



Police
& Justice

Department of Police and Justice

2013–14 Annual Report





Justice

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The Hon. Brad Hazzard MP
Attorney General and Minister for Justice
52 Martin Place
SYDNEY NSW 2000

31 October 2014

Dear Attorney

I am pleased to present the Annual Report 2013–14.

The report and the accompanying financial statements have been prepared in accordance with the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983*.

Following the tabling of the report in Parliament, it will be available for public access on the Justice website at www.justice.nsw.gov.au.

I commend the report to you.

Yours faithfully

Andrew Cappie-Wood
Secretary

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About the Department

Our vision

A just and safe society.

Our purpose

The Department of Police and Justice¹ provides an effective justice system by delivering programs and services which contribute to building safe communities and the protection of rights.

Our role

The Department of Police and Justice delivers legal, court and supervision services to the people of NSW by managing courts and justice services, implementing programs to reduce crime and re offending, managing custodial and community-based correctional centres and programs, protecting rights and advising on law reform and legal matters.

The Department delivers a diverse range of essential services and support to the people of NSW wherever and whenever their lives come in contact with the state's criminal or civil justice system.

¹ At the end of the reporting period the Department was known as the Department of Police and Justice. It is now the Department of Justice.

Within the NSW justice system, the Department's role includes responsibilities to:

- advise the government on law, justice and legal reforms
- administer courts, tribunals and community justice centres
- implement effective intervention and diversionary programs to reduce re-offending risks, prevent crime and divert, support and rehabilitate young and adult offenders
- deliver offence-specific programs particularly in relation to violent and sexual offences
- supervise and monitor adult offenders
- provide secure, safe and humane management of juvenile detainees and adult inmates
- supervise young people in custody, on bail or sentenced to community based orders
- provide legal, professional and regulatory services
- provide support services for victims of crime including counselling, compensation and court support
- record life events
- provide responsive services to vulnerable members of the community requiring life management and decision-making support.

Our environment

The Department of Police and Justice is the Principal Department for the Police and Justice Cluster.² The Cluster is made up of 12 agencies working collaboratively to achieve effective and efficient operation of the justice system and emergency services in NSW and to progress the State Plan NSW 2021.

These agencies are:

- Department of Police and Justice
- Fire and Rescue NSW
- Information and Privacy Commission
- The Judicial Commission of NSW
- Legal Aid NSW
- Ministry for Police and Emergency Services
NSW Crime Commission
- NSW Police Force
- NSW State Emergency Service
- Office of the Director of Public Prosecutions
- NSW Rural Fire Service
- Crown Solicitor's Office
(from 24 February 2014)

² At the end of the reporting period, the Cluster was known as the Police and Justice Cluster. It is now the Justice Cluster.

Secretary's foreword

It is with pleasure that I introduce the annual report of the Department of Police and Justice for the 2013–14 financial year, and my first report as Secretary of the Department. It should be noted that in the period covered by this report the Department was known as 'Police and Justice'. Since July 2014, we are known as the Department of Justice.

In a year that has seen many changes in the Department, I have been impressed by the commitment of our staff to deliver on the goals outlined in our Strategic Framework that guides our efforts for a just and safe society. We have been able to deliver real improvements in our services to the community, in our management of offenders and detainees and in the program of reforms we are undertaking to improve the way we manage our organisation.

The Department's Strategic Framework 2012–2014 sets out how our Department will deliver on the NSW 2021 Plan goals for which our Department has responsibility and can be found on page 9 of this report.

Many of our initiatives focus on improving client services. We made significant progress in this area with the successful consolidation of more than 20 of the state's tribunals into the NSW Civil and Administrative Tribunal. During the transition, each tribunal continued a seamless service to their clients while also contributing to the necessary work towards standardising structures and procedures. The public of NSW now has access to a one-stop-shop service for tribunal matters available at up to 70 locations across the state.

In its first year of operation, the new Victims Support Scheme has changed the experience of victims of crime in NSW for the better. Previously, the process of supporting victims was complex and slow, victims had to pay their own expenses and may have waited up to three years for a decision on reimbursement. The new person-centred approach is designed to provide immediate access to support and financial assistance with support coordinators helping victims to clarify their needs, apply for support and negotiate the complex human services and justice systems. This change ensures victims receive support at the time when they most need it rather than many months or even years past their traumatic life event. On the basis of

this work, the Victims Services team has, most recently, been chosen as a finalist in the 2014 NSW Premier's Awards.

In our partnership with communities, Graffiti Removal Day continues to improve its popularity. Last October, the Day attracted volunteers to over 200 sites across the state with numbers of volunteers increasing by 84 per cent over the previous year and increasing the area of graffiti removal by 184 per cent. At the time of this report, the 2014 Graffiti Removal Day is also being held with greater numbers than ever registered to participate and help deal with this issue in local communities.

A new and vital addition to our work in custodial Services, this year, has been the establishment and appointment of the Inspector of Custodial Services. The first report from this new Office, enlightened us with a deeper understanding of the immense responsibilities that correctional services officers face each day, and night, in providing a high level of care to a fragile and volatile prison population.

In both Juvenile Justice and Corrective Services, the year has seen structural change and process review in community corrections aimed at improving delivery of services. In Juvenile Justice, the Joint Support Program has replaced the Community Funding Program. The new program has three-year funding contracts ensuring a longer engagement for casework collaboration and to work on issues facing young people struggling to find a place to live, a job or dealing with family problems at home. Corrective Services has introduced an enhanced model for offenders in the community incorporating a mixed-model of transitional support for parolees, which focuses on housing as a first step in a pathway away from re-offending.

Within the custodial environment, a great success is evident in the setting up of Intensive Learning Centres within correctional facilities. These centres provide inmates who have low levels of literacy and numeracy, an opportunity to learn in a supportive environment and so improve their capacity to find a new kind of life in mainstream community. The opening of the latest purpose-built Intensive Learning Centre in Kempsey, in 2014, was the culmination of a remarkable project that provided 360 degree learning opportunities with designers from the Designing Out Crime Centre learning from staff and inmates and

inmates learning construction trades to erect the new building, all resulting in a high functioning and secure education facility.

Innovations in technology are increasingly transforming information access. In the area of crime research, the Department's crime mapping tool, the first of its kind in the country, turns large amounts of detailed statistics, into a highly visual and easily accessible reference for anyone interested crime statistics by region. As well as developing this new tool, the Bureau of Crime Statistics and Research maintained its high work rate with 18 research reports issued this year.

Information communication technology has also enabled the delivery, this year, of a new online registration tool 'LifeLink' for NSW Registry of Births, Deaths and Marriages which makes it possible for the community to access this service anywhere anytime. Similarly, we launched a new online Jury Management system which makes participating in jury services simpler with real-time updates on participating in the process of jury selection and attending court.

In 2013–14, going to court in NSW, for many, was easier. As the Department's capital works program continues, people across the state from Penrith to Armidale and Coffs Harbour, are experiencing a modern amenity importantly delivering high standards of access for people with different capabilities and capacities. In the case of court processes, in more and more areas of litigation, getting your forms completed and lodged can be done online at home or the office with our Online Registry services. More time and expense is saved with audiovisual links between courts and other facilities with video tools becoming routine in many justice processes.

Our free legal advice service, LawAccess has also had an outstanding year providing free legal information to the community. The service – which is particularly focused on helping those in rural and isolated areas, indigenous people and those from culturally and linguistically diverse background – has received overwhelmingly positive feedback with over 95 per cent of users reporting they are highly satisfied with the service. This year, client numbers rose by almost five per cent to over 200,000 contacts. Making our advice and services more accessible has also been achieved through our social media channels including the Justice NSW YouTube channel

where the community can access educative videos on court processes and how to use the NSW justice system.

The Department continues to invest in programs engaging with people from diverse cultures to ensure equitable access to the justice system. I congratulate all our staff involved in their efforts in community engagement, some of whom, this year, were recognised with an inaugural award for Best Practice by the NSW Council for Pacific Communities. Young people from Pacific Islander backgrounds are currently the largest multicultural group managed by Juvenile Justice and the Department is actively engaged in changing this outcome.

Taking up the challenge of contemporary cultural issues, Corrective Services engaged with leaders and members of the Muslim community to improve the way our services are provided in this community. This includes recognising the needs of offenders around the fasting month of Ramadan and the requirements of prayer, as well as to find ways to address issues of radicalisation and post-release support for Muslim offenders.

The Department continues to implement and develop strategies and programs to assist and support Aboriginal and Torres Strait Islander individuals and communities in contact with the justice system. During the year, a new strategy developed by Corrective Services explicitly recognises systemic disadvantage and uses evidence from years of experience to put education, employment and attitudinal change at the centre of interventions aimed at reducing re-offending as well as increasing the accountability of funded organisations charged with delivering services.

Since joining the Department in December 2013, I have keenly supported our continuing work on essential consolidation and reform of our organisational structures and corporate services to improve support to our frontline delivery of justice services. This work now incorporates the major changes to our management of human resources as a result of the commencement of the *Public Sector Employment Act 2013*.

These changes affect every staff member and represent a significant departure from current practice. Full implementation will take some years and will result in a modern and more effective public sector workforce.

Last, and far from least, my congratulations to our justice policy area for a tremendous effort across a demanding year. As a Department, we are responsible for around one quarter of all public laws. Among a packed schedule of law reform initiatives is the legislative work completed to achieve the creation of the NSW Civil and Administrative Tribunal and collaborative work delivering intrastate uniform legal profession legislation.

Many of our initiatives will continue into the next financial year. Information and communications technology in particular, will play a large role. Investment in new communications technology will see an update our digital infrastructure to improve delivery of online services to the public as well as providing major assistance internally to our efforts towards streamlining and standardising corporate service delivery. We will also be focusing on programs of work which continue to improve our criminal and civil justice systems. This will involve leading collaboration, across government to improve procedures, review legislation and implement reforms which will deliver even better justice systems. These will be clearer, more relevant and useful in serving and protecting the community. I look forward to leading the Executive Team into the next reporting year and to continuing our work in the internal and external reforms necessary to build and maintain a safe and just society for the NSW community.



Andrew Cappie-Wood
Secretary
October 2014

The Department supports the NSW 2021 Plan through its strategic goals.

- Building safe communities.
- Strengthening community crime prevention partnerships.
- An accessible and effective justice system.
- An innovative organisation that provides high quality services responsive to community needs.
- Protection of rights and promoting responsibility in the community.

Highlights 2013–14

Significant achievements relevant to the Department's Strategic Framework

NSW 2021 goals:

- Prevent and reduce the level of re-offending.
- Increase opportunities for people to look after their own neighbourhoods and environments.

Department goals:

- Building safe communities.
- Strengthening community crime prevention partnerships.

Strategic direction	Achievements
1. Effective and efficient crime prevention	<ul style="list-style-type: none">• 223 young people referred to Youth on Track program to discourage young people from becoming entrenched in criminal behaviours.• Life on Track program established for adult defendants to address their criminogenic behaviours in order to reduce re-offending.• Volunteer participation in Graffiti Removal Day increased by 84 per cent on the previous year with an increase of 184 per cent in graffiti removed.• Launch of the Safe Design Home in North West Sydney demonstrating best practice safe design for residential dwellings.• Funding of more than \$440,000 to 11 local councils in the Safer Community Compacts Grants program for crime prevention projects.
2. Diversionary programs without compromising public safety	<ul style="list-style-type: none">• The Bail Assistance Line assisted 23 young people to meet bail conditions with housing, transport and/or case support.• Referral plans were completed for over 800 Aboriginal people with driving licence offences to address underlying issues leading to their offences in the first 12 months of operation of the new project.• Forum Sentencing commenced transition to a centralised operating model in Parramatta with a focus on victim satisfaction and engagement and wider eligibility criteria.
3. Effective and efficient interventions and programs addressing risk factors for re-offending	<ul style="list-style-type: none">• Continuation of downward trend of re-offending for adult offenders released from custody – on track to achieve, or exceed, the NSW 2021 planned target of reducing re-offending by five per cent by 2016.• 99 per cent completion rate by adult sex offenders who participated in the custody-based intensive treatment program.• Commencement of Bundian Way Project connecting Aboriginal inmates with culture and community along an historic walking route from Kosciuszko to the coast.

Strategic direction	Achievements
	<ul style="list-style-type: none"> • Design and construction of a secure learning space for inmates at Mid North Coast Correctional Centre demonstrating exceptional cooperation between Corrective Services staff and the Designing Out Crime Centre. • Completed Work and Development Orders by adult and young offenders resulting in repayment of fines worth almost \$2 million. • 67 per cent completion rate, an increase of four per cent from 2012–13, in adult offenders completing the Violent Offenders Therapeutic Aggression and Violence Programs. • Expansion of the Intensive Drug and Alcohol Treatment Program to female offenders. • Led the development of the NSW Strategy to Reduce Re-offending. • Launch of three strategies in Corrective Services including: Recognising gender difference – a strategy for program and service provision to women offenders, Family Matters – a Strategy for Service and Program Provision to Children and Families of Offenders, and the Strategy for Supporting Aboriginal Offenders to Desist from Re-offending. • Nine graduates from the Self-Regulation Program for sexual offenders with cognitive impairment – a program unique to NSW.
4. Effective management and supervision of offenders in the community	<ul style="list-style-type: none"> • Implementation of a new risk-based Community Corrections service model which adopts a new standardised approach to the management and supervision of offenders. • Introduction of the Joint Support Program (replacing the Community Funding Program) for young offenders allowing three-year funding and stronger collaboration with funded organisations. • Launch of the Funded Partnership Initiative to provide transitional and post-release support services to adult offenders. • Met targets for commitments under the National Partnership Agreement on Homelessness including targeted housing and support for women, sustaining tenancies in the Far West and improving outcomes for people exiting custody.

Strategic direction	Achievements
5. Safe, secure and humane management of offenders in custody	<ul style="list-style-type: none"> • Successful response to and management of unprecedented growth in inmate numbers. • Assaults at correction centres by prisoners on officers and prisoners on prisoners maintained at below the national average. • Nil Aboriginal deaths from unnatural causes in custody. • Costs of custody services per inmate per day maintained at well below national average and decreased from 2012–13. • The hosting, by Corrective Services, of a community engagement forum with Muslim leaders to improve faith-based services and address issues of radicalisation and post-release support for Muslim offenders. • Continuation of the Service Partnership Agreement for the Visitor Information Volunteer Scheme after a successful year of operation. • A NSW Premier's Award to Frank Baxter Juvenile Justice Centre for implementation of the NSW Police Force Puppy Raising Program.

NSW 2021 goals:

- Improve community confidence in the justice system.

Department goals:

- An accessible and effective justice system.
- An innovative organisation that provides high quality services responsive to community needs.
- Protection of rights and promoting responsibility in the community.

Strategic direction	Achievements
6. High quality client services	<ul style="list-style-type: none"> • Implementation of the <i>Civil and Administrative Tribunal Act 2013</i> consolidating a large number of tribunals into one to provide easier access to tribunal services. • An inaugural award for Best Practice Community Engagement from the NSW Council for Pacific Communities. • Launch of the interactive Online Registry with over 50 per cent of forms lodged online for the Supreme, District and Local Courts. • A new state-of-the-art Jury Management System with significant improvements in processes for staff and clients including self-service functions, mobile access and electronic notifications. • Launch of the online NSW Crime Tool providing public access to the most recent crime statistics through an easy to use, geospatial interface.

Strategic direction	Achievements
	<ul style="list-style-type: none"> • Publication of a new edition of the Justice of the Peace handbook. • Continued delivery of major works including new courthouses at Coffs Harbour and Armidale, the construction of the Newcastle Justice Precinct and renovations of existing courthouses across the State.
7. Accessible, high quality information and community education	<ul style="list-style-type: none"> • An increase of almost five per cent in LawAccess customers to a total of over 200,000 people seeking free legal information with over 95 per cent reporting high satisfaction with the service. • A 50 per cent increase, from 2012–13, in education events raising awareness of services provided by the Victims Services unit. • Response to a range of requests for access to information including more than 688 formal applications under the <i>Government Information (Public Access) Act 2009</i>, an increase of 5.85 per cent from 2012–13 and 1,518 subpoenas.
8. Timely and effective resolution of disputes, civil and criminal matters	<ul style="list-style-type: none"> • Continued leadership by NSW courts in national key productivity measures: <ul style="list-style-type: none"> - NSW Local Courts have been the most efficient in the nation for the sixth year running - NSW Local Courts and Children's Courts had the lowest backlog for criminal and civil matters in Australia - District Court recorded the second lowest backlog for civil and criminal cases older than 12 months - The Coroner's Court remained the best performing coronial jurisdiction in Australia - The NSW Supreme Court increased its overall clearance rate and recorded a rate of 131 per cent – the second highest in the nation. • At 30 June 2014, 95.7 per cent of pending criminal matters were less than six months old, achieving well above the State Plan target of 90 per cent. • The Joined Up Justice Police Project delivered near real time electronic exchange of data between courts, the NSW Police Force, Corrective Services NSW and NSW Juvenile Justice including use of electronic signatures for arrest warrants and Apprehended Violence Orders.
9. Law reform, and evidence based justice policy and research	<ul style="list-style-type: none"> • Delivery of 18 research reports with four reports focused on re-offending. • Enactment of legislation to support the Uniform Legal Profession Framework, regulating the legal profession in NSW, Victoria and other states covering 70 per cent of the legal profession in Australia. • Commencement of the <i>Bail Act 2013</i>.

Strategic direction	Achievements
10. Business-focused corporate services via Centres of Excellence	<ul style="list-style-type: none"> • Establishment of the Corporate Services Transformation Program. • Preparation of the Department's Total Asset Management Plan submission, instrumental in nearly \$182 million of new major capital funding. • Implementation of a purchasing card system in line with the whole-of-government transition to electronic expense management. • Commencement of implementation of the sector-wide <i>Government Sector Employment Act 2013</i> with programs meeting all deadlines for changes in employment and staff management. • Delivery of a range of communications technology projects including Joined Up Justice, enhancements to court audio-visual systems and completion of the Justice Infrastructure Renewal Program. • Achievement of a Level 2B Accreditation allowing the Department to conduct procurement activities up to a value of \$20 million.
11. Support for vulnerable participants in the justice system	<ul style="list-style-type: none"> • Implementation of the Domestic Violence Justice Strategy including legislative amendments on Apprehended Domestic Violence Orders and information sharing between agencies. • Implementation of the Victims Support Scheme with over 10,000 lodgements of claim and an increase of 14 per cent in approved counselling hours from 2012–13. • Development of a new resource to support friends and families of missing persons based on the experiences of those affected. • Development of a mobile application which makes the online video series Justice Journey more accessible. These videos provide guidance for victims of crime in the legal system.
12. Representation and management of life matters for individuals	<ul style="list-style-type: none"> • Deployment of the LifeLink computer system to all locations managed by the Registry of Births, Deaths and Marriages. • Deployment of the full suite of Registry of Births, Deaths and Marriages transactions into 18 Service NSW centres. • Commencement of off-site marriage ceremonies, including at seven Sydney Living Museums, through a partnership of the Registry of Births, Deaths and Marriages and other government agencies. • Increased activities in the NSW Trustee and Guardian authority around increasing uptake of pre-planning instruments for an ageing population including the campaign, Get it In Black and White.
13. Promotion and protection of rights	<ul style="list-style-type: none"> • Appointment of the Inspector of Custodial Services and delivery of a first report to Parliament in May 2014. • Implementation of the Legal Profession Management Assessment System to practitioners. • The Public Defenders successfully arguing a High Court appeal, <i>Bugmy v The Queen</i>, which dealt with important aspects on the sentencing of Aboriginal offenders.

Corporate governance

The Secretary of the Department leads the Executive team comprising:

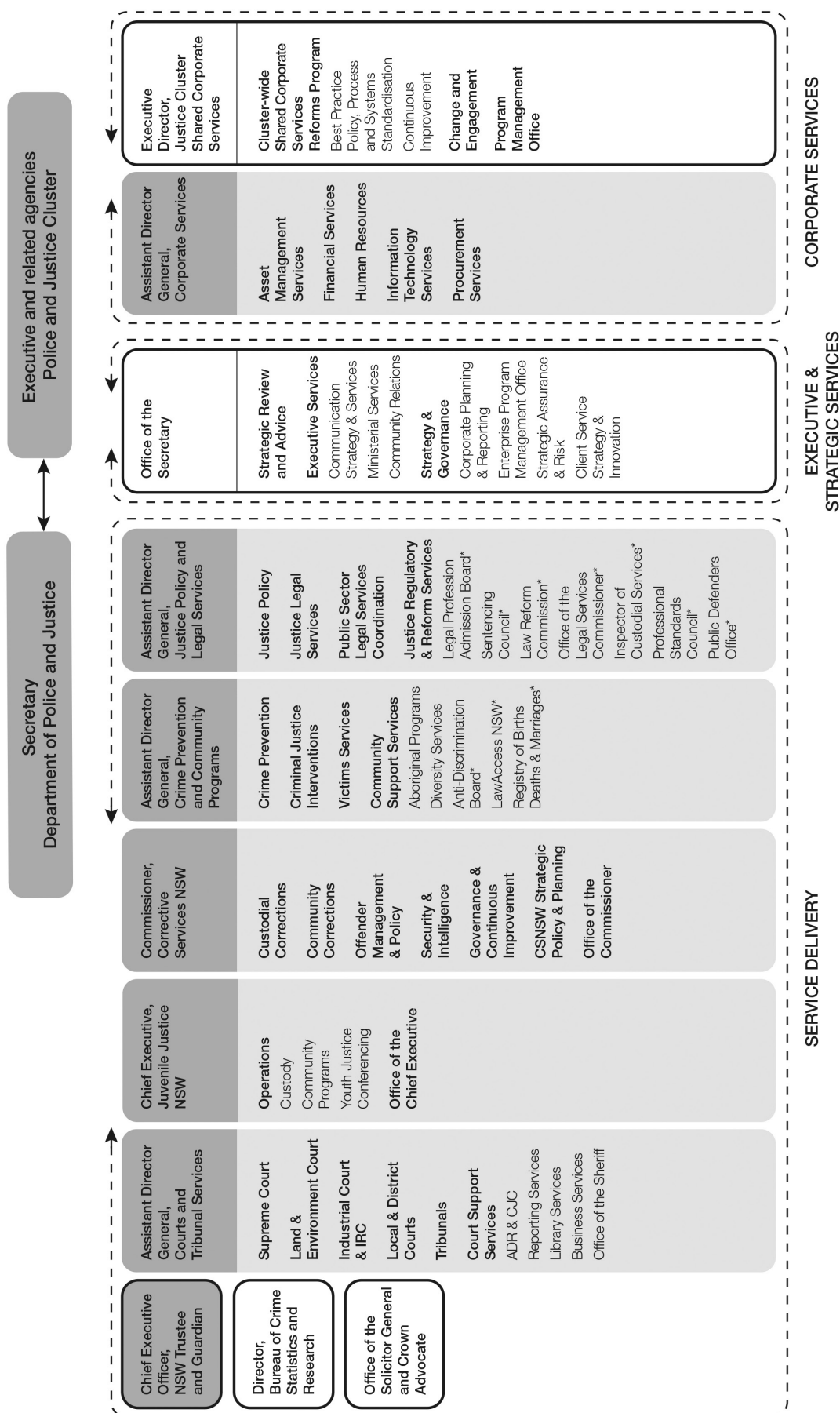
- Secretary (Chair)
- Assistant Director General, Crime Prevention and Community Programs
- Assistant Director General, Courts and Tribunal Services
- Assistant Director General, Justice Policy and Legal Services
- Assistant Director General, Corporate Services
- Chief Executive, Juvenile Justice
- Commissioner, Corrective Services NSW
- Chief Executive Officer, NSW Trustee and Guardian
- Crown Solicitor (until 23 February 2014).

The Executive works with the Secretary to maintain an overview of the Department's performance. Working with the Secretary, the Executive monitors the delivery of strategic priorities and financial and organisational performance.

The Executive oversees progress of key Government, Police and Justice Cluster and Department plans as well as goals and targets set within NSW 2021, savings plans and Department strategic and business plans. It also ensures ministers and the Government are appropriately advised.

Department structure

The Department is made up of six Divisions: Courts and Tribunal Services, Corrective Services NSW, Crime Prevention and Community Programs, Juvenile Justice NSW, Justice Policy and Legal Services and Corporate Services, and five offices: Office of the Secretary, NSW Trustee and Guardian, Bureau of Crime Statistics and Research and the Office of the Solicitor General and Crown Advocate and the Office of Justice Cluster Shared Corporate Services. The Crown Solicitor's Office ceased to be a part of the Department from 24 February 2014.



KEY * The Assistant Director General has oversight responsibility in respect to compliance with Department and budget policies and procedures

Divisions of the Department of Police and Justice

Offices of the Department of Police and Justice

Executive Committee

Secretary

Department of Police and Justice

Andrew Cappie-Wood

Andrew Cappie-Wood has worked in the public service in NSW and the ACT for more than 30 years. Prior to joining the NSW Department of Police and Justice, Mr Cappie-Wood was the Head of Service and the Director-General of the Chief Minister and Treasury Directorate in the ACT where he implemented a restructure of the ACT Public Service. Before entering the ACT public service in 2007, Mr Cappie-Wood spent 10 years as Director-General in several NSW Government departments, including the Department of Education and Training and the Department of Housing. He also established the NSW Department of Ageing, Disability and Homecare. Mr Cappie-Wood has served as Chief Executive Officer to a number of Ministerial Councils and has chaired a number of national and state companies and boards.

Assistant Director General

Crime Prevention and Community Programs

Brendan Thomas

Brendan Thomas was appointed to his current role in September 2007. Mr Thomas is responsible for Criminal Diversion, Crime Prevention and Community Programs activities including oversight of the Crime Prevention Division, Anti-Discrimination Board, the Registry of Births, Deaths and Marriages, LawAccess NSW, Aboriginal Programs Division, Diversity Services and Victims Services Division. Mr Thomas also chairs a number of committees, including Victims Advisory Board, the NSW Graffiti Management Group and the Board of Management Design Out Crime Research Centre. Mr Thomas is a member of the Criminology Research Advisory Council and has written widely on crime prevention and Aboriginal justice issues.

Leadership team

**Assistant Director General
Courts and Tribunal Services**

Michael Talbot

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

**Assistant Director General
Justice Policy and Legal Services**

Maureen Tangney

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

**Assistant Director General
Corporate Services**

Jane Ridley

Jane Ridley joined the Department of Police and Justice in September 2012. Ms Ridley has more than 25 years of experience in leadership, service management and delivery of Shared and Corporate Services in large, complex, global organisations including IBM, Fuji Xerox and Westpac. This is coupled with tertiary qualifications in Education and Business Management. Ms Ridley is responsible for bringing together the Department's corporate service functions (finance, human resources, asset management, information technology and procurement) to deliver strategically focused, high quality corporate services in support of all the Divisions and Offices.

**Chief Executive
Juvenile Justice NSW**

Valda Ruis

Valda Ruis has worked in the public sector since 1981, when she commenced as Probation and Parole Officer with the NSW Department of Corrective Services. Since that time, Ms Ruis has worked in a number of roles including policy development, corporate support and in the role of Regional Director. Ms Ruis joined Juvenile Justice NSW in 2007.

**Commissioner
Corrective Services NSW**

Peter Severin

Peter Severin has extensive senior executive experience in corrections of more than three decades. Since joining the Department in September 2012, Mr Severin has led the restructure of Corrective Services NSW. Prior to his appointment to the Department of Police and Justice, Mr Severin was the Chief Executive of the South Australian Department for Correctional Services and Deputy Director General of the Queensland Department of Corrective Services. Mr Severin is a Board member of the International Corrections and Prisons Association.

**Chief Executive Officer
NSW Trustee and Guardian**

Imelda Dodds

Imelda Dodds is a social worker with more than 35 years' experience in human services and administration. Ms Dodds 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 a past president of the International Federation of Social Workers and Adjunct Professor of Social Work at the University of Western Sydney.

Crown Solicitor

Crown Solicitor's Office

Ian Knight¹

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, Mr Knight supervised the response of the Crown Solicitor's Office on issues relating to the Legal Services Review, the review of the classification of tied legal work and initiatives addressing client relationships and the wellbeing of employees.

¹ Ian Knight was a member of the Executive Committee until 23 February 2014.

Chapter 1

Strategic direction:

Effective and efficient crime prevention

Aligned with Goal 16 in NSW 2021: Prevent and reduce the level of crime, the Department continued to provide leadership in addressing high volume crimes including graffiti, break and enter and theft as well as contributing to a range of programs enhancing community safety.

To achieve reductions in incidents of crime, the Department developed or continued partnerships with government, non-government and private business stakeholders, implementing innovative programs ranging from early intervention programs for young people to investments in environmental design, reducing opportunities for crimes such as theft and vandalism.

Graffiti programs, in particular, are attracting community interest and support with an increase in the number of people taking up the opportunity for participation in crime prevention activities.

In the coming year, key priorities for the Department's crime prevention programs include developing and implementing components of the NSW Criminal Justice Strategy and working with industry to develop more comprehensive responses to fraud, burglary and assault.

In this chapter:

- Youth on Track
- Reducing steal from motor vehicle offences
- Reducing and preventing graffiti vandalism
- Preventing residential break and enter
- Designing Out Crime Research Centre
- Safer Community Compacts and funding program
- Cross-agency partnerships

Youth on Track

The Youth on Track early intervention scheme commenced operation on 1 July 2013 in Newcastle, Mid North Coast and Blacktown Local Area Commands. The Newcastle site was expanded to Lake Macquarie Local Area Command in April 2014.

The Department of Police and Justice entered into an agreement with UnitingCare Burnside, until 30 December 2014, to engage young people and their families in casework and interventions targeted at addressing the young person's individual offending-related needs. The scheme has the benefit of multi-agency support and provides police officers and schools an avenue to refer young people at risk of offending into support without requiring a legal order.

In the first 12 months of operation, 223 young people were referred to Youth on Track for case management and offending-focused interventions. Sixty per cent (96) of those young people and families, able to be contacted, voluntarily engaged with the scheme. Youth on Track completes the assessment tool, YLS/CMI (Level of Service/Case Management Inventory) every 12 weeks to measure a young person's offending risk and needs. Out of 38 young people who participated in the scheme for longer than 12 weeks, 66 per cent reduced their YLS/CMI risk score. It is estimated UnitingCare Burnside will receive 300 referrals in 2014.

In the year ahead

The Bureau of Crime Statistics and Research will provide a process evaluation to the Department in 2014, to enable further process improvements and possible extension of the scheme. The Department will provide a progress report to Cabinet in following 15 months of operation at the three start-up sites.

Reducing steal from motor vehicle offences

The Preventing Stealing from Vehicles in NSW Strategy, commenced in 2012. The strategy outlines a suite of activities aimed at reducing risk and occurrence of steal from motor vehicle (SFMV) offences.

A number of significant elements of the Strategy were implemented in 2013–14. Best practice Crime Prevention Through Environmental Design guidelines for the design of NSW car parks were developed following an audit of a number of car parks. Practice design and management standards for service stations have been developed by the Designing Out Crime Research Centre. These guidelines were made available online and distributed to industry associations. Fact sheets and postcards were developed and distributed at 'hotspot' locations and a specific SFMV section of the Department's website was developed and launched.

Reducing and preventing graffiti vandalism

In 2013–14, the Crime Prevention Programs Unit was involved in development of a range of initiatives to reduce and prevent graffiti vandalism in NSW. Funding was allocated to eight volunteer graffiti groups enabling purchase of equipment and supplies.

Juvenile Justice Graffiti Partnerships

In 2013–14, Juvenile Justice maintained community partnerships within the Community Service Order and Community Clean Up Order schemes. The total number of graffiti removal hours completed in 2013–14 was 6,195.

Expansion of the De-Tag Offender Program

The De-Tag offender program is an educational program used as part of Community Clean-up Orders to engage young people in discussion on topics related to graffiti. In 2013–14, the De-Tag Program was evaluated and streamlined. The Program will be expanded to additional locations and consideration given to expanded referral options.

Juvenile Justice has trained staff in the delivery of De-Tag in 13 Juvenile Justice community offices and three Juvenile Justice centres.

The NSW Graffiti Hotline

The NSW Graffiti Hotline is a central telephone service for individuals to report graffiti on any government or privately-owned asset in NSW. Crime Prevention Programs Unit leads the operation of the hotline in partnership with LawAccess NSW. In 2013–14, the Graffiti hotline received 830 calls.

Graffiti Removal Day

Graffiti Removal Day, held annually, is an opportunity for volunteers to remove graffiti from their local environment. The Department partners with Rotary Down Under to implement the program. Graffiti Removal Day was held on 20 October 2013 with participation at 210 sites across 41 Local Government Areas. Over 1,000 volunteers represented an increase of 84 per cent over 2012 and the amount of graffiti removed, 23,140 square metres, represented an increase of 184 per cent over graffiti removed in 2012.

Preventing residential break and enter

The Department of Police and Justice collaborated with UrbanGrowth NSW and Eden Brae Homes to develop a Safe Design Home incorporating contemporary best practice and safe design for residential dwellings.

The demonstration home, with its crime prevention design features, was officially opened in November 2013 at The Ponds, North West Sydney. The home will be on public display for three years.

The home provides visitors with an insight into safe design considerations and products the residential building industry is incorporating within new homes.

The Safe Design Home also demonstrates design ideas and products to increase safety for existing dwellings.

Designing Out Crime research centre

Operating since 2009, as a joint initiative with the Department, Designing Out Crime is a research centre at the University of Technology, Sydney with a mandate to bring design innovation to complex crime and social problems.

The centre is an important stakeholder in the crime prevention partnerships between government and the private sector to design, develop and implement innovative crime prevention approaches. Highlights from 2013–14 include a number of partnerships with government agencies and private companies.

Expert advice was provided to Woolworths on armed robbery reduction in ‘hotspot’ stores and a trial conducted for theft reduction in the area of cosmetics retail. Explorations were

conducted with Downer Rail on the impact of graffiti on trains and possible solutions. The centre worked with Corrective Services in the design and construction of an intensive learning centre at Mid North Coast Correctional Centre (see page 61) and with Parramatta Council on ways to revitalise areas suffering from urban decay.

Safer Community Compacts and funding program

In 2013–14, over \$446,000 was allocated to 11 NSW local councils for the implementation of local strategies focused on prevention of crimes such as motor vehicle theft, steal from motor vehicle, residential break and enter, malicious damage and non-domestic violence related assault.

Cross-agency partnerships

Sydney CBD Plan of Management

The Department, represented by the Crime Prevention Programs Unit, was a key member of the taskforce overseeing development and implementation of crime prevention and anti-alcohol related violence programs in the Sydney CBD.

Prevention and Early Intervention Taskforce

In 2013–14, the Department continued as an ongoing member of the Prevention and Early Intervention Taskforce which is working towards development of a whole-of-government strategy to address at-risk and vulnerable children.

Safe as houses

Although the number of residential break and enter incidents in NSW has dropped by approximately half since 2000, it is still one of the most common serious crimes reported in NSW.

The Department's Crime Prevention Programs unit collaborated with UrbanGrowth NSW and Eden Brae Homes to build a display home showcasing the latest developments in security design.

Safe house design includes:

- oversized mailbox with key lock to provide protection from identity fraud
- landscaping and fencing that doesn't restrict site lines, visibility or openness of the property from the street
- quality security doors and screens
- keyed window locks
- sensor lighting
- home alarm with back to base alert
- living rooms at the front of the home
- performance glazing which provides additional resistance from impact blows.

The Department of Police and Justice is the lead agency for achieving results against Goals 16 and 17 in the NSW 2021 Plan: Prevent and reduce the level of crime (Goal 16) and Prevent and reduce the level of re-offending (Goal 17).

Priority actions under Goal 17 for adult offenders include greater use of non-custodial punishment for less serious offenders and access to diversionary programs and for young offenders, improved early intervention and post-release support.

The Department has a range of programs aimed at diverting offenders, or potential offenders, away from the conventional criminal justice process and/or a custodial sentence. Use of diversionary programs depends on the crime committed and the likely effectiveness of an intervention. Diversionary programs are particularly important for young people, those coming into first contact with the justice system and those with underlying issues such as drug and alcohol abuse.

In the court system, intervention programs are intended to address underlying problems such as drug or alcohol dependency, mental illness, homelessness or extreme poverty. A magistrate or judicial officer may adjourn a case while a defendant participates in a diversion program. Other court programs provide an alternative forum for hearing a case or negotiating an outcome.

In this chapter:

- Youth Justice Conferences
- Alternatives to custody for women
- Bail Assistance Line
- Aboriginal Drivers Licence Project
- Drug Courts and Compulsory Drug Treatment Orders
- A new operating model for Forum Sentencing

Chapter 2

Strategic direction:

Diversionary programs without compromising community safety

Youth Justice Conferences

Youth Justice Conferences are a formal legal process based on the principles of restorative justice. They aim to help young offenders take responsibility for their own behaviour and involve victims in decisions relating to crimes committed against them.

Referrals for Youth Justice Conferences are made by police officers and the courts. If accepted, a conference is arranged and a legally binding outcome is determined.

Conferences bring young offenders, their families and supporters face-to-face with victims and their support people to discuss the crime and how people have been affected.

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 to help them desist from further offending.

Conferences are available when young people have committed offences that police officers, a court or the Director of Public Prosecutions determine are too serious to receive a warning or caution, or where the offender has exceeded their maximum number of cautions.

In 2013–14, 1,582 referrals were made for a Youth Justice Conference with 1,270 resulting in a conference. Of these conferences, 88.8 per cent of young offenders completed the required tasks in their outcome plans.

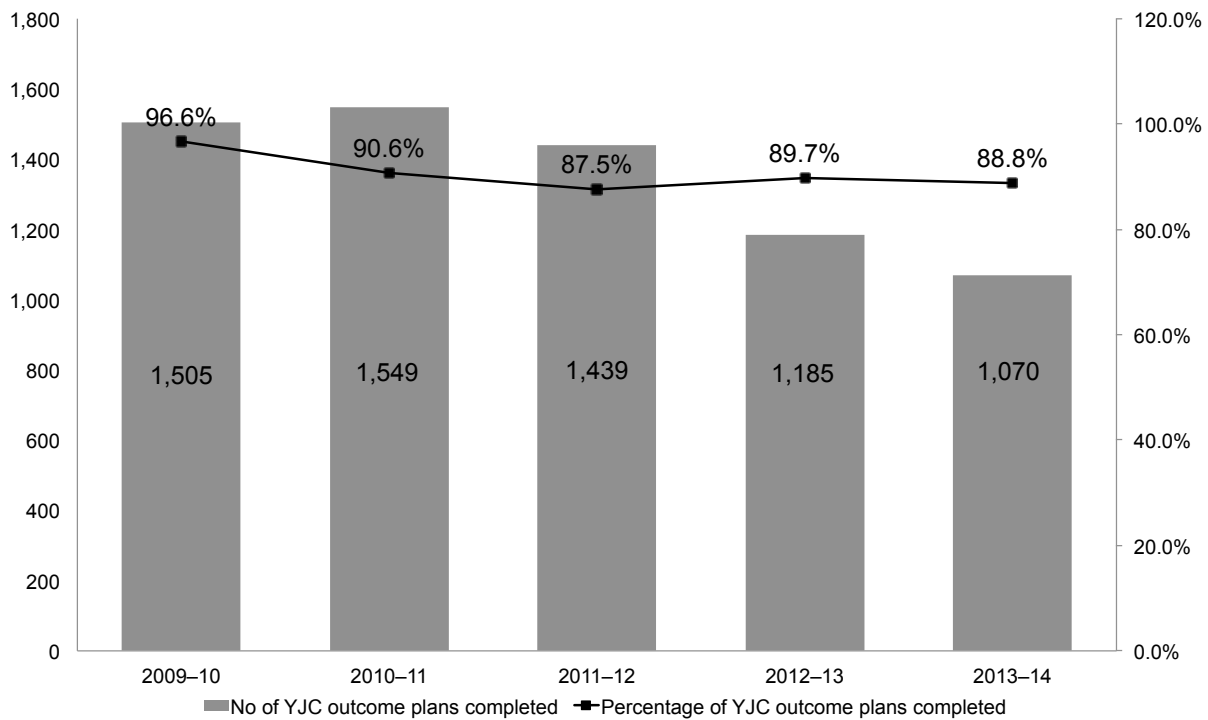
Table 2.1 Key service measures for Youth Justice Conferences 2013–14

	Number	Per cent
Referrals to Youth Justice Conference		
Total	1,582	
Police	718	45
Courts	864	55
Percentage of referrals to a Youth Justice Conference for 'victimless' offences		7.6
Referrals resulting in a conference		
Number of referrals processed	1,582	
Number of referrals resulting in a Youth Justice Conference	1,380	
Conference facilitated	1,270	
Percentage of all referrals resulting in a Youth Justice Conference		87.2
Participation in conferences		
Number of young people participating in Youth Justice Conferences	1,205	
Total number of participants in Youth Justice Conferences	7,135	
Percentage of victims or representatives in conferences held with identifiable victims		59
Outcomes		
Number of outcome plans agreed on and approved for referrals received in 2013–14	1,152 from 1,163 outcome plans	99
Number of occasions where the referring court did not approve the outcome plan	4	
Number of occasions where young offender and victim were not able to agree to an outcome plan	8	
Percentage of finalised outcome plans that were successfully completed by 30 June		88.8
Offences and young people		
Number of offences referred to a Youth Justice Conference	3033	
Number of young people referred to a Youth Justice conference	1348	

Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Note: the Young Offenders Regulation 2004 allows six months for the completion of outcome plans although the Chief Executive does have discretion to allow additional time if circumstances are exceptional.

