Senior Solicitor Crown Solicitors Office*	Auckland, New Zealand	Asia-Pacific Coroners Society Conference	22 – 25 November 2010
Rebecca Graham Senior Solicitor Crown Solicitors Office*	Auckland, New Zealand	Asia-Pacific Coroners Society Conference	22 – 25 November 2010
Michael Talbot Assistant Director General	New Zealand	Study tour to New Zealand Ministry of Justice to investigate Judicial Resource Scheduling Initiatives	3 – 4 February 2011
Laurie Glanfield Director General	Singapore	Asia-Pacific Courts Conference 2010	2 – 8 October 2010
	New Zealand	Study tour to New Zealand Ministry of Justice to investigate Judicial Resource Scheduling Initiatives	3 – 4 February 2011
	New Zealand	Standing Committees of Attorneys Generals; National Justice Chief Executive Officers Group; National Coronial Information System Committee; National Criminal Courts Statistics Unit Board of Management; Meeting with Chief District Court Judge of New Zealand about the International Framework for Court Excellence.	3 – 5 March 2011
Magistrate Jerram State Coroner	New Zealand	Australasian Coroners Conference 2010	15 – 17 November 2010
Magistrate Dillon Deputy State Coroner	New Zealand	Australasian Coroners Conference 2010	15 – 17 November 2010
Magistrate Mitchell Deputy State Coroner	New Zealand	Australasian Coroners Conference 2010	15 – 17 November 2010
Justice BJ Preston Chief Judge Land and Environment Court	Singapore	Asia-Pacific Courts Conference 2010	2 – 7 October 2010
Greg Walker Director Reporting Services Branch	Auckland, New Zealand	Court Transcription Services National Working Group Annual Conference	21 – 22 March 2011

Appendix 21: Overseas Visits (continued)

Officer	Place	Purpose	Dates of trip
Troy Trgetaric Assistant Director Operations Reporting Services Branch	Auckland, New Zealand	Court Transcription Services National Working Group Annual Conference	21 – 22 March 2011
Mandy Young Director Victims Services	London, United Kingdom	10 th World Conference on Injury Prevention and Safety Promotion Conference	21 – 24 September 2010
Steve Marks Legal Services Commissioner Office of the Legal Services Commissioner**	San Francisco, United States	Annual American Bar Association Meeting, the 20/20 Ethics Commission of the American Bar Association and the Council of Bar Presidents	4 – 6 August 2010
Tahlia Gordon Research and Projects Co-ordinator Office of the Legal Services Commissioner**	San Francisco, United States	Annual American Bar Association Meeting, the 20/20 Ethics Commission of the American Bar Association and the Council of Bar Presidents	4 – 6 August 2010

Corrective Services NSW

Names	Place	Purpose	Dates of trip
Joanne Jousif Senior Project Officer Statewide Administration of Sentences and Orders	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	11 July – 10 October 2010
	London, United Kingdom	Conference of Counter Terrorism	18 – 20 July 2011
	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	5 – 6 February 2011
Peter Latimer Manager of Security Compulsory Drug Treatment Correctional Centre	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	11 July – 10 October 2010
Kim Blinkhorn General Manager Inspectorate	United Kingdom	Senior Executive Succession Program	12 – 30 July 2010
John O Shea Manager of Security Lithgow Correctional Centre	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	30 September – 5 December 2010
Ross Feenan Manager Offender Assessment Unit	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	30 September 2010 – 5 February 2011
John Flockton Clinical Director High Risk Management Correctional Centre	Jakarta, Indonesia	Indonesian Directorate-General of Corrections Project	12 – 27 March 2011
Chelsey Dewson Clinical Director High Risk Management Correctional Centre	Huddersfield UK	Supervision session in Investigative Psychology	27 June – 15 July 2011

Appendices

Appendix 21: Overseas Visits (continued)

Names	Place	Purpose	Dates of trip
Rosemary Caruana Assistant Commissioner Offender Services Management	Singapore	International Corrections and Prisons Association Conference	11 – 16 September 2011
Gary McCahon General Manager Statewide Emergency Unit	Tokyo, Japan	31ST Asian and Pacific Conference of Correctional Administrators (APCCA) 2011	4 – 15 October 2011

Juvenile Justice NSW

Officer	Place	Purpose	Dates of trip
Peter Harvey Executive Director Human Resources	New Zealand	Australia & New Zealand School of Government (ANZOG)	4 – 9 July 2010

* Air travel costs were met by the officers themselves.

** Expenses were largely met by external organisations including the Australian National University, the Law Society of England and Wales and the American Bar Association.

Appendix 22: Privacy and Personal Information Protection

Attorney General's Division

The Attorney General's Division continues to manage its obligations under the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Health Records and Information Privacy Act 2002*. Work is currently underway to update the Privacy Management Plan.

During 2010/2011 three privacy internal reviews were received. The first related to an alleged breach by the Registry of Births Deaths and Marriages and concerns making an online historical index of registrable events available to the public on the Registry's website. This review is not yet finalised.

The second internal review concerned the disclosure of personal information by the Registry of Births Deaths and Marriages relating to a deceased person. No further action was taken as disclosure was permitted under the *Birth, Deaths and Marriages Registration Act 1995*.

The third internal review concerned the collection of information, which was collected from another public sector agency. This agency was forwarding information in relation to an application made by the person under a Premier's Memorandum. This matter was settled.

Two internal reviews reported on in the previous year continued during this reporting year. In the first internal review, concerning an alleged breach by a Court Registrar, mediation was unsuccessful. The matter was set for

hearing at the Administrative Decisions Tribunal (ADT) on a preliminary point. The ADT determined that the information was not held by this Agency. The matter is currently on appeal.

In the second internal review the applicant alleged that a breach of privacy occurred when court staff opened a letter addressed to court, which the applicant requested to be returned. The ADT agreed that no action was to be taken. The applicant filed an appeal to the Supreme Court but later withdrew the application.

Corrective Services NSW

Internal Reviews

This financial year Corrective Services NSW (CSNSW) received no applications for internal review under the *Privacy and Personal Information Protection Act 1998* (PPIP Act).

Requests

This financial year CSNSW received no requests under section 14 of the PPIP Act. One request was received under section 15 of the PPIP Act, however, it was withdrawn.

Section 45 Complaints

This financial year CSNSW received no complaints pursuant to section 45 of the PPIP Act.