Figure 2.1 Number and percentage of Youth Justice Conference outcome plans completed 2009–10 to 2013–14



Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Case study

Paul* was referred to a Youth Justice Conference after being charged with an offence. He attended mentoring with Aboriginal Elders and participated in art workshops conducted by the local art gallery. Paul has now gained employment with an Aboriginal organisation mowing lawns for the elderly in the Aboriginal community.

* Names have been changed.

Alternatives to custody for women

Miruma is a residential facility at Cessnock which provides a diversionary program for women with co-existing mental health disorders and long-term alcohol and other drugs issues.

In 2013–14, a total of 52 women participated in the Miruma program, up from 42 participants in 2012–13. Sixty-three per cent completed the program and, of these, 79 per cent were released to stable accommodation.

In 2013–14, a review of Balund-a, a diversionary program in the women's unit at Tabulam for Aboriginal offenders on bail, was completed. This resulted in its closure due to the very low numbers of women participating.

Bail Assistance Line

In 2013–14, the Bail Assistance Line received 110 referrals for assistance resulting in 23 placements of young people in need of accommodation, transport and/or case support to meet their bail conditions.

The Bail Assistance Line was evaluated by the Sydney University Institute of Criminology in 2014. This report recommended further expansion of services and continued training and liaison with police officers.

Over the next 12 months, consolidation of existing metropolitan services with the non-government sector, and the expansion of services to regional areas in New South Wales are priorities.

Further training, networking and communication with the NSW Police Force and the non-government sector will continue to be a priority to ensure the service meets the needs and requirements of its intended clients.

Keep Them Safe funding for the Bail Assistance Line has been secured for a further two years from July 2014.

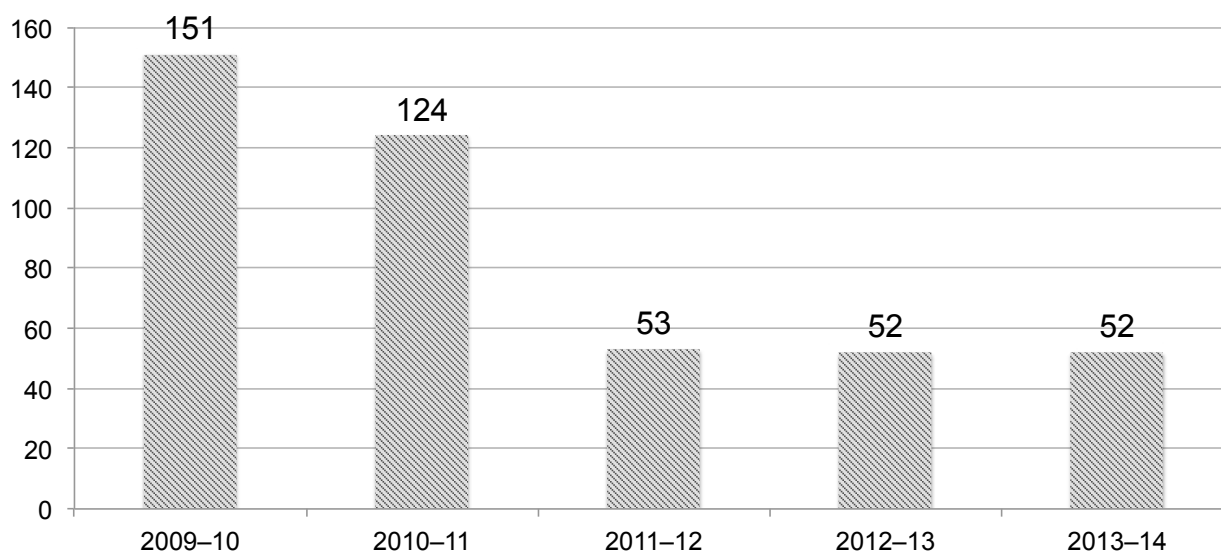
Bail support positions

There were 52 young people held in custody in 2013–14 who had been granted bail but could not meet their conditions. This figure has fallen by 65 per cent since 2009–10 from 151 (2009–10) to 52 (2013–14).

In 2011–12, Juvenile Justice NSW received \$2.9 million (in total, \$11.2 million over four years) to expand its remand reduction services. In 2013–14, 24.5 positions were created to reduce the number of young people in custody on remand by providing support for young people to meet their bail conditions.

The average time spent in custody is 2.6 days (the median is one day or less). This represents a reduction of 40 per cent since 2009–10 when the average time spent by young people in custody was 4.4 days.

Figure 2.2 Number of remand stays of young people granted conditional bail and unable to meet conditions 2009–10 to 2013–14



Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Note: This counts only young people on remand who have been granted conditional bail and cannot meet the conditions, and have no other custodial order.

Aboriginal Drivers Licence Project

The Department's Aboriginal Services provides a coordinated support, assessment, referral and information service to Aboriginal people attending court for traffic offences and regulatory driving offences aimed at reducing these offences in Aboriginal communities.

In the first 12 months of the project, over 800 Aboriginal people have been identified with driving and licence offences and had referral plans developed to address underlying issues that led to offending. Some referrals addressed fines by initiating Centrepay arrangements, Time to Pay plans or Work and Development Orders. Other clients were referred to driver knowledge and safety programs such as traffic offenders programs or TAFE courses assisting people to

attain a driver's licence. Clients have also been supported to obtain identity documents primarily, birth certificates.

Compulsory Drug Treatment Orders

In 2013–14, the Drug Court of NSW received 63 referrals from Local and District Courts (compared with 68 in 2012–13 and 57 in 2011–12) for Compulsory Drug Treatment Order (CDTO) assessments. Of these referrals, 43 offenders met the eligibility criteria for a CDTO. Thirty-three were assessed as suitable for a CDTO, an increase from 23 in 2012–13.

Participants spend more than six months in each stage of the three stages of the Compulsory Drug Treatment Program.

Table 2.2 Progression through stages of the Compulsory Drug Treatment Program

	2010–11	2011–12	2012–13	2013–14
Stage 1 to 2	28	24	21	25
Stage 2 to 3	22	11	9	7
Stage 3 to parole	16	9	7	9

Urinalysis

In 2013–14, 5,292 urine samples of offenders subject to CDTOs were taken and analysed. Of these, 233 samples (4.4 per cent) tested positive to a drug; 82 (1.5 per cent) tested positive to an illicit substance, which is consistent with previous years.

The total positive results to illicit drugs/non-prescribed drugs/synthetic cannabis was 2.6 per cent of all urine samples taken and analysed. This is a slight increase to previous years, which reflects the added testing capability for synthetic cannabis.

These results are very encouraging considering program participants are entrenched drug users with high levels of dependence and who have been convicted of at least two sentences in the past five years.

A new operating model for Forum Sentencing

Forum Sentencing is a court referred restorative justice program that provides an opportunity for victims to participate directly in the justice process and for offenders to address the harm caused by their crime. The program aims to repair the harm caused to victims and reduce re-offending by addressing underlying issues.

In 2013–14, Forum Sentencing commenced transitioning to a new centralised operating model in Parramatta. This involved the closure of 11 of a total 13 sites. The new operating model streamlines administrative process and moves program delivery from local court-based staff to local facilitators and a centralised team. It ensures better links between program expenditure and conferences delivered to victims and communities. This model has a strong focus on victim satisfaction and engagement with the broadening of the eligibility criteria to include offenders who are found guilty of a wider range of offences.

Forum Sentencing continues to be available in 50 Local Courts across NSW. In 2013–14, 500 matters were referred to Forum Sentencing, with 381 conferences held and 497 intervention plans successfully completed by offenders.

In the year ahead

Forum Sentencing will finalise establishment of the new operating model and work with local partners to increase awareness of restorative justice while developing a robust quality assurance framework to ensure efficient and consistent program delivery.

A range of programs and strategies, across the Department target re-offending.

The Department's focus for reducing re-offending in correctional services is an evidence-based approach to changing offender behaviour which has been sourced from international literature and practice. Out of this research, effective correctional intervention is achieved through use of the risk/need/responsivity model. In this model, interventions are seen as most effective when targeted at those most at risk of re-offending, addressed at those factors shown by research to be linked to re-offending and delivered in ways that take into account the cultural backgrounds and learning styles of the target group.

Treatment programs are based on cognitive behavioural therapy principles which emphasise the importance of motivation and engagement as well as cognitive processes and offence-specific triggers.

Overall success in achieving the government target for reduced re-offending is demonstrated by trends recorded in the Report on Government Services measures and in the 12-monthly reports for the NSW 2021 State Plan. The success of specific interventions is measured by comparing the rate of re-offending of participants with a propensity-matched control group. It may also include comparisons between severity of re-offending, time to re-offend and frequency of re-offending. These additional measures align with the contemporary understanding of the complexity and difficulty of desistance and recognise that this is a gradual and subtle process rather than an abrupt cessation.

In 2013–14, 17,253 adult offenders participated in at least one rehabilitation program addressing criminogenic (crime causing) needs, an overall increase of five per cent compared with 2012–13. This result builds on the 7.5 per cent increase in participation reported for 2012–13.

In 2013–14, there was continued focus on increasing the offender program participation and completion rates.

Chapter 3

Strategic direction:

Effective and efficient interventions and programs addressing risk factors for re-offending

The Department is on track to achieve the target set in Goal 17 of the NSW 2021 Plan, to reduce juvenile and adult re-offending by five per cent by 2016, and to reduce the NSW recidivism rate to below the national average within 10 years.

In this chapter:

- Rates of re-offending
- Local Court-based programs
- Assessing risks for re-offending
- Offender assessment and case management
- Programs addressing aggression and violence
- Drug and alcohol programs
- The Drug Court of NSW
- Sex offender programs
- Education and training
- Inmate training and employment programs
- Programs for juvenile offenders
- Specialised programs for young adult offenders
- Addressing risks of re-offending for women
- Reducing re-offending in Aboriginal communities
- Programs for offenders with a disability
- Programs and services for culturally and linguistically diverse offenders
- New strategies, program reviews and structural change

Rates of re-offending

NSW 2021 State Plan target figures

The NSW Reoffending Database (ROD) contains information on each person who has been convicted of a criminal offence in NSW since 1994 and is used by the Bureau of Crime Statistics and Research to determine the proportion of offenders who have been re-convicted for a further offence. For the purposes of NSW 2021, reconviction within 12 months is used as a proxy for re-offending. There is a delay of at least four months before the re-offending rates for each 12-month period can be determined to ensure sufficient time for the majority of court matters for any new offences to be finalised. The re-offending rate for 2012–13 is expected to be released after publication of this Annual Report.

Reconviction of adult offenders

The overarching measure for re-offending is the percentage of adults in NSW convicted for any criminal offence who are convicted for a subsequent offence committed within 12 months. There has been a 5.6 per cent reduction in this rate in the three-year period between 2008–09 and 2011–12.

Table 3.1: Percentage of adults convicted by any court who were convicted for a further offence committed within 12 months of index conviction

	Year of index offence				
	2008–09	2009–10	2010–11	2011–12	2012–13
% reconvicted	16.1	14.9	14.8	15.2	Not yet available

Reconviction of adult offenders exiting custody

Data from the ROD show a continuation of the downward trend of re-offending for adult offenders exiting full time custody. The percentage of those who were reconvicted

within 12 months reduced from 38.1 per cent for the cohort released in 2008–09 to 34.3 per cent for the cohort released in 2011–12, a 10 per cent reduction in the rate of re-offending over this three-year period. This is consistent with the NSW 2021 target to reduce re-offending by five per cent by 2016.

Table 3.2 Percentage of adults exiting prison convicted for a further offence within 12 months

	Year of release from prison				
	2008–09	2009–10	2010–11	2011–12	2012–13
% reconvicted	38.1	34.9	34.7	34.3	Not yet available

Reconviction of juvenile offenders

For juvenile offenders, the re-offending measure also includes juveniles who re-offend but have their matters dealt with by way of youth justice conference. This rate for juveniles has decreased by 4.1 per cent over the three-year period from 2008–09 to 2011–12.

Table 3.3 Percentage of juveniles dealt with at youth justice conference who were convicted for a further offence committed within 12 months of release or index conviction

	Year of index offence				
	2008–09	2009–10	2010–11	2011–12	2012–13
% reconvicted or dealt with by conference	39.2	37.5	35.8	37.6	Not yet available

Report on Government Services figures

The Report on Government Services uses alternative measures of re-offending for the purposes of national comparisons. This captures specific cohorts of offenders managed by correctional agencies who return to corrective services management following a reconviction. The rate at which offenders discharged from community corrections orders during 2011–12 returned with a new correctional sanction within two years (2013–14) decreased relative to the previous year. This continues a trend that has seen a decrease of 10 per cent in re-offending for the community cohort since 2007–08. The results

for these offenders returning to community corrections or returning to any corrective services order have remained consistently lower than the national average.

Over the same period, the rate at which prisoners return to prison or return to any corrective services order has increased. Although the overall rate of re-offending for this group has reduced as evidenced in the NSW 2021 State Plan measure, and there is evidence that the frequency and severity of offending has remained relatively stable during this period, the use of imprisonment and community corrections supervised orders as sanctions appears to have increased.

Table 3.4 Rates of offenders returning to corrective services with a new correctional sanction within two years

Year discharged from community corrections order or released from prison	2007–08	2008–09	2009–10	2010–11	National average 2010–11	2011–12
Offenders returning to community corrections	13.0	12.4	11.8	11.8	14.2	11.6
Offenders returning to corrective services*	23.9	23.1	21.5	21.8	24.8	21.5
Prisoners returning to prison	42.4	43.3	42.5	42.7	40.3	45.8
Prisoners returning to corrective services*	45.2	46.3	46.9	47.9	46.4	50.3

*includes a prison sentence or community-based order

Local Court-based programs

Magistrates Early Referral Into Treatment Program

Magistrates Early Referral Into Treatment (MERIT) is a Local Court-based program that targets adult defendants with illicit drug use problems who are motivated to undertake drug treatment. Defendants assessed as suitable for MERIT can undertake supervised drug treatment prior to sentencing. The primary goal of the MERIT program is to break the drug-crime cycle by involving defendants in treatment and rehabilitation. By 30 June 2014, over 22,000 defendants had participated in the MERIT Program. In 2013–14, 1,978 defendants were accepted onto the MERIT Program and 981 defendants completed the Program.

MERIT operates in 65 Local Courts across New South Wales, providing access to the Program for more than 80 per cent of defendants coming before magistrates. Defendants at seven NSW Local Courts can also be referred to Alcohol MERIT for treatment where alcohol is their primary drug of concern. Services provided as part of MERIT can include withdrawal management, residential rehabilitation, mental health services, family support and individual and group counselling.

In the year ahead

The Department, in conjunction with the NSW Ministry of Health, will complete a review of the effectiveness, efficiency and cost-effectiveness of the MERIT Program. This review will inform activities to improve MERIT participation and completion rates and also to examine the value of and potential for the MERIT Program to be expanded.

Court Referral of Eligible Defendants Into Treatment Program

Court Referral of Eligible Defendants Into Treatment (CREDIT) assists defendants to access a wide range of treatment, programs and services to reduce their risk of re-offending. CREDIT operates at Burwood, Tamworth and Quirindi Local Courts. In 2013–14, 184

defendants entered the CREDIT Program and 101 defendants completed the Program.

CREDIT offers eligible defendants who are motivated to address issues that are related directly or indirectly to their offending behaviour facilitated access and support to services providing education or training, treatment, rehabilitation or social welfare assistance. Participants in the CREDIT Program are assessed for criminogenic and non-criminogenic factors in order to refer them to appropriate services or treatment.

In the year ahead

The Department will consider how to better align CREDIT with other re-offending programs to ensure consistency, appropriate targeting and accessibility of services for defendants.

Life on Track

Life on Track is a case management service that builds on the strengths of the CREDIT Program. The service offers person-centred support and case management to eligible and suitable defendants appearing at the Local Court.

Life on Track commenced in August 2013 at two start-up sites covering Bankstown, Sutherland, Kogarah, Lismore, Ballina, Casino and Kyogle Local Courts. Following a competitive open tender process for each site, Mission Australia successfully secured the contract to deliver Life on Track at both sites. The Department has developed a close and collaborative relationship with Mission Australia to monitor and continuously develop the Life on Track service model to best meet the needs of defendants, stakeholders and the community.

Life on Track is primarily aimed at defendants with a medium to high risk of re-offending or medium to high level needs and provides assistance to identify and address the broad range of issues that contribute to a defendant's likelihood of re-offending. Between mid-August 2013 and 30 June 2014, Life on Track screened 353 defendants, assessed 175 defendants and accepted 159 participants for case management.

In the year ahead

A process evaluation of Life on Track will be completed in 2014. The outcomes of the process evaluation will inform Departmental decision-making on the continuation and expansion of Life on Track. The Department will continue to collaborate with Mission Australia and other stakeholders to ensure ongoing operation of, and continuous improvement of the Program.

Assessing risks for re-offending

The Level of Service Inventory – Revised (LSI-R) is widely recognised as one of the most effective methods for establishing an estimated risk of re-offending and the level of intervention most appropriate to reduce that risk. The LSI-R is the most commonly administered assessment in Corrective Services.

The following table shows number of offenders per categories of risk of re-offending as identified by the LSI-R in 2012–13 and 2013–14.

Table 3.5 Offender risk categories

Offender risk categories		
Risk level	2012–13	2013–14
Low	4,323	4,386
Low-Medium	8,188	7,955
Moderate	9,247	9,796
Medium-High	3,857	3,874
High	744	740
Total	26,359	26,751

Offender assessment and case management

In 2013–14, within Corrective Services, the Offender Assessment Unit was amalgamated with the Case Management Support Team to create the Assessment and Case Management Support Team (ACMST). The purpose of this new unit is to provide direction, frontline training and support

to ensure the highest quality of screening, induction, assessments, offender case plans and the case management of offenders.

Assessments

The Compendium of Accredited Assessments is the primary tool used to target offenders who pose the highest risk of re-offending and to determine which needs should be addressed. Assessment information is also used for further research into the effectiveness of interventions for reducing re-offending.

Treatment Readiness Questionnaire

Failure to take readiness and responsivity into account can produce lower participation and completion rates of intervention programs. As part of its strategy to have the right offender in the right program, Correctives Services introduced the Corrections Victoria Treatment Readiness Questionnaire (TRQ) as a pre-program assessment.

In 2013–14, Corrective Services completed 1,249 TRQs out of which 274 offenders (22 per cent) were identified as needing program preparation prior to progression into a criminogenic needs program. Bridging interventions, such as one-to-one motivational interviewing or completion of a readiness program were recommended.

Gambling assessments

In 2013–14, 366 offenders were assessed for gambling related offences; 139 of these (38 per cent) were identified as having considerable (pathological) gambling issues and 85 (23 per cent) had problematic gambling habits.

General assessments

In addition to the above assessments, many offenders were assessed for drug and alcohol issues, brain injuries and other disabilities, mental health, personality and cognitive deficits, as well as offence-specific assessments. The Assessment and Case Management Support Team also provided a service to psychologists to score each of the personality tests online, saving valuable time and improving the accuracy of results.

Assessments and court depositions

To ensure assessments are as accurate as possible, information is retrieved from Local, District and Supreme courts through the Information Retrieval Service in the ACMST.

In 2013–14, over 700 requests for court depositions were processed and electronically transferred to psychologists and other Corrective Services staff conducting the

assessments. These increased the credibility of offender assessments and improved their validity and reliability.

Training and accreditation

In 2013–14, staff from the ACMST trained 1,000 Corrective Services staff including community corrections officers, psychologists, service and programs staff and custodial officers in the key areas of case management and assessment.

Table 3.6 Training and Accreditation in assessment techniques 2013–14

Training and accreditation 2013–14		
Training course	Participants	Days training
Reception, screening and induction	160	13
LSI-R Foundation	156	26
LSI-R Refresher	314	30
Case Management Level 3	267	16
Case Management Level 4	59	16
Case plans	13	2
Case notes	21	1
Offender Services and Program Case Management	10	2
Total	1000	106

Psychologists were trained in several other assessments including the Violence Risk Screen and other sex offender risk assessments, in conjunction with the Serious Violent Offenders Therapeutic Program.

Readiness

The concept of readiness programs has undergone a significant change following the Offender Management and Policy Review. The programs within this suite will largely be replaced by the EQUIPS Foundation program (see page 60). This aims to increase offender participation in programs by introducing core concepts (thoughts, feelings, behaviours and

emotion management) which will be consistent across the entire programs suite. EQUIPS will also be more inclusive by targeting a broad range of offence types without being offence-specific.

The Real Understanding of Self Harm (RUSH), Seasons for Growth and the Intensive Drug and Alcohol Treatment Program (IDATP) readiness will continue to be delivered.

Importantly, RUSH is an empirically validated program, addressing inmate adjustment and building coping strategies and is one of the only compendium programs available for inmates on remand.

Table 3.6 Readiness Programs (bracketed percentage shows variation from 2012–13 figures)

Program	All individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
Managing Emotions (men)	981 (-30%)	600 (-27%)	4,785 (-13%)	381 (-35%)	2,528 (-26%)
Managing Emotions (women)	62 (-61%)	35 (-65%)	150 (-75%)	27 (-53%)	136 (-51%)
Personal Effectiveness	80 (+40%)	80 (+40%)	1,028 (+51%)	N/A	N/A
IDATP Readiness	138 (+207%)	138 (+207%)	1,274 (+122%)	N/A	N/A
Seasons for Growth	106 (-25%)	106 (-25%)	548 (+9%)	N/A	N/A
RUSH	67 (+29%)	67 (+29%)	972 (+12%)	N/A	N/A
Offender Induction program*	Discontinued	Discontinued	Discontinued	Discontinued	Discontinued
All readiness programs	1434 (-50%)	1026 (-15%)	8,757 (0%)	408 (-75%)	2,664 (-62%)

*discontinued for resource efficiency reasons.

Programs addressing aggression and violence

Aggression and violence program participation and completion rates

In 2013–14, 45 offenders completed the Violent Offenders Therapeutic Program (VOTP), a 12–14-month custody-based high intensity therapeutic program for violent male offenders with medium-high to high risk of re-offending and treatment needs. This is an increase of 67 per cent compared with 2012–13.

In 2013–14, there was an overall increase of seven per cent in participation in aggression and violence programs in custody and the community. With the exception of VOTP

Maintenance, all programs showed an increase, with the high intensity VOTP recording a 15 per cent increase in participation and a 27 per cent increase in session attendances. Both the Domestic Abuse and Controlling Anger and Learning to Manage it (CALM) programs showed an increase of nine per cent in participation.

In 2013–14, improvements in completion rates for aggression and violence programs were maintained with 67 per cent of all participants completing the program in custody and the community – an increase of four per cent from the previous year. This builds on a seven per cent increase reported last year.

The Domestic Abuse Program reported a completion rate of 67 per cent and CALM reported a completion rate of 65 per cent.

Table 3.8 Aggression and violence program participation (bracketed percentage shows variation from 2012–13 figures)

Program	All Individuals attending programs	Individuals attending in custody	Sessions attended in custody	Individuals attending in the community	Sessions attended in the community
CALM	517 (+10%)	362 (+36%)	6370 (+50%)	155 (-25%)	2438 (-14%)
Domestic Abuse Program	760 (+9%)	93 (+39%)	1249 (+50%)	667 (+5%)	8282 (+10%)
Violent Offenders Therapeutic Program (VOTP)	93 (+15%)	93 (+15%)	4396 (+27%)	n/a	n/a
VOTP – maintenance	159 (-15%)	98 (-12%)	567 (+10%)	61 (-19%)	358 (0%)
Self Regulation Program	15 (N/A)	15 (N/A)	418 (N/A)	N/A	N/A
All aggression and violence programs	1544 (+7%)	661 (+26%)	13,000 (+44%)	883 (-3%)	11078 (+4%)

Domestic violence

In 2013–14, the Domestic Abuse Program (DAP), which has contributed to a reduction in re-offending rates among domestic violence offenders in NSW, continued to attract interest from other correctional jurisdictions. The DAP is delivered in both community and custody under Memoranda of Understanding with a range of organisations that provide support to the partners of male program participants.

Reconnection programs

In 2013–14, the number of offenders participating in programs which reconnect them to the community increased by 135 per cent, adding to the 42 per cent increase reported last year. This result reflects an increased focus on reintegration and release planning. The major contributor to the increase was the NEXUS program, in which inmates are interviewed in the last three to six months of their sentence to determine reintegration needs and offered assistance with their preparation for release.

Drug and alcohol programs

Alcohol and other drug programs for juvenile offenders

A strategic alcohol and other drug (AOD) treatment pathway for young people with substance misuse-related criminal behaviour, is run by Juvenile Justice and has two primary stages.

1. Education and harm minimisation skills.

In this stage, an education program is offered to all young people including harm minimisation skills training. Importantly, this program also provides education on emerging trends such as synthetic drugs which mimic the effects of cannabis and stimulants.

2. Personal Review of Offences File (PROFILE) addresses motivation to change. PROFILE has been strategically designed for people who do not recognise they have a substance abuse problem and have resisted attempts to address their anti-social behaviour.

In 2013–14, 80 per cent of participants (769 young people) completed AOD education programs.

Alcohol, drugs and addiction programs – adult offenders

In 2013–14, the completion rate for alcohol, drugs and addiction programs was 68.5 per cent, increased from 66.9 per cent in 2012–13.

Overall, participation in alcohol, drugs and addiction programs by offenders in custody and the community declined, compared with 2012–13.

The year ahead

The Best Bet, Impact of Dependence, DAAP/RRP and Getting SMART will cease to run in their current form and be replaced by EQUIPS Addictions (see page 60). EQUIPS Addictions will also be available to inmates on remand.

Table 3.9 Adult offender participation for 2013–14 in alcohol, drugs and addiction programs (bracketed percentage shows variation from 12–13 figures)

Program	All offenders attending programs	Offenders attending in custody	Sessions attended in custody	Offenders attending in community	Sessions attended in community
Getting SMART	2,691 (-5%)	1,859 (+8%)	17,734 (+25%)	832 (-24%)	6,540 (-20%)
Sober driver	694 (-7%)	19 (n/a)	147 (n/a)	675 (-9%)	3,833 (+15%)
Pathways – Criminal Conduct and Substance Abuse	226 (+9%)	226 (+9%)	6,915 (+49%)	-	-
Ngara Nura	55 (-2%)	55 (-2%)	7,285 (+46%)	-	-
SMART Recovery	573 (-18%)	573 (-18%)	3,264 (-27%)	-	-
Alcoholics Anonymous	642 (-17%)	642 (-17%)	2,191 (-18%)	-	-
Narcotics Anonymous	409 (+4%)	409 (+4%)	1,646 (+25%)	-	-
The Best Bet...is the one you don't have	86 (-25%)	86 (-25%)	669 (-21%)	-	-
Drugs: the impact of dependence	29 (-24%)	29 (-24%)	456 (+20%)	-	-
Drug and Alcohol Addiction (DAAP/RPP)	21 (-62%)	21 (N/A)	88 (N/A)	-	-
Total alcohol, drugs and addictions	5,426 (-8%)	3,919 (-2%)	40,395 (+21%)	1,507 (-20%)	10,373 (-10%)

The Drug Court of NSW

The Drug Court of NSW expanded its operations to Sydney in 2013, the third Drug Court for NSW. The Drug Court has the capacity to assist 280 participants across the three courts at Parramatta, Hunter and Sydney.

Drug Court judges and teams from all partner agencies worked together to ensure consistency across the three Drug Court locations with one Drug Court Program delivered at all venues.

Drug Courts are specialist courts dealing with offenders who are dependent on drugs. The Drug Court of NSW at Parramatta is the first Drug Court to be trialed and evaluated in Australia. The Bureau of Crime Statistics and Research has re-evaluated the work of the Court, providing further evidence that the Drug Court program is more effective than conventional sanctions in reducing the risk of recidivism among offenders whose crime is drug-related.

Sex offender programs

Assessments

The STATIC 99-R in the Compendium of Accredited Assessments is used to assess risk of sexual re-offending in conjunction with several other sex offending assessments as part of sex offender treatment. This assessment is used extensively in the United States, Canada, the United Kingdom, Europe and Australia and is one of the most highly regarded instruments for this population.

The following table shows the number of offenders per categories of risk as identified by the STATIC 99-R in 2012–13 and 2013–14.

In 2013–14, the Serious Offenders Assessment Unit completed 70 psychological reports for the Serious Offenders Review Council (SORC) to inform case plans for serious sexual and violent offenders.

Sex offender program participation and completion rates

In 2013–14, participation rates in sex offender programs increased by eight per cent. The intensive Custody-based Intensive Treatment (CUBIT) program produced a 99 per cent completion rate and CORE (CUBIT Outreach) moderate intensity recorded a 98 per cent completion rate.

Twenty-nine inmates completed the CUBIT program, a six to 10-month treatment program for male inmates who have sexually abused adults or children, and are at a moderate to high risk of re-offending. Seventy-seven inmates participated and 29 completed the program. One was discharged.

Twenty-nine inmates completed the CORE Moderate program, a six-month custody-based treatment program for male inmates who have sexually abused adults or children, and are a low-moderate risk of re-offending. This represents almost double the number who completed in the previous year (16). Fifty-five inmates participated, and of these, 29 completed and one was discharged.

Nine inmates commenced and completed the Deniers Program, a custody-based treatment program for male offenders who have sexually abused adults or children, and maintain they were wrongfully accused or falsely identified.

In 2013–14, 106 offenders engaged in community-based treatment and 51 completed the program in this period.

Table 3.10 Sex offenders at risk of sexual re-offending 2012–13 and 2013–14

Risk of sexual re-offending	2012–13	2013–14
Low	202	211
Medium-low	154	193
Medium-high	162	281
High	92	135
Total	610	820

Table 3.11 Sex offender program participation rates (bracketed percentage shows variation from 2012–13)

Program	All offenders attending programs	Offenders attending in custody	Sessions attended in custody	Offenders attending in community	Sessions attended in community
Custody-based Intensive Treatment Program (CUBIT)	77 (+20%)	77 (+20%)	4,988 (+47%)	-	-
CORE Moderate	55 (+72%)	55 (+72%)	2,472 (+117%)	-	-
Custody-based PREP	64 (-2%)	64 (-2%)	647 (-3%)	-	-
Deniers Program	9 (+13%)	9 (+13%)	361 (+48%)	-	-
Community-based treatment	106 (+26%)	-	-	106 (+26%)	1,910 (+33%)
Self-Regulation Program	17 (-32%)	17 (-32%)	1,042 (-33%)	-	-
Maintenance Program	110 (-13%)	14 (-7%)	91 (+11%)	96 (-14%)	1,169 (-7%)
All sex offender programs	438 (+8%)	236 (+13%)	9,601 (+36%)	202 (+4%)	3,079 (15%)

Education and training

Education and training for juvenile detainees

The Department of Education and Communities (DEC) administers education and training units in all seven Juvenile Justice centres.

At each centre, meetings between centre staff and the Education and Training Unit are held regularly to plan, assess risk and coordinate educational, vocational and centre programs. Sharing information enables a cohesive approach to providing interventions and managing detainees.

Reiby Juvenile Justice Centre

DEC and Juvenile Justice staff work together with detainees in the Centre and the Waratah Pre-Release Unit, coordinating work experience, paid employment and TAFE program opportunities aimed at assisting successful re-integration into the community.

Riverina Juvenile Justice Centre

In partnership with DEC and TAFE, young people are offered a wide range of rural vocational skills programs and are provided with the opportunity for work experience placements with local businesses and agencies.

Table 3.12 Young offenders' enrolment in formal education 2013 and 2014

	2013 ¹	2014 ²
Total Education and Training Unit enrolments	1,791	873
TAFE enrolments	998	460
Awarded Record of School Achievement (ROSA)	68	N/A
Enrolments in the Record of School Achievement (ROSA)	n.a.	155
Awarded year 11 Record of Achievement (ROA)	35	N/A
Year 11 single subject completions	91	N/A
Year 11 single subject enrolments	N/A	140
Year 12 single subject completions	84	N/A
Year 12 single subject enrolments	N/A	79
Enrolments in the Higher School Certificate	N/A	17
Higher School Certificate completions	8	N/A

¹ Figures for complete school year January to December 2013.

² Figures for young people enrolled in courses up to 30 June 2014. Completion figures not available until school year completed.

Acmena Juvenile Justice Centre

Educational, vocational, developmental and recreational programs are offered at Acmena. These programs are designed to assist young people gain skills needed to reduce recidivism and help with re-integration into the community.

Juniperina Juvenile Justice Centre

In partnership with Sydney Community College, community volunteers and through the Sunning Hill Education and Training Unit, Juniperina offers a wide variety of programs for young women. This partnership provides young female detainees with programs that cater to their differing interests and which encourage them to engage in pro-social activities when discharged from custody.

Orana Juvenile Justice Centre

The Lincoln School provides individualised education for young people detained in Orana Juvenile Justice Centre at Dubbo. Dedicated teachers provide an academic program coupled with vocational and life skills education.

Frank Baxter Juvenile Justice Centre

The Girrakool School provides education and vocational training programs for male juvenile detainees at Frank Baxter Juvenile Justice Centre. The mission of the school is to create a positive learning environment and to facilitate the student's successful integration into their

community. A variety of accredited curricula covers remedial, academic, recreational and vocational courses.

Cobham Juvenile Justice Centre

The Putland Education and Training Unit (ETU) offers a range of educational programs including basic skills remediation, living skills, secondary education, vocational education and tertiary studies. Students may enrol in courses delivered by distance delivery mode supported by ETU staff, or school or TAFE delivered curricula.

Education for adult inmates

Skills assessment

In 2013–14, 3,333 inmates completed Core Skills Assessments (CSA), an increase of 129 in 2012–13. Eighty-nine per cent of all inmates commencing a course (includes vocational training, distance education and basic education) had completed a CSA.

The CSA data provides a profile of inmate literacy and numeracy levels that is used as a tool for planning and resource allocation. Those inmates with the highest need are identified in order to provide a timely intervention to increase their reading, writing, communication and numeracy skills. Those that score ACS 3 and below are targeted for participation in basic education programs.

Table 3.13 Australian Core Skills Assessment (ACS) results for individual inmate participants in education and vocational training programs 2013–14

Individuals	NYA	ACS1	ACS2	ACS3	ACS4	ACS4+	Incomplete	Refuse	No ACS	% No ACS
7,509	411	583	1,364	2,162	2,014	55	16	74	830	11

Intensive Learning Centres

Intensive Learning Centres (ILCs) have been established at Wellington, South Coast, Lithgow and Mid North Coast Correctional Centres for inmates with assessed low literacy and numeracy skills to complete a Certificate (1 to 3) in the Access Employment Education and Training framework.

The ILC at Lithgow Correctional Centre, opened in February 2014, is a conversion of an existing building and specifically designed

to enable inmates under mainstream and protective management to securely use the centre at the same time.

In April 2014, the Mid North Coast ILC was officially opened. It is a purpose-built facility designed to embody the learning principles of the ILC model including to facilitate positive cognitive change in participants. The ILC was designed in partnership with the University of Technology's Designing Out Crime unit with the design process centred on stakeholder

input. The modular buildings were constructed as part of the St Heliers portable housing industry, which provides inmates with training opportunities to gain skills for work in the building and construction industries.

In the year ahead

The Mid North Coast and Lithgow ILCs each have a capacity for 40 inmate students, which will be reached towards the end of 2014.

Legal Literacy Program

The Legal Literacy Program was developed in conjunction with Women's Legal Services NSW, Wirringa Baiya Aboriginal Women's Legal Centre Inc., Hawkesbury Nepean Community Legal Centre and Legal Aid NSW with the aim of achieving formal literacy and numeracy outcomes for inmates using the context of legal information.

In 2013–14, the program was delivered at four correctional centres, including the delivery of a 40-hour course to inmates in the Additional Support Unit at Long Bay which caters for inmates with intellectual disabilities. Legal Aid NSW provided a specialist in the new bail laws to present a legal information session to these inmates.

Since the Legal Literacy Program launch in August 2013, there have been 42 enrolments, six completions in Certificate I Access Work and Training and 137 completed units of competency.

The Adult Education and Vocational Training Institute

The Adult Education and Vocational Training Institute (AEVTI) provides accredited courses and nationally recognised education and vocational qualifications to inmates in all NSW publicly operated correctional centres.

In 2013–14, AEVTI participated in an audit process for re-registration as a training organisation conducted by the national VET regulator, the Australian Skills Quality Authority. In January 2014, AEVTI received a five-year period of registration through to January 2019.

AEVTI's annual Quality Indicators Report, in compliance with the standards for National VET Regulator registered training organisations, demonstrates the high quality of AEVTI services and operations through an 89 per cent overall learner satisfaction rating and an 82 per cent overall employer satisfaction rating.

In 2013–14, AEVTI continued to provide accredited courses and nationally recognised qualifications. It 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 Sex Offender Program and the Intensive Alcohol and Other Drug Treatment Program through providing opportunities to develop functional literacy and effective communication skills.

In the year ahead

In 2013–14, AEVTI and Corrective Services Industries (CSI) were amalgamated following a recommendation of the review into Offender Services and Programs. The combined resources of the two business areas will be utilised to improve and increase supported employment pathways for inmates, including post release education, training and employment opportunities. CSI provides learning environments and AEVTI provides the expertise to deliver flexible learning.

Workplace literacy and numeracy and Learn to Work/Work to Learn spaces and vocational skills centres will form part of the new model for the delivery of education and training.

TAFENSW – Corrective Services Memorandum of Understanding

The 2011–2014 TAFENSW – Corrective Services Memorandum of Understanding (MOU) was extended until 30 June, 2015. This MOU builds on the established partnership and agreed principles in providing inmates in correctional centres with vocational education

and training equal to that provided by TAFE NSW Institutes and Colleges in the wider community. Both organisations work together to strengthen pathways for inmates to continue study and other training opportunities with TAFE NSW post-release.