Appendix 22: Privacy and Personal Information Protection (continued)

Privacy Management Plan, Policies and Practices

CSNSW has a privacy management plan, which is reviewed on an ongoing basis. CSNSW has a number of policies and written practices available to staff, which provide advice on how to handle personal information held by CSNSW in accordance with the PPIP Act and the *Health Records and Information Privacy Act 2002*. The Information Access & Privacy Unit has an Internet and Intranet site, which provides information on privacy issues.

Juvenile Justice NSW

Applications for personal information by Juvenile Justice clients (past and present) were processed under the *Privacy & Personal Information Protection Act 1998* (PPIPA) during 2010-2011. This was due to internal arrangements within the Department of Human Services to allow Juvenile Justice clients to access their personal information without charge. Overall, there were 27 such applications: one application was withdrawn and the rest were granted access in full. Of the 26 active applications; 17 were lodged through solicitors; and, nine were lodged by the applicants. There were no reviews.

Types of documents held

Juvenile Justice holds records dating from 1991 when the Department of Juvenile Justice was formed. Records of juvenile offenders prior to that time may be accessed through the Department of Family and Community Services. Additionally applications for the medical, psychological and psychiatric records of juvenile offenders must be accessed through Justice Health.

The Juvenile Justice maintains the following categories of files:

Client files

Two types of client files are maintained:

- Detainee Files (D files) records all matters relating to clients who are serving sentences in juvenile justice centres or who have been placed in a juvenile justice centre pending an appearance at court.
- Community Files (C files) contain records of the agency's community supervision of juvenile offenders referred by the courts.

Administrative files

These files contain records relating to the day-to-day administration of the agency including financial and accounting records, property records, agendas and minutes of meetings, correspondence, etc.

Policy and procedural documents

The agency maintains policy and procedure documents, including operational manuals for both custodial and community services.

Computerised records

Juvenile Justice maintains computerised client records of clients, personnel, purchasing and financial management. Additionally, the agency maintains computerised records of finalised juvenile court matters. This information is used on a daily basis by the courts and law enforcement agencies as well as for statistical analysis and planning purposes.

Public Relations and information documents

The Corporate Communications Unit has a selection of information pamphlets and brochures publicising the agency's services.

Appendix 23: Senior Executive Service

Level	Female	Male	Vacant	Total
SES Level 8		1		1
SES Level 7		1		1
SES Level 6		2		2
SES Level 5	1	4		5
SES Level 4	5	9	1	15
SES Level 3	3	3	4	10
SES Level 2	11	8	2	21
SES Level 1	1	2*		3
Total	21	30	7	58

* Note: This table contains the number of SES Officers in the Attorney General's Division, Corrective Services NSW and Juvenile Justice NSW. This includes the Director Children's Court Clinic includes the Director Childrens Court Clinic, which transfers to the Sydney Children's Hospital Network effective 1 July 2011.

Appendices

Appendix 24: Senior Executive Performance Statements

Statement of Performance

Name	Laurie Glanfield
Position	Director General, Department of Attorney General and Justice
Senior Executive Service	Level 8
Total remuneration package	\$441,070
Contract period	2009-2014

In 2010/11, Mr Glanfield has provided leadership in the implementation of reforms across the Department, including legislative, technological, organisational and cultural change.

Major achievements 2010/11

In 2010/11, Mr Glanfield:

- Conducted a number of consultative forums with various communities such as the Chinese, Sudanese and Pacific communities.
- Oversaw and participated in the independent judicial appointment panel process for judges and magistrates.
- Played a key role in the COAG national legal profession reform project (as a member of the Reform Taskforce)
- Continued to drive key priorities in the NSW State Plan: reducing re-offending, reducing anti-social behaviour and improving customer satisfaction with Government services.
 - Expansion of the NSW Drug Court to Toronto in the Hunter region.
 - Expansion of the Forum Sentencing Program to Newcastle, Gosford, Parramatta, Bankstown, Downing Centre and Coffs Harbour.
 - Establishment of an Alcohol Magistrates Early Referral Into Treatment (MERIT) program for offenders with alcohol problems in nine courts: Wollongong; Manly; Coffs Harbour; Orange; Dubbo; Bathurst; Broken Hill; Wellington and Wilcannia.
- Continued to support innovative and effective crime prevention projects and research such as:
 - New graffiti management activities including an innovative graffiti hotspot reduction program
 - Establishment of crime prevention projects in 15 local government areas
 - Innovative approaches to reduce crime such the development of designs to reduce supermarket theft, break and enter strategies in Holroyd and the Clarence Valley, and the development of designs for Housing NSW to reduce crime in Hamilton South, Lethbridge Park And Wagga Wagga
- Continued to improve services to victims of crime. There was a 30% increase in calls to the Victims Access Line since its implementation in April 2010, and further enhancements were implemented to ensure victims are receiving a high quality service. In 2010/11 there was an increase of 13.7% in compensation claims processed. This was due the implementation of revenue strategies (increasing revenue by 44.5%) and legislative and internal streamlining strategies.
- Supported improved performance in the Courts, with the NSW Local, District and Children's Courts ranked first in Australia for timely finalisation of criminal matters in the *Productivity Commissions Report on Government Services 2011*.
 - The NSW Supreme Court reduced the percentage of criminal cases older than 12 months, the District Court reduced its criminal non-appeal backlog for the fifth year in a row, and the Local Court (Magistrates court) and Children's Court both reduced their backlogs of criminal cases older than 6 months, despite a 1% increase in criminal lodgements in the Local Court and a 10% increase in the Children's Court.
 - Regarding cost, both the NSW Supreme Court and District Court continued to rank second for the lowest cost per finalisation in the country, while the Local Court improved one place and is now ranked fourth.
- Continued to implement changes focused on increased service delivery to drive improved customer focus and satisfaction such as the establishment of the NSW Courts Service Centre, delivery of the civil court document online lodgement service as part of the Legal eServices and an online searchable court list.
- Continued to advance technological change and improve service delivery through the ongoing development and rollout of JusticeLink enhancements. This includes the introduction of a TTY (a textphone or telephone typewriter) phone number to assist Local Court clients with hearing or speech impairments, and the introduction of a new fees upload tool which reduces costs and time taken to update changes.