As per the MOU Financial Addendum 2013–14, Corrective Services provided TAFENSW with \$2.45 million for the provision of training within correctional centres, and an allocation to cover travel costs and security induction training for TAFE trainers and other personnel. Corrective Service's contribution includes \$250,000 (equating to 1,968 hours of delivery) from Corrective Services Industries (CSI) specifically for the delivery of TAFE courses that are required to facilitate the attainment of WorkCover NSW High Risk Work Licences and General Construction Induction Training (GIT).

In 2013–14, 18,335 hours were provided to correctional centres for the delivery of TAFE NSW courses to inmates as per the MOU's funding arrangements (excluding Junee and Parklea Correctional Centres).

Table 3.14 TAFENSW Delivery Hours

Target group	2012–13	2013–14
Aboriginal	3,648	3,480
Women	1,850	2,302
Young adult offenders	900	1,240
Juvenile offenders	150	200
Disabled offenders	850	329

NSW WorkCover Authority Memorandum of Understanding

In January 2014, a new Memorandum of Understanding was signed between the NSW WorkCover Authority and Corrective Services NSW. A cooperative working relationship is specifically required to facilitate correctional centre inmates meeting the requirements for issuance of a General Construction Induction Training (GIT) card and High Risk Work (HRW) licence as required under the WHS Regulation.

The attainment of HRW licences and the GIT by offenders working in various CSI venues fulfils the requirements of the *Work Health and Safety Act 2011* as stipulated by the WorkCover Authority NSW. These credentials form part of a work-readiness portfolio which can be used by offenders to gain employment across a number of industries upon release.

TAFE training outcomes

In 2013–14, individual inmate enrolments for TAFE training within correctional centres totalled 7,272. The table below also highlights the individual inmates who participated in TAFE training and received WorkCover NSW GIT card or HRW licence.

Table 3.15 2013–14 inmate enrolments for TAFE training

TAFE short courses	Enrolments
Aboriginal specific education	301
Agriculture/rural skills	135
Animal care	75
Automotive/mechanical training	128
Beauty skills training	32
Building and construction	251
Business studies	248
Cleaning operations	22
Electrical	9
Engineering	321
First aid	637
Fitness/health	101
Forestry/sawmilling	51
General education	60
Horticulture/agriculture	193
Hospitality and tourism	401
Information technology	225
Laundry operations	11
Mentoring in the community	32
Music	98
Occupational health and safety general	77
Parenting skills education	32
Powertools	9
Remove bonded asbestos material	80

TAFE short courses	Enrolments
Textiles/clothing production	12
Transport and distribution (warehousing)	131
Visual arts	161
Ticket backhoe/FEL	43
Ticket barista	206
Ticket dogging (WorkCover NSW)	11
Ticket elevated work platforms (WorkCover NSW)	6
Ticket forklift (WorkCover NSW)	296
Ticket construction induction (WorkCover NSW)	424
Ticket RSA	7
Ticket skidsteer	116
Ticket slewing crane up to 20 tonne (WorkCover NSW)	12
Ticket stop-go-traffic control	9
Ticket test and tag	118
Ticket workplace hygiene (food handling)	585
Total	7,272

Overall participation in education and vocational training programs

The Adult Education and Vocational Training Institute provided a service to 8,749 inmates including 7,743 individuals enrolled in one or more education and/or vocational training course as part of their case management plan. This represents a very slight decrease on the previous year (0.5 per cent).

Thirty four per cent of inmates (of those who had access) participated in an education and vocational training program. This represents a minor decrease (2.5 per cent) on the previous year, attributed to the rapid rise in inmate numbers in 2013–14. This figure includes both publicly and privately operated correctional centres and is reported nationally in the Report on Government Services.

The number of Certificate courses completed (all providers) was 325. This represents an 18 per cent decline in certificate completions from the previous year. This can be attributed to 38 fewer traineeship completions in the period. AEVTI delivered certificate course completions were 23 per cent below the previous year.

Table 3.16 Target group individual participation

Target group	Individual participants		% of total enrolments		% of inmate population	
	2012–13	2013–14	2012–13	2013–14	2012–13	2013–14
Aboriginal and Torres Strait Islanders	1,754	1,811	23	23	23	23.5
Culturally and linguistically diverse	2,032	2,061	27	27	28	19
Young adult offender	1,378	1,282	18	17	21	16
Women	915	955	12	12	7	7

Table 3.17 Statements of attainment for unit completions

	2012–13	2013–14
AEVTI	7,414	7,556
Traineeships	3,180	2,074
Distance education	156	252
Total	10,750	9,882 (-8%)

Table 3.18 Certificates completions

	2012–13	2013–14
AEVTI	177	136
Traineeships	212	172
Distance education	11	19
Total	400	327 (-18%)

Table 3.19 Distance education courses and degree completions

	2012–13	2013–14
Tertiary preparation programs	34	27
Diploma/associate degree/advanced diploma	9	6
Bachelor degree	6	5
Total	49	38 (-22.5%)

Inmate training and employment programs

Traineeships for adult inmates

The Corrective Services Inmate Traineeship Program continues under the administration of the NSW Department of Education and Communities (DEC) as part of the Commonwealth Australian Apprenticeship Program. Inmate trainees engage in work with Corrective Service Industries and undertake associated recognised training for a nominal period of 12 months or more. Upon completion, trainees receive a qualification from the registered training organisation delivering the training and assessment as well as a Certificate of Proficiency from DEC.

At the commencement of the 2013–14, 173 inmates were engaged in a traineeship. A further 342 inmates commenced a traineeship in this period and four inmates commenced an apprenticeship (Retail Baking Certificate III or Furnishing Certificate III).

In 2013–14, 519 inmates engaged in a traineeship or apprenticeship. This represents a 13 per cent increase in the number of trainees over the period. Of these, 172 completed and 67 cancelled leaving a total of 280 inmates engaged in a traineeship/apprenticeship.

More than 1,685 inmates have commenced a traineeship since 2004, with 1,076 completed and 280 still engaged. The overall completion rate of the traineeship program is approximately 77 per cent. This compares favourably with the national apprentice and trainees completions of around 55 per cent.

Table 3.20 Inmate traineeships completed 2012–13 and 2013–14

Traineeships completed	2012–13	2013–14
Agriculture Certificate IV	N/A	1
Agriculture Certificate II	2	N/A
Animal Care and Management – Animal Studies Cert II	N/A	3
Asset Maintenance – Cleaning Operations Certificate II	1	5
Automotive Services Automotive Vehicle Body (Paint Preparation) Certificate II	9	N/A
Business Services – Business Administration Certificate III	13	7
Business Services – Business Administration Certificate IV	1	3
Business Services – Business Certificate II	12	3
Business Services – Business Certificate III	2	1
Business Services – Customer Contact Certificate II	3	1
Business Services – Customer Contact Certificate IV	1	1
Clothing Production (Complex or Multiple Processes) Certificate II	14	13
Clothing Production Certificate III	18	6
Construction Certificate II	13	3
Engineering – General Certificate II	12	11
Engineering (Production Systems) Certificate III	1	2
Electrotechnology (Career Start) Certificate II	8	N/A
Food Processing Certificate II	18	17
Food Processing Certificate III	3	2
Forests and Forest Products (Sawmilling and Processing) Certificate II	2	10
Furnishing (Furniture Making) Certificate II	4	8
Health Services – Health Support Services (Laundry Support) Certificate II	8	2
Horticulture – Horticulture Certificate II	1	2
Hospitality (Kitchen Operations) Certificate II	2	7
Laundry Operations Certificate II	17	22
Laundry Operations Certificate III	7	1
Printing and Graphic Arts (Digital) Certificate II	1	2
Printing and Graphic Arts (General) Certificate II	11	6
Printing and Graphic Arts (Screen Printing) Certificate II	N/A	5
Process Manufacturing Certificate II	5	6
Racing (Stablehand) Certificate II	2	N/A
Recreational Vehicle Manufacturing Certificate II	2	N/A
Textile Fabrication Certificate II	1	6
Textile Fabrication Certificate III	5	5
Transport and logistics (Warehousing Operations) Certificate II	9	10
Transport and logistics (Warehousing operations) Certificate III	1	1
Transport and logistics (Warehousing operations) Certificate IV	3	N/A
Total	212	172

Table 3.21 Inmate traineeships participants – calendar year participation

	2007	2008	2009	2010	2011	2012	2013	2014	Total
Commenced	98	100	200	224	284	185	290	175	1,556
Completed	79	76	152	182	210	149	125	#	973
Engaged							112	168	280
Cancelled	19	24	48	42	74	36	53	7	303
% completions for year	80.6	76.0	76.0	81.3	73.9	80.5	*	*	
Total ongoing completions	182	258	410	592	802	951	1076	#	

Traineeships commenced in 2014 will not be completed until at least 2015 as Traineeship are for duration of 12 months or more.

* Data not available as traineeships are continuing.

Corrective Services Industries

In 2013–14, Corrective Services Industries (CSI) continued to support programs to reduce re-offending by providing real work opportunities to inmates at 106 commercial business units and 54 service industries within 26 correctional centres. CSI focuses on increasing the number of inmate traineeships and work opportunities to enable inmates to gain employment in the community on release from custody.

During the year, 58 inmates successfully completed the Heavy Vehicle Driver Training Program. This program allows approved inmates to gain a Heavy Rigid Driver's Licence or upgrade their existing Truck Driver's Licence with the aim of gaining related employment upon release from custody. Of the 61 participants released from custody who have completed this program, 40 have secured either full-time or casual employment.

CSI continued with its self-sufficiency initiative by replacing and expanding the apple orchard at Mannus Correctional Centre by six hectares using a trellis style planting system considered to be industry best practice. This will allow Corrective Services to be fully self-sufficient in relation to the supply of apples to inmates as part of their rations.

CSI has established an in-house Buy-Up Packaging Unit at Bathurst Correctional Centre designed to provide inmates with a range of high quality lower priced products by purchasing in bulk quantities and decanting and repacking into smaller quantities. These items were selected through a consultation process with Inmate Development Committee representatives.

CSI has also purchased and installed a pivot irrigator on the Dairy Farm at Emu Plains Correctional Centre. This pivot irrigator has had a major impact on improving pasture quality and the quantity of silage grown on the farm leading to significant reductions in feed costs and improving the quantity of milk produced by the cows.

In 2013–14, CSI purchased and commissioned a new label print machine for most of CSI's label requirements. Thirty million labels per year can now be produced in-house which equates to CSI savings of approximately \$50,000 per annum.

CSI was responsible for establishing work positions for 177 of the 270 additional inmates employed. Privately operated correctional centres employed the remaining 93 inmates.

Corrective Services Infrastructure Group conducted a refit of the Recording Branch in the Downing Centre Court Complex. It also constructed a new clinic within the Metropolitan Special Programs Centre (Area 2), with staff and the labour of five inmates. The inmate's contribution significantly reduced the capital cost of the project and enabled the inmates to improve their skills through their involvement in all facets of the construction project.

Inmate employment

In 2013–14, 79.7 per cent of the eligible inmate population was employed. This compares well with the national average of 2012–13 (74.4 per cent). In 2013–14, the average employment rate for inmates in Corrective Services (publicly) operated correctional centres through CSI was 84.8 per cent.

Table 3.22 Inmate employment 2009–10 to 2013–14

	2009–10	2010–11	2011–12	2011–12 national average	2012–13	2012–13 national average	2013–14
Inmates employed	5,569	5,801	5,435	Not applicable*	5,170	Not applicable*	5,440
Eligible inmates employed (per cent)	76.9	78.6	76.00	72.3	72.4	74.4	79.7

* 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.

Commercial performance

In 2013–14, CSI provided sales of \$91.8 million, a four per cent increase on the previous year's sales of \$88.2 million. The gross return to Corrective Services was \$35.9, up from \$30.1 million in 2012–13.

Table 3.23 Commercial performance of Corrective Services Industries

Commercial performance	Sales \$ million	Gross contribution (trading profit) \$ million
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
2011–12	72.4	24.4
2012–13	88.2	30.1
2013–14	91.8	35.9

Correctional Industries Consultative Council of NSW

The Correctional Industries Consultative Council of NSW (CICC) is an integral part of CSI.

The CICC has responsibility to monitor the development and operations of Correctional Industry programs to ensure they function sensitively in parallel with the private sector businesses. The role of the CICC ensures that CSI does not adversely impact upon other businesses and in particular community employment. The Council also has oversight of the maintenance of a formal grievance handling system that is available on the CSI website:

www.csi.nsw.gov.au.

In 2013–14, CICC had representatives from the NSW Business Chamber, Unions NSW, Australian Industry Group, GEO Group Australia Pty Ltd and the community. The remainder of the CICC is made up of Corrective Services staff including two staff acting as observers. Members of CICC are appointed by the Attorney General and Minister for Justice and approved by Cabinet.

In 2013–14, representations from private businesses continued at a low level. This is a direct result of the formal processes covering the development and operation of Correctional Industry programs in NSW and the continued commitment of members of the CICC.

In 2013–14, Council approved three business development opportunities that have the potential to provide over 70 employment opportunities to inmates. These opportunities were related to import replacement and to address an area where there was a shortage of skilled labour.

There was a continued focus on the provision of inmate employment through self-sufficiency projects including production of beef, milk, vegetables, the maintenance of correctional centres, laundry and buy-up operations. CSI continued to market its products and services to Corrective Services and other Government agencies.

CICC participated in the development of a DVD designed to communicate to inmates and others its role in Corrective Services.

Work and Development Orders

The Work and Development Order (WDO) scheme was introduced by the Government to provide a non-monetary way for people to reduce their debts caused by non-payment of fines.

The WDO scheme is jointly administered by the Department and State Debt Recovery Office (SDRO). The scheme is open to people who have a mental illness, intellectual or cognitive disability, or a serious addiction to drugs or alcohol, or who are homeless or in acute economic hardship. The WDO scheme allows eligible people with outstanding fines debt the option to resolve their fines debt by undertaking unpaid work, courses or treatment.

In 2013–14, SDRO approved 11,354 WDOs and the Department approved an additional 306 sponsor organisations.

Work and Development Orders for juvenile offenders

Juvenile Justice NSW is a WDO sponsor organisation. This means Juvenile Justice can assess a young person's eligibility for the scheme, submit an application and supervise the young person's participation.

Juvenile Justice can also refer a young person to another approved WDO sponsor organisation if this is in their best interests.

In 2013–14, a total of 504 completed Orders resulted in fines worth \$360,595 being repaid.

Work and Development Orders for adult offenders

Corrective Services was approved to administer WDOs in 2012. Inmates who meet one or more of the criteria are able to engage in programs to clear their fines registered with SDRO. They can count satisfactory participation in alcohol and other drugs treatment, financial or other counselling and educational/vocational or life skills courses towards meeting the requirements.

In 2013–14, Corrective Services successfully facilitated 571 WDOs, discharging a total debt of \$878,591.95. As of 1 July 2014, there

were 280 WDOs being managed by Corrective Services accounting for \$1,465,350.24 of debt.

In 2013–14, 34 offenders with an intellectual or a cognitive disability in the Additional Support Unit at Long Bay Correctional Complex participated in the WDO scheme. Of these offenders nine paid off their debt in full.

Programs for juvenile offenders

Intensive Supervision Program

The Intensive Supervision Program (ISP) is employed with juveniles (10–18 years of age), who offend repeatedly and/or have committed serious offences and is based on an internationally-recognised multi-systemic therapy model. The program acknowledges the strengths of families and seeks to build upon these strengths by empowering caregivers to address systemic factors that predispose or maintain offending.

The Program was established in 2008 at Newcastle and Western Sydney. An ISP team comprises four 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 advisors work with clinicians, families and community agencies to ensure interventions are best matched to the needs and strengths of Aboriginal clients, families and communities.

In 2013–14, 32 (91 per cent) of the 35 families enrolled successfully completed the ISP. Of the families served, 29 per cent (10/35) identified as Aboriginal and Torres Strait Islander. An internal review of outcomes for the families indicated that 93 per cent of caregivers had parenting skills necessary to handle future problems, 96 per cent had improved family relations and 96 per cent had an improved network of supports. A significant reduction in substance use by young people occurred as an outcome of the program. The review also showed that 90 per cent of caregivers were able to sustain the changes that occurred with their newly acquired skills.

The year ahead

An evaluation of the program is being done by the Bureau of Crime Statistics and Research (BOCSAR). The University of Western Sydney is evaluating the family functioning component of ISP.

Changing Habits and Reaching Targets

The Changing Habits and Reaching Targets (CHART) program is a primary case management approach and way of working with young people subject to community supervision.

CHART is a 12 module evidence-based program that uses a problem solving and cognitive behavioural approach to address clients' criminogenic needs and 'distorted thoughts'. The program helps clients to recognise the factors that have contributed to their offending. It also increases their capacity to make more pro-social decisions, by developing and rehearsing relapse prevention techniques.

In 2013–14, 86 per cent of participants (1,319 young people) completed the CHART program.

Waratah Pre-Release Unit Program

The Waratah Pre-Release Unit is an annexe to Reiby Juvenile Justice Centre located outside the secure perimeter. Waratah was opened in late 2010 and is a pre-release unit preparing young people for return into the community. The Unit can accommodate 10 young people from across NSW. Young people in the Unit can attend work or study during the day, returning to the centre each night.

In 2013–14, staff and detainees from the Unit participated in a number of volunteer community partnerships including deck building at a local women's shelter, constructing a children's playground for Camden Hospital and packing food parcels for the local Aboriginal community.

Specialised programs for young adult offenders

In 2013–14, young adult offenders, aged between 18 and 25 years, accounted for

approximately 18 per cent of the offender population managed by Corrective Services.

In 2013–14, Oberon Correctional Centre continued a partnership with the Police Citizens and Youth Club (PCYC) in offering two Preventing Alcohol Related Crime (PARC) programs to more than 24 young people who came under NSW Police notice in the central west. Corrective Services provided experiential learning activities and adventure-based challenges adapted from the young adult offender program. This collaboration aims to divert young people from entering custody.

Satellite programs have been expanded to address the needs of Young Adult Offenders (YAO), who are not able to attend the Gurnang Life Challenge at Oberon Correctional Centre due to classification, association or medical issues. Focus has been on centres with a high population of YAOs, primarily at Mid North Coast, South Coast, Wellington and Dillwynia Correctional Centres. Four Adventure-Based Challenge Programs for young adult female offenders were conducted at Dillwynia, including a five-day Adventure-Based Challenge at Oberon Correctional Centre.

The Young Adult Satellite Program (YASP) continues to be facilitated for female offenders at Dillwynia Correctional Centre and young offenders at Kariong Juvenile Correctional Centre. Motivational and attitudinal modules from the YASP have been incorporated into the Intensive Drug and Alcohol Treatment Program (IDATP) and Intensive Learning Centre (ILC) programs.

Young adult offender completion rates

In 2013–14, the completion rate for Stage 3 of the young male adult offender program participating in the Gurnang Life Challenge at Oberon Correctional Centre was 52 per cent, down from 68 per cent in 2012–13. As a result, this program is undergoing redevelopment to better match the contemporary specific criminogenic needs of young adult offenders. The completion rate for Stage 3 of the female young adult offender program participating in the Adventure Based Challenge was 84 per cent, increased from 67 per cent in 2012–13.

Young adult offender participation rates

In 2013–14, participation in the Gurnang Life Challenge increased by six per cent and the women's Adventure-Based Challenge increased by 12 per cent, compared to last year.

In 2013–14, there was a strong focus on introducing preparation programs for YAOs at South Coast, Wellington and Mid North Coast

Correctional Centres. This has had a positive impact on the readiness and participation rates of young adult offenders in education and Compendium programs and for preparing those who will participate in the Gurnang Life Challenge. The decrease in participation of the Young Adult Preparation Program was related to consolidating the structural changes to preparation programs.

Table 3.24 Young adult offender programs (bracketed percentage shows variation from 2012–13 figures)

Program	All offenders attending programs	Offenders attending in custody	Sessions attended in custody	Offenders attending in community	Sessions attended in community
Adventure-Based Challenge ABC – women	56 (+12%)	56 (+12%)	418 (+8%)	N/A	N/A
Gurnang Life Challenge	267 (+6%)	267 (+6%)	3,783 (+2%)	N/A	N/A
Young Adult Preparation Program (YAPP)	46 (-75%)	46 (-75%)	117 (-77%)	N/A	N/A
Young Adult Satellite Program (YASP)	68 (-14%)	68 (-14%)	591 (-18%)	N/A	N/A
Total	437 (-22%)	437 (-22%)	4,909 (-8%)	N/A	N/A

Addressing risks of re-offending for women

In 2013–14, 864 female inmates attended programs that address risks of re-offending, an increase from 800 in 2012–13. Nine hundred and ninety-nine female inmates participated in the Health Survival Program which links self-management and understanding of threats to health with remaining drug free.

The participation rate of female Aboriginal inmates also increased with 713 Aboriginal women attending offence-related programs, representing 38 per cent of all participants.

In 2013–14, 350 female community-based offenders attended 2,186 program sessions addressing offending behaviour, a decrease from 542 offenders and 2,811 sessions in 2012–13. The highest attendance was for Getting SMART, an alcohol and other drugs program, followed by the Sober-Driver Program.

Transitional centres

The Bolwara Transitional Centre at Emu Plains and Parramatta Transitional Centre provide support for women approaching release from custody.

Bolwara has a focus on Aboriginal women and provides support for women who have histories of alcohol and other drugs use and are preparing for their return to the community. At 30 June 2014, there were 16 women in residence of whom 11 (69 per cent) were Aboriginal.

The Parramatta Transitional Centre provides support for female inmates serving longer sentences and who are preparing for release. In 2013–14, 16 new applicants were accepted into the program. Of these, 11 successfully completed the program and were released to parole; three were revoked (returned to correctional centre custody). Five mothers participated in the Mothers and Children's Program (see page 75), with one full-time and eight children in occasional care.

Reducing re-offending in Aboriginal communities

“Our own data from literally thousands of standardised assessments tells us that education, employment and attitudes should be the focus of our case management and intervention efforts for Aboriginal offenders.

We must pay special attention to the high levels of trauma experienced by Aboriginal women. They have often been victims of sustained violence and are significantly more likely to have experience of mental illness than non-Aboriginal women.

This requires us to move to a skills-based approach that supports Aboriginal offenders in desisting from crime, promotes personal autonomy and encourages individuals to take responsibility for their actions.”

Excerpt from the Strategy for supporting Aboriginal offenders to desist from re-offending (see page 59).

Juvenile Justice Aboriginal and Torres Strait Islander Strategic Plan 2011–2013

The Aboriginal and Torres Strait Islander Strategic Plan sets the direction of efforts in the Division to reduce re-offending. A high value is placed on finding, developing and rolling out culturally appropriate, innovative and evidence-based programs that target areas of offending risk for Aboriginal youth. Some of the achievements against the Plan in 2013–14 included:

- Monitoring of the Aboriginal and Torres Strait Islander Recruitment and Retention Strategy and the implementation of state wide Aboriginal Action Plans.
- The continuation of the Aboriginal Mentoring Program.
- The 2013 Aboriginal Staff Conference.
- The rollout of the state wide Cultural Respect Training.
- e-learning modules to support the roll out of the Cultural Respect Training.
- Provision of cultural advice on policy and programs.

The plan is being replaced by an annual Aboriginal Strategic Direction, which will continue to focus efforts on delivering better outcomes for clients in detention and in the community through a series of strategies across five key result areas.

Our Journey to Respect

Conducted by Juvenile Justice, Our Journey to Respect is a 14-session group work program designed for young Aboriginal offenders. It addresses all forms of violence against others and aims to motivate young people to make changes to violent behaviours through education, skills development and pro-social mentoring. Drawing on cognitive-behavioural, strengths-focused and narrative approaches, it includes a number of elements essential for Aboriginal programming including consciousness-raising/empowerment, grief and loss and hope and healing.

Bundian Way Project

The Bundian Way, listed on the NSW State Heritage Register, is an historic Aboriginal walking route spanning 265 kilometres from Targangal (Kosciuszko) and Bilgalera (Fisheries Beach) connecting the highest part of the Australian continent and the coast. In 2013–14, Corrective Services initiated the Bundian Way Project. The Project aims to reconnect inmates with community and culture to improve post release re-integration. It commenced with inmates from Cooma Correctional Centre providing labour to the Eden Local Aboriginal Lands Council for the Kiah Schoolhouse project and the Bondi Springs project. These experiences provide inmates with Aboriginal cultural knowledge and learning skills through hands-on collaboration and supports Aboriginal communities through the work projects.

The Gundi Program

The Gundi Program is run by CSI for Aboriginal male inmates at St Heliers Correctional Centre at Muswellbrook. It involves the manufacturing of modular homes for Aboriginal people in remote areas of NSW. This program seeks to place inmates into employment and training on their release. CSI was presented with the Offender Management/Treatment and Rehabilitation Award for the Gundi Program by the International Corrections and Prisons Association.

Aboriginal cultural awareness

In 2013–14, the Aboriginal Strategy and Policy Unit of Corrective Services revised the accredited Aboriginal Awareness Training Module for Corrective Services employees. This training module outlines the specific needs of Aboriginal and Torres Strait Islander offenders and highlights the importance of family links as well as the underlying issues for offending.

Juvenile Justice has continued Cultural Respect training for staff across the state, improving knowledge on the Juvenile Justice Aboriginal and Torres Strait Islander Cultural Respect Framework which provides for the building of cultural competence when dealing with clients and families in Aboriginal communities.

National Aboriginal and Islanders Day Observance Committee events

In 2013–14, National Aboriginal and Islanders Day Observance Committee (NAIDOC) celebrations were held at Corrective Services locations throughout the state. Aboriginal staff including Regional Aboriginal Project Officers worked with correctional centre management to host these cultural days. Aboriginal Elders, community leaders and mentors attended celebrations, which included inmates performing traditional dances in conjunction with community entertainers. Inmates also exhibited their artworks.

NAIDOC was also celebrated at Juvenile Justice Centres and Community Offices around

the state and included film presentations, traditional bush tucker morning teas and cultural performances.

Programs for offenders with a disability

The Offender Services and Programs review in Corrective Services (see page 60) led to the creation of a Special Needs portfolio. This portfolio amalgamated the program functions of the statewide Disability Services (SDS), Additional Support Units (ASU), the Personality and Behavioural Disorders Unit, Acute Crisis Management Unit, Mum Shirl Unit, Mothers and Children's Program, Special Threat Group program and special needs at the High Risk Management and Kariong correctional centres.

In 2013–14, the SDS continued to train and support staff in correctional centres and in the community in managing offenders with disabilities. This helped reduce the demand on ASUs and allowed them to focus on offering more therapeutic and psycho-educational programs to offenders with disabilities. The ASUs conducted comprehensive case planning, programs and therapy for up to 56 offenders with cognitive impairment and who are at a higher risk of re-offending or with a need for placement away from mainstream correctional centres.

In 2013–14, there were, on average, 630 offenders with cognitive impairment in custody on any given day. Offenders with a disability, who were able to function in mainstream correctional centres, were provided with support and equitable access to programs and services in locations closer to their families and community support systems.

In 2013–14, nine offenders successfully graduated from the Self-Regulation Program for Sexual Offenders with cognitive impairment (SRP-SO). This program is unique to Corrective Services in NSW and has been developed to meet responsivity (matching

learning style with program intensity) of offenders with a cognitive impairment to complete a Sex Offender Treatment Program. In total, 32 minimum security offenders have completed the treatment since the program commenced and have either been released into mainstream correctional centres or to the community. The SRP-SO moved from the Additional Support Unit in Long Bay to the Custody-Based Intensive Treatment (CUBIT) program, Long Bay, where sex offenders with cognitive impairment could receive similar services to sex offenders without disability.

In 2013–14, the ASU commenced the Self-Regulation Program for offenders with cognitive impairment who commit violent offences. The program can provide intensive treatment for up to 10 violent offenders with cognitive impairment within an 18-month treatment plan. The program's first participants are expected to graduate in 2014–15.

Referrals of frail aged inmates are made via the Aged Care Bed Demand Committee which comprises Corrective Services and Justice Health and Forensic Mental Health Network staff. This Committee continues to develop strategies to better manage older/frail inmates and assist them in adjusting and coping with ageing when serving custodial sentences.

Education and psycho-education program participation for offenders with a disability

In 2013–14, participation in education and psycho-education courses for adult offenders with a disability decreased.

Overall, there were slightly fewer referrals for each type of impairment aside from cognitive impairment, which remained the same and frail aged, referral which increased.

Table 3.25 Participation by offenders in education and psycho-education programs 2010–11 to 2013–14

Education and psycho-education programs	Number of offenders			
	2010–11	2011–12	2012–13	2013–14
Education courses (internal) – total participants only, regardless of attending multiple programs	310	382	398	218
Education courses (internal) – total participants – with duplication for attending multiple programs	196	633	657	534
Education courses (external) e.g. OTEN, TAFE	97	157	87	171
Psycho-educational and skills programs e.g. problem solving, relationships, communication	54	106	91	25
Self-Regulation Program – Sex Offender (SRP-SO), Self-Regulation Program – Violent Offender (SRP-VO) and Self-Regulation Program – General Offender (SRP-GO) treatment programs	-	24	26	34
Memory Retraining	-	7	5	-
Getting Smart	-	44	74	14
Parole Workshop (new program)	-	-	28	-

Referrals to Disability Services

In 2013–14, statewide Disability Services received 1,088 referrals for 964 individuals for a range of possible impairments, down from 1,167 in 2012–13 for 937 individuals.

Table 3.26 Reasons for referrals to Disability Services 2010–11 to 2013–14

Main reasons for referrals to disability services	2010–11	2011–12	2012–13	2013–14
Suspected intellectual disability or borderline functioning	570	521	456	456
Suspected cognitive impairment including acquired brain injury	301	312	301	257
Suspected hearing impairment	134	102	85	81
Suspected vision impairment	61	45	62	60
Suspected mobility or physical impairment	319	175	191	155
Aged/frail offenders	106	48	29	32

Services for offenders with disabilities

In 2013–14, there were 4,081 service occasions (e.g. individual contacts for referrals and assessments) delivered by State Disability Services for people with disabilities. The vast majority of these (1,997) related to making decisions about placement in Additional Support Units or other correctional centre locations, providing advice about disability matters or program suitability (587), and interagency contacts (517). Reports were also prepared and assessments conducted by all Corrective Services staff in relation to offenders and remandees with disability.

In 2013–14, 66 screening questionnaires and 35 comprehensive neuropsychology assessments were completed on offenders with acquired brain injury (down from 150 and 67 respectively in 2012–13). There were 161 assessments and 158 follow-up assessments (up from 158 and 145 respectively in 2012–13) conducted on offenders with sensory and mobility impairments, and a further 25 frail aged assessments in 2013–14. These assessments assist in case planning especially for high-risk offenders, who require specific supports in order to attend and complete criminogenic programs.

In 2013–14, Corrective Services made 22 referrals to Ageing, Disability and Home Care (ADHC) and 14 offenders were accepted for

disability services from other agencies for the first time. In 2012–13, twice the number of ADHC referrals was made with 46 accepted.

Self-Regulation Program – Violent Offenders

In 2013–14, the Self-Regulation Program – Violent Offenders commenced. It is an intensive 12-month Violent Offenders Therapeutic Program for high risk offenders with cognitive impairments. This program includes strategies for ensuring these offenders with complex needs are retained within the Program.

Programs and services for culturally and linguistically diverse offenders

In 2013–14, the number of adult inmates from culturally and linguistically diverse (CALD) backgrounds was 2,005 (19 per cent of the total inmate population), which is 3.8 per cent less than in the previous year. The number of community-based offenders from CALD backgrounds was 2,858 (19.3 per cent of the total community-based offender population), which is an increase of 2.6 per cent compared with the previous year.

In 2013–14, Corrective Services and Drug and Alcohol Multicultural Education Centre (DAMEC) agreed to expand the Transition Project arrangement to include a post-

release support stream for Arabic offenders in transition from custody to the community. The Transitions Project now provides assistance to Arabic and Vietnamese offenders who intend to reside in Western and South-Western Sydney. Corrective Services and DAMEC signed a Service Partnership Agreement to manage the implementation of the Transitions Project. The Agreement sets out Corrective Services and DAMEC's individual and collective responsibilities with regard to the provision of assistance to Arabic and Vietnamese offenders, who are not subject to parole but intend to reside in Western and South-Western Sydney.

In 2013–14, a total of 21 offenders (62 per cent) of all referrals to the Transitions Project were made by Corrective Services staff. The referrals included 13 referrals to the Arabic and eight referrals to the Vietnamese Transition Worker.

Engaging with the Muslim community

In 2013–14, Corrective Services established a community engagement forum with Muslim leaders. The main focus of the forum was to engage religious and community leaders and groups to improve faith-based services, address issues of radicalisation and post-release support for Muslim offenders.

Corrective Services also sponsored a seminar titled *Beyond Punishment: Muslim Experiences of the NSW Correctional System*, which was hosted at the Sydney Institute of Criminology, University of Sydney Law School. The seminar was attended by academics, practitioners from government agencies and community organisations including religious leaders to discuss a range of issues which focused on prevention and correction, post-release experiences, resources, and challenges for Muslim offenders in custody and the community.

Corrective Services is working with religious leaders and engages with community organisations to help address the issues highlighted at the seminar with a particular focus on Friday prayer and fasting during Ramadan.

CALD programs and services

In 2013–14, CALD offenders in custody and the community accessed a range of education and Compendium programs.

There were 2,061 CALD inmates enrolled in one or more education and vocational training programs such as technology, visual arts, hospitality and tourism. The number of CALD participants in educational/vocational programs was slightly higher than the previous year.

Two-hundred and fifty-eight CALD offenders participated in Certificates 1 and 2 Spoken and Written English in which 182 modules were delivered and 10 offenders attained their certificate, 67 CALD offenders enrolled in pre-CSWE in which 31 modules were completed and four offenders attained their certificate.

In 2013–14, 4,294 inmates enrolled in Compendium programs such as alcohol, drugs and addictions, aggression and violence and readiness, of which 729 (17 per cent) were CALD inmates. The completion rate of Compendium programs by CALD inmates was 76 per cent; nine per cent higher than the total inmate participant population.

In 2013–14, 2,583 community-based CALD offenders enrolled in Compendium programs. This represents almost nine per cent of community-based offenders. The completion rate of Compendium programs among community-based CALD offenders was 66 per cent; the same as the completion rate for the total community-based population.

Corrective Services and the Open Training and Learning Network (OTEN) continued to offer a language, literacy and numeracy program to offenders from CALD backgrounds at Fairfield Community Corrections. In 2013–14, 12 new CALD offenders on Good Behaviour Bonds and Parole were admitted to the 20 week program which is funded by OTEN.

Language services

In 2013–14, Corrective Services expenditure on interpreter and translator services totalled \$122,375. This is 30 per cent less than in the previous year. This decrease was attributed to a reduced need for translator services.

The Translator and Interpreter Services, Community Relations Commission, Ethnic Interpreters and Translators and Sign Language Communications NSW (Deaf Society of NSW) remained the main providers of language services to Corrective Services.

In 2013–14, CSI translated the Food Survey and the Work, Health and Safety Booklet into Arabic, Chinese, Spanish and Vietnamese. The Offender Classification and Case Management Branch translated the New Reception Information: Your Time in a Court Cell fact sheet into Arabic, Chinese, Spanish and Vietnamese. The targeted translations are intended to encourage offenders to have their say about the food survey, educate them about safety in the workplace and to inform newly arrived inmates about services in custody.

In 2013–14, there were 69 recipients of the Community Language Allowance Scheme (CLAS) in custody and in the community, which is four fewer officers than in the previous year. Notwithstanding the decrease in the number of CLAS officers, Corrective Services continued to provide simple language services to offenders in 36 community languages.

Cultural and linguistic capacity building

In 2013–14, Corrective Services conducted an online survey to identify the cultural and linguistic composition of its staff. Responses received from 995 of 6,860 staff (14.5 per cent) identified 191 (19.2 per cent) respondents to be fluent in a second language.

Brush Farm Corrective Services Academy (BFCSA) offers cultural awareness training to increase staff capacity to manage people

from cultural, linguistic and religious diverse backgrounds. In 2013–14, a one-day Cultural Inclusiveness Training course was held at the Queanbeyan Community Corrections office with seven staff in attendance. This course is a nationally accredited unit of competency. A total of 127 new officers attended the Cultural Awareness component of the Community Corrections Certificate 1 Primary Training. This figure was slightly higher than in the previous year. The religious awareness training, Understanding of Islam and Muslims, was held at BFCSA and attended by 29 staff from across the Department of Police and Justice.

New strategies, program reviews and structural change

Development of the NSW Strategy to Reduce Re-offending

The financial and community costs of re-offending in NSW are considerable. According to recent figures from the Bureau of Crime Statistics and Research (BOCSAR), 15.2 per cent of adult offenders and 37.6 per cent of juvenile offenders are convicted for a re-offence within 15 months of attending court for a previous offence. BOCSAR research also shows 60 per cent of adult offenders and 80 per cent of juvenile offenders in NSW re-offend within 15 years of conviction. Sixty-one per cent of imprisoned offenders return to prison within two years.

In 2014, the Department commenced leadership of an inter-agency, cross-Cluster project to develop the NSW Strategy to Reduce Re-offending. The Strategy aims to develop a plan to assist delivery on the NSW Government's priority in NSW 2021 to reduce re-offending by five per cent by 2016.

Involving all Justice agencies and key justice-related stakeholders, a Strategy is being developed through detailed consultation and review. The Strategy will create a connected criminal justice system to collectively prioritise re-offenders and implement a response to them

that is swift, certain and tailored. This will mean that re-offenders are appropriately punished for their offending as soon as possible and in a way that supports them to avoid future offending.

In the year ahead

High level agreement will be sought for the Strategy to Reduce Re-offending and action to implement the Strategy will begin. This will include development and testing of new approaches with offenders, focusing on those most likely to re-offend.

Review of program delivery for juvenile offenders

Juvenile Justice operates a number of evidence-based programs aimed at reducing recidivism amongst young people. The programs target key criminogenic areas such as drug and alcohol use, anti-social behaviour, aggression and violence, and sexual offending. The programs are delivered one-to-one with a young person and through family and group work.

To improve delivery of intervention programs to young people, a review of programs and specialist services was undertaken in 2013 and the Programs Unit was decentralised in early 2014. A new practice team was established to review all Juvenile Justice-endorsed intervention programs to evaluate their status and integrity of program delivery using an evidence-based approach.

In the year ahead

The review conducted in 2013 will provide recommendations to increase the effectiveness of existing programs.

New strategies in Corrective Services

Recognising Gender Difference – a Strategy for Program and Service Provision to Women Offenders

This strategy involves a gender informed multi-faceted approach that addresses the needs of a diverse group of women

offenders from a variety of cultural, linguistic and religious backgrounds. It adopts a risk/needs/responsivity model in the assessment, programming and service provision which takes into account specific health and mental health needs, alcohol and other substance abuse, high rates of trauma, sexual and physical victimisation histories experienced by women offenders.

The strategy aims to increase program participation and completion rates for all women offenders to enhance their life skills, education levels and employment opportunities; provide access to programs which focus on the best interests of their children and support women offenders in fulfilling their responsibilities as mothers; and to decrease breaches of community-based orders by women.

The engagement with other government and non-government agencies to enhance successful re-integration of women on their release from the criminal justice system is vital to achieving successful outcomes.

Family Matters – a Strategy for Service and Program Provision to Children and Families of Offenders

The Family Matters Strategy acknowledges that supporting offenders to maintain relationships with families and friends can contribute to their successful integration into community life. It recognises separation can put enormous strain on family relationships already under social and economic pressure.