Appendix 24: Senior Executive Performance Statements (continued)

Major achievements 2010/11 (continued)

- Oversaw the implementation of two new Alternative Dispute Resolution programs in the care jurisdiction of the Children's Court following recommendations in the 2008 report Special Commission of Inquiry into Child Protection Services in NSW.
- Oversaw the strong leadership role played by the Department in the development of policy and legislation within the broader justice portfolio.
 - Advanced significant law reform through the passage of 19 laws, including laws relating to the recovery of criminal assets, victims compensation and journalist privilege.
 - Successful implementation and evaluation of the Work and Development Order scheme.
 - Publication of 39 reports and papers on topics such as bail, juvenile offending, family violence, and cheating at gambling.
 - Increased the availability of Public Defenders in regional NSW.
- Continued to manage the Vanuatu Legal Sector Strengthening Project (VLSSP) on behalf of AUSAID until the successful completion of Phase 3 in June 2011. The VLSSP has built a sustainable administrative and legal capacity within each of the Public Legal Offices of Vanuatu.
- Continued to implement strategies that enhance environmental sustainability with a particular focus on promoting recycled paper and paper sourced from sustainable forests. The Department continued to focus on fleet environmental performance with over 54% of fuel purchased now being E10 and 28 hybrid vehicles in the fleet, representing approximately 10% of the total number of vehicles. Trials also commenced with the use of various LED lighting systems in our courts to determine their effectiveness and efficiency.
- Promoted a safe working environment for all staff. The Respect campaign, now in its fifth year included the implementation of the Aboriginal Cultural Respect Program in 2010/11, and further work to ensure a high standard of workplace behaviour that supports a positive working environment and culture.
- Provided leadership in the Department's commitment to increasing Aboriginal and Torres Strait Islander (ATSI) staff with 4% of the Department's staff (including casuals but excluding Judges and Magistrates) being Aboriginal employees.

Mr Glanfield has continued to be involved in the promotion of court excellence through quality management and chairs the Executive Group of the International Consortium for Court Excellence. Representing significant international experience in the application of court quality management models, the Consortium developed an International Framework for Court Excellence. Mr Glanfield presented at the Subordinate Courts of Singapore's Asia Pacific Courts Conference in October 2010 and has assisted and presented to other jurisdictions in Australia and New Zealand on the Framework.

Mr Glanfield also continued to provide leadership in high-level interagency and inter-jurisdictional committees such as the Justice Executives Group, the National Justice CEOs' Committee; the Criminology Research Council, the Australasian Institute of Judicial Administration Council and the Standing Committee of Attorneys General.

Appendices

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Ian Knight
Position	Crown Solicitor
Senior Executive Service	Level 6
Total remuneration package	\$312,850
Contract period	2009 – 2014

Ian Knight, as Crown Solicitor, chairs the Executive Committee of the Crown Solicitor's Office (CSO), is responsible for the legal work performed on his behalf in the CSO and leads the Government Law Practice Group.

The 2010-2011 year was a very successful one for the CSO. The Office achieved an operating surplus of \$5.045 million, an above target client satisfaction rating of 86 per cent, (good to excellent) and its average billable hours target.

During the year the CSO also assisted in a review of its operations established by the Legal Services Review.

Client service standards and guidelines for the supervision of legal work were revised to assist in the delivery of high quality legal services. Work was completed to enable the Crown Solicitor to survey clients as to his performance in randomly selected completed matters. Additionally security was upgraded to the CSO's premises, benefiting service delivery and the safety and well being of staff.

The Crown Solicitor provided numerous legal advices to the Government and government agencies on a range of important issues, including the prorogation of the Parliament and other issues relating to the NSW general election of March 2011.

Significant matters in which the Crown Solicitor provided representation included the Sydney Airport duty litigation, the Special Commission of Inquiry into Electricity Transactions, complaints to the Judicial Commission regarding Magistrates Betts and Maloney and inquests into the deaths of Mary Wallace, Trudie Adams and Jai Morcom.

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Imelda Dodds
Position	CEO of NSW Trustee and Guardian
Senior Executive Service	Level 5
Total remuneration package	\$278,350
Contract period	2010 – 2015

Imelda Dodds is responsible for the management and performance of the NSW Trustee and Guardian.

Major achievements 2010/11

Ms Dodds led NSW Trustee and Guardian (NSWTG) through its second year of operation as a combined organisation. NSWTG consolidated and achieved a great deal in a tight monetary environment accentuated by rising costs, which directly impacted on the NSWTG clients and upon the fiscal position of the state public service.

Ms Dodds successfully achieved the following key activities and milestones during the past year:

- developed a new vision and mission statement to guide NSWTG in its dealing with clients and development of future plans
- moved towards implementing a new investment approach, closing the Interest Suspense Account and converting assets from former Common Funds
- implemented the new service delivery model
- commenced offering financial management services at five offices that previously delivered trustee services only: Lismore, Chatswood, Gosford, Sydney Central and Newcastle. Another three offices will offer dual services early in the new financial year.
- retained solid relationship with Joint Consultative Committee, comprised of the Public Services Association and NSWTG management and avoided industrial relations fallout
- contributed to the Productivity Commission's Inquiry about a National Disability Insurance Scheme and the Inquiry into Ageing
- made submissions to the NSW Law Reform Commission Projects on Penalty Notices and Sentencing people with Cognitive or Mental Health Impairment
- made a submission to Victorian Law Reform Commission's Review of Guardianship
- confirmed NSWTG executive structure and realigned reporting lines
- substantially completed reviews of delegations to enable decision making at the closest possible level to the client
- was very active in promoting NSWTG in the key campaigns of Good Will Week; Seniors Week and Law Week.

Ms Dodds represented the Attorney General's Division of the Department Attorney General and Justice on the NSW Government Working Party on Ageing 2030.

She chairs the Department's Right to Dignity at Work Committee and actively promotes respectful behaviours in the workplace. Ms Dodds also chairs the interagency forum Planning for Later Life. Ms Dodds sponsored the National Standards for Substituted Decision Making for Financial Management through the approval process of the Australian Guardianship and Administration Council.

Appendices

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Steve Mark
Position	NSW Legal Services Commissioner
Senior Executive Service	Level 5
Remuneration package	\$278,350
Contract period	2010 – 2013

Major achievements

The Office of the Legal Services Commissioner (OLSC) again achieved re-certification to ISO 9001 in Quality Management Systems, one of the key initiatives for 2010-2011, which has improved processes and systems within the office and has been reflected in improved client service delivery.