The strategy aims to reduce re-offending risks through respectful and resilient relationships between offenders and their families, reduce intergenerational crime through meaningful contact between children and their parent(s) who are under Corrective Services supervision and/or management, ensure enforced separation between children and parents is not exacerbated by the incarceration of a parent(s), and ensure offenders are seen in the context of their family and parenting identities in all program and service provision.

The Strategy for Supporting Aboriginal Offenders to Desist from Re-offending

The focus of the strategy includes seeking the formal involvement of Aboriginal community representatives in devising policies and programs, increasing the engagement and participation of Aboriginal offenders in evidenced-based and education/vocational and employment programs, increasing the accountability of Corrective Services funded organisations that deliver services to Aboriginal offenders and their families and increasing the capacity and competence of Corrective Services staff to engage with Aboriginal offenders and their families.

Reviews and restructures in Corrective Services

Community Corrections and Offender Management and Policy restructure

In 2013–14, within Corrective Services, both the Community Corrections and Offender Management and Policy subdivisions underwent a significant restructure, including a realignment of program resources and positions. For example, Community Corrections implemented a tiered model of supervision and case management in which offenders who pose the greatest risk of re-offending and with potential serious consequences (should re-offending occur) are specifically targeted for interventions.

Offender Management and Policy commenced working within a new state-wide service delivery framework, which will deliver significant efficiency outcomes as offender programs will be delivered by Corrective Services staff across custody and community. During this transitional period, the number of participants of programs in the community declined.

Review of accredited programs and standards for adult offenders

In 2013–14, the Corrective Services Offender Services and Programs branch completed a series of reviews and initiatives aimed at increasing offender program participation and completion rates. The focus was on re-prioritising resources from readiness and low intensity programs towards treating high risk/high needs offenders in custody and in the community.

The content of the existing accredited programs was reviewed in line with the current research evidence around what works in correctional programming, specifically for violent offenders and those with substance abuse problems. Consistent with the Commission of Audit report, the intention was to reduce the existing number of programs and create a new suite of programs to meet the risk and needs of more offenders, including those with short sentences.

In 2013–14, the Offender Services and Programs branch completed a revision of the Australian Program and Facilitation Standards document endorsed by the Correctional Services Administrators Council. This document will inform evidence-based practice and be used to monitor the integrity of accredited programs.

Training in program delivery

In 2013–14, the Offender Programs Unit trained 306 Corrective Services staff and external facilitators in basic or advanced group facilitation skills as well as program content training. Research consistently demonstrates that for programs to be effective in reducing re-offending, program delivery needs to be facilitated by trained and skilled staff.

In the year ahead

EQUIPS

The content of the existing accredited programs was reviewed in line with the current research evidence around what works in correctional programming, specifically for violent offenders and those with substance use problems. Consistent with the Commission of Audit report, the intention was to reduce the existing number of programs and create a new suite to meet the risk and needs of more offenders including those with short sentences.

A new program suite called EQUIPS (Explore, Question, Understand, Investigate, Practice, Succeed) has been developed for offenders identified at a medium to high risk of re-offending and is to be implemented in 2014–15.

The suite consists of the EQUIPS Foundation program and, according to the needs of the participating offender, EQUIPS Aggression, EQUIPS Addictions or EQUIPS Domestic Abuse programs. Each of these modules is 20 sessions each of two hours and will enhance the intensity of programming for moderate risk offenders. All modules target the empirically derived risk factors for offending. Offenders will develop an offence map and self-management plan specific to their individual needs.

The EQUIPS program suite will replace Personal Effectiveness Program, Managing Emotions, The Best Bet, Dealing with Debt, Impact of Dependence and the current forms of Controlling Anger and Learning to Manage it and Getting SMART.

Mid North Coast Correctional Centre

A new purpose-built Intensive Learning Centre (ILC) opened at the maximum security Mid North Coast Correctional Centre at Kempsey in April 2014. The new building is a state-of-the-art, secure education facility. In its conception and construction, it represents an outstanding example of cooperation and creativity between custodial, teaching and Industries staff, staff from the Designing Out Crime Research Centre (DOC), University of Technology Sydney, inmates and community partnerships.

In 2012, Corrective Services engaged DOC Research Centre within the University of Technology Sydney to design a prefabricated and furnished, purpose-built complex. The facility has four classrooms as well as a library, teachers' office, kitchen and outdoor learning spaces. The 13 prefabricated classroom and amenities modules were constructed at St Heliers Correctional Centre, Muswellbrook by Aboriginal inmates engaged in the Gundi employment pathway program and then transported to Mid North Coast Correctional Centre. These inmates were involved in all aspects of construction, from fabricating the steel chassis to erecting frames, plastering, installing services and erecting the distinctive wave-shaped roof. As part of the Gundi program, inmates worked alongside industry-sponsored vocational instructors. They also had the assistance of an employment mentor in transition planning and securing employment or further training on release.

The furniture was also designed by the DOC team through concept designs being translated into prototypes and then full scale production. These were then fabricated by inmates employed in vocational training programs in Corrective Services Industries at the South Coast Correctional Centre. Once modules and furniture were delivered to the site, local teams of overseers, contractors and inmates worked on site preparation before modules were craned over the fence and placed on foundations.

The created environment meets all security requirements while supporting the development of a community committed to learning by providing a space away from the normal gaol distractions that is both safe as well as stimulating and challenging.

The six-month full-time education program has now commenced within the new Intensive Learning Centre and is focused on competency-based learning. This includes the areas of literacy, numeracy, vocational skills, computer skills, and employability skills including communication, team skills, problem solving, creativity and critical thinking.

As well as achieving these outcomes, the new Centre has been designed to encourage offenders to cooperate, self-direct, set goals and engage in learning, develop pro-social skills, positive connection with family and community.

Chapter 4

Strategic direction:

Effective management and supervision of offenders in the community

Community supervision is a flexible sentence imposing a penalty within a framework of case management. In the NSW justice system, a diverse range of community-based court orders includes community service, home detention and Drug Court Orders.

Supervision in the community can involve a range of intervention strategies including participation in group work programs targeting offending behaviour. Supervising officers actively engage with the wider community to facilitate links for offenders with appropriate services and support.

Supervision requires regular contact with the offender and contact with significant people in the offender's life as well as other checks on compliance.

In this chapter:

- Managing adult offenders in the community
- Adult female offenders on community-based orders
- Community Impact Assessments
- Young offenders in the community
- Key service measures for young offenders in the community
- Programs supporting young offenders in the community

Managing adult offenders in the community

In 2013–14, Community Corrections managed an average of 16,493 offenders on community-based orders on any given day, provided over 23,500 pre-sentence reports to the courts, and more than 3,500 pre-release reports to the State Parole Authority. More than 400 Home Detention assessments were conducted.

In 2013–14, the focus has been on the consolidation of the new service delivery model which adopts a new standardised approach to the management, and supervision of offenders. This has involved developing and refining training and systems, development of quality standards and establishment of regional systems to assist in oversight of higher risk offenders against service delivery standards.

Reviews of community-based operations were re-commenced in 2014 against the newly developed Standards for Community Operations with a schedule to include both metropolitan and regional locations.

Changes have also been implemented to the management of high risk sex and violent offenders subject to Extended Supervision Orders, including strengthening of offender scheduling regimes which ensures their activities and whereabouts are known and approved on a weekly basis. An additional \$3.6 million, over the next two years, has been

allocated to further strengthen the management of these offenders, with anticipated growth in the number of applications for these Orders. This includes the secondment of six police detectives to the Corrective Services Investigation Unit to enhance supervision and monitoring of these offenders.

Adult female offenders on community-based orders

In 2013–14, 2,449 female offenders were supervised in the community, representing 14.5 per cent of all offenders under supervision (up from 2,345 in 2012–13). Twenty-eight women were on Home Detention, 429 on Community Service Orders, 302 on court-based parole and 122 on State Parole Authority Parole Orders, four on Bail Supervision, 52 Drug Court participants, 132 on Intensive Correction Orders, 1,357 on Good Behaviour Bonds and 320 had received Suspended Sentences.

Community Impact Assessments

In 2013–14, Community Corrections Officers completed 22,529 Community Impact Assessments (CIA), an increase from 14,777 in 2012–13. The following table shows the number of community offenders in each category of the CIA.

Table 4.1 Community impact assessments 2012–13 to 2013–14

Intervention level							
		Low – Low/Med		Med		Med/High – High	
		2012–13	2013–14	2012–13	2013–14	2012–13	2013–14
Monitoring level	3	T3/Low – 497	767	T3/Med – 569	938	T3/High – 745	1,156
	2	T2/Low – 1,246	1,765	T2/Med – 1,320	2,115	T2/High – 1,047	1,695
	1	T1/Low – 3,972	6,650	T1/Med – 3,937	5,425	T1/High – 1,328	1,945

Tier 1 (T1) indicates lower supervision levels, whereas T3 offenders warrant the highest level of monitoring. When combined with the LSI-R the matrix (see page 34) provides a clear indication of the required mix of intervention and supervision (for example, T3/Low – high supervision, low intervention, T3/High – high supervision and high level of intervention).

These figures are also used to drive the allocation of the necessary resources.

The tables in this section show key service measures for community-based orders in 2013–14 and include year-on-year comparisons.

Table 4.2 Successful completion of community-based orders (per cent) 2009–10 to 2013–14

Type of order	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Restricted movement ¹	82.96	90.51	90.24	88.52	74.3	90.48
Reparation ²	83.20	83.19	83.08	81.25	74.0	79.04
Supervision ³	80.63	78.65	78.78	76.88	72.0	72.86
Total % of completion	81.25	79.66	79.72	77.71	72.7	74.05

¹ Home detention

² Community Service Orders

³ Parole, Probation, Drug Court, Intensive Correction and Extended Supervision Orders.

Community-based orders for adult offenders yearly comparisons

Table 4.3 Home detention (restricted movement) 2009–10 to 2013–14

Service measures	2009–10	2010–11	2011–12	2012–13	2013–14
Monthly average supervised	148	126	92	84	84
% change	-15.4%	-14.9%	-27.0%	-8.7%	0.0%
Annual caseload intake	298	236	189	152	173
% change	-17.5%	-20.8%	-19.9%	-19.6%	13.8%

Table 4.4 Community Service Orders (reparation) 2009–10 to 2013–14

Service measures	2009–10	2010–11	2011–12	2012–13	2013–14
Monthly average supervised	4,139	3,435	2,831	2,692	2,892
% change	1.2%	-17.0%	-17.6%	-4.9%	7.4%
Annual caseload intake	5,436	4,465	4,073	4,071	4,171
% change	-5.8%	-17.9%	-8.8%	0.0%	2.5%

Table 4.5 Parole Orders (supervision) 2009–10 to 2013–14

Service measures	2009–10	2010–11	2011–12	2012–13	2013–14
Average supervised	4,309	4,314	4,416	4,530	4,511
% change	0.3%	0.1%	2.4%	2.6%	-0.4%
Caseload intake	6,324	6,156	6,191	6,218	6,380
% change	6.5%	-2.7%	0.6%	0.4%	2.6%

Table 4.6 Probation Orders (Supervision) 2009–10 to 2013–14

	2009–10	2010–11	2011–12	2012–13	2013–14
Average supervised	10,600	9,479	9,683	9,549	9,464
% change	-4.8%	-10.6%	2.2%	-1.4%	-0.9%
Caseload intake	14,933	14,316	14,321	13,820	13,486
% change	-6.6%	-4.1%	0.0%	-3.5%	-2.4%

Table 4.7 Intensive Correction Orders¹ 2010–11 to 2013–14

Service measures	2010–11	2011–12	2012–13	2013–14
Average supervised	118	633	948	1,108
% change	N/A	N/A	49.8%	16.9%
Caseload intake	372	948	993	1,508
% change	N/A	N/A	4.7%	51.9%

¹ Intensive Correction Orders were introduced in October 2010.

Table 4.8 Extended Supervision Orders 2009–10 to 2013–14

Service measures	2009–10	2010–11	2011–12	2012–13	2013–14
Average supervised	25	29	37	40	43
% change	108.3%	16.0%	27.6%	8.1%	8.5%
Caseload intake	23	19	22	10	37
% change	-30.3%	-17.4%	15.8%	-54.5%	270.0%

Table 4.9: Community-based orders caseload intake (total number of new cases)

Type of order	2009–10	2010–11	2011–12	2012–13	2013–14
Home Detention	298	236	189	152	173
% change	-17.5	-20.8	-19.9	-19.6	13.8
Community Service Orders	5,436	4,465	4,073	4,071	4,171
% change	-5.8	-17.9	-8.8	0.0	2.5
Parole Orders	6,324	6,156	6,191	6,218	6,380
% change	6.5	-2.7	0.6	0.4	2.6
Probation Orders	14,933	14,316	14,321	13,820	13,486
% change	-6.6	-4.1	0.0	-3.5	-2.4
Intensive Correction Orders ¹	-	372	948	993	1,508
% change	-	-	-	4.7	51.9
Extended supervision Orders	23	19	22	10	37
% change	-30.3	-17.4	15.8	-54.5	270.0

¹ Supervision includes Parole, Probation, Drug Court, Intensive Correction and Extended Supervision Orders

² Total offender 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.

Reports provided to courts and releasing authorities

The tables below show, for 2013–14 and preceding years, reports provided to courts and releasing authorities and the percentage change from the previous year. The reports are:

- pre-sentence reports
- intensive Correction Order assessments
- post-sentence assessments
- pre-release reports.

Table 4.10 Pre-sentence reports 2009–10 to 2013–14

	2009–10	2010–11	2011–12	2012–13	2013–14
Number of reports	26,633	23,891	21,079	20,743	20,291
% change	-6.3%	-10.3%	-11.8%	-1.6%	-2.2%

Table 4.11 Intensive Correction Order¹ Assessments 2010–11 to 2013–14

	2010–11	2011–12	2012–13	2013–14
Number of assessments	1285	2428	2560	2895
% total change	N/A	88.9%	5.4%	13.1%

¹ Intensive Correction Order was introduced in October 2010.

Table 4.12 Post-sentence assessments 2009–10 to 2013–14

	2009–10	2010–11	2011–12	2012–13	2013–14
Home Detention	828	589	438	392	413
Drug Court	65	46	51	59	58
% total change (HD and Drug Court)	-12.6%	-28.9%	-23.0%	-7.8%	4.4%

Table 4.13 Pre-release reports 2009–10 to 2013–14

	2009–10	2010–11	2011–12	2012–13	2013–14
Number of reports	4,013	4,087	4,063	3,563	4,024
% change	13.6%	1.8%	-0.6%	-12.3%	12.9%

Community Offender Support Program

In 2013–14, an internal review of the Community Offender Support Program centres identified opportunities to strengthen parolee transition through the development of a mixed-model of transitional support. This model better meets the needs of offenders across NSW and is aligned with the government-preferred Housing First scheme which includes wrap-around accommodation for stability.

In 2013–14, Program facilities at Penrith (Boronia), Kempsey (Swanson Lodge), Cooma, Windsor (Bundaleer), Tomago and Wollongong were closed. The management and operation

of the Campbelltown facility is the subject of a tender process for the not-for-profit and private sectors.

It is anticipated that the Campbelltown facility, under new management, will be accepting complex needs, homeless offenders from early 2015. The Malabar facility in the Long Bay Correctional Complex is retained under Corrective Services management.

The resources from the Program closures have been used to enhance transition support services for offenders exiting custody to parole as part of Corrective Services new Funded Partnership Initiative.

Partnerships and community engagement

Corrective Services builds collaborative relationships with government and non-government organisations to establish and oversee both custodial and community-based programs.

In 2013–14, a strategic review of the Community Funding Program (CFP) resulted in the launch of the Funded Partnership Initiative (FPI). The FPI provides funding to non-government and non-profit organisations with an emphasis on transitional and post release support services. The FPI's budget of \$5.57 million per annum is greater than that of the previous funding program and covers services in three streams: Transitional Support, Offenders' Children and Family Support and Victim Support. In 2013–14, the focus has been on a new tender process for funding.

In 2013–14, Corrective Services managed a number of external and/or Corrective Services NSW-funded projects, totalling over \$6 million. These projects included those funded by the Drug Summit and the National Partnership Agreement on Homelessness (NPAH).

Corrective Services and its non-government partners met targets for its commitments under the NPAH. These included targeted housing and support for women, sustaining tenancies in the far west, addressing the issue of offenders being refused bail on the basis of homelessness and improving outcomes for people exiting custody.

A number of consultative and planning forums were held with key stakeholders, including Homelessness NSW, Federation of Community Housing, government and non-government agencies. Progress was made on recommendations from the NSW Premier's

Council on Homelessness report (for people exiting custody), including the implementation of the Aboriginal Women Leaving Custody Strategy.

The Wentworth Forensic Clinic Partnership

The Wentworth Forensic Clinic (the Clinic) was established in collaboration between the School of Psychology, University of NSW and Corrective Services in February 2013. The Clinic promotes excellence in the training and professional development of forensic psychologists in Australia and supports research within correctional settings.

The Clinic delivers psychology services to offenders in the community who report to the City Community Corrections office. It offers supervised training to forensic psychology Masters students to work with offenders in a clinical setting as part of Corrective Service's correctional psychology service.

In 2013–14, 217 offenders were referred to the Clinic, an increase of 90 per cent compared to 2012–13. This helped reduce waiting lists of psychology services in Community Corrections locations. Over 6,200 student placement hours were completed with an additional 2,200 hours of supervisory/clinical/research services.

The Clinic also reviewed more than 60 disability referrals to access appropriate support services in custody and in the community. Approximately 20 statewide Disability Service assessments were completed.

Cost of community-based correctional services

In 2013–14, the operating costs of community-based correctional services per offender per day continued to decrease.

Table 4.14 Cost of community-based correctional services per offender per day

2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
\$23.20	\$25.34	\$26.66	\$26.02	\$22.97	\$23.54

Note: Cost figures from previous years are revised by the Productivity Commission each year to reflect changes in the value of the dollar. They will, therefore, not match data published in previous annual reports.

Young offenders in the community

The Juvenile Justice Division works with young people aged 10–18 years (and up to 21 years in some cases) referred by the court and police, through 35 community offices across NSW.

Juvenile Justice provides supervision for young people who have received a community-based order such as a Good Behaviour Bond, Probation, Community Service Order or Parole. Juvenile Justice staff work with these young people, their families and other relevant services to develop and deliver an individualised and comprehensive case plan aimed at addressing offending-related needs.

An aspect of every young person's case plan is participation in an evidenced-based, offence-focused intervention program. These programs target specific needs such as antisocial attitudes, alcohol and other drug use and violent offending.

Key service measures for young offenders in the community

The tables and graphs in this section indicate key service measures for young offenders in the community in 2013–14, and include year-on-year comparisons.

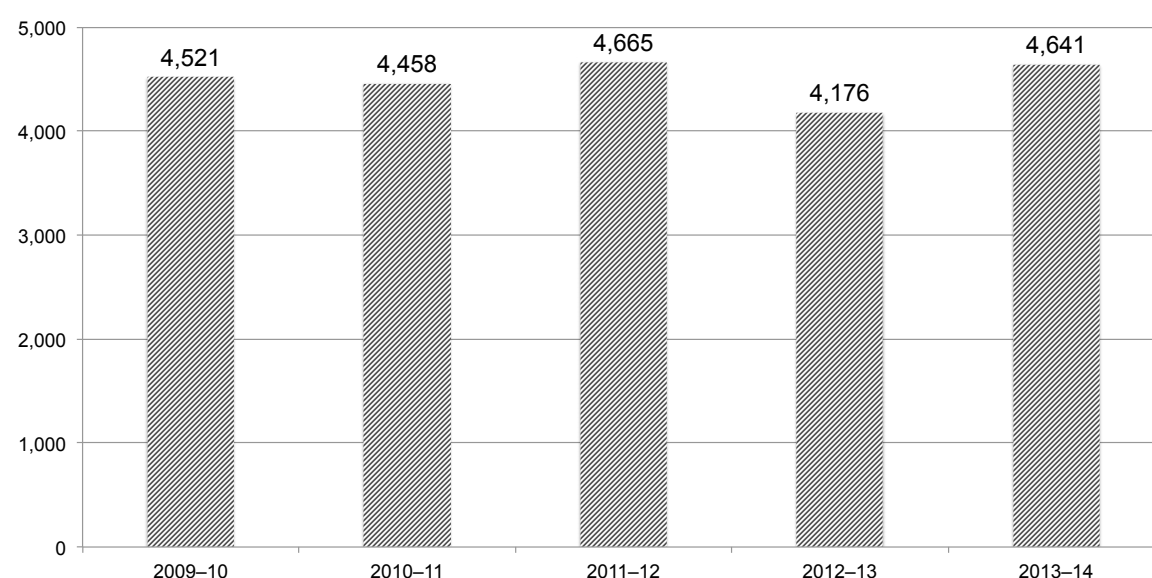
Table 4.15 Young offenders in the community – key service measures 2013–14

	Number
Number of background reports and assessments completed for young offenders appearing at court	4,718
Number of community-based orders commencing	4,641
Number of individual young offenders commencing supervision in the community	1,931
Number of hours of community service work allocated to young offenders	16,799

Source: DJ/JJ Strategic Information System (SIS): Effective date 12 July 2014.

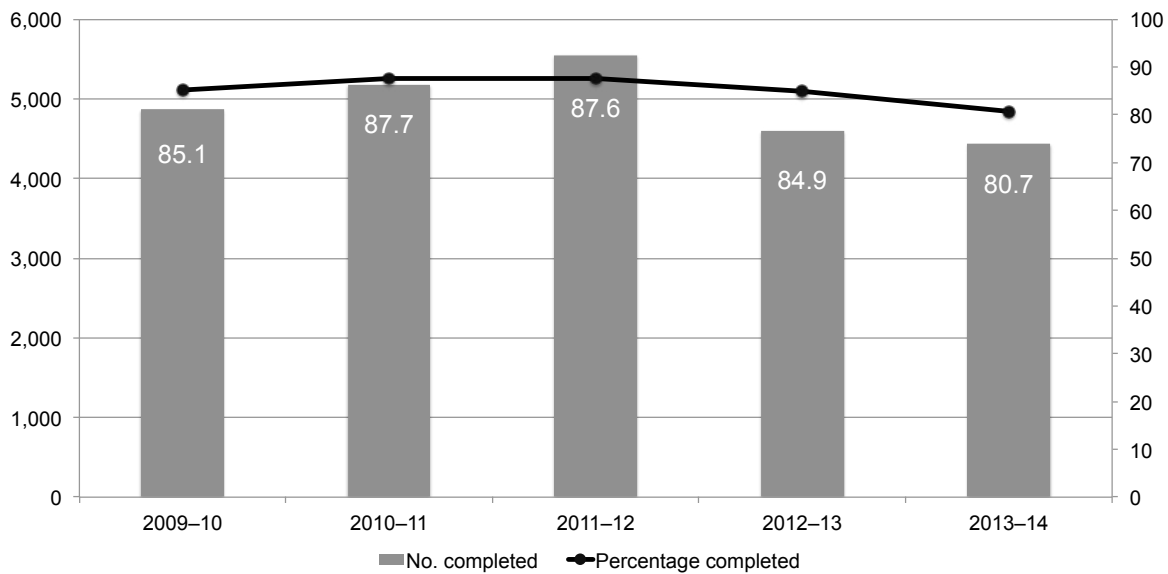
Community-based orders started and orders completed

Figure 4.1 Number of community-based orders started



Source: DJ/JJ Strategic Information System (SIS): Effective date 12 July 2014.

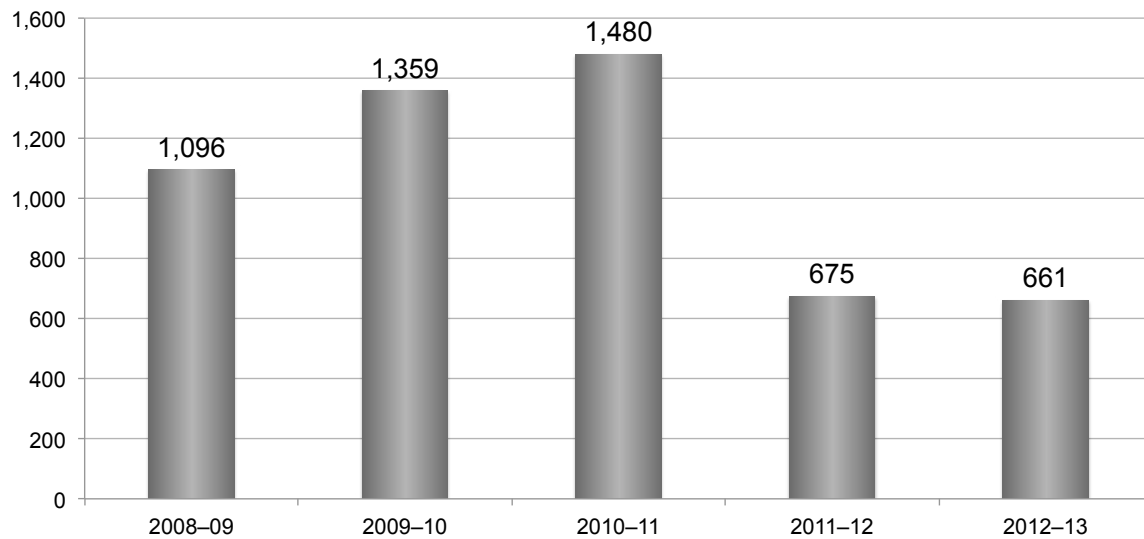
Figure 4.2 Number of community-based orders completed



Source: DJ/JJ Strategic Information System (SIS): Effective date 12 July 2014.

Bail supervisions

Figure 4.3. Number of bail supervisions



Source: DJ/JJ Strategic Information System (SIS): Effective date 12 July 2014.

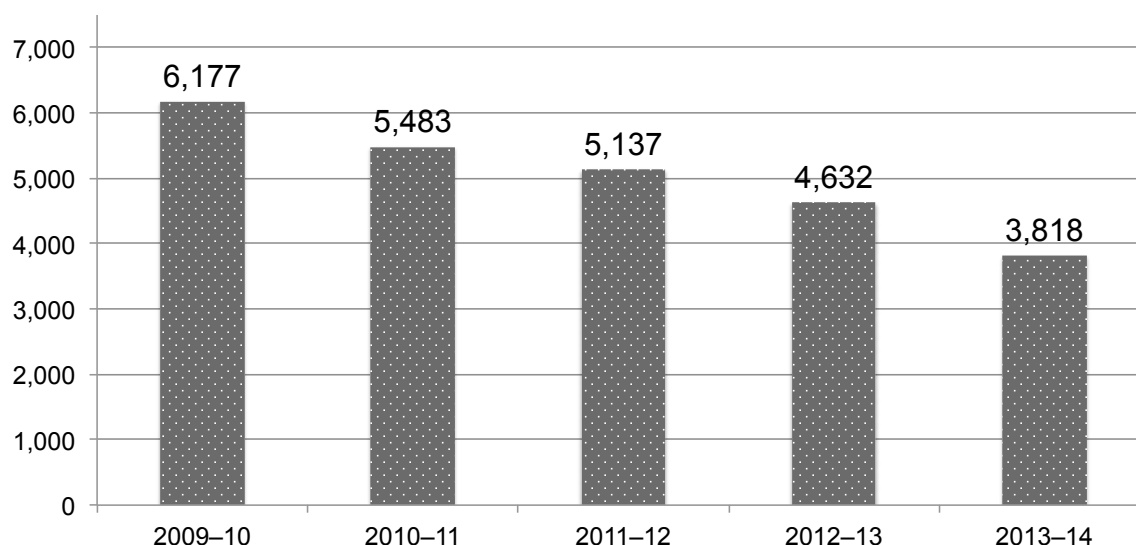
Changes in 2010-11 have allowed greater structure and effectiveness to remand intervention services and assist the courts including:

- providing immediate information to the court outlining supports for young people granted bail
- assisting the young person to find suitable accommodation if required
- referring the young person to an alcohol and other drug rehabilitation service.

Along with an updated policy agreement with the Children's Court, this has resulted in a decreased need for Juvenile Justice staff to undertake bail supervision.

Number of remand interventions

Figure 4.4: Number of remand interventions



Source: DJ/JJ Strategic Information System (SIS): Effective date 12 July 2014.

Note: Remand interventions are conducted by Juvenile Justice staff to assist young people in custody on remand to get bail.

Programs supporting young offenders in the community

Joint Support Program

The Joint Support Program replaced the Community Funding Program from 1 July 2013.

The new model replaced one-year with three-year funding contracts, allowing Juvenile Justice and funded organisations to work more closely together over a longer period to ensure the needs of young people under supervision are met.

The Program targets young people assessed as having a medium to high level of offending related to risk and need. The model allows for strong collaboration with funded organisations (See appendix 12) and case management processes, client-focused strategies and regular review meetings to ensure target outcomes are achieved.

Services provided through the program are:

- casework support,
- crisis accommodation,
- long term accommodation,
- employment placement and support and
- family intervention.

Following a competitive tender process, 13 funding agreements were finalised. Client transition plans were implemented and the new service delivery commenced in July 2013.

Community Funding Guidelines

In 2013-14, community funding guidelines were developed to support the Program and assist staff in the broader administration of Juvenile Justice community funding. The guidelines focus on roles and responsibilities of staff dealing with funded programs and outline key funding accountabilities.

Prevention of Homelessness

Juvenile Justice is committed to the Framework for Multi-Agency Transition Planning to Prevent Homelessness (2012), an initiative under NSW 2021 which sets out service principles for multi-agency collaboration to improve transition planning for people exiting care or custody.

As part of this commitment, Juvenile Justice has developed the Young People and Homelessness Policy and Strategic Plan.

National Partnership Agreement on Homelessness Projects

In 2013–14, with funds provided by the Commonwealth government through the National Partnership Agreement on Homelessness Projects, Juvenile Justice administered accommodation support for young people in: South Western Sydney, the North Coast and Riverina-Murray.

These projects target young people aged 13 to 18 years who have a history of homelessness and complex needs which may include mental health and/or disabilities, alcohol and other drug use and disengagement from the school system. These services have also been incorporated into a new Specialist Homelessness Services Framework implemented by the Department of Family and Community Services. The services will be fully transitioned to the new framework by 31 October 2014 and will be managed through the Department of Family and Community Services from that time.

Rural Residential Rehabilitation Services

Rural Residential Rehabilitation Services in Dubbo and Coffs Harbour provide a comprehensive treatment program for 13 to 18-year olds with alcohol and drug related problems who have come into contact with the justice system or are at risk of offending. The program caters for up to eight adolescents at any one time in each location.

In the year ahead

Community and Practice Review 2014–15

Over the next financial year, the ongoing Community and Practice Review will identify ways to improve delivery of programs to young people who offend and ensure there are equitable resource allocations across the state.

The review will consider:

- the current structure that delivers Juvenile Justice Community Services and Youth Justice Conferencing across New South Wales;
- the roles of managers across the Division to identify the most effective functions required to continue to meet division and client needs; and
- the allocation of staff and managers in Juvenile Justice Community Services offices based on trend-identified caseloads, client needs and community growth areas.

Case study

Ben* was having difficulty controlling his drug and alcohol addiction which led him to offend and to leave the family home.

Under Juvenile Justice supervision, he agreed to attend the Program for Adolescent Life Management (PALM) Rehabilitation Centre in the ACT. PALM provides residential programs of up to three months for young people with serious alcohol and substance use problems. Following completion of the program in June 2014, Ben's Juvenile Justice Officer arranged a job interview at a local business which had employed previous clients. Ben did well in the interview and was offered a position on a trial basis.

Ben's Juvenile Justice Officer contacted his father and arranged a visit to the family home where they discussed Ben's employment and the possibility of him returning home. Ben's father agreed but told him he would need to abide by the house rules and if he did, the living arrangements could become long term. Ben's father and stepmother were very supportive of Ben and happy about his employment opportunity.

Ben has not re-offended and has stabilised his life.

*Name changed.

Corrective Services NSW and NSW Juvenile Justice, respectively, manage adult and young offenders who have received custodial sentences.

In 2013–14, through these Divisions, the Department had oversight of 31 correctional facilities with a daily population up to 11,021 adult inmates and seven Juvenile Justice centres with a daily average of 314 juvenile detainees. Beyond maintaining required standards for a safe, secure and humane environment, many of those facilities also provide opportunities for inmates and detainees to engage in learning, develop work skills and deal with health issues. Participation of inmates and detainees in these types of programs contributes to much improved chances for rehabilitation and successful re-integration with the community on their release.

In 2013–14, the Department appointed an Inspector of Custodial Services with the Office of the Inspector of Custodial Services becoming operational on 1 July 2014. The Inspector presented his first report in May 2014 which included an observation that, in NSW, overall, a ‘volatile and fragile inmate population is managed with professionalism and humanity’.

In this chapter:

- Adult offenders in custody
- Adult offenders: key indicators 2013–14
- Child Contact Assessments
- Kariong Behaviour Management Program
- Intensive Drug and Alcohol Treatment Program
- Health Promotion Programs for adults in custody
- Videoconferencing and family video contact
- Visitor Information Volunteer Scheme
- Official Visitors
- Correctional centre standards
- Performance of privately operated correctional centres
- Providing safe and secure care for juveniles in custody

Chapter 5

Safe, secure and humane management of offenders in custody

- Key service measures for juveniles in custody
- Health services for juvenile detainees
- Behaviour Intervention Framework for juvenile detainees
- Educational and vocational programs for juvenile detainees
- Juvenile Justice Centre achievements
- Juvenile Justice protocols and service level agreements
- Juvenile detainee classification, placement and transport
- Juvenile Justice Quality Assurance

Adult offenders in custody

Custodial Corrections of Corrective Services NSW is responsible for delivering effective and efficient services to ensure safe, secure and humane management of offenders in correctional centres.

In 2013–14, Corrective Services successfully responded to unprecedented growth in inmate numbers significantly increasing demand on infrastructure and staffing resources.

Area 1 of the Metropolitan Special Programs Centre at the Long Bay Correctional Complex was re-opened and refurbished with capacity to house 300 maximum security inmates.

In 2013–14, Custodial Corrections facilitated access to inmates by the Royal Commission into Institutional Responses to Child Sexual Abuse, the Commission established to identify how institutions managed and responded to allegations and instances of child sexual abuse.

The Royal Commission began visiting NSW correctional centres in 2014, and will continue in 2015, to enable inmates to participate in private sessions and provide information of their experiences.

In 2013–14, Corrective Service's Management of Deaths in Custody Committee responded to formal recommendations handed down

in five coronial inquests and 28 Corrective Services investigation reports into deaths in custody. Custodial Corrections continued to manage an extensive capital works project to remove obvious hanging points in those cells accommodating inmates at risk of self-harm or suicide. The project is aligned with Coroner's recommendations and includes proactive measures to identify, manage and monitor the psychological wellbeing of inmates at risk.

Reception screening and induction

In 2013–14, there were 16,083 admissions of fresh custody inmates into correctional centres. Each of these inmates were provided with comprehensive intake assessments and screenings to ensure new inmates are safe and are assessed for immediate risks such as self-harm and urgent needs. These inmates received this screening within 36 hours of their arrival into custody.

Female offenders in custody

As at 30 June 2014, there were 686 women in NSW correctional centres, representing 6.5 per cent of total inmate population. This is an increase from 651 compared to the same period last year, which represented seven per cent of the inmate population. The number of Aboriginal female inmates increased from 184 in 2012–13 (28 per cent of the total female inmate population) to 225 in 2013–14, representing 33 per cent of the total female inmate population.

In collaboration with the Justice Health and Forensic Mental Health Network, the Silverwater Women's Correctional Centre provided a range of services including assessments and treatment for female inmates with mental health issues.

In 2013–14, the Mental Health Screening Unit treated 143 women (increased from 229 in 2012–13). The Mental Health Step Down Unit assisted 72 female offenders (increased from 64 in 2012–13). Staff at the Mum Shirl Unit, a specialised unit for female offenders with complex psychological, behavioural and personality issues, admitted 293 women (increased from 292 in 2012–13).

Mothers and Children's Program

In 2013–14, 29 mothers and 45 children participated in the Mothers and Children's Program at the Jacaranda Cottages, Emu Plains Correction Centre and the Parramatta Transitional Centre.

Children up to school age can be accepted into the full-time residency program. Those from

six to 12 years of age may participate in the occasional residency program during school holidays and weekends.

There was an increase in referrals and participation rates compared to 2012–13.

Table 5.1 Participation in the Mothers and children's program 2012–13 to 2013–14 with variance from 2012–13 in brackets

	2012–13	2013–14
Referrals	103	119 (+16)
Women approved overall	13	17 (+4)
Women approved full time residence	2	9 (+7)
Women approved occasional residence	6	4 (-2)
Women approved full time and occasional residence	5	4 (-1)
Children overall participation	22	26 (+4)
Children full time residence	7	20 (+13)
Children occasional residence	15	6 (-9)

Adult offenders: key indicators 2013–14

Escapes from custody

The tables in this section contain key Corrective Services indicators for 2012–13 and figures from previous years.

Rates of escapes

In 2013–14, escape rates from secure custody decreased against the national average for the previous year. Escape rates from open custody increased marginally against the national average. There was one escape from a secure correctional centre.

Table 5.2 Escape rate (per 100 inmates) 2009–10 to 2013–14

Rates*	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Open	0.06	0.60	0.34	0.17	0.23	0.31
Secure	0.01	0.02	0.05	0.02	0.03	0.02

* National Correctional Indicators counting rules.

Number of escapes

The table below shows the number of escapes from custody from 2009–10 to 2013–14.

Table 5.3 Number of escapes 2009–10 to 2013–14

Number*	2009–10	2010–11	2011–12	2012–13	2013–14
Open	2	22	12	6	12
Secure	1	1	3	1	1

* National Correctional Indicators counting rules.

Number of escapes by security level/program 2009–10 to 2013–14

The table below shows the number of escapes by security level/program from 2009–10 to 2013–14.

Table 5.4 Number of escapes by security level/program 2009–10 to 2013–14

Security level breached	2009–10	2010–11	2011–12	2012–13	2013–14
Full-time custody					
From within maximum security	-	-	-	1	-
From within medium security	-	-	2	-	-
From within minimum security	2	20	12	5	12
Adjacent to maximum/medium	-	-	-	-	-
Escorted – other (e.g. hospital)	1	3	-	1	1
Escorted external work party	2	3	8	2	2
Escorted external sports/educational excursion	-	-	-	-	-
Day/Weekend leave	-	-	-	-	-
Unescorted education programs	1	1	-	-	-
Work release program	1	1	-	1	1
Other unescorted authorised absence	-	-	-	-	-
Court complex	1	1	1	-	3
Transport (including transfers)	1	-	1	-	-
Full-time custody total escapes	9	29	24	10	19
Rate per 100 offender years ¹	0.09	0.29	0.25	0.10	0.18

¹ Rates of escape from full-time custody (including correctional centres, transitional centres and court complexes) are based on full-time inmate daily average population.

Inmate movements

The table below shows the number of inmate movements, by category, from 2009–10 to 2013–14.

Table 5.5 Number of inmate movements¹ 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	2013–14
Prison to prison	47,777	45,467	46,337	52,000	55,385
Prison to hospital	294	290	293	326	347
Prison to court	107,144	83,320	82,209	87,062	92,730
Prison to other	5,422	5,246	5,984	8,057	8,582
Total	160,637	134,323	134,823	147,445	157,044

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

Assaults

Rate of assaults

In 2013–14, the prisoner on officer assault rate decreased and remained below the national average for 2012–13. The serious prisoner on prisoner assault rate increased slightly to 0.36, but was still well below the national average (0.65) for the previous year.

Prisoner on officer assaults* (per 100 prisoners)

Table 5.6 Prisoner on officer assaults (per 100 prisoners) 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Serious	0.00	0.00	0.02	0.01	0.06	0.00
Assaults	0.56	0.34	0.65	0.58	0.79	0.55

*This data is not strictly comparable with the national average because other jurisdictions may define assaults differently in NSW. The assault rate is calculated as the number of victims of violent physical attacks reported over the years, divided by the annual average prisoner or detainee population, multiplied by 100.

Prisoner on prisoner assaults* (per 100 prisoners)

Table 5.7 Prisoner on prisoner assaults* 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Serious	0.15	0.13	0.19	0.28	0.65	0.36
Assaults	13.43	13.06	12.27	14.86	9.22	14.20

* This data is not strictly comparable with the national average because other jurisdictions may define assaults differently than NSW. The assault rate is calculated as the number of victims of violence physical attacks reported over the year, divided by the annual average prisoner or detainee population, multiplied by 100.

Apparent unnatural deaths in custody

In 2013–14, there were no Aboriginal deaths from unnatural causes in custody. The rate of unnatural deaths in custody decreased from 0.08 to 0.04 which was below the national average (0.05) in 2012–13.

Table 5.8 Apparent unnatural deaths in correctional custody 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	2013–14
Indigenous	1	1	1	-	-
Non-Indigenous	4	10	5	8	4
Total	5	11	6	8	4

Table 5.9 Apparent unnatural causes in correctional custody (death rate per 100 inmates)

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Indigenous	0.04	0.04	0.05	0.00	0.01	0.00
Non-Indigenous	0.05	0.13	0.07	0.11	0.07	0.05
Total	0.05	0.11	0.06	0.08	0.05	0.04

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.

Out-of-cell hours per day

In 2012–13, Corrective Services adopted a different interpretation of the Report on Government Services (ROGS) counting rules to not only include inmates being locked in a cell but also in a wing/unit. This accounts for the fact that the 2012–13 out-of-cell hours for open security were reduced significantly. This is closer to the out-of-cell hours registered for 2008–09 when the same ROGS counting rule interpretation as used in 2012–13 was applied.

Table 5.10 Time out-of-cell (hours per day) 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Open	19.1	19.1	18.2	10.5	13.00	10.5
Secure	6.7	7.0	6.9	6.2	9.2	6.9
Total	11.2	11.4	11.0	7.8	10.00	8.2

Table 5.11 Annual trends in the inmate population 2009–10 to 2013–14

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	
					No.	% of average
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
2011–12	9,752	-3.4	9,548	10,012	464	4.8
2012–13	9,808	0.6	9,574	10,071	497	5.1
2013–14	10,447	6.5	9,925	11,021	1,096	10.5

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

Visits from families and friends

Table 5.12 Visits from family and friends 2009–10 to 2013–14

Visits	2009–10	2010–11	2011–12	2012–13	2013–14
Number	214,746	210,335	193,262	180,382	187,840
Rate per 100 prisoners	20.74	20.83	19.81	18.38	17.98

Legal status of full-time custody offenders

Table 5.13 Legal status of full-time custody offenders¹ held as at 30 June 2013 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	1,498	117	4,845	313	15	-	6,358	430
Appellant	60	8	196	16	1	-	257	24
Forensic patient ³	12	-	59	-	1	-	72	-
Fine default	-	-	-	-	-	-	-	-
Periodic detention	1	1	6	-	-	-	7	1
Sub-total sentenced	1,571	126	5,106	329	17	-	6,694	455
Remand/trial	546	75	1,916	133	90	18	2,552	226
Awaiting deportation	-	-	-	-	-	-	-	-
Awaiting extradition	-	-	-	-	-	-	-	-
Civil prisoner	-	-	1	-	-	-	1	-
Total	2,117	201	7,023	462	107	18	9,247	681

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.

³ Includes correctional patients.

Cost of custodial services

In 2013–14, the overall recurrent cost per inmate per day decreased significantly and remained below the national average of the previous year.

Table 5.14 Cost¹ of custody services per inmate per day

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Open	\$188.71	\$188.69	\$197.26	\$164.13	\$200.07	\$156.24
Secure	\$228.11	\$216.86	\$226.53	\$203.18	\$227.32	\$194.04
Total	\$213.81	\$206.48	\$215.76	\$188.82	\$221.92	\$180.15

¹ Cost figures from previous years are revised by the productivity commission each year to reflect changes in the value of the dollar. They will therefore not match data published in previous annual report

Correctional centre utilisation

In 2013–14, the increase in the rate of correctional centre utilisation reflects the steady increase in the inmate population since July 2012.

Design Capacity is defined by the Productivity Commission's Report on Government Services as the extent to which each correction centre's original design capacity, that is, the number of prisoners it was originally designed to house, plus any newly built accommodation is meeting the demand for prison accommodation.

This national standard was established in the 1970s, however, approximately 50 per cent of NSW correctional centres were built prior to the establishment of this standard. As a result, Corrective Services utilisation rates may appear inflated.

Corrective Services endeavours to keep an operational accommodation buffer to accommodate the fluctuating population.

Table 5.15 Rate of correctional centre utilisation 2009–10 to 2013–14

Category	2009–10	2010–11	2011–12	2012–13	National average 2012–13	2013–14
Open	102.9	100.0	93.4	91.9	90.2	107.5
Secure	113.3	104.1	97.0	99.5	99.1	110.5
Total	109.4	102.6	95.6	96.6	96.0	109.4

Child Contact Assessments

Corrective Services Child Protection Co-ordination and Support Unit works collaboratively with other agencies such as Family and Community Services, the NSW Police Force, Housing NSW and SHINE for Kids to address issues relating to families and children of offenders.

The Child Contact Assessment Policy requires inmates, who have been charged with or are convicted of an offence involving a child, to be assessed if they wish to have contact visits with children. In 2013–14, 497 inmates were identified under this Policy. Of those, 82 carer consent applications were received for assessment. Of these applications, 49 were approved.

In 2013–14, the Unit received 779 information exchange requests primarily from Family and Community Services. Information was also provided to the NSW Police Force Child Protection Unit in relation to Prohibition Orders. There have been 135 exchange requests between Housing NSW related to registered offenders since January 2014. The Unit processed 20 requests to assist the NSW Police Force Child Protection Unit seeking a court ordered Prohibition Order.

In 2013–14, the Unit handled 3,041 enquiries from Corrective Services staff as well as enquiries from other government and non-government agencies. These enquiries predominantly related to case management, placement of offenders in the community, child wellbeing and child protection issues.

Table 5.16 Child protection assessments

Referrals, requests and assessments	2010–11	2011–12	2012–13	2013–14
Inmates referred to the Child Protection Co-ordination and Support Unit for review, processing and/or assessment under Child Contact Assessment Policy	424	425	526	497
Number seeking child visits	202	221	200	240
Assessments prepared	82	109	108	82
Applications approved	N/A	N/A	78	49

Kariong Behaviour Management Program

Corrective Services has managed the Kariong Juvenile Correctional Centre since 2004. Kariong Juvenile Correctional Centre currently houses juveniles who have been charged with serious offences or who have a high security classification due to behavioural issues.

In 2013–14, 62 young male offenders (aged 16–21) participated in the four-stage version of the Kariong Behaviour Management Program, designed to reduce anti-social behaviour by rewarding positive and pro-social behaviours. This is an increase in participation compared to 60 offenders in 2012–13.

Improvements in attitude and behaviour were rewarded with varying access to privileges, including longer out-of-cell hours, increased phone call allowances and access to activities. All juveniles were required to attend education activities with a focus on vocational courses as well as development of key learning areas. In addition, 53 young male offenders participated in group programs and 35 participated in the Young Offender Satellite Program.

Intensive Drug and Alcohol Treatment Program

In 2013–14, the Intensive Drug and Alcohol Treatment Program (IDATP) expanded to deliver multi-site operations for both male and female offenders on the John Morony Complex. In the final quarter of 2013–14, the IDATP for women, Yallul Kaliarna, was established at Dillwynia Correctional Centre and will be operational in 2014–15. The operational capacity for the program reached 127 and is scheduled to increase to full operational capacity of 300 treatment places in 2014–15.

The IDATP is based on a specialised therapeutic approach to treat drug and alcohol dependence and offending behaviour.

The cognitive-behavioural program offers group involvement, peer support, education and vocational training as well as assistance to offenders who return to the mainstream custodial environment or re-integrate into the community.

In 2013–14, 237 offenders participated in the IDATP program and 154 new participants entered the program, resulting in a total of 8,925 sessions attended. In total, 62 offenders completed the treatment components of the program and progressed to maintenance programs in other correctional centres or on supervised parole. Treatment practice has been improved so that a re-integration plan is developed within the first four weeks of the program.

On successful treatment completion, participants move into the final phases of IDATP. The Maintenance (re-integration) Phase is eight weeks in duration and consists of weekly recovery meetings and planning a participant's re-integration back into community or transition to another centre.

Post-treatment support is provided by Corrective Services staff in partnership with other organisations. Telephone support is provided to individuals who are placed in other centres or in the community to provide support, advice and guidance. Two dedicated Throughcare and Placement Officers ensure re-integration is given the highest priority.

Health promotion programs for adults in custody

In 2013–14, 3,004 inmates participated in the Health Survival Tips Program, down seven per cent on 2012–13. This program is an important part of the strategy to prevent the transmission of communicable diseases, especially blood-borne viruses such as hepatitis B and C and HIV.

Video conferencing and family video contact

In 2013–14, Corrective Services facilitated 38,996 court and NSW State Parole Authority appearances via video conferencing, representing 57.4 per cent of all court appearances.

All offenders appearing in front of the State Parole Authority did so via video conferencing.

A total of 192 Family Video Contact sessions were organised in conjunction with support

services such as SHINE for Kids and the Community Restorative Centre. Sessions were also facilitated at court houses in Moree, Wagga Wagga, Walgett and Batemans Bay.

In 2013–14, the Internet Protocols (IP) Migration Project continued to convert video conferencing systems to operate on a secure and more cost effective network. More than 97 per cent of correctional centres with video conferencing facilities are now on the new IP network.

Table 5.19 Court appearances facilitated by video conferencing 2009–10 to 2013–14

Court appearances facilitated by video conferencing					
	2009–10	2010–11	2011–12	2012–13	2013–14
Number	31,345	35,045	31,234	35,703	38,996

Table 5.20 Family contact sessions facilitated by video conferencing 2009–10 to 2013–14

Family contacts sessions facilitated by video conferencing					
	2009–10	2010–11	2011–12	2012–13	2013–14
Number	54	34	103	168	192

Aboriginal Family Video Contact Scheme

The Family Video Contact Scheme provides an effective alternative for Aboriginal families and kin to remain in contact with family members who 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. In 2013–14, family video contact operated at Walgett, Moree and Wagga Wagga.

Visitor Information Volunteer Scheme

The Department recognises the importance of family contact with offenders in custody and the critical role of family relationships in transitioning offenders into the community.

Corrective Services provides a number of services to facilitate contact between inmates and their families, including children. Visiting a

correctional centre can be a stressful experience, particularly for first-time visitors and providing support and accurate, relevant information is vital.

The Visitor Information Volunteer Scheme was introduced at the Metropolitan Remand and Reception Centre in late 2012 as a joint venture between Corrective Services and Prison Fellowship NSW/ACT. The Scheme was designed to enhance services to visitors with volunteers helping to ease the tension of first-time visitors.

In December 2013, Corrective Services and Prison Fellowship Australia NSW/ACT marked the first anniversary of the successful scheme with the re-signing of the Service Partnership Agreement to continue for a further 12 months.

In 2013–14, volunteers at the Metropolitan Remand and Reception Centre assisted 25,796 visitors with assistance, in particular, with the iris scanner, metal detector and X-ray machine.

Official Visitors

Official Visitors reported making 1,335 visits to 42 correctional facilities during the year. Inmates raised 6,163 matters with Official Visitors which were recorded as complaints. The categories of complaint most often raised were medical issues, property, buy-ups, food, and offender services and programs.

Correctional centre standards

In 2013–14, the Standards for Public Correctional Centre Operations (Security and Inmate Management and Services) were developed and implemented with a pilot program of operational reviews being conducted at correctional centres across NSW.

Performance of privately operated correctional centres

Corrective Services Monitors provided quarterly reports assessing the performance of the privately operated Parklea and Junee Correctional Centres with details of compliance against the requirements for the Performance Linked Fees (key performance indicators). This included validation of data provided by GEO Group Australia Pty Ltd (GEO Group) and specified within the Management Agreements. The Monitors also assessed performance of the two centres against various operating specifications.

Junee Correctional Centre – Performance Assessment Report

Compliance with requirements for the Performance Linked Fee (PLF)

It was determined that 97 per cent of the PLF funds be paid to GEO Group for the 2013–14 contract year for the operation of Junee Correctional Centre.

Minimum Standards (Operating Specifications)

Junee Correctional Centre met the stated performance outcomes of the minimum standards that were reviewed during the contract year.

Conclusion

GEO Group met its contractual obligations for operating Junee Correctional Centre for the contract year 2013–14.

Parklea Correctional Centre – Performance Assessment Report

Compliance with the requirements for the Performance Linked Fee (PLF)

It was determined that 93 per cent of the PLF funds be paid to GEO Group for the operation of Parklea Correctional Centre for the contract year to October 2013.

Contract Management Plans that outline how Corrective Services will manage, monitor and report on compliance with the Management Agreements for the operations of the two privately operated correctional centres have been revised to comply with requirements of the Justice Procurement Accreditation Stipulations – Custodial Outsourcing Category. The Corrective Services Operational Performance Review Branch has updated monitoring manuals to ensure alignment with category management strategies.

Providing safe and secure care for juveniles in custody

Juvenile Justice custodial services provides secure and safe care for young offenders sentenced to custody or who are remanded to custody in a Juvenile Justice centre pending finalisation of their court matters.

Seven Juvenile Justice centres across NSW provide:

- counselling and programs to enable young people to address their offending behaviour and other related issues such as drug and/or alcohol abuse
- a full range of health services provided by the Justice Health and Forensic Mental Health Network, including identifying disabilities
- educational and vocational programs in partnership with the Department of Education and Communities
- individual case management, including assessments to identify the appropriate offence-focused interventions to be delivered to young people in order to address the needs of those in custody and plan their community re-integration.

Key service measures for juveniles in custody

Table 5.21 Young people in custody: key service measures 2013–14

Average daily number of young people in custody	315
Average daily number of young women in custody	24
Average daily number of young people of Aboriginal and/or Torres Strait Islander background	150
Average daily number of young people serving custodial sentences	155
Average daily number of young people remanded in custody awaiting court proceedings to be finalised	159

Source: DAGJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Average daily number of young people in custody

Table 5.22 Average daily number of young people in custody

	2009–10	2010–11	2011–12	2012–13	2013–14
Number	434	392	353	324	314

Rate of safety/security breaches per 1,000 admissions

Table 5.23 Rate of safety/security breaches per 1,000 admissions 2009–10 to 2013–14

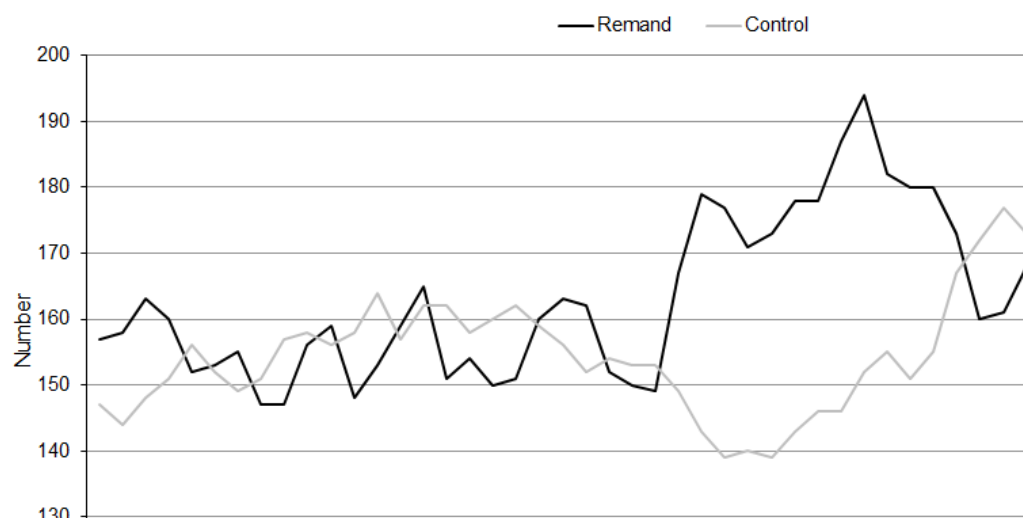
Rate of safety or security breaches per 1,000 admissions:	2009–10	2010–11	2011–12	2012–13	2013–14
Number of deaths in custody	-	-	-	-	-
Self-harm incidents	36	25	43	54	57
Assaults on staff	10	6	4	4	5
Detainee on detainee assaults	68	53	60	57	59
Escapes from secure perimeter	1	-	-	-	-
Security breaches ¹	9.7	13.3	17.1	22.0	15.5

Source: DPJ/JJ RPE Live Database. Extracted 12 July 2014. As this is taken from a live database, figures are subject to change.

¹ This is the rate of incidents involving telephone threats, unauthorised entry, refuse direction and disturbances per 1000 admissions to custody. Previously reported was the rate of participants of all security breach incidents per 1000 admissions to custody.

Average weekly number of young people in custody by legal status: 2013–14

Figure 5.1 Average weekly number of young people in custody by legal status: 2013–14



Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Admissions to Juvenile Justice centres

Table 5.24 Admissions to Juvenile Justice centres

	2009–10	2010–11	2011–12	2012–13	2013–14
Remand to control	472	427	498	416	387
Control	162	148	146	152	186
Remand	4,439	4,768	4,088	3,469	3,111
Total	5,073	5,343	4,732	4,037	3,684

Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014

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 (in days)

Table 5.25: Length of stay in custody on remand by days

	2009–10	2010–11	2011–12	2012–13	2013–14
Average	15.8	13.1	14.6	14.1	16.5
Median	1	1	1	1	1

Source: DJ/JJ RPELive Database. Extracted 12 July 2014. As this is taken from a live database, figures are subject to change.

Note: This counts all remand discharges in the counting period and calculates the length of stay in days from admission date. For remand stays that become control stays the sentence date is used as the end date of the remand period.

Length of stay for young people in custody on control

Table 5.26: Length of stay in custody on control by days

	2009–10	2010–11	2011–12	2012–13	2013–14
Average	121.7	126.7	104.8	109.2	106.9
Median	88	79	58	65	61.5

Source: DJ/JJ RPELive Database. Extracted 12 July 2014. As this is taken from a live database, figures are subject to change.

Note: This counts all control discharges in the counting period and calculates the length of stay in days from admission date. For remand stays that become control stays the sentence date is used as the start date of the control period.

Proportion of young people with a remand episode who receive or do not receive a control order within 12 months

Table 5.27: Proportion of young people with a remand episode who receive or do not receive a control order

Control orders	2008–09	2009–10	2010–11	2011–12	2012–13
Received	16.7%	17.2%	16.0%	17.2%	19.3%
Not received	83.3%	82.8%	84.0%	82.8%	80.7%

Source: DJ/JJ Strategic Information System (SIS). Effective date 12 July 2014.

Note: This table counts a young person's first remand admission to custody in the counting period and then counts any subsequent control admission within the next 12 months. Thus, a year needs to elapse to be able to determine if a subsequent control admission has occurred. The 2012–13 data reports on the first remand admission in that period and any subsequent control admission in 2013–14.

Health services for juvenile detainees

The Justice Health & Forensic Mental Health Network (JH&FMHN) is responsible for providing health and medical services to young people in Juvenile Justice centres. All Juvenile Justice centre medical clinics operate seven days a week. The clinics are managed by JH&FMHN and staffed by registered nurses, who provide a range of health services and coordinate visits from general practitioners, dentists and psychiatrists.

Pre-release planning for young offenders includes ensuring 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 access to services.

Juvenile Justice's Principal Psychologist and Operations Unit staff meet bi-monthly

with JH&FMHN staff to determine strategic directions in collaborative practice, promote best practice in service delivery, ensure effective use of joint resources and deliver professional development utilising the expertise of each agency.

Behaviour Intervention Framework for juvenile detainees

The Detainee Behaviour Intervention Framework (DBIF) provides staff working in custodial environments with a framework for the effective management of detainee behaviour.

A key feature of the Framework is the incentive scheme. This provides consistency across all centres in detainee case management interventions by standardising incentives for detainees who meet casework targets and behaviour goals.

A weekly client assessment meeting is conducted with each detainee to 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 Operations Unit and Information Management team at Juvenile Justice, have developed and implemented an electronic behaviour module into the Client Information Management System over the past two years.

The module provides a consistent and effective method of documenting detainee behaviour, as well as strategies and interventions undertaken to address behavioural concerns. The module also provides transparency and access across all units of the division.

Educational and vocational programs for juvenile detainees

In 2013–14, Juvenile Justice centres offered a range of educational and vocational programs to young people in partnership with the following external agencies.

Henry Kendall High School

Each week, detainees from Frank Baxter Juvenile Justice Centre assist disabled children from Henry Kendall High School to participate in recreational activities including swimming and bowling.

Newcastle University

The Wollotuka Program allows detainees from Frank Baxter Juvenile Justice Centre to participate in art workshops and to be introduced to university life with tours of the campus. Artwork, completed by young people participating in this program, is currently on display at the Gosford Regional Art Gallery.

National Rugby League (NRL)

In League In Harmony is a six-week program that deals with disengagement covering a range of issues such as bullying, support networks and the ability to dream. This program was held at Cobham Juvenile Justice Centre and incorporated an in-class session with a football skills session resulting in the development of the Cobham Unite Blades Oz Tag team.

Save The Children

Save The Children has been attending Cobham Juvenile Justice Centre for the past six months facilitating a range of program sessions and one-on-one mentoring. Program sessions include creative art activities and living skills programs that incorporate cooking and budgeting, in addition, working individually with detainees to assist with school work and writing letters for court.

Sydney University Law School

A mentoring team from Sydney University Law visits Juniperina Juvenile Justice Centre to run information-based sessions on topics such as teamwork, role models and leadership, debating and resourcefulness.

Karitane

Karitane delivers the Family Matters Program at Juniperina Juvenile Justice Centre. This program educates young women on pregnancy, sexual health, positive life choices, healthy relationships and child development. It also assists young women who are expecting a child, or are already mothers, to build positive parenting relationships with their children.

Tharawal Aboriginal Corporation

Tharawal Aboriginal Corporation, Djurali staff and members from the Tackling Tobacco and Healthy Lifestyle team attended Reiby Juvenile Justice Centre to carry out health promotion activities in the form of interactive educational games.

Jacaranda Festival

Acmena Juvenile Justice Centre's Us Mob Aboriginal Dance Group was invited to participate in Grafton's annual Jacaranda Festival parade held on 2 November 2013. Us Mob consists of detainees and staff who regularly perform at community festivals, schools and aged care facilities.

IGNITE Mentoring

IGNITE, in collaboration with Riverina Juvenile Justice Centre, partners detainees with local mentors to provide them with support and assistance in transitioning back into the community. IGNITE's main aim is to reinvigorate change for the rest of the detainee's future.

One Community National Rugby League (NRL)

The NRL visited Orana Juvenile Justice Centre in early 2014 to deliver their program, Dream – Believe – Achieve, facilitated by three former NRL stars from the Raiders, Bulldogs and Dragons teams. The program aims to motivate young people to make positive decisions to help turn their lives around.

Juvenile Justice centre achievements

During 2013–14, young people from Juvenile Justice centres across the state participated in a range of activities in which they attained personal and group goals. These achievements included cultural and sporting activities, contributions to the wellbeing of members of the community, maintenance work on community facilities and reduction of debts payable to the State Debt Recovery Office.

Cobham Juvenile Justice Centre

At Cobham Juvenile Justice Centre, the multimedia Change TV program focuses on teaching and developing skills

in computers, TV production, graphics, music and public speaking. Detainees perform as TV presenters to record stories which are then broadcast through the internal television system.

Frank Baxter Juvenile Justice Centre

In 2013, Frank Baxter Juvenile Justice Centre won the Premier's Award for Strengthening the Environment and Communities, for their NSW Police Force Puppy Raising Program. The program, which builds empathy and responsibility in detainees, sees NSW Police puppies raised by detainees before they move on to more intensive police training.

Junperina Juvenile Justice Centre

In partnership with the Sunning Hill School, the Junperina Juvenile Justice Centre entered chickens into the 2014 Royal Easter Show as part of the NSW school egg laying competition, run by the Royal Agricultural Society of NSW. The chickens received sixth place overall and seventh place for their eggs. The chickens are an important element of the Stephanie Alexander 'Harvest Program', which allows detainees to experience fresh food production from the garden to the plate and educates them in healthy and sustainable living.

Reiby Juvenile Justice Centre

At Reidy Juvenile Justice Centre, community members regularly attend the centre to watch the Aboriginal multicultural production, We the Mob, created by the collective efforts of centre staff and participating detainees. Detainees are taught the dances and contribute to production and performance.

Acmena Juvenile Justice Centre

Acmena Juvenile Justice Centre is the first to implement a successful strategy to recruit people from Aboriginal and Torres Strait Islander backgrounds into Youth Officer roles. As a result of the strategy, four Aboriginal people were recently appointed to permanent

Youth Officer positions. Aboriginal staff, in the region, were instrumental in promoting and participating in the initial information night by speaking to an audience of more than 60 Aboriginal men and women about the various work roles available within Juvenile Justice. Access and equity for potential employees was enhanced by Division staff being available to assist individuals with the technical aspects of applying online. Ten Aboriginal people completed the Induction, Training and Assessment Program and have commenced work as casual Youth Officers.

Orana Juvenile Justice Centre

The Lincoln Education and Training Unit at Orana Juvenile Justice Centre, in collaboration with the Royal Flying Doctor Service (RFDS), has seen construction of a third go-kart for donation to the RFDS. The go-kart was produced as part of a program that gives detainees an opportunity to obtain a TAFE Certification in Small Motors. Previous go-kart donations have raised close to \$5,000 for the RFDS.

Riverina Juvenile Justice Centre

In 2013, several young Aboriginal Wiradjuri detainees from Riverina Juvenile Justice Centre created artworks, which were donated to the Affinity Intercultural Foundation. The foundation organises cultural tours to Turkey and the artworks were given as gifts to hosting families. Riverina Juvenile Justice Centre has a long tradition of providing artworks that showcase local Aboriginal culture with paintings by detainees on display at the local hospital and community parks.

Juvenile Justice protocols and service level agreements

Juvenile Justice has developed Memoranda of Understanding (MoU), Protocols and Service Level Agreements with other services and agencies to outline agreed terms and conditions

for working together. These agreements aim to develop a collaborative relationship with young people in both custody and the community.

In 2013–14, Juvenile Justice updated MoUs and agreements with:

- NSW Department of Education and Communities
- NSW Department of Family and Community Services
- Registry of Births, Deaths and Marriages.

Juvenile detainee classification, placement and transport

Classification and Placement Unit

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. It also co-ordinates the placement of all young offenders within Juvenile Justice centres, as well as transfers between Juvenile Justice and Corrective Services NSW.

In 2013–14, 3,040 detainees were classified with 1,556 being the initial classification of a young offender on entering a Juvenile Justice centre. A detainee's classification may be reviewed due to a change in his or her legal status, as the result of an incident or intelligence, due to critical dates or as a scheduled review. During the year, 1,484 review classifications were completed.

Court Logistics Unit

The Court Logistics Unit coordinates and transports young offenders for court appearances at the Children's, District and Supreme Courts. The unit staffs the Bidura Children's Court in Glebe, Campbelltown Children's Court, Parramatta Children's Court, Broadmeadow Children's Court and Woy Woy

Children's Court. The unit also coordinates and undertakes the state-wide secure transportation of young offenders between Juvenile Justice centres and from Juvenile Justice centres to correctional centres.

In 2013–14, 2,945 state-wide transport movements were undertaken, involving 5,679 young people. For some court matters, the unit manages video conferencing, which has increased significantly from 568 in 2005–06 to 4,212 in 2013–14.

Table 5.28 Number of movements and detainees 2009–10 to 2013–14

Financial year	Movements	Detainees
2009–10	4,056	9,569
2010–11	3,511	8,732
2011–12	3,468	7,939
2012–13	3,173	6,439
2013–14	2,945	5,679

Video conferences

In 2013–14, 48.54 per cent of legal matters for juvenile detainees were held by audio visual link, rising from 46.45 per cent in 2012–13.

Legal assistance

In 2013–14, legal assistance to young people in custody was provided by the Visiting Children's Legal Service. Legal Aid provides information

and education to young people on their legal rights and responsibilities and ensures they have access to appropriate and timely support and representation.

Juvenile Justice Quality Assurance

The Juvenile Justice Quality Assurance Framework (JJQAF) applies to all operational areas of Juvenile Justice including detention centres, community services, youth justice conferencing and court logistics/transport.

In line with the 2014 Quality Assurance and continuous improvement process, annual reviews were conducted at each Juvenile Justice centre from February to July 2014. The community quality reviews commenced in March and will be finalised in November 2014.

An audit of the quality assurance process was completed by the NSW Internal Audit Bureau in 2013. IAB made a number of recommendations and all of these were implemented in 2014, resulting in a more streamlined, efficient and effective quality assurance continuous improvement system.

Story:

Frank Baxter Juvenile Justice Centre won the 2013 Premier's Award for Strengthening the Environment and Communities for their NSW Police Force Puppy Raising Program.

The award recognises projects that improve people's lives by protecting natural environments and building strong communities.

The Puppy Raising Program started in early 2013 with two labradors, Bella and Nyx, and has since grown to include four more labradors and a springer spaniel. A number of young detainees participated in the program which aims to build empathy and responsibility in the young detainees and also improve relationships between detainees and police officers.

Chapter 6

Strategic direction:

High quality client services

In 2013–14, access to justice services in NSW was enhanced across the Department. The court system, in particular, improved services with wider use of new digital technologies with justice processes streamlined for speed and accuracy. In the area of crime research, database technologies delivered a tool for ready public access to Department information.

In addition to improving the user experience in digital space, a major capital works program for court improvements, across the state, is continuing to deliver, improved amenity for many court users including appropriate access for people with disability and modern standards of privacy and security for staff, legal professionals, accused, litigants and police officers.

The Department continues to invest in programs engaging with people from diverse cultures and different abilities to ensure equitable access to the justice system. Recognition of these efforts in community engagement includes an inaugural award for Best Practice by the NSW Council for Pacific Communities.

Both for the broader community accessing justice services, as well as in its engagement in communities with unique needs, the Department is committed to and active, across all Divisions, in identifying and responding to existing and emerging client needs.

In this chapter:

- Consolidation of tribunals in NSW
- Introducing an online court registry
- A new system for jury management
- Expansion of the Courts Service Centre
- New and refurbished courthouses
- Crown Solicitor's Office
- Improving access to information about crime in NSW
- Families and Friends of Missing Persons: Promoting inclusion through connection, accountability and consultation
- Serving justices of the peace and the community
- A high quality legal profession

Consolidation of tribunals in NSW

During 2013, more than 20 of the state's tribunals were consolidated into the NSW Civil and Administrative Tribunal (NCAT) to provide a new one-stop-shop for specialist tribunal services.

The consolidation followed a report from the NSW Legislative Council Standing Committee on Law and Justice, which recommended an integrated Tribunal to provide:

- improved customer service through a centralised contact point, consistent client service standards and a broader geographical reach
- improved transparency and quality of decision-making through consistency in standards, processes and professional development, and
- efficiencies gained through economies of scale.

NCAT, established on 1 January 2014, deals with a broad range of matters, from tenancy issues and building works, to decisions on guardianship and administrative review of government decisions. Four divisions use various alternative dispute resolution approaches to assist in meeting the objective of delivering services that are prompt, accessible, economical and effective.

NCAT has registries in Sydney Central Business District, metropolitan and regional areas with hearings held in up to 70 locations across the State. Its website www.ncat.nsw.gov.au provides access to information and resources, and eServices – including NCAT Online for lodging a range of applications over the internet.

By 30 June 2014, NCAT had received close to 39,300 applications, held more than 51,400 hearings across metropolitan and regional NSW, and had resolved or disposed of more than 41,200 matters. The clearance rate

across each of NCAT's four divisions was 105 per cent, a figure including some legacy matters from previous tribunals, indicating it is keeping up with its workload.

The year ahead

In 2014–15, NCAT will pilot an online dispute resolution service and expand existing online lodgement services.

Introducing an online court registry

The Legal eServices Project has expanded the reach and ease of access for clients to court-related processes through delivery of the Online Registry website, launched in February 2014. The Online Registry is an interactive portal, integrated with the courts' case management system, JusticeLink, providing web-based Supreme, District and Local Court registry services for the legal profession, litigant organisations and the public.

Court clients no longer have to contact or visit a registry in person to obtain case information or lodge a court form and can, online:

- lodge and pay for the majority of civil court forms
- access court sealed documents
- view and manage case information
- search for a court listing date
- publish and search for probate notices.

The Online Registry provides easy access to court services for regional and remote NSW and interstate users. There has been a significant reduction in the turnaround time for processing forms lodged online. Approximately 50 per cent of online forms and court listing times are processed automatically with court sealed document and listings available within minutes and other forms and listings processed within one business day and often within two to three hours. Turnaround time for equivalent over-the-counter transactions has been recorded at up to one week.

As a result of the number of documents filed online, there has been a further 14 per cent reduction in hard copy civil forms filed at NSW's largest registry during the first quarter of 2014.

The Online Registry has also enabled the establishment of a centralised registry for processing forms filed online, the eRegistry. While the eRegistry is still in pilot stage, initial analysis has indicated a doubling of efficiency through use of this centralised processing group.

The range of services available on the Online Registry will continue to expand over the coming year.

A new system for jury management

Jury service is an essential part of the NSW court system. Every year in NSW over 200,000 citizens are summoned or receive notification they have been placed on a jury roll. In 2013–14, traditional manual and paper based processes, in use for over 20 years, were replaced to meet contemporary court requirements and to accommodate related legislative change.

The new Jury Management System (JMS), progressively implemented during 2013–14, is a modern, user-friendly and mobile service significantly improving the jury processes for staff and the NSW public. Potential jurors can now self-serve through an easy-to-use interface to find information, make electronic payments and receive notification about adjournments or cancellations. The system has effectively responded to legislation changes by allowing jurors to specify inconvenient dates for jury service. The new system has reduced back-office processing by reducing complexity and double-handling of juror and case information.

The service enables jurors to engage in a faster and a more effective check-in process at jury assembly areas. Downing Centre check-in times improved from three hours (average) down to 35 minutes. Requests from potential jurors to be excused and applications for exemption have a much faster processing time.

Airport ticketing style printers at each centre have reduced paper waste by more than 30 per cent.

In the first six weeks of operation, from May 2014, the public interface, juror.nsw.gov.au, achieved an uptake of over 13,000 registered users by the end of the financial year.

Other jurisdictions across Australia have shown interest in the approach. The open-service architecture that was employed means future enhancements and changes can be easily accommodated and the business has ownership of the rules changes, reports and process changes. The new system includes a comprehensive audit service to track every transaction and event in order to provide data and reports.

Expansion of the Courts Service Centre

The Courts Service Centre answers calls from 8.30 am–5.00 pm for jury, telephone payments for all registries, Supreme Court, Downing Centre and John Maddison Tower Registries (Local and District) and 28 Court locations (Local and District). The Service Centre answers over 50,000 calls per month.

The Service Centre had an increase of 5.5 per cent in calls answered, and 20 per cent increase in payments and receipts from 2012–13. Over \$10 million and 30,000 transactions were processed in 2013–14.

Two courts were added to the Service Centre in 2013–14 bringing the total to 28 courts.

New and refurbished courthouses

Renewal of infrastructure improves delivery and access to justice services, ensuring the efficiency of our courts to a standard expected by the community.

The Department continued to deliver major works including a new courthouse at Coffs Harbour and Armidale, the construction

of the Newcastle Justice Precinct and major renovations and construction of Wagga Wagga, Wollongong and Hornsby Courthouses as well as upgrades at a number of courthouses including Penrith Courthouse (\$4.2 million), Manly Courthouse (\$2.5 million) and Maitland Courthouse (\$1.1 million).

Crown Solicitor's Office

On 24 February 2014, the Crown Solicitor's Office (CSO) became a public service executive agency related to the Department of Attorney General and Justice (the Department of Justice), with the Crown Solicitor as head of the agency under Schedule 1 of the *Government Sector Employment Act 2013* (the Act).

Accordingly, the CSO now prepares its own Annual Report and in the 2013–14 year, this covers the period 24 February 2014 to 30 June 2014. The 2013–14 year was a very successful one for the CSO. Details of the CSO's achievements can be found in its Annual Report.

Improving access to information about crime in NSW

In 2013–14, 93 per cent of information requests from the public to the Bureau of Crime Statistics and Research (BOCSAR) were completed within time standards with a total of 746 completed.

The NSW Crime Tool

The NSW Crime Tool, developed by BOCSAR (crimetool.bocsar.nsw.gov.au/bocsar), was made available to the public online from January 2014. It is a powerful public resource providing access to the most recent crime maps, trends, data and graphs. It is searchable by area and shows crime trends over time. Previously, much of this information could only be accessed on direct request to the BOCSAR office.

The online tool has information on:

- more than 60 offences from murder to offensive language
- criminal activity in geographic areas by Local Government Area, postcode or suburb
- multiple covariates such as alcohol involvement, domestic violence related, premises type, age and gender of victims and offenders, and
- data from 1995 to the present.

The Crime Tool not only offers an unprecedented volume of crime data but does so through an easily navigable interface. Simple technical requirements mean that no downloads or specialist software applications are required.

The Crime Tool is intended for use by a range of users from the general public to crime prevention professionals. Lay users can start returning basic information with a few key strokes while complex and specialised requests can be answered using advanced search options.

Benefits for Crime Tool users include:

- better targeting of crime prevention resources for local governments
- a way for house hunters and residents to assess and compare crime risk between locations
- immediate access for the media to accurate and detailed crime information to promote more accurate reporting
- information for government officers to assist investigations of causes behind higher level crime trends to drive evidence-based policy.

Bureau staff are responding to approximately the same volume of ad hoc data requests as prior to the Crime Tool. The difference is that simpler requests are completed online with staff focusing on more complex requests.

Between January and May 2014, the Crime Tool recorded over 600,000 online accesses.

Serving justices of the peace and the community

The Community Relations Unit (CRU) assists members of the public in their dealings with the Department, including by reviewing complaints and managing correspondence on behalf of the Minister for Justice and the Department. CRU also administers Justice of the Peace (JP) appointments and maintains the database of approximately 90,000 JPs in NSW.

In 2013–14, CRU handled 7,535 items of correspondence, finalising 89 per cent of replies within required timeframes, and also handled 15,279 general enquiries.

CRU finalised 14,425 JP applications for appointment or reappointment over the course of the year, as well as 8,388 other JP transactions.

In January 2014, a new edition of the **Justice of the Peace Handbook** was published, with revised and expanded procedural guidance for JPs. Every JP in NSW was notified by either email or post. The Code of Conduct for JPs was also updated in May 2014, following consultation with JP associations.

The year ahead

Design work commenced on improved online services for JPs, which are planned to be launched in 2014–15.

A high quality legal profession

Services for NSW Government lawyers

The Legal Services Coordination team leads the development of legal services policy across the NSW public sector, assisting NSW Government agencies obtain cost-effective and appropriate legal services.

In 2013–14, this team continued to work with legal teams, across government, to increase collaboration and transparency. In particular, Legal Services Coordination is implementing a shared online platform to enable legal teams to share information, expertise and experience. The team has also been working closely with in-house legal teams to identify opportunities for a more coordinated approach to the procurement of external legal services.