The OLSC is committed to ensuring better access to information and resources to ensure all OLSC stakeholder needs are being monitored and met. One of the key initiatives this year was to revise and enhance the Office's consumer and client feedback surveys to ensure relevancy, currency and applicability. Results so far have been overwhelmingly positive, and a number of changes have been put in place from feedback received to ensure better access to services.

The OLSC also continued its work designing a web-based portal to improve incorporated legal practice compliance, which is aligned with appropriate management systems. Since 1 July 2001, NSW legal service providers have been permitted to incorporate and since then more than 900 practices in NSW have become incorporated legal practices. The OLSC has been working to develop a web-based portal to assess and report on compliance amongst incorporated legal practices. The third phase of the portal project is now completed with the final implementation stage commencing on 1 July 2011.

The OLSC has continued to expand its research portfolio by participating in a range of joint research projects with universities and the business sector. These research projects are designed to improve our regulatory processes whilst promoting professionalism within the legal profession and ensuring client protection. The projects include as follows:

- An Australian Research Council project with the University of New South Wales and Ernst & Young focusing on integrity and the professions;
- A major research project with Sydney University focus on the impact of technology on the practice of law; and
- An analysis of alternative business structures in the legal services marketplace.

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Michael Talbot
Position	Assistant Director General, Courts and Tribunal Services, Attorney General's Division
Senior Executive Service	Level 5
Total remuneration package	\$278,350
Contract period	2007 – 2012

Michael Talbot is responsible for the management and performance of courts and tribunals in NSW, which achieved excellent performance against national benchmarks with Local, Children's and District Courts by leading the nation in timely finalisation of criminal matters.

Major achievements

Michael Talbot has led a series of reforms to further improve the efficiency and access to the justice system. They include the following:

- implementation of the NSW Courts Service Centre
- expanded use of video conferencing technology that allows vulnerable witness, persons in custody and expert and her witnesses to participate in court processes remotely
- continued implementation of the Joined Up Justice project. This system will improve the electronic exchange of data between justice agencies
- continued implementation of the Legal eService project, including the implementation of JusticeLink eServices and searchable court lists. The Legal eServices system will allow greater web-based access to court initiated processes.

Mr Talbot has overseen and supported the implementation of:

- the NSW Drug Court at Toronto courthouse
- the new Caselaw website for online judgment publishing
- piloting of Alternative Dispute Resolution procedures at the Children's Court
- the International Framework for Court Excellence at the Land and Environment Court.

Mr Talbot has strongly supported the Department's indigenous employment program. He has contributed strongly to the strategic direction of the Department, in particular to future service channel strategies and in broader programs of reform aimed at developing teamwork, ethic standards, diversity and the health and safety of staff.

Appendices

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Ron Woodham
Position and level	Commissioner SES 7 max
Total remuneration package	\$427,350 per annum
Contract period	2006–2011

Commissioner Ron Woodham is responsible for the largest correctional system in Australia. The highest inmate population in 2010/11 was 10,364. During the same period, a monthly average of 16,217 offenders were supervised and managed in the community.

During 2010-11 Commissioner Woodham has led Corrective Services NSW through significant organisational challenges both financial and operational.

Major achievements of CSNSW in 2010-11 include:

- Strategic re-allocation of programs and resources from custody to the community where best positioned to increase effectiveness in reducing re-offending;
- Introduction of the Intensive Correction Order (ICO), a community-based diversion from custody option;
- Opening of the South Coast Correctional Centre, the new \$155 million facility which accommodates 500 inmates;
- Following the abolition of the Periodic Detention Order, expansion of the Community Offender Support Program (COSP) centres accommodation program with the closure of periodic detention facilities at Bathurst, Wollongong, Cooma and Newcastle, and the refurbishment of these facilities for use as COSPs;
- Opening of Miruma, a new diversionary program facility at Cessnock which provides a program pathway as an alternative to a custodial sentence for female offenders with mental health disorders and co-existing alcohol and drug problems;
- Increase in community-based sentencing options to reduce the inmate population which decreased by 505, being the difference between the highest and the lowest daily inmate number;
- Establishment of a new Enterprise Asset model responsible for the lifecycle management of all physical, information and technology assets;
- Increase in the number of inmates engaged in a traineeship which peaked at 237 being a 24% increase on the previous year, and a 15% increase in certificate completions compared to 2009/10;
- Opening of the Serious Offenders Assessment Unit, a 30 bed unit at the Long Bay Correctional Complex, to assess high risk sex offenders who pose the greatest risk to community safety after release from custody;
- Delivery of another Corrective Services Industries (CSI) record result, achieving \$65.8 million in sales, \$1.8 million more than the previous year;
- Hosting of 12 delegations and study programs involving 65 participants from eight different nations, including a growing number of delegates from the African regions at the Brush Farm Corrective Services Academy (BFCSA);
- Continued achievement of a high completion rate of community orders at 81.1%;
- Decreased rate in the percentage of offenders returning to community corrections from 13.04 in 2009/10 to 12.44 in 2010/11, and in the percentage of offenders returning to corrective services from 23.94 in 2009/10 to 23.06 in 2010/11.

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Ian McLean
Position	Deputy Commissioner, Offender Management and Operations
Senior Executive Service	Level 6
Total remuneration package	\$342,850
Contract period	2011–2016

During the 10/11 reporting period the position of Deputy Commissioner, Offender Management and Operations, Mr McLean has continued to ensure security, safety and humane management of offenders in correctional centres and the community.

Under the direction of the Commissioner, Mr McLean has continued to implement the Way Forward workplace reform program into all NSW Correctional Centres. Mr McLean has been integral in reforming Community Offender Services to achieve significantly greater gains in striving towards the goal of reducing re-offending by 10% by 2016. As a consequence, community safety has been enhanced.