The year ahead

Legal Services Coordination plans to continue providing support to in-house legal teams, to build on the successful strategic forums in place such as the General Counsel Group and the In-house Government Lawyers Forum designed to improve legal services outcomes, develop and promote best practice and foster collaboration across government.

In August 2013, the NSW Council for Pacific Communities awarded the Department with its inaugural Best Practice Award Government Agency for Engagement with Pacific Communities.

The achievements, recognised by the NSW Council for Pacific Communities include the hosting of 103 community legal information sessions and promoting the Department's services at 48 Community expos between November 2012 and October 2013. People of Pacific Communities saw this as bringing services to them rather than requiring people to seek assistance from the Department. The Department hosted training workshops with over 350 high school students of Pacific backgrounds covering topics such as cyber-bullying, police powers and 'sexting' as well as the BURN video program, a major Legal Aid NSW crime prevention project for young people about group offending.

The Department has invested substantial effort into engaging with Pacific Communities towards reducing offending rates of Community members and improving access to and understanding of the justice system. This included creation of an action plan as a product of the Justice and Pacific Communities Steering Committee attended by Departmental representatives and community leaders. Exchanging knowledge, developing trust and building relationships between communities and the Department have been at the centre of the community engagement journey, with over 40 community groups taking part.

The Diversity Services Unit took the lead in the engagement process which has involved a whole-of-Department effort, with a number of operational areas actively involved in the program's Steering Committee and implementation of its Action Plan.

Meeting the needs of migrants in Western Sydney

Department staff braved an unseasonably warm day in November 2013 to participate in a community services expo for migrants in Parramatta's Church Street Mall.

Now in its fourth year, the Multicultural Services Expo aims to provide people from new and emerging communities with information about local services to assist with their settlement in Australia. The annual event is coordinated by the Community Migrant Resource Centre, a community based non-profit organisation working with migrants and refugees in Western Sydney.

Over 40 service providers participated at the event, providing information on a range of topics including legal services, housing, employment and training, health services and consumer rights.

NSW Trustee and Guardian, Public Guardian, Victims Services, Crime Prevention, LawAccess NSW, Diversity Services, Community Justice Centres and Corrective Service Industries were on hand to answer questions and provide information on the many services that Department provides.

Chapter 7

Strategic direction:

Accessible, high quality information and community education

The Department contributes to public understanding of the justice system through a range of ongoing programs, resources and educational events. As well, specific programs target areas of particular community need where understanding of justice processes may be contributing to adverse outcomes. Legal information and information about the Department's services is delivered online as well as at face-to-face meetings, by phone, through participation in community events and road shows, in collaborations with community groups and at formal seminars. In all areas, there is continuous improvement in services for people with disabilities towards achieving equity of access.

Programs and strategies to improve public knowledge and understanding of the justice system are critical to achieving the NSW 2021 goal of improving public confidence in the criminal justice system. Provision of free legal information and resources, including through a highly accessible and professional call centre, contributes significantly to achieving equitable access to justice for all NSW citizens.

In this chapter:

- Providing free legal help by phone and online
- Law Week – law and justice in the community
- Community education and services to victims
- Juvenile Justice community education seminars
- Education for the legal profession
- Open government and access to information
- Aboriginal and Torres Strait Island staff and community engagement

Providing free legal help by phone and online

LawAccess NSW, a partnership between the Department of Police and Justice, Legal Aid NSW, Law Society of NSW and the NSW Bar Association, is a free service providing legal information, referrals and in certain circumstances, advice, to the NSW community. LawAccess NSW's strategic priorities are to increase uptake of service by disadvantaged communities through promotion of the service, service cooperation projects and the development of new resources.

In 2013–14, the service assisted 205,613 customers, representing an increase of almost five per cent on 2012–13, and delivering 21,830 free legal advice sessions. Free legal advice was provided to 90 per cent of customers within two business days of contacting the service. Over 95 per cent of users reported they were highly satisfied with the service.

LawAccess staff also delivered 77 presentations to community groups, workers and agencies and conducted 26 regional outreach visits including visits to Dareton, Buronga, Moree, Wentworth, Coffs Harbour, Nyngan, Merimbula, Dubbo, Trangie and Tumut.

The service participated in more than 40 community events to raise awareness of LawAccess' free legal information and advice services including NAIDOC Week events, Close the Gap Day, International Day of People with Disability, Carers Day Out, Auburn Welcomes You and Law Week events.

LawAssist is a website designed specifically to assist people who are representing themselves in courts and tribunals. Over the past four years, more than 1.2 million people have visited the site. In 2013–14, three new topics were added to the online LawAssist resource Wages and Entitlements, Driving Offences and Crime and Dealing With Your Lawyer. To assist people representing themselves in court, 14 video tutorials on court processes were produced and made available on the LawAssist website.

In the year ahead

In 2014–15, LawAccess will continue development of the LawAssist website providing online tools for customers representing themselves in courts and tribunals. LawAccess will continue to promote the availability of its services through the implementation of communication strategies targeting priority customer groups.

LawAccess NSW will continue to work closely with partners and stakeholders including Legal Aid NSW and Community Legal Centres.

The Australian Productivity Commission has recognised the outstanding work being carried out by LawAccess in its draft report on access to justice. It has recommended that other states and territories adopt a similar model.

Law Week – law and justice in the community

National Law Week is held each year in May and provides an opportunity for government and non-government law and justice service providers to inform and educate the community about legal services. Law Week in NSW is conducted collaboratively by the Department of Police and Justice, the Law Society of NSW, the NSW Police Force, the Legal Information Access Centre, Legal Aid NSW and the NSW Bar Association.

In Law Week 2014, staff from the Department organised and participated in events across the state. The Diversity Services Unit worked with the Fairfield Migrant Resource Centre in hosting a multi-departmental information session attended by more than 150 leaders and elders of Iraqi and Vietnamese communities.

At Belmont Courthouse, this year's Clued-Up Kids competition attracted participation from eight schools from Lake Macquarie and Newcastle.

At Forbes Local Court, Forbes High School year 11 Legal Studies students took part in a successful mock trial considering an incidence

of sole occasional actual bodily harm. The students, who were guided by Binaal Billa Legal Firm, questioned local police officers to determine the facts of the case.

An outreach road show, Bourke to Brewarrina, provided on-the-spot services to disadvantaged clients in outback communities. Participants included the Registry of Births, Deaths and Marriages, Service NSW, Department of Fair Trading, Medicare Local, Centrelink, Roads and Maritime Services and Centacare as well as local Aboriginal community working parties and justice groups.

Community education and services to victims

The education program conducted by Victims Services aims to increase the number of victims accessing the services and information and ensuring all victims grow awareness of available services at victims support organisations across the state. There was particular focus on rural and remote communities which may not have good access to professional development.

During 2013–14, Victims Services conducted 115 community education events (a 50 per cent increase on the previous year) to 4,342 participants in over 30 regional areas in NSW. The team distributed nearly 120,000 publications, 23 per cent more than last year.

The Victim Services website attracted more than 110,000 visitors, who viewed 420,000 pages. The Justice Journey videos were viewed more than 8,000 times on the Justice NSW YouTube channel, a 40 per cent increase on the previous year.

Juvenile Justice community education seminars

Juvenile Justice NSW runs a range of events as part of the agency's Community Engagement Program to educate the public on the juvenile justice system.

Juvenile Justice NSW, in partnership with the Sydney Institute of Criminology, holds seminars on topics relating to the juvenile justice system. In 2013–14, the Institute hosted *Used and Abused?: the Term 'Gang' and its Implications for Ethnic Minority Youth*.

Education for the legal profession

Public Defenders annual criminal conference was sold out this year, establishing once again its value for the profession. A new practical criminal law advocacy course for junior barristers was commenced with positive feedback from the participants. Public Defenders continued to provide speakers for other conferences including the annual Legal Aid NSW and Aboriginal Legal Service (NSW/ACT) conferences.

During 2013–14, the Office of the Legal Services Commissioner (OLSC) implemented a new web-based legal profession management assessment system. The new system enhances risk management assessments and decision-making and reduces costs for both the legal profession and the OLSC. The OLSC also strengthened contacts with the NSW Law Society and Bar Association through an expanded range of meetings with Professional Standards staff and professional committees.

The Legal Profession Admission Board (LPAB) maintained the Diploma in Law course as an affordable and accessible means of achieving the academic requirements for admission as a lawyer in NSW. The LPAB course is the only one of its kind in Australia. In 2014–15, the LPAB will be investigating the possibility of moving to a more advanced computer-based student system and introduce a facility for online enrolments.

Open government and access to information

In March 2014, the Department published its Open Government Plan 2014–15 committing it to achieving the open government principles of transparency, participation, collaboration and innovation.

Within the plan, the aims include, to enhance online access to services making them available anywhere anytime, online communications – including social networks for internal and public dialogue and online mechanisms for community and industry collaboration on innovative solutions.

Actions within the plan are aligned with requirements under the NSW Government Information and Communications Technology Strategy, which includes:

- identify priority datasets for publication at data.nsw.gov.au
- increase open access information available at opengov.nsw.gov.au

- facilitate public participation in the policy development process
- make greater use of social media to communicate with staff, customer and industry
- increase online access to government services
- collaborate with community, industry and research partners to co-design service solutions.

An example of uses of new technologies to provide greater access to government information is the NSW Crime Tool (see below).

Access to information

The Department dealt with over 688 formal applications under the *Government Information (Public Access) Act 2009*, an increase of 5.85 per cent from 2012–13 as well as 1,518 subpoenas and a range of other requests for access to information.

(For more information see Appendix 12.)

New resource for deaf community on LawAccess NSW

A new video resource on the LawAccess NSW website, in 2014, translates the About Us page in Auslan for the Deaf Community.

The resource is part of a communications strategy, which is raising awareness of LawAccess NSW services among people with disability, their families and carers and disability support services as well as enhancing access to the LawAccess NSW telephone service and website.

LawAccess NSW recently became a National Relay Service (NRS) friendly organisation. NRS provides a variety of options for people who are Deaf, hard of hearing or who have a speech impairment to contact LawAccess NSW. A member of the Deaf Community can make contact by choosing the available NRS video relay contact on Skype and communicate with customer service staff or lawyers with the assistance of an Auslan Interpreter.

Aboriginal and Torres Strait Island staff and community engagement

Corrective Services Aboriginal Staff Network and community engagement

In 2013–14, the Aboriginal Staff Network meeting was held in Tabulam, attended by approximately 70 staff, members of Aboriginal external service providers and community members from the Bundjulong people. Children from Tabulam Primary School performed cultural dancing and painted all signage for the event as a school activity. In return, CSI donated bench seating for the school's cultural area and picnic tables for their outdoor learning centre. Offenders from the Balund-a Program installed the benches and tables. Parramatta Rugby Leagues Club donated merchandise packages for the children in appreciation for their efforts.

Juvenile Justice Aboriginal Staff Mentoring Program

In 2013–14, Juvenile Justice implemented the second Aboriginal and Torres Strait Islander Mentoring Program which engaged 24 mentors and mentees. The Program aims to:

- Provide a structured mentoring experience that results in positive outcomes.
- Engage Aboriginal mentees and facilitate their self-development.
- Engage mentors to encourage and help mentees develop their talents, skills and act on their career aspirations.
- Promote a culture of self-directed work-based learning and leadership.

The Juvenile Justice Aboriginal Strategic Advisory Committee also provides Aboriginal and Torres Strait Islander staff with the opportunity to provide guidance to the Juvenile Justice Chief Executive on Aboriginal issues. The Committee also helps build a stronger evidence base about what works and how Juvenile Justice services can deliver better outcomes for Aboriginal clients.

Timely and effective resolution of civil and criminal matters is fundamental to civil society and critical to public confidence in the justice system.

In 2013–14, the NSW courts and tribunal system, supported and administered by the Department, continued to exceed the state's nominated key performance indicators as well as being leaders in results for productivity measures across the country.

Among the Department's key initiatives are investments in new technologies which, in many cases, reduce time and costs both for individuals and for the Department.

In the case of civil matters, alternative dispute resolution is now a common part of justice processes offered in the first stages of proceedings. This service allows parties an opportunity to find agreement within a supported environment saving the time and expense of an arbitrated resolution.

In this chapter:

- Efficiency and equity in the court system
- Technology innovations in NSW courts
- Alternative dispute resolution

Chapter 8

Strategic direction:

Timely and effective resolution of disputes, civil and criminal matters

Efficiency and equity in the court system

The courts and tribunals system in NSW comprises 164 courts and tribunals, including 128 in rural and regional areas. In addition, the Department provides administrative and corporate support to a further 14 state courts and tribunals.

Courts and tribunals in NSW are presided over by independent judges, magistrates and judicial officers. The Department's Courts and Tribunal Services Division administers the court system, employing registrars who manage the courts and tribunals and registry staff, reporting services staff, Sheriff's Officers, library services and an Alternative Dispute Resolution Directorate.

Court performance

In 2013–14, the NSW Courts achieved clearance rates above State Plan key performance indicators.

At 30 June 2014, in Local Courts, 95.7 per cent of pending criminal matters were less than six months old, achieving well over the target of 90 per cent.

In the District Court, 78.2 per cent of pending civil matters were less than 12 months old against a target of 75 per cent.

NSW Courts continue to be national leaders in key productivity measures. According to the latest available statistics in the Productivity Commission's Report on Government Services 2014, in 2012–13:

- NSW Local Courts have been the most efficient in the nation for the sixth year running
- NSW Local Courts and Children's Courts had the lowest backlog for criminal and civil matters in Australia
- the District Court recorded the second lowest backlog for civil and criminal cases older than 12 months
- the Coroner's Court remained the best performing coronial jurisdiction in Australia
- the NSW Supreme Court increased its overall clearance rate and recorded a rate of 131 per cent – the second highest in the nation.

Table 7.1 Local Court performance against State Plan key performance indicators

Year	2009–10	2010–11	2011–12	2012–13	State Plan target	2013–14
Criminal matters less than 6 months old	89%	89%	95%	96%	90%	96%

Table 7.2 District Court performance against State Plan key performance indicators

Year	2009–10	2010–11	2011–12	2012–13	State Plan target	2013–14
Criminal matters less than 12 months old	83%	77%	78%	80%	75%	78%

Technology innovation in NSW Courts

Joined Up Justice

The Joined Up Justice Police Project, completed in June 2014, allows near real-time electronic exchange of data between courts, the NSW Police Force, Corrective Services NSW and NSW Juvenile Justice improving the efficiency, timeliness and accuracy of the criminal justice system.

In an Australian first, court rules were changed to permit electronic signatures for arrest warrants and Apprehended Violence Orders (AVOs). This change not only improves flow of information from the courts to the NSW Police Force but also accuracy of information. Reducing the amount of time spent investigating and resolving errors between the two agencies is generating significant savings.

The new, timely exchange of information means police officers avoid wrongful arrest and can more speedily apprehend dangerous people at large. In the case of improved exchange of AVOs, police now receive bails associated with AVO proceedings automatically, improving protection for domestic violence victims.

In addition:

- amendments to the NSW Police Force Child Protection Register provides front line police officers across the state with visibility of prohibition orders and their expiry dates
- information on bails and adjournments from the higher courts is now transferred and for the first time, police have visibility of multiple future court dates
- through the electronic Court Attendance Notices (eCANs) the State Debt Recovery Office can lodge court attendance notices electronically with an estimated 20,000 removed from manual processing.

This jointly managed and funded project has become a model for other initiatives within the Justice Cluster. The current automation project for indictments between the Department and

the Office of the Director of Public Prosecutions was based on the principles developed with the Joined Up Justice Police Project.

Justice Audio Visual Link and Court Technology

Court technology including video conferencing and remote witness and evidence playback has continued to be updated and installed in courts and tribunals across the state.

Video conferencing facilities now operate in 411 courts, correctional centres and other justice agency sites. This reduces the need to transport inmates to court and improves the safety and efficiency of the justice system.

There are currently 92 remote witness facilities in 82 NSW metropolitan and regional courts, allowing evidence to be presented into 170 courtrooms. Remote witness facilities are aimed especially at vulnerable witnesses, so that they can avoid the trauma of confronting the accused and give evidence remotely from a secure environment

In total, 161 courtrooms have the capability to play evidence from a range of different media including DVD, CD, audio cassette, VHS, PCs and notebook computers.

During 2013–14, the following changes were made in NSW courts.

- Additional video conferencing equipment was installed at six Local and Children's Courts.
- Video conferencing and remote witness technology was upgraded or installed at seven court locations (including four children's courts).
- Existing ISDN videoconferencing sites were converted to IP.
- IP based infrastructure was provided for remote parties to connect to courthouses for providing witness testimony.
- Professional legal suites were installed in 10 courthouses for video based legal visits to detainees including nine Children's Court locations.

- Videoconferencing facilities were upgraded at various sites including Juvenile Justice, Legal Aid, Registry of Births, Deaths and Marriages and Public Defender's Office.
- Dedicated equipment for evidence playback was introduced in new courts.
- Approximately 65,000 Audio Visual Link (AVL) sessions were held.

In the year ahead

Forty million dollars has been allocated over four years to commence the Justice Audio Visual Link Consolidation Project to enable major reform of court and participant processes using enhanced AVL technology.

Commencement of the eIndictments Project

The eIndictments Project commenced in late 2013 to implement an electronic exchange of information from the Office of the Director of Public Prosecutions (ODPP) to the courts. The system, supported by organisational and process changes, ensures indictment information is current, accurate and consistent across the justice sector.

In the year ahead

The \$3.5 million project is planned for completion in December 2014.

Multi-Court Remote Monitoring in Sydney CBD

Multi-Court Remote Monitoring (MCRM), in use at courts located in the Parramatta Justice Precinct, was installed in the Downing Centre/ John Maddison Tower complex in January 2014.

MCRM allows up to four courts to be monitored at the same time by one person, generating both productivity savings and opportunity for improvements in service delivery.

In the year ahead

In 2014–15, there will be an expansion of the MCRM network to include all courts in the

Sydney CBD, and in major suburban and regional locations within the Justice Cluster Audio Visual Link Consolidation Project.

Digital Audio Technology in Local Courts

In 2013–14, new PC-based digital audio technology (DAT) equipment was installed in all high volume courts and mobile devices purchased for all low volume locations. This system creates a digital audio file and log file, which can then be stored and retrieved across the Department's digital network for transcription purposes.

The replacement of analogue recording equipment with DAT is being progressively implemented. Just over half of all NSW courtrooms had relied on analogue multi-track recording systems, out of production for a decade. Newer digital recording software allows transcripts to be digitally annotated and linked to digital case files.

The Department has significant experience in undertaking DAT installation projects, with courts converted in 2008 (Supreme Court, District Court, Land and Environment Court) and again in 2011 (District Court, major Local Court locations).

Alternative Dispute Resolution

Alternative Dispute Resolution Directorate/Community Justice Centres

Community Justice Centres (CJC) continue to receive referrals through government and community organisations.

In 2013–14, CJC focused on increasing awareness of its mediation services among community and public housing providers to assist in resolving disputes that may otherwise escalate to require police and/or court resources.

Meetings and presentations were held with North Coast Community Housing at Lismore; Compass Housing at Tuggarah, Greenhills, Muswellbrook and Maitland; Tenants Union

NSW; Housing NSW head office and Housing NSW regional offices for Inner City and Surry Hills, Queanbeyan, Wagga Wagga, Goulburn, Griffith, Albury, Nowra, Bathurst and Lismore; NSW Federation of Community Housing Association; Link Housing at Chatswood; Bridge Housing at Redfern with properties across Sydney; St George Community Housing; Argyle Community Housing with properties in Campbelltown, Bowral, Queanbeyan and Wagga Wagga.

Over that time, the proportion of CJC referrals from housing providers has grown from 1.5 per cent to 2.5 per cent of referrals and further increases are anticipated with continued work in the area.

In 2013–14, CJC received 32,692 phone calls and finalised 4405 referral files. At the Centres, 1,489 mediation sessions were arranged and 1,372 mediation sessions held. Of the matters that went to mediation, 79 per cent reached an agreement.

Mediation as part of court processes

Supreme Court

In 2013, 1,088 matters were referred to mediation in the Supreme Court with 671 listed and 55 per cent settled – the highest result in over five years.

District Court

In 2013, the Sydney District Court referred 648 matters to mediation with 565 referred to private mediation and 83 to court-provided mediation. Approximately 49 per cent of matters referred to mediation were settled.

Land and Environment Court

In 2013–14, the Land and Environment Court conducted mediation on 20 matters with 85 per cent settled. In total, 427 matters had conciliation conferences of which 284 settled pre-hearing delivering a success rate of 66.5 per cent.

Armidale Courthouse

The old Armidale Courthouse, built in the 1850s, began its case work in an era where horse thievery, sheep duffing and public drunkenness were common. While renovations over the years had kept the building up to date with some technologies, there was no getting around the court's location in the middle of a shopping mall and the problems of conducting a modern court process within the built amenity of a past era.

The biggest problems were the lack of space, lack of public amenity and lack of facilities to afford privacy. For example, there were no public toilets so those attending court would be sent around the corner to public council amenities. Those in custody found themselves being walked across the mall to get the court where the small waiting area meant mingling of jurors and defendants. On busy winter days many were literally out in the cold.

The new Armidale Courthouse opened for business on 6 January 2014.

The new building, costing some \$16 million, has 11 interview rooms for use by the legal profession, justices of the peace and other legal services one of which has an audio-visual link so lawyers can interview clients in prison. There is plenty of public space and, as the Courthouse is now adjacent to the Police Station, far easier and private movement of defendants in and out of the court.

The new building also houses state-of-the-art audio visual equipment allowing prisoners to appear via video at their first hearings saving thousands of dollars in transport costs.

Chapter 9

Strategic direction:

Law reform and evidence-based justice policy and research

Key to the Department meeting contemporary challenges in the provision of justice services is a continual review of laws, policies and programs informed by high quality analysis of data generated in targeted investigations.

Gathering and analysis of justice-related information informs an understanding of the efficacy of past efforts as well as providing a solid basis of knowledge for new approaches to existing and emerging issues. Several units, within the Department, contribute to research on issues relating to justice services with the primary responsibility falling to the Bureau of Crime Statistics and Research.

In this chapter:

- Research on contemporary justice issues
- Legal services and law reform
- Law Reform Commission
- Sentencing Council
- Australasian Juvenile Justice Administrators

Research on contemporary justice issues

The NSW Bureau of Crime Statistics and Research (BOCSAR) provides policy-makers and the public with timely, useful and objective information about crime and criminal justice in NSW. Research is conducted 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. Resulting research and statistical reports represent a significant contribution to the NSW Department of Police and Justice meeting its strategic priorities.

In 2013–14, BOCSAR contributed to Department objectives with:

- release of 18 research reports including four focused on re-offending
- launch of the online NSW Crime Mapping Tool (see page 95)
- release of nine statistical reports, including four crime quarterly reports and the annual criminal court statistics report and a new quarterly series on custody in NSW (see Appendix 25).

As well as producing research, BOCSAR provides specialist advice that helps the Department set its crime prevention priorities, evaluate the services provided to offenders, determine which policies and programs are working and assess the efficiency, effectiveness and fairness of the criminal court system.

Research reports

In 2013–14, BOCSAR completed four research projects that considered re-offending:

- The impact of intensive correction orders on re-offending
- Rates of recidivism among offenders referred to Forum Sentencing

- Community Service Orders and Bonds: A comparison of re-offending
- Does CREDIT reduce the risk of re-offending?

Experts from the Centre of Data Linkage at Curtin University were engaged to assess the accuracy and logic of the matching processes applied to link court records to build the Re-offending Database. The appraisal confirmed that matching processes are robust, rigorous and consistent with industry practice.

In addition, the following reports were released:

Crime prevention

- An update of long-term trends in property and violent crime in New South Wales 1990 to 2013
- NSW Police Recorded Female Persons of Interest: Has there been an increase in the 10 years to June 2013?
- Trends in property and illicit drug crime around the Medically Supervised Injecting Centre in Kings Cross: 2012 update
- The Great Property Crime Drop: A regional analysis
- The decline in robbery and theft: Inter-state comparisons
- Is the decrease in assaults at licensed premises being driven by changes in staff reporting rates

Diversionsary programs

- Health and wellbeing outcomes for defendants entering the Alcohol-MERIT program

Management of offenders in custody

- Forecasting prison populations using sentencing and arrest data
- Youths in custody in NSW: Aspirations and strategies for the future

Reducing re-offending

- Why is the NSW prison population growing?
- Measuring recidivism: Police versus court data
- Participant satisfaction with Youth Justice Conferences

Supporting vulnerable participants in the justice system

- Reporting Violence to Police: A survey of victims attending domestic violence services
- Understanding the relationship between crime victimisation and mental health: A longitudinal analysis of population data

In the year ahead:

In 2014–15 there are plans to:

- evaluate several Government programs aimed at reducing re-offending including: the Intensive Supervision Program for juvenile offenders; post-release supervision orders and whether legal aid for Apprehended Domestic Violence Order (ADVO) defendants reduces breaches
- complete a simulation model of the NSW prison system which will allow assessment of the influence of policy changes on the prison population and
- release results of the latest survey into community confidence in the criminal justice system following similar surveys in 2008 and 2011.

During 2013–14, BOCSAR and Corrective Services collaborated on two research/data projects. The resulting reports titled: Why is the NSW prison population growing? and Forecasting prison populations using sentencing and arrest data are considered part of regular long-term infrastructure planning based on effective prison population forecasting models.

An ongoing partnership between Corrective Services and BOCSAR has been finalised to achieve ongoing, transparent evaluation and monitoring of Corrective Services programs. Corrective Services will provide data for BOCSAR to undertake evaluation of high-intensity programs. Corrective Services has prioritised the Custody Based Intensive Treatment for sex offenders, the Violent Offenders Therapeutic Programs, and the Intensive Drug and Alcohol Treatment Programs for evaluation.

Legal services and law reform

The Department's Justice Policy and Legal Services Division is responsible for developing reforms to law and justice policy and implementing the legislative program of the Attorney General and Minister for Justice. About one quarter of all public laws come within the administration of the Justice portfolio, a figure indicating the importance of this role in the NSW justice system.

The Division also provides a broad range of legal and related services. These services include the admission of lawyers to practice, the regulation of legal practitioners, the protection of consumers through professional standards, the representation of accused in criminal trials, the management of civil litigation involving the Department, and the development of legal service policy for the public sector.

During 2013–14, the Division contributed to the enactment of legislation to support the Uniform Legal Profession Framework, which will regulate the legal profession in NSW, Victoria and other states, covering 70 per cent of the legal profession in Australia. The Division assisted with legislative change required in the creation of the NSW Civil and Administrative Tribunal (see page 93) and affected the creation of the role of Inspector of Custodial Services.

In a major piece of reform, in May 2014, the new *Bail Act 2013* was commenced. The new Act replaced complex legislation that had been amended 85 times in 36 years. Rather than linking a presumption of bail suitability to the offence, the new Act incorporates a risk management approach to bail decisions, that is, the risk the accused person poses to victims or the community and the likelihood of them not turning up to court. In 2014–15, the implementation and operation of the Act will be reviewed to ensure it is meeting its objectives.

Justice Policy

In 2013–14, the Justice Policy unit was responsible for numerous legislative reforms passed by the NSW Parliament. Significant reforms, further to those above, include:

- legislation providing for police issued domestic violence orders
- reform of the law of provocation
- new offences relating to psychoactive substances
- reforms to the Industrial Relations Commission, in response to the Commission's declining workload
- changes to police powers of arrest without warrant, and
- reforms relating to births certificates for children adopted from overseas.

See Appendix 18 for full list of legislation and policies.

In the year ahead

In 2014–15, Justice Policy will work on a number of significant projects, including:

- implementing legislative reforms arising from the Government's response to the Law Reform Commission report on diversion of people with mental health and cognitive impairments in the criminal justice system

- developing options for reform to improve access to justice and services for victims of child sexual abuse arising from the work of the Royal Commission into Institutional Responses to Child Sexual Abuse
- amending legislation dealing with high risk sex and violent offenders
- working with partnership with other agencies to develop an accommodation strategy for forensic patients
- reforms that will facilitate an increase in the broadcasting of court judgements
- amending the Bail Act following a review by a former Attorney General
- facilitating the use of body-worn video cameras by front line police officers.

Justice Legal

In 2013–14, the Justice Legal unit:

- provided representation and assistance for 123 people summonsed to appear before the Independent Commission Against Corruption, Police Integrity Commission and other inquiries
- assisted the Coroner in 10 inquests and assisted in a further 11 ongoing inquests and inquiries
- continued to enhance services provided by the Guardian ad Litem panel through the provision of 47 appointments – 2013–14 was the first year that Justice Legal successfully appointed indigenous guardians to indigenous subject persons
- led and hosted Government Information (Public Access) meetings for justice cluster agencies to standardise guidelines and procedures.

In 2013–14, there was a significant increase in the workload relating to the *Crimes (High Risk Offenders) Act 2006*. In this period, Justice Legal opened 50 new matters in relation to possible applications under the Act.

Justice Legal now has responsibilities under amendments to the *Mental Health (Forensic Provisions) Act 2009* that provide for an application to the Supreme Court for an extension order in relation to a forensic patient subject to a limiting term that represents an unacceptable risk to the community. The first such application was made under these amendments in 2013–14.

In the year ahead

In 2014–15, Justice Legal will continue to implement a consistent litigation risk analysis and management system.

Law Reform Commission

In 2013–14, the NSW Law Reform Commission produced two major reports on sentencing and criminal appeals. The Commission also made substantial progress on another three references, received in March 2013, on early appropriate guilty pleas, parole and statutory provisions on dispute resolution. It expects to complete these in 2014–15.

The Commission's work is based on extensive consultation. Across its references in 2013–14, the Commission conducted 38 consultation meetings, including many round-table discussions involving multiple stakeholder groups, and received a large number of submissions. The Commission visited Wagga Wagga to discuss parole. The Commission maintains an active electronic media presence through twitter and email news update service.

In the year ahead

The Commission plans to publish reports on parole and early guilty pleas.

Sentencing Council

In 2013–14, the Sentencing Council has continued to monitor sentencing trends and issues and produced its annual report (the 2013 Sentencing Council Annual Report remains under government consideration). It also produced, urgently, an interim report and a final report on Standard Minimum Parole Periods for government. Those reports involved extensive analysis of the data, and consultation with stakeholders. The Council provided assistance in updating a sentencing information package provided to victims of crime and is currently focusing work on its public education functions.

Australasian Juvenile Justice Administrators

Australasian Juvenile Justice Administrators (AJJA) comprises Australian and New Zealand juvenile justice administrators, who work collaboratively to lead and influence the development of youth justice systems.

In 2013–14, AJJA continued the development of working partnerships with data and research agencies including the Australian Institute of Health and Welfare (AIHW) and the Australian Institute of Criminology. A Memorandum of Understanding has been signed between states, territories and the AIHW for the continued collection of the National Minimum Data Set.

AJJA has continued to contribute to national youth justice policy and the practice and research agenda and is currently undertaking research on Trauma Informed Practice.

The Corporate Services Division of the Department is comprised of five functional areas that provide services to the Department's staff that, in turn, enable the Department's frontline staff to provide services to the NSW community.

The Corporate Service Division aims to provide business-focused services effectively and efficiently, using a Centres of Excellence approach to harness expertise across the organisation, realise efficiencies and maintain high standards in all functional areas.

The five functional areas providing services to the Department are asset management, finance, human resources, information and communications technology, and procurement.

In this chapter:

- Corporate services for the whole department
- Asset management
- Finance
- Human resources
- Information and communications technology
- Procurement
- Justice Cluster Shared Corporate Services

Chapter 10

Strategic direction:

Business-focused corporate services via Centres of Excellence

Corporate services for the whole Department

In 2013–14, the Department of Police and Justice commenced a review delivery of corporate services aligned to the directive from government on required corporate services reform.

The Department's Executive team and the Corporate Services leadership group participated in a series of consultations and workshops over several months to confirm goals and deliverables, products and services, performance standards and the operating model.

The resulting Corporate Services Transformation Program will affect some priority changes within the first six months and a full transformation within two years.

In the year ahead:

In 2014–15, the Department is establishing a Corporate Services Management Office (CSMO) within the Principal Department to strengthen capacity to lead the reform of Corporate Services across the Police and Justice Cluster. The CSMO will be accountable to the Department's executive team.

Asset management

Asset Management Services is responsible for the delivery of the department's capital works program, maintenance of operational facilities, strategic asset planning, and management of office accommodation and fleet services. In 2013–14 the achievements of the branch included:

- completing the \$40 million Cobham Juvenile Justice Centre upgrade
- completing the \$29 million redevelopment of the Riverina Juvenile Justice Centre
- completing construction of the new \$17 million Armidale Courthouse which opened in January 2014
- design and development approval for a \$19.5 million upgrade of the Wagga Wagga Courthouse

- design and development approval for a \$17.5 million upgrade of the Wollongong Courthouse
- continuing construction of the \$90 million Newcastle Justice Precinct and \$51 million Coffs Harbour Justice Precinct
- ongoing \$184 million Small Court Upgrade Program delivering improved disability access, safety and security enhancements, and general refurbishment across the 128 court locations across NSW that service rural and regional communities
- consolidating the maintenance programs of Juvenile Justice, Trustee and Guardian, and Registry of Births, Deaths and Marriages under the umbrella of the existing maintenance contract for Courts and Tribunals, delivering significant cost savings and service improvement and
- implementing recommendations of the government Fleet Efficiency Review to remove under-utilised vehicles from the Department's generic passenger vehicle fleet.

A significant achievement was the preparation of the department's 2014–15 Total Asset Management (TAM) Plan submission, which was instrumental in obtaining nearly \$182 million in new major capital funding for works across a range of construction and information technology transformation projects over the next four years.

Finance

Financial Services has contributed to the consolidation of finance functions across the Department's divisions and offices by providing coordinated reporting and responses to numerous requests over the course of the reporting year, including expense savings, financial results against budget, financial forecasting of results, monitoring and forecasting of cashflows and capital expenditure and actively managing the relationship with NSW Treasury.

During 2013–14, Finance has managed various financial issues, including the introduction of a monthly one page financial overview of Corrective Services, the implementation of SAP financial software system as a complete finance processing tool and the development of a standard financial forecasting methodology across all finance functions within the Department.

The 2013–14 year saw the start of implementation of a purchasing cards system to reduce the dependency on payment methods such as cash and cheques for small value purchases and the reimbursement of staff expenditure. This process forms part of a general initiative to replace manual transactions with fast and secure electronic payment methods for members of the community and businesses dealing with government services.

Human resources

In 2013–14, Human Resources worked with the NSW Public Service Commission on a number of public sector-wide initiatives. With the introduction of the *Government Sector Employment Act 2013* (GSE Act) in February 2014, Human Resources took the lead in the Department and for the Police and Justice Cluster to implement reforms to workforce planning, capability and development.

Activities relating to sector-wide initiatives included:

- facilitating Secretary-led briefings of business unit managers about the GSE reform, results, feedback and suggested actions arising from the People Matters survey into the NSW Public Sector
- providing a Police and Justice Cluster lead for the Senior Executive Implementation across the Police and Justice Cluster
- providing input and feedback in shaping new policies under the GSE legislation to actively promote the concept of a mobile and modern workforce

- implementing the Performance Development Framework
- implementing the Capability Framework.

As part of the implementation of the GSE Act, in 2013–14, new role descriptions were developed and evaluated for the Department using the Public Service Commission's Work Level Standards and Capability Framework. Also in alignment with GSE changes, new recruitment processes were developed to include comparative and suitability assessments. Review of recruitment processes has identified many duplicated steps ultimately leading to long-term efficiencies across divisions.

A new Employee Assistance Program contract was awarded for the Department and a contractor management framework was introduced within Juvenile Justice to better manage associated risks.

Over the course of the year, Human Resources managed various disciplinary cases, handled investigations and grievances, and managed industrial relations issues with the Public Service Association and other unions.

Training is currently delivered within three of the Divisions of the Department (Corrective Services, Juvenile Justice and Corporate Services). Training ranges from Correctional Supervisor training, and Offender Management Systems to Leadership training, Bullying and Harassment training and desktop computer skills.

Information and communications technology

In 2013–14, Information Technology Services (ITS) established a governance framework to deliver against the Information and Communications Technology (ICT) Strategic Plan 2013–2017, including the development of the ICT Consolidation Optimisation Remediation and Enhancement (CORE) Program. The CORE

Program establishes a unified approach to technology investment across the Department and ensures initiatives are aligned to the Department's strategic goals.

ITS has worked in close collaboration with various business units to deliver a range of ICT projects that support key business objectives.

These have included:

- Joined Up Justice including implementation of bail reform, electronic warrants and Apprehended Violence Orders outcomes
- completion of the Justice Infrastructure Renewal Program remediating critical business risks in the former Attorney General's Division ICT infrastructure
- support for the Courts and Tribunal Services portfolio including the expansion of online registry and the development of the Jury Management System
- enhancements to justice audio visual systems including migration to more flexible and cost effective technologies
- consolidation of the Department of Police and Justice wide area network including a shared internet and intranet platform for the Department
- delivery of enhancements to the Juvenile Justice Client Information Management System.

Information Technology Services also worked closely with the Office of Finance and Services on key initiatives in support of the NSW Government ICT Strategy. The Department has been a key participant in the whole-of-government data centre program, government identity management program and transactional services (Service NSW) working group.

Procurement

Commencing 1 October 2013, the Department achieved a level 2B accreditation under the Agency Accreditation Scheme for Goods and Services Procurement. This accreditation permits the Department to conduct

procurement activities for goods and services to a maximum contract value of \$20 million.

Accreditation is for a period of three years and is subject to compliance with the Scheme's guidelines.

As an accredited agency, the Department now has the responsibility to:

- use whole-of-government contracts where available
- make agency-specific contracts available to the Office of Finance and Services and other agencies
- participate in periodic accreditation reviews, and
- submit the required accreditation reports.

From the accreditation assessment, the Department was provided with an Improvement Plan comprising 37 improvement initiatives designed to implement best practice standards. Procurement Services is now implementing solutions for each of these initiatives, with a quarterly progress report provided to NSW Procurement.

Justice Shared Corporate Services

Funding for the Justice Cluster Shared Corporate Services (JSCS) Program commenced in 2013–14. During 2013–14, JSCS initiated, funded, delivered and/or supported a number of upstream initiatives and activities designed to lay the foundation for sustainable Corporate Services reforms across the Department and Cluster. This work included development and implementation of repeatable, reusable and consistent frameworks, methodologies and toolsets designed to streamline reform activities by facilitating consistency in approach, application and reporting thereby enhancing reform governance.

Within the administration of the justice system are responsibilities for involuntary participants such as a victims of crime as well as those whose circumstance or capacities require particular attention or support.

A number of programs are in place across the Department's divisions to support victims of crime including counselling and financial assistance as well as restorative justice initiatives and a tailored program to keep victims informed of the detention status of perpetrators.

Programs assisting vulnerable participants in the justice system include providing services for people with decision-making disabilities, increasing opportunities to divert offenders with a mental illness from custody into treatment, increasing successful participation of offenders with a cognitive disability in court-based diversion programs, and meaningfully engagement with emerging communities. A number of these service outcomes are addressed in other chapters of this annual report.

In this chapter:

- The Domestic Violence Justice Strategy
- The Victims Support Scheme
- Restorative justice
- Victims Registers
- Families and Friends of Missing Persons: Promoting inclusion through connection, accountability and consultation
- Remote Witness Room Guidelines updated
- Justice Journey mobile application

Chapter 11

Strategic direction:

Support for vulnerable participants in the justice system

The Domestic Violence Justice Strategy

The *Domestic Violence Justice Strategy 2013–2017* provides NSW justice agencies with a framework for a coordinated and effective response to domestic violence.