Major achievements 2010/11

- Maintenance of security, safety and operational outcomes across custodial and Community Offender Services in line with Corporate Plan objectives;
- Schedule of visits to all Correctional and COS facilities;
- Chair and oversight the development of Correctional Centre Minimum Standards;
- Review and implementation of external security review recommendations;
- Implement new entry and egress security technology into correctional centres;
- Provide timely and accurate advice to the Commissioner on all operational matters;
- Provide timely and accurate advice to Ministers and Parliamentary committees as required;
- Liaising with local Government and advocating on behalf of CSNSW to ensure acceptance of Corrective Services as a good community partner;
- Active support and direction to Community Consultative Committees;
- Successful implementation and expansion of the Community Correctional Partnership program to directly benefit local communities and in particular high disadvantaged and Aboriginal communities;
- Oversight and ongoing redevelopment of Yetta Dhinnakkal young offender Aboriginal program to community based operation including the physical rebuild;
- Chair of the new Finance Steering Committee to provide executive level support to Assistant Commissioners to meet financial KPIs;
- Continue to liaise directly with Treasury on future financial strategic objectives;
- Directly responsible, as the chair of the Custodial/COS Workforce Committee for the management of the Custodial and COS staff establishment;
- Continued achievement of capital and minor works efficiencies through the State Wide Infrastructure Group;
- Oversight of the use of Audio Visual Link technology as an efficient cost and operational alternative to inmate transport to court and other appointments;
- Ongoing formal performance management of senior staff;
- Directly assisted the Commissioner in the restructure of COS and the establishment of Community Offender Support Program (COSP) centres;
- Oversight restructure of COS operations and introduction of super offices to achieve improved additional service and productivity savings;
- Enhancement of centralised roster operations with the progressive centralisation of COS activities;
- Finalised the implementation and upgrade of the automated Officer Call System and centralised absence reporting system;
- Continue to manage all casual correctional officers to correctional centres and courts across NSW including regional recruitment and retention;
- Continued oversight of the establishment and commissioning of the new correctional centre at Nowra; and
- Oversight of the establishment of the new 250 bed expansion at Cessnock.

Appendices

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	Gerry Schipp
Position	Deputy Commissioner Corporate Services
Senior Executive Service	Level 5
Remuneration	\$267,650
Contract period	July 2010 to January 2016

Mr Schipp was appointed as Deputy Commissioner Corporate Services in January 2006. Mr Schipp has achieved significant results with sound enterprise resource management programs, ongoing reforms and the development of corporate service strategies that will see ongoing improvements and efficiencies.

Major achievements 2010/11

- initiated and implemented the merger of the former Asset Management and IC&T areas to form the Enterprise Assets Division and to provide improved asset alignment with business objectives and introduce efficiency savings to represent a best practice organisational approach
- oversighted CSNSW's asset management program, which included the following major works:
 - commissioning of the South Coast Correctional Centre in December 2010 on time and budget
 - commencing construction of the 256 bed correctional expansion at Cessnock Correctional Centre
 - a major refinement of asset maintenance works to ensure those assets are maintained 'fit for business' purpose
 - synchronisation of security technology solutions to provide improved implementation of enterprise expectations
 - continued refinement of Community Offender Services (COS) leased facilities to improve business alignment
 - refurbishment of accommodation at the Corrective Services Academy with stage 4 (administration refurbishment) completed in late 2010
 - ongoing installation of video conferencing facilities in a number of correctional centres
- ensured the Total Asset Management Plan was submitted on time to NSW Treasury gaining ongoing support for implementing CSNSW's forward program of capital works
- completed renewal of maintenance services contract valued at \$3m, providing essential building services maintenance for twenty five state-wide facilities
- oversighted the continued enhancement of the Offender Telephone System to realise efficiency savings by the creation of a single source of offender telephone authentication, with overall savings of \$1.3million (22 positions)
- oversighted the introduction of a new contract for telecommunication services (fixed and mobile telephony and data services), providing improved broadband connectivity whilst realising significant annual savings of \$2.3million
- participated in the NSW Treasury Whole of Government Purchasing Cards Review, which aimed to identify opportunities and drive efficiency improvement through the use of purchasing cards and electronic payment methods
- facilitated and completed the re-evaluation of property portfolio fixed assets for the Department of Attorney General and Justice – a total of 1781 building and 252 land assets
- implemented labour costing for scheduled and rostered staff in order to improve accountability of departmental programs and activities
- facilitated the reviewing and successfully testing the Treasury Online Entry System (TOES) on behalf of Attorney General and Justice and successfully combined financial reporting to Treasury of the Attorney General and Justice entity
- led continuous improvement to ICT planning and review with implementation of a value framework and inclusion of Treasury benchmarks against key ICT services reflecting best practice performance across all major elements
- ensured the continued development and conduct of organisational forums to confirm ICT business needs are fulfilled
- achieved continued certification of information security systems to ISO/IEC27001; 2005 confirmed at annual audit by Standards Australia

Appendix 24: Senior Executive Performance Statements (continued)

Major achievements 2010/11 (continued)

- led implementation of REAL ICT program of improvement in accord with business case providing functional and economic enhancements, providing \$65million in identified savings
- continued shared services reform by expansion in the range of data centre services outsourced in accord with organisational best practice
- continued functional improvement to the Custodial Staff Automated Rostering System which continued to drive workplace reform
- oversighted continued major enhancement of the Offender Integrated Management System (OIMS) in accord with REAL Program and provided the foundation for further improvement during 2011/2012 including implementation of Joined Up Justice and e-Offender Record
- completed end to end business process review covering Business Integrated Management System (BIMS) to enable adoption of the whole of Government corporate services blueprint and shared services reform
- led continuing compliance of records management practices with State Records Act and introduced significant shift to digital record keeping
- achieved e-recruitment stage 3 status for CSNSW – this status was only given to two agencies across the public sector by DPC and sees CSNSW as a lead in e-recruitment
- facilitated improvements in workers compensation case management with the closure of 90 open claims and subsequent cost reduction in average cost per claim of \$4686. This will see a flow on affect of reduced premiums in years to come
- oversighted implementation of the cadetship program across CSNSW, with 47 cadets employed under the JumpSTART Cadetship program in 2010/11 and 8 Indigenous cadets under NSW Public Sector Indigenous cadetships in psychology, probation and parole and education
- led the delivery of 234,602 training hours to 8108 participants through the Corrective Services Academy. Regional training was delivered to 3959 participants, with the remainder being trained at the Brush Farm Corrective Services Academy, Eastwood
- oversighted the provision of quality legal services to protect the legal interests and safeguard the resources of Corrective Services NSW, including 400 general advisings, 35 contracts matters, 13 property claims, 55 hearings, 21 inquests, six Supreme Court cases and 797 subpoenas and other matters
- promoted and maintained effective relationships with internal and external stakeholders including the Department of Premier and Cabinet, NSW Treasury, Department of Finance and Administrative Services, Audit Office and the unions
- Undertook the role of contract manager for the outsourced management of Parklea and Junee correctional centres to GEO Corporation, with the contract valued at \$80million per annum.

Appendices

Appendix 24: Senior Executive Performance Statements (continued)

Statement of Performance

Name	John Hubby
Position	Acting Chief Executive, Juvenile Justice, SES 5
Remuneration package	\$249,800
Contract Period	Temporary appointment to 31 December 2011

The Director General has indicated satisfaction with John Hubby's performance for the period of 1 April to 30 June 2011. In 2010/11 Mr Hubby was responsible for:

- achieving Juvenile Justice's Capital Works Program including the completion of a new custodial accommodation unit at Acmena Juvenile Justice Centre and the new pre-release unit at Reiby Juvenile Justice Centre
- achieving productivity savings required to ensure Juvenile Justice meets its budget
- implementing Keep Them Safe initiatives including the planning to transfer the responsibility for the Department of Human Services Child Wellbeing Unit from Juvenile Justice to the Department of Family and Community Services
- expanding Juvenile Justice's quality assurance program to include community operations as well as custodial operations
- implementing Changing Habits and Reaching Targets (CHART) program, a new cognitive-behavioural approach for community-based offenders
- implementing the Detainee Behaviour Intervention Framework, which provides staff working in custodial environments with a framework for the effective management of detainee behaviour
- Implementing the redevelopment of the Client Information Management system and the Strategic Information System to enable better operational and safety management systems and improved reporting
- leading Juvenile Justice's integration into the Department of Attorney General and Justice
- leading Juvenile Justice's implementation of a shared services strategy.

Appendix 25: Websites

Administrative Decisions Tribunal

www.lawlink.nsw.gov.au/adt

Alternative Dispute Resolution Directorate

www.lawlink.nsw.gov.au

(select Lawlink Agencies from the menu)

Anti-Discrimination Board

www.lawlink.nsw.gov.au/adb

**Department of Attorney General and Justice
(Attorney General's Division)**

www.lawlink.nsw.gov.au/agd

Bureau of Crime Statistics and Research

www.bocsar.nsw.gov.au

Caselaw NSW

www.lawlink.nsw.gov.au/caselaw

Chief Industrial Magistrate's Court

www.lawlink.nsw.gov.au/cim

Children's Court Clinic

www.lawlink.nsw.gov.au/cccl

Children's Court

www.lawlink.nsw.gov.au/childrenscourt

Community Justice Centres

www.cjc.nsw.gov.au

Community Relations Unit

www.lawlink.nsw.gov.au/cru

Copyright Unit

www.lawlink.nsw.gov.au

(select Lawlink Agencies from the menu)

Coroner's Court

www.lawlink.nsw.gov.au/coroners

Corrective Services NSW

www.correctiveservices.nsw.gov.au

Crime Prevention Division

www.lawlink.nsw.gov.au/cpd

Criminal Law Review Division

www.lawlink.nsw.gov.au/clrd

Crown Solicitors Office

www.cso.nsw.gov.au

District Court

www.lawlink.nsw.gov.au/dc

Diversity Services

www.lawlink.nsw.gov.au/diversityservices

DNA Review Panel

www.lawlink.nsw.gov.au/dna

Drug and Alcohol Court for Youth

www.lawlink.nsw.gov.au/youthdrugcourt

Drug Court

www.lawlink.nsw.gov.au/drugcrt

Dust Diseases Tribunal

www.lawlink.nsw.gov.au/ddt

Family and Friends of Missing Persons Unit

www.lawlink.nsw.gov.au/missingpersons

Guardians Ad Litem

www.gal.nsw.gov.au

Help for Victims of Sexual Assault

www.sexualassault.nsw.gov.au

Industrial Relations Commission

www.lawlink.nsw.gov.au/irc

Information and Privacy Commission

www.ipc.nsw.gov.au

Justices of the Peace

www.jp.nsw.gov.au

Juvenile Justice NSW

www.djj.nsw.gov.au

Land and Environment Court

www.lawlink.nsw.gov.au/lec

Law Reform Commission

www.lawlink.nsw.gov.au/lrc

LawAccess

www.lawaccess.nsw.gov.au

LawAssist

www.lawaccess.nsw.gov.au/lawassist

Lawlink NSW

www.lawlink.nsw.gov.au

Legal Management Services

www.lawlink.nsw.gov.au/lms

Legal Profession Admission Board

www.lawlink.nsw.gov.au/lpab

Legal Representation Office

www.lawlink.nsw.gov.au/lro

Legal Services Branch

www.lawlink.nsw.gov.au/lspb

Legislation and Policy Division

www.lawlink.nsw.gov.au/lpd

Library Services

www.lawlink.nsw.gov.au/agdlib

www.lawlink.nsw.gov.au/lcl

Local Courts

www.lawlink.nsw.gov.au/lc

**Magistrates Early Referral Into Treatment Program
(MERIT)**

www.lawlink.nsw.gov.au/merit

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Appendix 25: Websites (continued)

NSW Sentencing Council

www.lawlink.nsw.gov.au/sentencingcouncil

NSW Trustee and Guardian

www.tag.nsw.gov.au

Office of the Information Commissioner

www.oic.nsw.gov.au

Office of the Legal Services Commissioner

www.lawlink.nsw.gov.au/olsc

Office of the Privacy Commissioner

www.privacy.nsw.gov.au

Office of the Sheriff

www.sheriff.nsw.gov.au

Preventing Crime

www.crimeprevention.nsw.gov.au

Professional Standards Councils

www.psc.gov.au

Public Defenders Office

www.publicdefenders.nsw.gov.au

Public Guardian

www.lawlink.nsw.gov.au/opg

Registry of Births, Deaths & Marriages

www.bdm.nsw.gov.au

Reporting Services Branch

www.lawlink.nsw.gov.au/rsb

Safety Partnership

www.safetypartnership.nsw.gov.au

Standing Committee of Attorneys-General

www.lawlink.nsw.gov.au/scag

Stop Graffiti Vandalism

www.graffiti.nsw.gov.au

Supreme Court

www.lawlink.nsw.gov.au/sc

Uniform Civil Procedure Rules

www.lawlink.nsw.gov.au/ucpr

Victims Services

www.lawlink.nsw.gov.au/vs

Appendix 26: Persons under detention in each correctional centre

Correctional Centre	Population at 27 June 2010					Population at 26 June 2011				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Full-Time Custody²	2,480	212	7,101	571	10,364	2,628	206	6,707	477	10,018
Correctional Centres³	2,415	209	7,097	537	10,258	2,560	202	6,706	448	9,916
Bathurst	73	–	459	–	532	166	–	322	–	488
– Main (Medium)	73	–	303	–	376	166	–	179	–	345
– X Wing (Minimum)	–	–	156	–	156	–	–	143	–	143
Berrima	–	–	–	69	69	–	–	64	–	64
Brewarrina (Yetta Dhinnakkal)⁴	–	–	19	–	19	–	–	–	–	–
Broken Hill	17	1	58	6	82	17	1	62	3	83
– Main (Medium)	17	–	30	–	47	17	–	33	–	50
– X-Wing (Minimum)	–	1	28	6	35	–	1	29	3	33
Cessnock	66	–	281	–	347	64	–	398	–	462
– Maximum	66	–	30	–	96	63	–	36	–	99
– Minimum	–	–	251	–	251	1	–	362	–	363
Compulsory Drug Treatment	–	–	51	–	51	–	–	46	–	46
Cooma	–	–	156	–	156	–	–	129	–	129
Dawn de Loas	–	–	266	–	266	–	–	277	–	277
Dillwynia	–	53	–	145	198	–	51	–	117	168
– Medium	–	53	–	117	170	–	51	–	94	145
– Minimum	–	–	–	28	28	–	–	–	23	23
Emu Plains	–	34	–	155	189	–	28	–	124	152
Glen Innes	–	–	144	–	144	–	–	105	–	105
Goulburn	102	–	405	–	507	65	–	420	–	485
– Main (Maximum)	102	–	287	–	389	65	–	315	–	380
– X Wing (Minimum)	–	–	118	–	118	–	–	105	–	105
Grafton	38	3	195	13	249	37	3	190	12	242
– Main (Medium)	38	–	85	–	123	37	–	90	–	127
– C Unit (Minimum)	–	–	110	–	110	–	–	100	–	100
– June Baker Unit (Minimum)	–	3	–	13	16	–	3	–	12	15
High Risk Management	1	–	33	–	34	1	–	32	–	33
Ivanhoe (Warakirri)	–	–	44	–	44	–	–	33	–	33
John Morony I	5	–	268	–	273	–	–	251	–	251
Junee	90	2	682	–	774	109	1	642	1	753
– Medium	90	2	543	–	635	109	1	525	1	636
– Minimum	–	–	139	–	139	–	–	117	–	117
Kariong Juvenile	17	–	19	–	36	11	–	15	–	26
Kirkconnell	–	–	231	–	231	–	–	179	–	179
Lithgow	55	–	268	–	323	44	–	267	–	311

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Correctional Centre	Population at 27 June 2010					Population at 26 June 2011				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Long Bay Hospital	131	1	87	2	221	226	1	106	4	337
– Aged Care and Rehabilitation Ward	3	–	11	–	14	2	–	10	1	13
– Medical Ward	4	–	10	1	15	10	–	10	–	20
– Psychiatric Unit	16	1	20	1	38	16	1	15	3	35
– Hospital Annexes 5	1	–	4	–	5	3	–	2	–	5
– Area 2	107	–	42	–	149	195	–	69	–	264
Mannus	–	–	152	–	152	–	–	126	–	126
Metropolitan Remand and Reception	631	–	274	–	905	556	–	167	–	723
Metropolitan Special Programs Centre	144	–	725	–	869	–	–	–	–	–
– Maximum security	144	–	202	–	346	174	–	191	–	365
– Acute Crisis Management Unit	2	–	2	–	4	3	–	2	–	5
– Additional Support Unit (Maximum)	9	–	22	–	31	3	–	36	–	39
– Assessment Unit	41	–	58	–	99	53	–	36	–	89
– Kevin Waller Unit	–	–	9	–	9	2	–	10	–	12
– Medical Transit Unit	92	–	111	–	203	112	–	89	–	201
– Serious Offender Assessment Unit 6	–	–	–	–	–	1	–	18	–	19
– Minimum security	–	–	523	–	523	–	–	548	–	548
– Additional Support Unit (Minimum)	–	–	15	–	15	–	–	13	–	13
– Ngarra Nura Program	–	–	61	–	61	–	–	63	–	63
– Other Programs	–	–	88	–	88	–	–	89	–	89
– Sex Offenders Unit	–	–	359	–	359	–	–	383	–	383
Mid-North Coast	111	8	417	16	552	107	2	343	23	475
– Medium	111	–	308	–	419	107	–	238	–	345
– Minimum	–	8	109	16	133	–	2	105	23	130
Oberon	–	–	118	–	118	–	–	104	–	104
Outer Metropolitan Multi-Purpose	–	–	247	–	247	–	–	247	–	247
Parklea	432	–	332	–	764	457	–	239	–	696
– Maximum	432	–	252	–	684	457	–	239	–	696
– Minimum ⁷	–	–	80	–	80	–	–	–	–	–
Parramatta	373	–	187	–	560	281	–	90	–	371
St Heliers	–	–	279	–	279	–	–	269	–	269
Silverwater	–	–	148	–	148	–	–	150	–	150
Silverwater Women's	–	100	–	93	193	–	108	–	66	174
South Coast⁸	–	–	–	–	–	102	–	329	–	431
– Maximum	–	–	–	–	–	102	–	180	–	282
– Minimum	–	–	–	–	–	–	–	149	–	149

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Correctional Centre	Population at 27 June 2010					Population at 26 June 2011				
	Remand ¹		Sentenced		Total	Remand ¹		Sentenced		Total
	Male	Female	Male	Female		Male	Female	Male	Female	
Special Purpose Centre	16	1	31	2	50	14	–	28	1	43
Tamworth	28	–	55	–	83	37	–	54	–	91
– Medium	28	–	27	–	55	37	–	22	–	59
– Minimum	–	–	28	–	28	–	–	32	–	32
Wellington	85	6	466	36	593	92	–	347	33	472
– Maximum	85	–	347	–	432	92	–	264	–	356
– Minimum	–	6	119	36	161	–	7	83	33	123
Transitional Centres⁹	–	–	–	34	34	–	–	–	29	29
Bolwara House Transitional Centre	–	–	–	15	15	–	–	–	14	14
Parramatta Transitional Centre	–	–	–	19	19	–	–	–	15	15
Police/Court Cell Complexes	65	3	4	–	72	68	4	1	–	73
24 Hour Police/Court Cells¹⁰	45	3	4	–	52	44	2	1	–	47
Albury	3	1	–	–	4	–	–	–	–	–
Batemans Bay	1	1	–	–	2	–	–	–	–	–
Campbelltown	3	–	–	–	3	3	–	–	–	3
Dubbo	1	–	–	–	1	–	–	–	–	–
Lismore	3	–	1	–	4	6	–	–	–	6
Moree	4	–	2	–	6	2	–	1	–	3
Newcastle	2	1	–	–	3	12	–	–	–	12
Parramatta	3	–	–	–	3	1	–	–	–	1
Penrith	3	–	–	–	3	5	–	–	–	5
Port Macquarie	3	–	–	–	3	–	–	–	–	–
Queanbeyan	4	–	1	–	5	–	–	–	–	–
Surry Hills	10	–	–	–	10	10	1	–	–	11
Wagga Wagga	1	–	–	–	1	1	–	–	–	1
Wollongong	4	–	–	–	4	4	1	–	–	5
Other Courts¹¹	20	–	–	–	20	24	2	–	–	26
Periodic Detention Centres¹²	–	–	670	54	724	–	–	108	11	119
Administration	–	–	5	1	6	–	–	5	1	6
Bathurst ¹³	–	–	26	5	31	–	–	–	–	–
Grafton	–	–	43	–	43	–	–	1	–	1
Mannus ¹⁴	–	–	15	–	15	–	–	–	–	–
Silverwater Stage 1 (Midweek) ¹⁵	–	–	101	–	101	–	–	–	–	–
Silverwater Stage 1 (Weekend) ¹⁶	–	–	138	–	138	–	–	–	–	–
Silverwater Stage 2	–	–	124	–	124	–	–	96	–	96
Tamworth ¹⁴	–	–	21	–	21	–	–	–	–	–
Tomago ¹⁷	–	–	114	20	134	–	–	–	–	–
Wollongong	–	–	83	28	111	–	–	6	10	16
Total (All offenders)¹⁸	2,480	212	7,771	625	11,088	2,628	206	6,815	488	10,137

Appendices

Notes:

1. Includes offenders held on remand and those held beyond the expiry of any sentence pending deportation. Includes offenders held as police custody (Form 7) detainees managed in 24 hour police/court cell complexes and fresh custody persons discharged on the same day managed in other courts (see explanatory notes 10 and 11). Appellants are included under sentenced offenders.
2. Full-time custody includes offenders held in gazetted correctional centres, transitional centres and police/court cell complexes operated by Corrective Services NSW (CSNSW). Offenders temporarily absent from a correctional centre are also included. Separate totals for transitional centres and police/court cell complexes are also presented in this table.
3. Includes gazetted correctional centres only.
4. Brewarrina (Yetta Dhinnakkal) Centre was temporarily closed on 26 April 2011.
5. Prince of Wales Hospital (Secure Unit).
6. The first offenders at the Serious Offender Assessment Unit at the Metropolitan Special Programs Centre were received on 15 November 2010.
7. Parklea (minimum) was temporarily closed on 21 January 2011.
8. The first offenders at the South Coast Correctional Centre (maximum) were received on 7 December 2010 and the first offenders at the minimum security units were received on 8 January 2011.
9. Transitional centres house offenders temporarily released under s26(2) of the *Crimes (Administration of Sentences) Act 1999*. Transitional centres are not gazetted as correctional centres and therefore these offenders are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.
10. CSNSW manages 14 police/court cell complexes throughout NSW which operate on a 24 hour basis. Police/court cells are not gazetted correctional centres and therefore are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody. The number of offenders held in these complexes varies widely during the week. Offenders temporarily absent from a correctional centre who were held overnight in a court complex are recorded against the correctional centre from which they are absent rather than against the court complex. Figures include Police custody ('Form 7') detainees.
11. Other courts are courts that operate during normal court business hours only and therefore do not hold offenders overnight. Offenders shown here are those received and discharged on the same day under the management of corrective services staff. Court cells are not gazetted correctional centres and therefore these offenders are not included in the totals for gazetted correctional centres but are included in the totals for full-time custody.
12. Periodic detention (PD) was an alternative to full-time imprisonment which requires an offender to be held in custody within a periodic detention centre for two days of each week for the duration of the sentence. In Stage II of the program eligible offenders may be authorised to attend a designated work site (which is under the supervision of corrective services staff) where the offender is no longer required to be held overnight at a periodic detention centre. Totals include a small number of offenders held in full-time custody for whom a periodic detention order remained active.
As of 1 October 2010 periodic detention was abolished as a sentencing option in NSW, however, offenders sentenced to a PD order prior to this date continue to serve their sentence by way of periodic detention. Following the abolition, all PD offenders have been progressively moved on to Stage 2 of the program and a number of periodic detention centres have been closed. A small number of offenders who have ceased attending without leave remain (administratively) on Stage 1 of the program awaiting court action to cancel their PD order. (These offenders were sentenced under Commonwealth legislation and must be apprehended and brought before a court in order for the PD order to be cancelled.)
13. The last offenders at Bathurst PDC were transferred on 20 March 2011.
14. The last offenders at Mannus and Tamworth PDCs were transferred on 10 April 2011.
15. The last offenders at Silverwater PDC mid-week program were transferred on 25 March 2011.
16. The last offenders at Silverwater PDC weekend program were transferred on 29 May 2011.
17. The last offenders at Tomago PDC were transferred on 6 March 2011.
18. Total offenders includes offenders held in full-time custody and periodic detention centres. This total includes a small number of offenders held in full-time custody for whom a PD order remained active. These offenders are counted twice in this total.

Legislative requirements, such as the section or clause required for annual reporting, are highlighted in bold.

Notes:

IFC = Inside front cover

IBS = Inside back cover

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