In 2013–14, progress continued on the implementation of the Strategy. Legislative amendments were passed to allow senior police to determine applications for provisional Apprehended Domestic Violence Orders (ADVOs). These new powers, which became operational on 23 May 2014, improve victim protection by affording a more immediate response to reports of domestic violence.

Legislative amendments were also passed to allow information sharing between government and non-government services to improve the safety of victims and better facilitate their access to support services.

To improve court processes in domestic violence matters, specialist training was introduced and provided for police prosecutors to improve their awareness of issues around domestic violence. Increased information and support was also made available to victims prior to a matter being heard.

Work continued on the development of a coordinated response to the management of risk and improved referral pathways to ensure victims and their children receive appropriate and relevant support and interventions based on their needs.

New procedures were established ensuring routine referral of ADVO defendants to LawAccess (see page 99) for legal information and advice on ADVO compliance.

Training for the NSW Police Force was implemented towards achieving improved evidence collection procedures and consequent active prosecution of domestic violence cases

In the year ahead

A coordinated interagency risk management process will be implemented to increase safety to domestic violence victims and facilitate their access to domestic violence support services.

Reforms will be introduced to enhance victims' ability to give evidence in domestic violence cases.

Strategies to improve defendants' compliance with ADVOs and access to men's behaviour change programs will be explored and a Domestic Violence Offender Management Plan and an Aboriginal Family Violence Plan will be developed.

Research will be undertaken on effective responses to breach ADVO matters, building an evidence base on the prevalence and effectiveness of exclusion orders, and effective responses for victims with complex needs.

Apprehended Domestic Violence Orders

Legislative amendments to the *Crimes (Domestic and Personal Violence) Act 2007* to allow the senior police to determine applications for provisional ADVOs were passed and NSW Police Force commenced using these powers on 27 May 2014.

The amendments also provide the Police with enhanced powers to direct and detain defendants for the purposes of applying for and serving provisional ADVOs.

The amendments will improve the immediate safety of victims by giving police greater powers to respond immediately to urgent situations of domestic violence and increase operational efficiencies for the NSW Police Force. The amendments do not affect Apprehended Personal Violence Orders.

In the year ahead

In 2014–15, the reforms will be closely monitored to ensure they are having their intended impact on improving victims' safety, and that the new powers are operating efficiently and fairly.

Safer Pathway

A key element of NSW Government, Domestic and Family Violence Framework for Reform – It Stops Here, is a new streamlined referral system for all victims who are ‘at threat’ or at ‘serious threat’ to their life, health or safety as a result of domestic and family violence. The new referral system, known as Safer Pathway is intended to secure the safety of victims and their children by prioritising those at highest risk and ensuring a quick, coordinated response by service providers to all victims.

Victims Services has developed the web-based platform, which acts as the Central Referral Point to operate the Safer Pathway system. The Safer Pathway system has the capacity to accept automatic referrals from NSW Police Force and, later, will also have the capacity to accept referrals from all other government and non-government agencies. The system automatically allocates referrals by gender and postcode to Local Coordination Points (LCPs) that provide an integrated response to victims. The Women’s Domestic Violence Court Assistance Service will operate the LCPs for all female victims, while Victims Services will operate the LCP for all male victims. Victims Services will also oversee the Safer Pathway system, including reporting, re-allocation of referrals and creation of new LCPs as the project is implemented across the state.

Men’s behaviour change programs

The Department of Justice has introduced minimum standards for men’s domestic violence behaviour change programs to ensure all programs in NSW reflect good practice and are safe and effective in changing the behaviour of perpetrators of domestic violence. While there is room for variation in the methods and approaches adopted by program providers, these minimum standards set benchmarks that apply to all programs.

In NSW, there is currently a range of men’s domestic violence behaviour change group programs. Programs are provided by government agencies as well as non-

government services. They may be delivered in custodial settings, by welfare groups and counselling services. Currently there are six community providers delivering programs in 13 locations that are all compliant with the minimum standards.

In the year ahead

A planned review of the NSW Minimum Standards is proposed for the end of 2014. In addition, under the Domestic Violence Justice Strategy work is progressing to identify how strategies to reduce domestic violence re-offending can be strengthened, and how access to men’s behaviour change programs can be improved.

The Victims Support Scheme

Following recommendations in the Long-term Viability Review of the Victims Compensation Fund and Scheme, the *Victims Rights and Support Act 2013* commenced on 3 June 2013.

Under the Act, the new scheme is designed to provide faster support to victims and has four pillars of support:

- counselling
- immediate assistance, including relocation costs, urgent medical expenses and funeral costs
- financial assistance, including loss of earnings and medical expenses
- recognition payment in recognition of the violence and trauma experienced.

In 2013–14, the Victims Services unit implemented the new scheme including streamlining practices and procedures to adhere to the objects of the legislation and establishment of a quality assurance framework. In 2013–14, 9,899 people applied for support (10,489 unique applications were received with some victims lodging multiple claims. The types of support applied for included recognition payments (5,580),

financial assistance (2,782) and counselling (6,865). There was an increase of 14 per cent in approved counselling hours (91,267) from 2012–13.

Key performance indicators

Research indicates:

- 97 per cent of victims are satisfied with the approved counselling service (as measured in an ongoing survey)
- 95 per cent of payments to approved counsellors are made within 28 working days of receipt of invoice
- 99 per cent of potential restitution action commenced within a two-year period
- 81 per cent of applications for 10 hours of initial counselling processed within two working days.

The Victims Services unit finalised over 54 per cent of applications for support lodged but not finalised under the previous Victims Compensation Scheme.

In the year ahead

Victims services unit has commenced pilot programs for group work in:

- supporting male victims of child sexual assault
- developing resilience in child victims.

Restorative justice

The Corrective Services Restorative Justice Unit facilitates a range of other restorative justice processes at the post-sentence stage of the criminal justice system and manages the Victims Register for victims of sentenced adult offenders in NSW.

The Unit works closely with key stakeholders such as NSW victim support and advocacy groups including the Homicide Victims Support Group, Enough is Enough Anti Violence Movement and Victims of Crime Assistance League.

In 2013–14, research was undertaken by the University of NSW to examine the

prospects and issues relating to the use of restorative justice processes. The study found that Corrective Services victim-offender conferencing is a therapeutically driven model of restorative justice that rests on the principle of doing no harm; and that the Restorative Justice Unit is successfully meeting the unmet justice needs of victims and offenders in the aftermath of serious (often violent) crime.

Since 1999, the Unit has facilitated 201 Restorative Justice Conferences and mediations.

Victims Registers

Corrective Services Victims Register

In 2013–14, on average close to 1,200 victims were registered on the Victims Register at any given time. In 2013–14, 195 new victims of crime applied to be registered. Registered victims can choose to make submissions to the State Parole Authority or the Serious Offenders Review Council in respect of a particular offender being considered for release on parole or for participation in external leave programs.

In 2013–14, 43 registered victims were invited to make submissions concerning a reduction in a particular inmate's security classification to allow for external leave. This was lower than in the previous year (59). Another 139 registered victims were invited to make written submissions concerning the granting of parole to a particular offender.

The increased response rate is attributed to the Restorative Justice unit's continued focus on increasing individualised case management of victim registrations to give victims a voice in the justice process.

Juvenile Justice Victims Register

In accordance with the *Crimes (Administration of Sentences) Act 1999*, Juvenile Justice maintains a Victims Register that has been operating since December 1998. The Policy and Government Relations Branch undertakes the administration of the Victims Register.

Victims are usually referred to Juvenile Justice by other agencies such as Corrective Services, the Office of the Director of Public Prosecutions and the NSW Police Force.

Families and Friends of Missing Persons: Promoting inclusion through connection, accountability and consultation

The Families and Friends of Missing Persons Unit (FFMPU) Group Work Program supports those who live with the loss of a missing person. It commenced in 2010 as a single group, and has grown to six groups across NSW. It reaches families through face-to-face contact, Skype, Facebook, phone and email. The constantly evolving program responds to the needs of this often isolated client group. Two FFMPU team members facilitate meetings, which offer family and friends the opportunity to connect with others for support and information. A number of resources have been developed to meet the previously unaddressed needs of families, and gives them a voice to articulate their unique experience.

Drawing on the experiences and insights of those experiencing someone missing, the Unit has developed a range of online and hard copy resources including In the Loop – Young People Talking About Missing, a Quilt for Missing People Companion Book, and a Guide to Coronial Services in NSW for families and friends of missing people.

In 2013–14, the team developed a new resource, Missing People: a Guide for Family Members and Service Providers.

Remote Witness Room Guidelines updated

In 2013–14, the Remote Witness Room Guidelines were reviewed and updated. The Remote Witness Room Working Group was established to review the operation of remote witness rooms across NSW to ensure they operate efficiently and effectively, address legislative requirements and continue to meet the needs of victims/witnesses. The group

was chaired by the Victims Services unit and comprised representatives from Court Services, Office of the Sheriff, Courtroom Technology Group (ITS), Video Conferencing (Local Courts), Domestic Violence Team (Crime Prevention and Community Programs Division), the NSW Police Force, Office of the Director of Public Prosecutions, and the Women's Domestic Violence Court Advocacy Program (LegalAid).

The working party addressed strategies to support consistency in the operation of remote witness rooms, identify service gaps in operating remote witness rooms and recommend improvements required. The group also developed relevant policies and procedures that have been implemented across all courts. By identifying strategies which facilitate the efficient and effective operation of remote witness rooms, Justice agencies were able to better comply with the Charter of Victims Rights as well as working towards achieving Goal 18 of the NSW State Plan, to improve confidence in the criminal justice system.

Justice Journey Mobile Application

Released in 2014, the Justice Journey mobile application, a companion to the popular Justice Journey video, provides information and guidance for victims from the time of the crime until after the court process has finished.

The application is an easy-to-use interactive program available on phone and tablets that covers important topics including:

- recovering from a crime, medical examinations and evidence gathering
- how to report a crime and give a statement to police, crime investigation, the role of police including identifying perpetrators and information on arrest
- what to wear and how to access court support services, roles and responsibilities of a witness, how to give evidence and victim impact statements, and
- appeals, access to court documents, counselling and support.

Chapter 12

Strategic direction:

Representation and management of life matters for individuals

The NSW Registry of Births, Deaths and Marriages registers, records and preserves information about births, adoptions, deaths, marriages, changes of name and changes of sex in NSW. The Registry also issues certified information and collects and disseminates statistical information.

Under the *Births, Deaths and Marriages Registration Act 1995*, the registrar is responsible for: establishing and maintaining the registers necessary for the purposes of the Act, maintaining the integrity of the register, seeking to prevent identity fraud, and administering the civil registration system in an efficient, effective and economical manner.

The NSW Trustee and Guardian (NSWTG) is an Office of the Department and an independent statutory authority. NSWTG's role is to act as an independent and impartial Executor, Administrator and Trustee for the people of NSW and provide direct financial management services and authorisation and direction to private financial managers.

NSW Trustee and Guardian supports the Public Guardian, which is a statutory officer under the *Guardianship Act 1987*. The Public Guardian operates independently but reports administratively to the Chief Executive Officer of the NSWTG. NSW Trustee and Guardian's business purpose is to support our community to effect their future life choices, provide quality personal trustee, financial management and decision-making services and advocate for, protect and promote the rights and interests of our clients.

In this chapter:

- Registry of Births, Deaths and Marriages
- NSW Trustee and Guardian
- Consolidation of NSW Guardianship Tribunal into NCAT

Registry of Births, Deaths and Marriages

The Registry of Births, Deaths and Marriages (BDM) has contributed to the Department's strategic direction to deliver high quality client services for the people of NSW by the achievement of a number of major strategic objectives in 2013–14. These included the deployment of the LifeLink Computer System to all Registry sites in June 2014. The deployment involved integration into the Service NSW Contact Centre which has had responsibility for the Registry's call centre operations since August 2013.

In addition, the Registry, in partnership with Service NSW, successfully deployed the full suite of BDM transactions including Change of Name into the 18 Service NSW Service Centres in June 2014. Involvement with Service NSW complements existing arrangements with Government Access Centres and Local Courts.

Service NSW collects applications for births, deaths, marriages and family history certificates and passes them to the Registry for assessment and processing. A Service Partnership Agreement was made with Service NSW in May 2013. The Registry is now focussing its efforts on some key priorities including implementation of a new Appointment Booking System and deployment of the LifeLink computer system in the Service NSW Service Centres continues.

In March 2014, closure of the Wollongong Registry was managed with the Service NSW Wollongong Service Centre trained and fully functional with all BDM transactions at the time of the Registry closure to ensure no degradation of service was experienced in the region.

The Registry has commenced offsite marriage ceremonies at a number of locations across Sydney and Wollongong. These include the

seven Sydney Living Museums sites and three sites within Wollongong including The Chifley, Novotel Northbeach and the Old Courthouse.

Registry staff also continues to offer support to indigenous communities and other vulnerable members across NSW by assisting with access to birth certificates and the registration of births.

NSW Trustee and Guardian

As an independent statutory authority, NSW Trustee and Guardian reports separately through its own Annual Report. However, their work as an Office of this Department is included here to reflect its contribution to achieving the strategic priorities particularly in regard to the promotion and protection of rights.

NSW Trustee and Guardian provides independent and impartial trustee services such as making Wills and powers of attorney, administering estates and trusts as the appointed attorney, executor or trustee, respectively. NSW Trustee and Guardian also provides financial management services for people assigned to NSW TG by a court or tribunal due to a person's diminished capacity to make their own financial decisions.

This financial year, the Premier authorised the Independent Pricing and Regulatory Tribunal of NSW (IPART) of NSW to review the fee structure of NSW Trustee and Guardian, following NSW Trustee and Guardian's request. IPART is the chosen vehicle for this fee review because of its independence, absolute transparency and excellent consultative process. The last review of this type took place in 2008 when IPART undertook a review of fees for the previous Office of the Protective Commissioner, and that same year the former Public Trustee fees were established after a Regulatory Impact Statement process was complete. The final recommendations by IPART will be submitted to the NSW Government in late November 2014.

To meet the future demands of an ageing population NSW Trustee and Guardian has established a broad strategic direction to increase the uptake of pre-planning instruments in NSW. In 2013–14 NSW Trustee and Guardian in collaboration with Family and Community Services launched a public awareness campaign, ‘Get it in black & white’. These efforts support and are consistent with the NSW Government’s Ageing Strategy. The goal is not only to increase the proportion of the population with a Will, but also that the community have documents in place for financial, health and life matters which express a person’s wishes if action needs to be taken.

The ‘Get it in black & white’ campaign utilised media and community engagement to target adults over 45 years of age through key life stages, to promote the benefits for awareness and uptake of planning ahead. The campaign is designed to start conversations and promote action around the importance of planning ahead by encouraging people to prepare a Will, make a Power of Attorney and appoint an Enduring Guardian. Evaluation of the first phase has shown evidence that the messaging of the campaign has led to category building in the planning ahead area.

NSW Trustee and Guardian is working on launching a second phase of the campaign to build on the success already achieved. The campaign will continue to raise awareness of planning ahead, the benefits of planning ahead, how to get more information. As well one of the main aims moving forward will be to create a more active public response to complete planning ahead documents.

Consolidation of NSW Guardianship Tribunal into NCAT

On 1 January 2014, the Guardianship Tribunal of NSW was consolidated into the NSW Civil and Administrative Tribunal (see page 93) as the Guardianship Division. The Division conducts hearings to determine applications about adults with a decision making disability who are incapable of making their own decisions and who may require a legally appointed substitute decision-maker.

Applications may be made to the Guardianship Division to:

- make guardianship orders to appoint a private guardian (family member or friend) and/or the NSW Public Guardian
- make financial management orders to appoint a private financial manager and/or the NSW Trustee & Guardian
- provide consent for treatment by a doctor or dentist
- review enduring powers of attorney
- review an enduring guardianship appointment
- approve a clinical trial so that people with decision-making disabilities can take part.

The Guardianship Division of NCAT considers applications about people who are in NSW or who have property or other financial assets in NSW.

The Guardianship Act 1987 sets out the limits of its responsibilities and functions and the principles to be applied when making decisions.

The NSW Registry of Births, Deaths and Marriages helps fire affected residents

The NSW Registry of Births Deaths and Marriages stepped up to assist people caught up in the October 2013 bushfire disasters across the state.

The Registry worked closely with the disaster recovery centre to help ensure replacement certificates were issued quickly. The Registry replaced more than 200 birth certificates and 55 marriage certificates destroyed in the fire free of charge.

The NSW Registry also assisted customers to replace certificates issued by other Australian States and Territories and New Zealand.

Don't wait – get it in black and white

Australians were encouraged to plan ahead for themselves and their ageing parents so they can ensure their future financial, legal and health decisions are respected with the launch of NSW Trustee and Guardian's public awareness campaign Get it in black and white in 2013.

Get it in black and white is designed to promote action around the importance of pre-planning. The campaign is collaborative effort between NSW Trustee and Guardian and the Office for Ageing and aims to encourage Australians to prepare a Will, make a power of Attorney and appoint an Enduring Guardian.

Despite widely reported increases of illnesses like Alzheimer's, dementia, strokes and cancers, latest research shows most people are not prepared for the possibility something adverse could happen to themselves or their ageing parents.

The advertising for the campaign consisted of regional television, print, online and social media starting in November 2013 with further advertising in Sydney metropolitan television and press in February and March 2014.

The Planning Ahead Tools website has relevant information, including a section for health professionals and legal professionals with fact sheets available for download in 13 languages.

Chapter 13

Strategic direction:

Promotion and protection of rights

The Department seeks to provide a justice system that protects individuals' rights; maintains services and programs to ensure a high level of community awareness on legal rights and serve to empower and assist individuals to exercise those rights.

Through the work of a number of agencies across the Department, described in preceding chapters of this Report, the community is informed of their rights and assisted in exercising those rights through the justice system. By providing high quality information services, the Department promotes knowledge and understanding of the legal and justice system. As well, there are agencies charged with reviewing and progressing public advocacy and enhancing rights protections.

In this chapter, is a review of the work of agencies particularly charged with protection of rights within the justice system in NSW.

In this chapter:

- Inspector of Custodial Services
- Anti-Discrimination Board
- The Commissioner of Victims Rights
- National Framework of Rights and Services for Victims of Crime 2013–16
- NSW Code of Practice for the Charter of Victims Rights
- Safer Pathway
- Office of the Legal Services Commissioner
- Office of the Professional Standards Council
- Public Defenders

Inspector of Custodial Services

The Inspector of Custodial Services, Dr John Paget, assumed office on 1 October 2013.

Activities completed by 30 June 2014 included development of inspection manuals and inspection standards for both adult corrections and Juvenile Justice and integrating the Corrective Services and Juvenile Justice Official Visitors into a single program under the management of the Inspector of Custodial Services.

The Inspector presented his first report, *The Invisibility of Correctional Officer Work*, to the NSW Parliament on 7 May 2014. The report included the following observations.

- Correctional Officers, on behalf of the community, manage an inmate population, which includes individuals and cohorts who generate constant and high demands for assistance, services and interventions, who are manipulative and who, at times, can also be dangerous.
- Notwithstanding infrequent regrettable incidents, this volatile and fragile inmate population is managed with professionalism and humanity, through each night, safely and securely.
- Despite the creditable outcomes achieved by Correctional Officers, other professional staff and Justice Health and Forensic Mental Health Network colleagues, there is an unfortunate absence of political and public understanding and acknowledgement of the work of those in the custodial setting.

The Inspector of Custodial Services recommended the NSW Parliament may wish to consider passing a motion recognising Correctional Officers on the occasion of the Corrective Services New South Wales Remembrance Day which occurs each year on the last Friday of November.

In the year ahead

The Office of the Inspector of Custodial Services became operational on 1 July 2014 and commenced planning for its first inspection into the Impact of the Growth of the Inmate Prison Population on Correctional Centres. This inspection, which will continue to November 2014, examines the effects of the growth of the prison population on inmates, their families and on staff.

Other theme-based inspections included in the 2014–15 Inspection Schedule, which was developed in consultation with the Ombudsman, Corrective Services NSW and Juvenile Justice NSW, will include:

- the development and implementation of programs in Juvenile Justice NSW
- the care and management of inmates with disabilities in the custody of Corrective Services NSW.

The themes for inspection may change in response to assessed changes in risks in the custodial settings to be inspected.

Anti-Discrimination Board

The Anti-Discrimination Board's mission is to achieve maximum engagement with the NSW community in relation to promoting the rights and responsibilities to deal with unlawful discrimination. Under the *Anti-Discrimination Act (NSW) 1977*, the Anti-Discrimination Board (the Board) has a number of statutory obligations.

The Board maintains three offices to enable accessibility for members of the public. Designated Board staff have provided enquiry services to deliver confidential advice and conciliation services to manage the investigation and resolution of complaints.

The Board's education staff delivered training in various formats ranging from in-house sessions for employers, public seminars

and consultative reviews which has enabled information delivery in a structured format. Additionally, attendance at various community events and forums has enabled delivery of information direct to the public.

In 2013–14, Board staff travelled throughout the state to regional and remote areas to facilitate conciliation conferences, deliver education, outreach and community information services.

Board staff have worked with its Statutory Board and community consultative groups to identify emerging issues. The Board provides advice and has made representations on actual and potential discrimination to appropriate bodies.

In the year ahead

For 2014–15, the Board proposes to enhance its business model to support greater customer engagement and a more efficient, innovative service to the community. Promotion of its role in the legal framework, the ability to advise on and the management of discrimination matters and the increase of education and information delivery are key elements for the new model.

The Commissioner of Victims Rights

The *Victims Rights and Support Act 2013* commenced on 3 June 2013 and established in New South Wales the role of the Commissioner of Victims Rights. The Commissioner advises government on issues regarding victims rights, advances victims rights and assists victims in their interactions with government agencies and organisations. The Commissioner administers the *Victims Rights and Support Act 2013* and is responsible for the implementation and promotion of the New South Wales Code of Practice for the Charter of Victims Rights, which sets standards for the provision of service and support to victims of crime.

Since the establishment of the role, the Commissioner has either participated in consultations or provided submissions on numerous law reforms papers including:

- encouraging early guilty pleas
- victim impact statements for family victims
- sentencing for child sexual assault offenders
- review of the *Child Protection (Offender Registration) Act 2000*
- parole
- standard minimum non-parole periods.

In 2013–14, the Commissioner has worked with government and non-government agencies to ensure improved access to information and support for victims of crime and promoted victims rights and the NSW Code of Practice released on 7 May 2013. The Office of the Commissioner has been involved in promoting and raising awareness about victims entitlements by undertaking an extensive round of road shows and worked to encourage collaboration across justice agencies and across government. Improved service coordination and support for victims of crime will continue to ensure victims are well supported and informed.

National Framework of Rights and Services for Victims of Crime 2013–16

The National Framework of Rights and Services for Victims of Crime 2013–2016 has been developed collaboratively with Commonwealth, state and territory governments in order to provide coordinated service delivery and guidelines of good practice in supporting victims of crime, for all jurisdictions in Australia. In 2013–14 Victims Services, as part of the National Framework, has assisted in building the evidence base by researching and identifying good practice in providing assistance

and support service delivery for victims of crime who are children, victims of domestic violence and victims of sexual assault.

Victims Services will produce the second phase of work under the National Framework of Rights and Services for Victims of Crime 2013–2016, and develop benchmark standards for quality assurance for services assisting victims of crime and develop a victim-focused education framework for professionals working with victims of crime.

NSW Code of Practice for the Charter of Victims Rights

Victims Services has developed the Data Development and Reporting Framework to collect information from agencies in relation to meeting their obligations under the NSW Code of Practice for the Charter of Victims Rights. The aim of collecting the information on a regular basis is to identify how the NSW Government is supporting victims and where improvements can be made.

In the year ahead

The NSW Code of Practice for the Charter of Victims Rights Data Development and Reporting Framework will be implemented across government agencies with regular reporting to the NSW Commissioner of Victims Rights on a quarterly basis.

Office of the Legal Services Commissioner

In 2013–14, the Office of the Legal Services Commissioner (OLSC) received 2,528 written complaints, and 8,026 enquiry line calls. Of those complaints assessed as within jurisdiction, 78 per cent were retained and handled by the OLSC with 22 per cent referred to the relevant professional associations. 2631 complaints were complete.

Planning and policy development commenced in advance of the implementation in 2015 of the Legal Profession Uniform Law binding the NSW and Victorian legal regulatory systems.

Across 2013–14, the OLSC implemented the Legal Profession Management Assessment System (LPMAS) to practitioners. Access to extensive complaints data from the LPMAS was provided to the Law Society and NSW Bar Association and discussion continued with interstate co-regulators about increased cooperation.

There was increased focus on targeted audits and inspections of legal practices based on complaints history and risk analysis and an increased number of face-to-face interviews with legal practitioners.

Education and promotion of the awareness of rights and responsibilities within the justice system will continue to be a priority. With that in mind, the OLSC further redesigned its website focusing on accessibility and accuracy of detailed information.

Office of the Professional Standards Councils

During the 2013–14, the Office of the Professional Standards Councils monitored and oversaw Professional Standards Schemes nationally for 18 occupational associations. The Councils have oversight of a total of 60,747 members, an increase of 5000 professionals from the previous reporting year.

The year ahead

In 2014–15, the OPSC will work with the regulated professional community to ensure consumer protection is maintained and improved and in ways that are efficient and affordable for members and the Associations.

Public Defenders

The Public Defenders are statutorily-appointed salaried barristers, independent of the government, who appear in serious criminal matters for clients who have been granted legal aid in NSW.

A highlight, during 2013–14, was the successfully-argued High Court appeal of *Bugmy v The Queen* which dealt with important aspects on the sentencing of Aboriginal offenders. The High Court also granted special leave to appeal in the matter of *Honeysett v The Queen*, on the issue of the admissibility of expert opinion evidence.

In 2013–14, Public Defenders worked closely with the District Court, Legal Aid NSW, the Aboriginal Legal Service NSW/ACT and the

Office of the Director of Public Prosecutions to help reduce a blow-out in the number of trials listed for hearing at various regional district courts including Armidale, Tamworth, Port Macquarie and south – western courts including Wagga Wagga. A number of ‘super’ call-overs were presided over by the Chief Judge of the District Court at each of these locations resulting in the resolution of over 50 trial matters – saving well over a year in court time and considerable expense to the justice system.

In the year ahead

In 2014–15 Public Defenders plan to evaluate the impact on trial listings of allocating a Public Defender to provide representation at Port Macquarie District Court for 12 months.

Financial statements

**for the year ended
30 June 2014**

Department of Police and Justice
Financial statements for the year ended 30 June 2014

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Financial statements summary

Financial performance

The Department of Police and Justice entity incorporates the financial results of the former Attorney General's business centres (including the employee related expenses, revenues, assets and liabilities of the NSW Trustee and Guardian and the Legal Profession Admission Board), Corrective Services NSW (including Corrective Services Industries) and Juvenile Justice. The financial results also incorporate grants expenditure and appropriations to justice cluster agencies.

The Department prepared its financial statements in accordance with:

- The provisions of the *Public Finance and Audit Act, 1983*
- The Financial Reporting Code for NSW General Government Sector Entities
- The Public Finance and Audit Regulation 2010
- The Treasurer's Directions
- NSW Treasury Circulars.

Net result for the year

The net result for the year ended 30 June 2014 was a loss of \$3 million, compared with a budgeted surplus of \$107 million.

Revenue

Revenue totalling \$5,674 million was lower than budget by \$97 million. This was mainly due to reduced recurrent and capital funding of \$122 million, offset by personnel services revenue of \$63 million.

Expenses

Expenditure totalling \$5,669 million was higher than budget by \$5 million, partly due to employee related expenditure exceeding budget by \$26 million due to the use of casual staff and overtime to accommodate the increase in inmates in corrective facilities and additional unfavourable actuarial valuations on long service leave.

Other operating expenses exceeded budget by \$21 million, mainly due to higher computer licence fees and variations in outsourced correctional management fees as a result of increased inmate numbers.

Assets

Total assets were less than budget by \$3 million, which was mainly due to a revaluation of properties as at 30 June 2014.

Liabilities

Total liabilities exceeded budget by \$2 million, mainly due to an increase in provisions of \$92 million, offset by reduced liabilities in "other".

Statement by the Department Head

for the year ended 30 June 2014

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 NSW General Government Sector Entities, the Public Finance and Audit Regulation 2010, the Treasurer's Directions and NSW Treasury Circulars
- (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 2014
- (c) As at the date of this statement, I am not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Andrew Cappie-Wood
Secretary
16 September 2014



INDEPENDENT AUDITOR'S REPORT

Department of Police and Justice

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Department of Police and Justice (the Department), which comprise the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and 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 2014, and of its financial performance and its cash flows 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.

Secretary's Responsibility for the Financial Statements

The Secretary is responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act and Regulation, and for such internal control as the Secretary determines is necessary to enable the preparation of the financial statements that give a true and fair view and 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 of the financial statements that give a true and fair view 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 Secretary, 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.

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 other information that 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 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 roles by the possibility of losing clients or income.



Grant Hehir
Auditor-General

18 September 2014
SYDNEY

Department of Police and Justice
Statement of comprehensive income for the year ended 30 June 2014

		Actual 30 June 2014	Budget 30 June 2014	Restated* 30 June 2013
	Notes	\$'000	\$'000	\$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2(a)	1,383,085	1,357,589	1,341,556
Other operating expenses	2(b)	455,657	435,124	429,848
Depreciation and amortisation	2(c)	176,007	176,749	170,221
Grants and subsidies	2(d)	3,521,730	3,630,414	3,461,288
Finance costs	2(e)	7,795	8,189	8,707
Other expenses	2(f)	124,786	55,529	113,965
Total expenses excluding losses		5,669,060	5,663,594	5,525,585
Revenue				
Recurrent appropriations	3(a)	5,070,461	5,112,261	4,957,713
Capital appropriations	3(b)	134,646	214,667	178,761
Sale of goods and services	3(c)	207,590	282,037	204,872
Investment revenue	3(d)	4,240	5,302	3,507
Retained taxes, fees and fines	3(e)	21,714	11,900	14,611
Grants and contributions	3(f)	42,254	29,114	31,814
Personnel services	3(g)	63,017	-	37,092
Acceptance by the Crown Entity of employee benefits and other liabilities	3(h)	101,393	93,133	62,432
Other revenue	3(i)	28,548	22,654	243,990
Total revenue		5,673,863	5,771,068	5,734,792
Gain / (loss) on disposal	4	(2,671)	10	(964)
Other gains / (losses)	5	(4,640)	(509)	(4,689)
Net result		(2,508)	106,975	203,554
Other comprehensive income				
<i>Items that will not be reclassified subsequently to net result</i>				
Net increase in property, plant and equipment, and joint venture revaluation surplus		105,210	-	68,319
Net change in the asset revaluation reserve arising from a change in the restoration liability		(35)	-	15
Superannuation actuarial gains/(losses)		2,987	-	42,458
Total other comprehensive income		108,162	-	110,792
Total comprehensive income		105,654	106,975	314,346

* Refer Note 7 for details of prior period adjustment

The accompanying notes form part of these financial statements.

Department of Police and Justice
Statement of financial position as at 30 June 2014

		Actual 30 June 2014	Budget 30 June 2014	Restated* 30 June 2013	Restated* 1 July 2012
	Notes	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	9	83,090	110,438	64,160	82,588
Receivables	10	110,725	94,267	93,264	87,351
Inventories	11	11,643	9,546	9,690	9,220
Total current assets		205,458	214,251	167,114	179,159
Non-current assets					
Receivables	10	91,932	95,522	92,045	112,171
Property, plant and equipment					
Land and buildings	12	3,226,007	3,395,169	3,176,577	3,160,078
Plant and equipment	12	232,674	218,409	237,290	208,278
Land and buildings under finance lease	12	166,089	-	165,204	167,522
Property, plant and equipment		3,624,770	3,613,578	3,579,071	3,535,878
Intangibles	13	156,544	159,196	152,473	127,999
Other		-	3,468	-	-
Investment accounted for using the equity method	14	127,326	122,689	122,796	122,689
Total non-current assets		4,000,572	3,994,453	3,946,385	3,898,737
Total assets		4,206,030	4,208,704	4,113,499	4,077,896
Liabilities					
Current liabilities					
Payables	16	147,736	95,891	101,771	120,183
Borrowings	17	4,859	3,419	5,511	5,151
Provisions	18	265,427	188,955	265,475	266,979
Other	19	2,934	143,864	2,226	3,669
Total current liabilities		420,956	432,129	374,983	395,982
Non-current liabilities					
Borrowings	17	82,135	84,310	86,994	86,663
Provisions	18	138,585	123,004	176,192	434,267
Total non-current liabilities		220,720	207,314	263,186	520,930
Total liabilities		641,676	639,443	638,169	916,912
Net assets		3,564,354	3,569,261	3,475,330	3,160,984
Equity					
Reserves		633,168	518,942	527,993	459,659
Accumulated funds		2,931,186	3,050,319	2,947,337	2,701,325
Total equity		3,564,354	3,569,261	3,475,330	3,160,984

* Refer note 7 for details of prior period adjustment.

The accompanying notes form part of these financial statements.

Department of Police and Justice
Statement of changes in equity for the year ended 30 June 2014

	Accumulated funds	Assets revaluation reserve	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2013	2,950,071	527,993	3,478,064
Correction of prior period adjustment (refer Note 7)	(2,734)	-	(2,734)
Restated total equity at 1 July 2013	2,947,337	527,993	3,475,330
Net result for the year	(2,508)	-	(2,508)
Other comprehensive income:			
Net increase/(decrease) in property, plant and equipment	-	105,210	105,210
Change in the restoration liability	-	(35)	(35)
Superannuation actuarial gains	2,987	-	2,987
Total other comprehensive income	2,987	105,175	108,162
Total comprehensive income for the year	479	105,175	105,654
Transactions with owners in their capacity as owners			
Decrease in net assets from administrative restructure	(16,630)	-	(16,630)
Balance at 30 June 2014	2,931,186	633,168	3,564,354
Balance at 1 July 2012	2,706,241	459,659	3,165,900
Correction of prior period adjustment (refer Note 7)	(4,916)	-	(4,916)
Restated total equity at 1 July 2012	2,701,325	459,659	3,160,984
Net result for the year	203,554		203,554
Other comprehensive income:			
Net increase/(decrease) in property, plant and equipment	-	68,319	68,319
Change in the restoration liability	-	15	15
Superannuation actuarial gains	42,458	-	42,458
Total other comprehensive income	42,458	68,334	110,792
Total comprehensive income for the year	246,012	68,334	314,346
Transactions with owners in their capacity as owners			
Increase in net assets from administrative restructure	-	-	-
Balance at 30 June 2013	2,947,337	527,993	3,475,330

The accompanying notes form part of these financial statements.

Department of Police and Justice
Statement of cash flows as at 30 June 2014

		Actual 30 June 2014	Budget 30 June 2014	Actual 30 June 2013
	Notes	\$'000	\$'000	\$'000
Cash flows from operating activities				
Payments				
Employee related		(1,342,755)	(1,258,690)	(1,347,043)
Grants and subsidies		(3,520,038)	(3,630,414)	(3,463,895)
Finance costs		(7,795)	(8,189)	(8,608)
Other		(625,319)	(548,417)	(572,848)
Total payments		(5,495,907)	(5,445,710)	(5,392,394)
Receipts				
Recurrent appropriations		5,070,392	5,110,669	4,957,688
Capital appropriations		137,580	214,667	178,761
Sale of goods and services		179,911	282,893	208,661
Interest received		4,240	2,226	4,413
Retained taxes, fees and fines		14,343		13,633
Cash reimbursements from the Crown Entity		73,626	-	78,853
Other		187,074	116,889	118,316
Total receipts		5,667,166	5,727,344	5,560,325
Net cash flows from operating activities	24	171,259	281,634	167,931
Cash flows from investing activities				
Proceeds from sale of land and buildings and plant and equipment		1,859	-	86
Payment to Treasury re asset sales		-		(1,446)
Purchases of land and buildings plant and equipment		(133,038)	(177,030)	(179,851)
Other		-	(33,505)	-
Net cash flows from investing activities		(131,179)	(210,535)	(181,211)
Cash flows from financing activities				
Proceeds from borrowings and advances		(904)	-	-
Repayment of borrowings and advances		(4,607)	(5,009)	(5,148)
Net cash flows from financing activities		(5,511)	(5,009)	(5,148)
Net increase / (decrease) in cash		34,569	66,090	(18,428)
Opening cash and cash equivalents		64,160	44,348	82,588
Cash transferred out as a result of administrative restructuring		(15,639)	-	-
Closing cash and cash equivalents	9	83,090	110,438	64,160

The accompanying notes form part of these financial statements.

Expenses and income	Service Group 1		Service Group 2		Service Group 3		Service Group 4		Service Group 5	
	Legal Policy and Regulatory Services*	2014 \$'000	Court Services*	2013 \$'000	Court Support Services*	2013 \$'000	Crime Prevention and Community*	2013 \$'000	Deaths and Marriages*	2013 \$'000
Expenses excluding losses										
Operating expenses										
Employee related expenses		34,358	307,977	272,246	57,169	53,414	28,743	26,930	15,200	14,164
Other operating expenses		8,252	91,910	75,662	14,975	13,505	8,855	6,476	10,438	6,782
Depreciation and amortisation		2,505	63,778	61,723	5,673	5,932	1,613	1,549	1,327	1,430
Grants and subsidies		394	2,192	1,256	617	-	20,463	17,044	-	-
Finance costs		-	3,822	3,991	-	-	-	-	147	239
Other expenses		7,225	8,780	21,898	9,923	10,638	77,485	56,270	2	-
Total expenses excluding losses		65,236	478,459	436,776	88,357	83,489	137,159	108,269	27,114	22,615
Revenue										
Recurrent appropriation **		-	-	-	-	-	-	-	-	-
Capital appropriation **		-	-	-	-	-	-	-	-	-
Sale of goods and services		782	115,485	108,978	4,855	4,336	771	566	29,921	29,696
Investment revenue		187	148	1,896	1,120	424	189	147	207	273
Retained taxes, fees and fines		-	1	-	-	-	21,713	14,611	-	-
Grants and contributions		4,241	22,599	6,845	1,243	949	1,181	557	762	-
Personnel services revenue		-	-	-	-	-	-	-	-	-
Acceptance by the Crown Entity of employee benefits and other liabilities		-	-	-	-	-	-	-	-	-
Other revenue		9,161	10,954	8,555	356	616	483	216,977	88	57
Total revenue		14,371	147,691	125,498	6,878	6,251	24,337	232,858	30,978	30,026
Gain / (loss) on disposal	(31)	(32)	(268)	(260)	(80)	(107)	(36)	(33)	(1)	(1)
Other gains / (losses)	(371)	(777)	(3,053)	(7,350)	(851)	(1,885)	(364)	(737)	(1)	6,060
Net result	(51,267)	(38,717)	(334,089)	(318,888)	(82,410)	(79,230)	(113,222)	123,819	3,862	13,470
Other comprehensive income										
Increase/(decrease) in asset revaluation reserve	-	-	43,068	29,063	-	-	-	-	-	97
Net change in restoration liability	-	-	-	-	-	-	-	-	-	-
Superannuation actuarial losses	(6)	275	654	1,585	-	-	-	-	1,239	4,887
Total other comprehensive income	(6)	275	43,722	30,648	-	-	-	-	1,239	4,984
TOTAL COMPREHENSIVE INCOME	(51,273)	(38,442)	(290,367)	(288,240)	(82,410)	(79,230)	(113,222)	123,819	5,101	18,454

*The names and purposes of each service group are summarised in Note 8.

**Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not attributable" column.

Expenses and income										
	Service Group 6 Crown Solicitor's Office*		Service Group 7 Business and Personnel Services*		Service Group 8 Cluster Grant Funding*		Service Group 9 Custody Management*		Service Group 10 Supervision of Offenders in the Community*	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Expenses excluding losses										
Operating expenses										
Employee related expenses	23,606	33,802	64,187	64,879	-	-	481,465	437,367	120,017	129,247
Other operating expenses	5,422	7,587	11	-	-	-	202,389	205,357	25,776	31,743
Depreciation and amortisation	1,076	1,733	-	-	-	-	79,931	77,197	7,396	6,155
Grants and subsidies	-	-	-	-	3,484,936	3,431,734	-	75	213	15
Finance costs	-	-	-	-	-	-	3,788	4,271	-	118
Other expenses	11,530	17,418	-	-	-	-	43	453	-	32
Total expenses excluding losses	41,634	60,540	64,198	64,879	3,484,936	3,431,734	767,616	724,720	153,402	167,310
Revenue										
Recurrent appropriation **	-	-	-	-	-	-	-	-	-	-
Capital appropriation **	-	-	-	-	-	-	-	-	-	-
Sale of goods and services	10,363	16,403	-	-	-	-	3,809	4,190	664	1,065
Investment revenue	265	459	-	-	-	-	368	343	61	190
Retained taxes, fees and fines	-	-	-	-	-	-	-	-	-	-
Grants and contributions	-	-	81	-	-	-	3,988	8,159	1,456	3,420
Personnel services revenue	-	-	63,017	37,092	-	-	-	-	-	-
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	-	-	-	-	-	-	-
Other revenue	178	530	-	-	-	-	5,970	3,377	1,299	687
Total revenue	10,806	17,392	63,098	37,092	-	-	14,135	16,069	3,480	5,362
Gain / (loss) on disposal	-	(19)	-	-	-	-	(2,171)	(445)	-	-
Other gains / (losses)	-	-	-	-	-	-	-	-	-	-
Net result	(30,828)	(43,167)	(1,100)	(27,787)	(3,484,936)	(3,431,734)	(755,652)	(709,096)	(149,922)	(161,948)
Other comprehensive income										
Increase/(decrease) in asset revaluation reserve	-	-	-	-	-	-	-	34,531	-	-
Net change in restoration liability	-	-	-	-	-	-	-	-	-	-
Superannuation actuarial losses	-	6,995	1,100	28,716	-	-	-	-	-	-
Total other comprehensive income	-	6,995	1,100	28,716	-	-	-	34,531	-	-
TOTAL COMPREHENSIVE INCOME	(30,828)	(36,172)	-	929	(3,484,936)	(3,431,734)	(755,652)	(674,565)	(149,922)	(161,948)

*The names and purposes of each service group are summarised in Note 8.

***Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not attributable" column.

Expenses and income	Service Group 11 Offenders Program*		Service Group 12 Community Based Services*		Service Group 13 Juvenile Custodial Services*		Not Attributable		Total
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	
Expenses excluding losses									
Operating expenses									
Employee related expenses	110,554	138,612	41,857	40,028	96,746	96,509	-	-	1,341,556
Other operating expenses	50,662	39,184	13,064	12,272	22,152	23,028	-	-	429,848
Depreciation and amortisation	2,874	2,991	1,367	1,801	8,991	7,205	-	-	170,221
Grants and subsidies	3,492	3,866	8,333	6,458	791	446	-	-	3,461,288
Finance costs	-	-	38	88	-	-	-	-	8,707
Other expenses	28	31	-	-	-	-	-	-	113,965
Total expenses excluding losses	167,610	184,684	64,659	60,647	128,680	127,188	-	-	5,525,585
Revenue									
Recurrent appropriation **	-	-	-	-	-	-	5,070,461	4,957,713	4,957,713
Capital appropriation **	-	-	-	-	-	-	134,646	178,761	178,761
Sale of goods and services	40,940	38,348	-	-	-	-	-	-	204,872
Investment revenue	53	62	195	137	395	278	-	-	3,507
Retained taxes, fees and fines	-	-	-	-	-	-	-	-	14,611
Grants and contributions	3,419	4,294	3,189	1,646	95	3,510	-	-	31,814
Personnel services revenue	-	-	-	-	-	-	-	-	37,092
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	-	-	-	101,393	62,432	62,432
Other revenue	1,147	824	711	484	1,445	929	-	-	243,990
Total revenue	45,559	43,528	4,095	2,267	1,935	4,717	5,306,500	5,198,906	5,734,792
Gain / (loss) on disposal	-	-	(28)	(22)	(56)	(45)	-	-	(964)
Other gains / (losses)	-	-	-	-	-	-	-	-	(4,689)
Net result	(122,051)	(141,156)	(60,592)	(58,402)	(126,801)	(122,516)	5,306,500	5,198,906	203,554
Other comprehensive income									
Increase/(decrease) in asset revaluation reserve	-	-	-	-	10,033	4,628	52,109	-	68,319
Net change in restoration liability	-	-	-	15	(35)	-	-	-	15
Superannuation actuarial losses	-	-	-	-	-	-	-	-	42,458
Total other comprehensive income	-	-	-	15	9,998	4,628	52,109	-	110,792
TOTAL COMPREHENSIVE INCOME	(122,051)	(141,156)	(60,592)	(58,387)	(116,803)	(117,888)	5,358,609	5,198,906	314,346

*The names and purposes of each service group are summarised in Note 8.

** Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the "Not attributable" column.

Department of Police and Justice
Service Group Statements for the year ended 30 June 2014

Assets and liabilities	Service Group 1 Legal Policy and Regulatory Services*		Service Group 2 Court Services*		Service Group 3 Court Support Services*		Service Group 4 Crime Prevention and Community*		Service Group 5 Registry of Births, Deaths and Marriages	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,302	702	20,630	4,990	6,248	1,697	2,630	666	6,496	7,052
Receivables	3,328	2,196	38,612	18,004	9,032	5,310	8,133	2,083	2,377	3,642
Inventories	-	-	-	-	-	-	-	-	-	-
Financial assets at fair value	-	-	-	-	-	-	-	-	-	-
Total current asset	5,630	2,898	59,242	22,994	15,280	7,007	10,763	2,749	8,873	10,694
Non-current assets										
Receivables	282	1,036	2,842	7,911	765	2,504	17,723	17,549	201	(8,571)
Inventories	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	1,229	13,170	1,286,148	1,204,505	3,337	32,040	1,405	12,646	6,854	7,779
Other financial assets	-	-	-	-	-	-	-	-	-	-
Investment accounted for using the equity method	-	-	127,326	122,796	-	-	-	-	-	-
Intangibles	2,589	8,104	87,814	55,783	7,028	18,954	2,959	7,203	18,676	14,258
Total non-current assets	4,100	22,310	1,504,130	1,390,995	11,130	53,498	22,087	37,398	25,731	13,466
Total assets	9,729	25,208	1,563,372	1,413,989	26,410	60,505	32,850	40,147	34,604	24,160
LIABILITIES										
Current liabilities										
Payables	3,020	2,747	22,645	18,836	8,198	6,641	36,696	2,606	2,157	953
Borrowings	-	249	3,056	1,770	-	602	-	236	800	1,750
Provisions	3,393	3,650	29,051	25,954	9,209	8,825	79,977	79,563	2,423	4,196
Other	-	-	2,934	-	-	-	-	-	-	-
Total current liabilities	6,413	6,646	57,686	46,560	17,407	16,068	116,673	82,405	5,380	6,899
Non-current liabilities										
Borrowings	-	1,903	18,786	13,532	-	4,601	-	1,806	1,000	1,800
Provisions	1,407	1,596	11,293	10,654	3,513	3,589	48,379	75,509	2,348	1,880
Other	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	1,407	3,499	30,079	24,186	3,513	8,190	48,379	77,315	3,348	3,680
Total liabilities	7,820	10,145	87,765	70,746	20,920	24,258	165,052	159,720	8,728	10,579
Net assets	1,909	15,063	1,475,607	1,343,243	5,490	36,247	(132,202)	(119,573)	25,876	13,581

*The names and purposes of each service group are summarised in Note 8.

Assets and liabilities	Service Group 6 Crown Solicitor's Office*		Service Group 7 Business and Personnel Services*		Service Group 8 Cluster Grant Funding*		Service Group 9 Custody Management*		Service Group 10 Supervision of Offenders in the Community*	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
ASSETS										
Current assets										
Cash and cash equivalents	-	13,238	-	-	-	-	11,727	9,677	2,354	1,968
Receivables	-	16,436	25,758	22,710	-	-	5,743	13,978	1,152	3,421
Inventories	-	-	-	-	-	-	-	-	-	-
Financial assets at fair value	-	-	-	-	-	-	-	-	-	-
Total current asset	-	29,674	25,758	22,710	-	-	17,470	23,655	3,506	5,389
Non-current assets										
Receivables	-	2,217	70,119	69,399	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	-	2,655	-	-	-	-	1,452,106	1,889,981	278,738	55,975
Other financial assets	-	-	-	-	-	-	-	-	-	-
Investment accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Intangibles	-	1,729	-	-	-	-	20,654	26,417	4,144	5,327
Total non-current assets	-	6,601	70,119	69,399	-	-	1,472,760	1,916,398	282,882	61,302
Total assets	-	36,275	95,877	92,109	-	-	1,490,230	1,940,053	286,388	66,691
LIABILITIES										
Current liabilities										
Payables	-	859	1,481	1,378	-	-	45,156	32,805	9,813	7,790
Borrowings	-	-	-	-	-	-	1,003	904	-	-
Provisions	-	8,508	24,815	21,862	-	-	68,225	62,222	17,311	18,248
Other	-	2,226	-	-	-	-	-	-	-	-
Total current liabilities	-	11,593	26,296	23,240	-	-	114,384	95,931	27,124	26,038
Non-current liabilities										
Borrowings	-	-	-	-	-	-	62,349	63,352	-	-
Provisions	-	12,371	69,896	69,196	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	12,371	69,896	69,196	-	-	62,349	63,352	-	-
Total liabilities	-	23,964	96,192	92,436	-	-	176,733	159,283	27,124	26,038
Net assets	-	12,311	(315)	(327)	-	-	1,313,497	1,780,770	259,264	40,653

*The names and purposes of each service group are summarised in Note 8.

Department of Police and Justice
Service Group Statements for the year ended 30 June 2014

Assets and liabilities	Service Group 11 Offenders Program*		Service Group 12 Community Based Services*		Service Group 13 Juvenile Custodial Services*		Not attributable		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
ASSETS										
Current assets										
Cash and cash equivalents	2,045	1,729	9,457	7,181	19,202	15,260	-	-	83,090	64,160
Receivables	14,768	3,009	601	870	1,221	1,605	-	-	110,725	93,264
Inventories	11,643	9,690	-	-	-	-	-	-	11,643	9,690
Financial assets at fair value	-	-	-	-	-	-	-	-	-	-
Total current asset	28,456	14,428	10,058	8,051	20,423	16,865	-	-	205,458	167,114
Non-current assets										
Receivables	-	-	-	-	-	-	-	-	91,932	92,045
Inventories	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	242,329	15,427	8,911	9,558	343,713	335,335	-	-	3,624,770	3,579,071
Other financial assets	-	-	-	-	-	-	-	-	-	-
Investment accounted for using the equity method	-	-	-	-	-	-	-	-	127,326	122,796
Intangibles	3,603	4,681	3,060	1,394	6,017	8,623	-	-	156,544	152,473
Total non-current assets	245,932	20,108	11,971	10,952	349,730	343,958	-	-	4,000,572	3,946,385
Total assets	274,388	34,536	22,029	19,003	370,153	360,823	-	-	4,206,030	4,113,499
LIABILITIES										
Current liabilities										
Payables	8,966	17,494	3,170	3,090	6,434	6,572	-	-	147,736	101,771
Borrowings	-	-	-	-	-	-	-	-	4,859	5,511
Provisions	17,141	19,480	4,581	4,170	9,301	8,797	-	-	265,427	265,475
Other	-	-	-	-	-	-	-	-	2,934	2,226
Total current liabilities	26,107	36,974	7,751	7,260	15,735	15,369	-	-	420,956	374,983
Non-current liabilities										
Borrowings	-	-	-	-	-	-	-	-	82,135	86,994
Provisions	-	-	1,749	1,397	-	-	-	-	138,585	176,192
Other	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	-	-	1,749	1,397	-	-	-	-	220,720	263,186
Total liabilities	26,107	36,974	9,500	8,657	15,735	15,369	-	-	641,676	638,169
Net assets	248,281	(2,438)	12,529	10,346	354,418	345,454	-	-	3,564,354	3,475,330

*The names and purposes of each service group are summarised in Note 8.

Administered expenses and income	Service Group 1 Legal Policy and Regulatory Services*		Service Group 2 Court Services*		Service Group 3 Court Support Services*		Service Group 4 Crime Prevention and Community*		Service Group 5 Registry of Births, Deaths and Marriages*	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Transfer payments	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Transfer receipts	-	-	-	-	-	-	-	-	-	-
Consolidated Fund										
Taxes, fees and fines	-	-	12,468	13,151	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Administered income less expenses	-	-	12,468	13,151	-	-	-	-	-	-

* The name and purpose of each program is summarised in Note 8.
Administered assets and liabilities are disclosed in Note 27.

Department of Police and Justice

Service Group Statements for the year ended 30 June 2014

Administered expenses and income	Service Group 6 Crown Solicitor's Office*		Service Group 7 Business and Personnel Services*		Service Group 8 Cluster Grant Funding*		Service Group 9 Custody Management*		Service Group 10 Supervision of Offenders in the Community*	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Transfer payments	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Transfer receipts	-	-	-	-	-	-	-	-	-	-
Consolidated Fund	-	-	-	-	-	-	-	-	-	-
Taxes, fees and fines	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Administered income less expenses	-	-	-	-	-	-	-	-	-	-

* The name and purpose of each program is summarised in Note 7.
Administered assets and liabilities are disclosed in Note 27.

Administered expenses and income	Service Group 11 Offenders Program*		Service Group 12 Community Based Services*		Service Group 13 Juvenile Custodial Services*		Not attributable		Total	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Transfer payments	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Transfer receipts	-	-	-	-	-	-	-	-	-	-
Consolidated Fund										
Taxes, fees and fines	-	-	-	-	-	-	-	-	12,468	13,151
Other	-	-	-	-	-	-	-	-	-	-
Administered income less expenses	-	-	-	-	-	-	-	-	12,468	13,151

* The name and purpose of each program is summarised in Note 7.
Administered assets and liabilities are disclosed in Note 27.

	2014			2013		
	Recurrent appropriation	Expenditure / net claim on Consolidated Fund	Capital appropriation	Expenditure / net claim on Consolidated Fund	Recurrent appropriation	Expenditure / net claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE						
Appropriation Act	5,110,669	5,070,461	214,667	134,646	4,965,658	178,761
Additional Appropriations	-	-	-	-	-	-
s 26 PF&AA - Commonwealth specific purpose payments	-	-	-	-	3,846	-
s 31 PF&AA - transfers from another agency	-	-	-	-	52,447	-
s 33 PF&AA - variation of authorised payments from Consolidated Fund	-	-	-	-	-	-
	5,110,669	5,070,461	214,667	134,646	5,021,951	178,761
OTHER APPROPRIATION/EXPENDITURE						
Other adjustments	15,089	-	5,010	-	1,798	-
	15,089	-	5,010	-	1,798	-
Total appropriation / expenditure net claim on Consolidated Fund (includes transfer payments)	5,125,758	5,070,461	219,677	134,646	5,023,749	178,761
Amount drawn down against Appropriation	-	5,070,461	-	137,580	-	178,761
Liability to Consolidated Fund*		-		(2,934)		-

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

* The Liability to Consolidated Fund represents the difference between the amount drawn down against "Appropriation" and the "Total Expenditure/Net Claim on Consolidated Fund".

1. Summary of significant accounting policies

(a) Reporting entity

The Department of Police and Justice (Department) (previously the Department of Attorney General and Justice up to 23 April 2014) as a reporting entity incorporates the financial results of the former Attorney General's business centres (including the employee related expenses, employee related revenues, employee related assets and employee related liabilities of the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board), Corrective Services NSW (including Corrective Services Industries) and Juvenile Justice. The Department of Police and Justice changed its name by administrative order on 1 July 2014 to the Department of Justice (refer Note 30).

During the year, the following administrative arrangements occurred:

NSW Civil and Administrative Tribunal

On 1 January 2014, the Public Sector Employment and Management (NSW Civil and Administrative Tribunal and Local Land Services) Order 2013 established the NSW Civil and Administrative Tribunal. This involved the transfer of functions from other agencies, namely:

- Consumer, Trader and Tenancy Tribunal (transferred from the Department of Finance and Services)
- Local Land Boards (transferred from the Department of Trade and Investment)
- Health Practitioners' Tribunals (transferred from the Department of Health)
- Local Government Pecuniary Interest Disciplinary Tribunal (transferred from the Department of Premier and Cabinet).

Crown Solicitor's Office

On 24 February 2014, the Administrative Arrangements Order 2014 established the Crown Solicitor's Office as a separate agency, with transactions from that date being separately accounted for under this new agency.

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 is a New South Wales 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 2014 have been authorised for issue by the Secretary on 16 September 2014, after recommendation by the Audit and Risk Committee.

(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 Financial Reporting Code for NSW General Government Sector Agencies or issued by the NSW Treasurer.

1. Summary of significant accounting policies (cont'd)

(b) Basis of preparation (cont'd)

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 statements 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:

- 1) written notes that accompany the main notes to the financial statements which are expressed in millions of Australian dollars to one decimal place
- 2) the detailed actuarial reports on superannuation are provided by Pillar Administration and reported in single Australian dollars (refer Note 31)
- 3) 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 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 schedule as "Administered Assets and Liabilities" in Note 27.

(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.

1. Summary of significant accounting policies (cont'd)

(i) Parliamentary appropriations and contributions (cont'd)

The principal department within the Justice Cluster, which receives appropriations from NSW Treasury, is the Department, comprising the former Attorney General's business centres, Corrective Services NSW and Juvenile Justice. The agencies within the Justice Cluster which receive funding by way of grants are the NSW Police Force, Ministry of Police and Emergency Services, Fire and Rescue NSW, Information and Privacy Commission, Legal Aid NSW, State Emergency Services, NSW Rural Fire Service and NSW Crime Commission. These amounts are shown as grants to budget dependent agencies in the financial statements of the Department (refer Note 2(d)).

Appropriations are not recognised as income 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. The liability is disclosed in Note 19 as part of 'Other Liabilities – Current'. 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.

1. Summary of significant accounting policies (cont'd)

(viii) Personnel services revenue

Personnel services revenue relates to the provision of personnel services to the NSW Trustee and Guardian, including the Office of the Public Guardian, and the Legal Profession Admission Board. These entities are statutory bodies, which the Department does not control.

(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) Acquisition 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, that is, deferred payment amount is effectively discounted at an asset-specific rate.

(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 and recognised as assets in the Department's fixed asset registers.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

(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 14-01). This policy adopts fair value in accordance with AASB 13 Fair Value Measurement and AASB 116 Property, Plant and Equipment.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 12 and Note 15 for further information regarding fair value.

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 comprehensive revaluation of properties was completed on 30 June 2011 and was based on an independent assessment. An independent desk top review was undertaken as at 30 June 2014, resulting in a revaluation increase of land, buildings and finance leases by 5 per cent on the 2013 desk top revaluation.

The Department mainly owns specialised assets, including heritage assets, such as court houses, correctional centres and Juvenile Justice centres, which are valued using the depreciated replacement cost method. However, if a specialised asset is decommissioned and transferred as directed by Government Property NSW, a revaluation at market value would be obtained for the land and buildings. If such specialised assets are no longer in use but are not decommissioned by Government Property NSW, such assets remain on the books at depreciated replacement cost, until a determination is made on the future of these assets.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets using other valuation techniques, 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.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

Revaluation increments are credited directly to revaluation surplus, 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 net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, 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 revaluation surplus.

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 surplus 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, impairment under AASB 136 Impairment of Assets is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(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:

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

Property, plant and equipment	30 June 2014	30 June 2013
Land & Buildings		
Buildings at valuation	Estimated useful life	Estimated useful life
Buildings at cost	2%	2%
Air conditioning	10%	10%
Land and buildings under finance lease	Over term of finance lease	Over term of finance lease
Plant & Equipment		
Make good assets	Over term of operating lease	Over term of operating lease
Computer equipment, voice and data communications	25%	25%
Computer equipment, voice and data communications acquired after 1 July 2012	20%	20%
Desktop PCs	20%	20%
Furniture and fittings	10%	10%
Correctional centre equipment, including CCTV, and industrial plant and equipment used by Corrective Services Industries	10%	10%
Other plant and equipment	20%	20%
Leasehold improvements	Over term of the lease	Over term of the lease
Transport equipment	14.3%	14.3%
Intangible assets		
Software	25%	25%
Software acquired after 1 July 2012	20%	20%
Software – major projects	10%	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 \$0.6 million (2013: \$0.4 million) concerning heritage program services provided free of charge by the Office of Finance and Services.

(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.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

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.

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 Department'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.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than the carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(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 2014.

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 three-year period to 30 June 2014.

1. Summary of significant accounting policies (cont'd)

(i) Assets (cont'd)

(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 net result 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.

In addition to the above, the Department holds monies outside of the Public Monies Account and invests them in accordance with various Court rules and orders.

(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 (refer Note 17).

The finance lease liability is determined in accordance with AASB 117 Leases.

1. Summary of significant accounting policies (cont'd)

(j) Liabilities (cont'd)

(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.

(iv) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted). Actuarial advice was obtained and confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Department has assessed the actuarial advice based on the Department's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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.

(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 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 14/04) 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.

1. Summary of significant accounting policies (cont'd)

(j) Liabilities (cont'd)

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 Long Service Leave 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 (that is, Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (that is, State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(c) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

(d) 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. Other provisions include a provision for Victims Support Fund – unpaid pending claims.

(k) Fair value hierarchy

A number of the Department's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, Fair Value Measurement, the Department categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Department recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Refer Note 12 and Note 15 for further disclosures regarding fair value measurements of financial and non-financial assets.

1. Summary of significant accounting policies (cont'd)

(l) Equity and reserves

(i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Department'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.

(m) 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 20) 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 and 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities.

Transfers arising from an administrative restructure involving not-for-profit government entities are recognised fair value by the transferee immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the entity recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the entity does not recognise that asset.

(n) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the *Public Finance and Audit Act* where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(o) Interest in joint venture – Law Courts Limited

The NSW Government entered into an arrangement with the Commonwealth in 1977. That arrangement was set out in a general letter between the parties, which was confirmed in a letter dated 13 August 2008, co-signed by the Secretary, Federal Attorney General's Department and the Director General, NSW Attorney General's Department (now part of the Department of Police and Justice), which confirmed ownership and funding arrangements of Law Courts Limited.

The NSW Government has an investment in Law Courts Limited, nominates Directors to the Board and votes at general meetings. The company is constituted under Corporations legislation and has a Constitution. The Department has recognised, at the direction of NSW Treasury, the 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.

1. Summary of significant accounting policies (cont'd)

(o) Interest in joint venture – Law Courts Limited (cont'd)

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 per cent (2013 – 52.5 per cent) of the net assets of Law Courts Limited (refer Note 14). 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.

Law Courts Limited established a Steering Committee in late 2009 to oversee the development of a revised ownership/funding/management model. In part, the Committee found that the current governance arrangements did not provide the necessary role and responsibility definitions for both owners and occupants, or adequate mechanisms for long term strategic planning, nor surety of funding.

In the meantime, the Board will continue with the existing governance arrangements, including the joint venture arrangements and the application of the agreed percentage split between the Commonwealth (47.5 per cent) and the State (52.5 per cent) relating to the accounting for each jurisdiction's investment in Law Courts Limited and requested operating contributions.

(p) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2013–14

The accounting policies applied in 2013–14 are consistent with those of the previous financial year except as a result of the revised Australian Accounting Standard 119 Employee Benefits that has been applied for the first time in 2013–14.

The Department has adopted the revised AASB 119 Employee Benefits (and related Standards) retrospectively in the current period in accordance with the transitional requirements in the revised standard.

This has had an impact on the statement of financial position and has required the restatement of comparative figures in the Statement of Comprehensive Income and related disclosures because of materiality (refer Note 7).

As a result of the amendment to AASB 119 Employee Benefits, which applies from 2013–14, the net superannuation interest cost on the defined benefit superannuation schemes has increased, and will become more volatile, as the amended Standard calculates the net interest expense using the government bond rate, that is, a single discount rate.

In contrast, the net interest expense in the past was calculated as the difference between the gross interest cost based on the government bond rate and the expected return on plan assets. The change increases the net interest expense because the expected return on plan assets is normally higher than the government bond rate, thereby reducing the gross interest income and increasing the net interest expense. The difference between the actual asset returns and the gross interest income based on the government bond rate is recognised as a re-measurement (actuarial gain/loss from superannuation) in other comprehensive income.

The accrued liability also includes a provision for contribution tax, which is calculated based on grossing up the deficit less the allowance for past service expenses and insurable death and disability liabilities at a contribution tax rate of 15%.

1. Summary of significant accounting policies (cont'd)

(p) Canges in accounting policy, including new or revised Australian Accounting Standards (cont'd)

(ii) Issued but not yet effective

The following relevant Accounting Standards have not been applied and are not yet effective, as per NSW Treasury Circular TC 14/03:

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 10 (Not for Profit) Consolidated Financial Statements
- AASB 11 (Not for Profit) Joint Arrangements
- AASB 12 (Not for Profit) Disclosure of Interests in Other Entities
- AASB 127 (Not for Profit) Separate Financial Statements
- AASB 128 (Not for Profit) Investments in Associates and Joint Ventures
- AASB 1031 Materiality
- AASB 1055 and AASB 2013-1 regarding budgetary reporting
- AASB 2011-7 (Not for Profit) regarding consolidation and joint arrangements
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets
- AASB 2013-4 regarding financial instruments – Novation of Derivatives and Continuation of Hedge Accounting
- AASB 2013-5 regarding accounting for Investment Entities
- AASB 2013-6 regarding Reduced Disclosure Requirements
- AASB 2013-7 regarding accounting for life insurance contracts
- AASB 2013-8 regarding Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities
- AASB 2013-9 regarding the Conceptual Framework, Materiality and Financial Instruments (Parts B and C).

The Department has assessed the impact of the new standards and interpretations on issue but not effective where relevant and considers the impact to be not material.

(q) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous financial year for all amounts reported in the financial statements.

2. Expenses excluding losses

	30 June 2014 \$'000	30 June 2013 \$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	1,085,056	1,062,138
Superannuation - defined benefit plans	45,365	69,778
Superannuation - defined contribution plans	75,564	75,321
Long service leave	57,667	16,292
Workers' compensation insurance	35,237	34,122
Payroll tax and fringe benefit tax	71,507	68,055
Redundancy payments	12,656	15,835
Other	33	15
	1,383,085	1,341,556
(b) Other operating expenses		
Advertising	85	75
Auditor's remuneration - audit of the financial statements	864	967
Auditor's remuneration - internal	790	1,007
Rental expenses relating to buildings	34,624	34,605
Consultancy costs	3,261	2,431
Contract payments	3,132	3,065
Contractors	23,060	14,428
Fees for services rendered	18,543	12,235
Insurance	9,195	9,178
Operating lease rental	5	9
Property and plant outgoings	49,757	49,411
Minor equipment purchases	327	350
Motor vehicle expenses	18,171	20,470
Inmate education and welfare	24,442	29,067
Rates and charges	8,136	7,987
Catering - inmates and juveniles	27,523	26,078
Stores, stationery and materials	3,786	3,133
Training (staff development)	509	674
Transcription, translation and interpreter services	1,118	935
Other expenses	269	248
Prison hospital service fee	1,793	1,965
Out sourced services	4,866	5,252
Publications	4,062	4,058
Correctional centre management	71,407	65,821
Corrective Services Industries*	24,148	21,599
Staff uniform, travel & development	15,427	17,342
Telecommunications	14,254	14,771
Licenses	2,072	2,217
Forums costs	192	243
General administration	31,903	29,597
Repairs and routine maintenance**	57,936	50,630
	455,657	429,848

2. Expenses excluding losses (cont'd)

	30 June 2014 \$'000	30 June 2013 \$'000
<i>** Reconciliation – Total maintenance</i>		
Maintenance expense - contracted labour and other (non-employee related) as above	57,936	50,630
Total maintenance expenses included in Note 2(b)	57,936	50,630
<i>* Total cost of goods sold is as follows</i>		
Direct cost as reported above	24,148	21,599
Indirect costs - determined on a pro rata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	10,353	13,172
	34,501	34,771
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	98,492	94,747
Plant and equipment	45,459	48,458
Infrastructure systems	991	946
Leased assets	5,905	5,558
Total depreciation	150,847	149,709
Amortisation:		
Intangibles	25,160	20,512
Total amortisation	25,160	20,512
Total depreciation and amortisation	176,007	170,221
(d) Grants and subsidies		
Religious attendance on inmates	2,751	2,635
Corrective Services NSW - prisoner after care activities (including community grants)	954	1,180
Other grants	2,156	2,278
Grants to other organisations	8,445	3,384
Contributions to other bodies	250	228
Grants - non-budget dependent agencies	2,439	2,477
Grants - budget dependent agencies - refer note 1(e)(i)	3,487,492	3,432,081
Grants issued by Juvenile Justice	9,124	9,105
Grants to NSW Trustee and Guardian	8,119	7,920
	3,521,730	3,461,288
(e) Finance costs		
Finance lease interest charge	7,773	8,262
Other borrowing costs	147	240
Unwinding of discount rate	(125)	205
	7,795	8,707

2. Expenses excluding losses (cont'd)

	30 June 2014 \$'000	30 June 2013 \$'000
(f) Other expenses		
Other	1,752	2,717
Ex gratia payments	13	41
Legal costs	15,477	4,993
Contribution to Law Courts Limited	2,851	16,531
Arbitration fees and inquest fees	5,688	5,328
Jury costs	9,923	10,624
Crown Solicitor's Office disbursements	11,597	17,461
Victims compensation costs	77,485	56,270
	124,786	113,965

3. Revenue

	30 June 2014 \$'000	30 June 2013 \$'000
(a) Recurrent appropriations		
Total recurrent draw-downs from NSW treasury (per Summary of Compliance)	5,070,461	4,959,939
Less: Liability to Consolidated Fund (per Summary of compliance with financial directives) - Attorney General's Division	-	(2,226)
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	5,070,461	4,957,713
Comprising:		
Recurrent appropriations (per Statement of comprehensive income) (refer Note 1(e)(i))	5,070,461	4,957,713
	5,070,461	4,957,713
(b) Capital appropriations		
Total capital draw-down from NSW Treasury (per Summary of Compliance)	137,580	178,761
Less: Liability to Consolidated Fund (per Summary of Compliance)	(2,934)	-
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	134,646	178,761
Comprising:		
Capital appropriations (per Statement of comprehensive income)	134,646	178,761
	134,646	178,761

3. Revenue (cont'd)

	30 June 2014 \$'000	30 June 2013 \$'000
(c) Sale of goods and services		
Corrective Services Industries	38,838	37,213
Canteen sales	1,089	975
Certificates	30,168	29,999
Rent of premises	476	494
Minor usage charges	4,718	5,278
Family Law Court fees	517	545
Sheriffs fees	3,214	3,455
Other fees	650	469
Legal fees	10,365	16,120
Transcription services	3,800	3,002
Sale of publications	156	22
Management fees	7,287	4,797
Other court fees	40,255	36,996
Filing fees	21,698	21,174
Filing fees probate	29,421	27,942
Statement of claims	14,938	16,391
	207,590	204,872
(d) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	1,072	1,405
Rents	1,886	1,370
TCorp - short term deposits	1,282	732
	4,240	3,507
(e) Retained taxes, fees and fines		
Restitution orders raised	9,881	5,124
Confiscation proceeds of crime	3,489	1,629
Victims compensation levies	8,344	7,858
	21,714	14,611
(f) Grants and contributions		
Department of Health	1,732	1,928
Grants from other agencies	19,737	2,765
Department of Family and Community Services	836	1,848
Department of Education and Communities	42	76
Contributions from Dust Diseases Board	6,300	5,118
Roads and Maritime Services	485	850
Other	8,435	8,398
NSW Treasury	4,687	10,831
	42,254	31,814

3. Revenue (cont'd)

	30 June 2014 \$'000	30 June 2013 \$'000
(g) Personnel services expense		
Personnel services revenue from statutory bodies (NSW Treasury Circular TC 11/19)	63,017	37,092
	63,017	37,092
(h) Acceptance by the Crown Entity of employee benefits and other liabilities		
Superannuation - defined benefit	42,588	44,881
Long service leave	56,411	15,122
Payroll tax	2,394	2,429
	101,393	62,432
(i) Other revenue		
Insurance hindsight adjustments	6,559	3,510
Sundry income	4,510	5,488
Other miscellaneous	1,652	1,379
Commission	199	122
SES and judicial motor vehicle contributions	2,101	2,203
Law Society contributions	7,879	9,293
Services provided	5,648	5,595
Actuarial adjustment - pending victims' compensation claims	-	216,400
	28,548	243,990

4. Gain / (loss) on disposal

	30 June 2014 \$'000	30 June 2013 \$'000
Gain/(loss) on disposal of land and buildings, plant and equipment		
Proceeds from disposal	1,859	86
Written down value of assets disposed	(4,530)	(1,050)
Net gain/(loss) on disposal of plant and equipment	(2,671)	(964)

5. Other gains / (losses)

	30 June 2014 \$'000	30 June 2013 \$'000
Gain/(loss) on impairment	(502)	4,242
Law Courts Limited - asset adjustment write off under equity accounting rules	(4,138)	(8,931)
Total other gains/(losses)	(4,640)	(4,689)

6. Condition on contributions

- (a) There were contributions of \$0.2 million (2013: \$1.2 million) recognised as revenue during the current financial year, which were obtained for expenditure in future years.
- (b) There were contributions of \$0.8 million (2013: \$1.5 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 project objectives. Funds can only be expended on these programs over the nominated period. Any balance outstanding is refundable.

7. Prior period adjustment

The Department has identified the following prior period adjustments and the necessary corrections have been made as required by AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors as follows:

- (a) The amount of the correction for each financial line affected
- (b) The amount of the correction at the beginning of the earliest prior period presented, 1 July 2012.

As per Note 1 (p) and Note 31, the Department has amended its 2014 financial statements, which were submitted to the Audit Office and NSW Treasury on 24 July 2014, to accommodate changes advised by the actuaries in accordance with AASB 119 Employee Benefits relating to the calculation of the defined benefits schemes to include a provision for contribution tax, which was calculated based on grossing up the deficit less the allowance for past service expenses and insurable death and disability liabilities at a contribution tax rate of 15%.

The Department obtained revised assessments on 19 August 2014 of the net amounts of superannuation provisions and prepayment of employee entitlements as at 1 July 2012 and 30 June 2013 for the purpose of calculating prior period adjustments in the financial statements, namely:

1 July 2012 - \$18.1 million

30 June 2013 - \$12.5 million

The adjustments have been made by restating each of the affected financial statement line items for the prior periods as follows:

	30 June 2013 \$'000	Increase / (Decrease) \$'000	30 June 2013 (Restated) \$'000	1 July 2012 \$'000	Increase / (Decrease) \$'000	1 July 2012 (Restated) \$'000
Statement of financial position (extract)						
Non-current receivables	81,703	10,342	92,045	98,503	13,668	112,171
Non-current provisions	(163,116)	13,076	(176,192)	(415,683)	18,584	(434,267)
Net assets	3,478,064	(2,734)	3,475,330	3,165,900	(4,916)	3,160,984
Accumulated funds	(2,950,071)	(2,734)	(2,947,337)	(2,706,241)	(4,916)	(2,701,325)
Total equity	(3,478,064)	(2,734)	(3,475,330)	(3,165,900)	(4,916)	(3,160,984)

	30 June 2013 \$'000	Profit Increase / (Decrease) \$'000	30 June 2013 (Restated) \$'000
Statement of comprehensive income (extract)			
Employee related expenses	1,332,592	(8,964)	1,341,556
Personnel services	40,465	(3,373)	37,092
Net result	215,891	(12,337)	203,554
Superannuation actuarial gains/(losses)	27,939	14,519	42,458
Total comprehensive income	312,164	2,182	314,346

8. Service groups of the agency

(a) Service Group 1 – Legal Policy and Regulatory Services

Objective: This service group covers the provision of advice to Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs. It also covers the regulation of the activities of professional groups, collection of statistical information and research on crime, privacy services, legal assistance and representation, and investigation and resolution of complaints.

(b) Service Group 2 – Court Services

Objective: This service group covers the administration of NSW courts, tribunals and community justice centres. It also covers drug and alcohol diversionary programs and the provision of support for vulnerable witnesses, victims of sexual assault and clients with mental health problems.

(c) Service Group 3 – Court Support Services

Objective: This service group covers the provision of 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: This service group covers 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. It also provides support to victims of crime by providing access to services and entitlements to assist in their recovery.

(e) Service Group 5 – Registry of Births, Deaths and Marriages

Objective: This service group covers the provision of an accurate, consistent, equitable and secure system for the registration of births, deaths and marriages in New South Wales. Information recorded in the system is used to provide a range of certificates, products and information services, including reliable data for planning and research.

(f) Service Group 6 – Crown Solicitor's Office

Objective: This service group covers the provision of core and non-core (general) legal services to NSW Government. The Crown Solicitor must be engaged by government agencies to perform core legal services for matters that have implications for government beyond an individual Minister's portfolio, involve the constitutional powers and privileges of the State or raise issues that are fundamental to the responsibilities of government. The Crown Solicitor's Office also competes with the private legal profession for non-core legal work.

(g) Service Group 7 – Business and Personnel Services

Objective: This service group covers the provision of personnel services to the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board.

8. Service groups of the agency (cont'd)

(h) Service Group 8 – Cluster Grant Funding

Objective: This service group covers the provision of grant funding to agencies within the Police and Justice Cluster. This includes funding to the Department of Rural Fire Service, Fire and Rescue NSW, Information and Privacy Commission, Legal Aid Commission of New South Wales, Ministry for Police and Emergency Services, New South Wales Crime Commission, NSW Police Force and State Emergency Service.

(i) Service Group 9 – 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 violent and sexual offending, and for specific age and Aboriginality issues.

(j) Service Group 10 – 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.

(k) Service Group 11– Offenders Program

Objective: This service group covers the delivery of offender programs designed to reduce risks of re-offending and the provision of support services to assist offenders to resettle and integrate back into the community.

(l) Service Group 12 – Community Based Services

Objective: This service group covers the administration of youth justice conferences, the supervision of young offenders on community-based sentences on order of the courts, the provision of reports to the courts, support for young people seeking bail and court-ordered supervision of young offenders on bail. It also covers the provision of counselling and interventions to address young offenders' risk of re-offending.

(m) Service Group 13 – Juvenile Custodial Services

Objective: This service group covers the supervision of young offenders sentenced by the courts to detention or ordered by the courts to remain in custody pending the outcome of their court cases. It also covers the provision of counselling and intervention to address young offenders at risk of re-offending and transport for detainees to and from Juvenile Justice centres.

9. Cash and cash equivalents

	30 June 2014 \$'000	30 June 2013 \$'000
Cash at bank	79,364	47,898
Cash on hand	758	830
Short-term deposits – TCorp	2,968	15,432
	83,090	64,160

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.

NSW Treasury Corporation Hour-Glass Cash Facility

The Department has investments in NSW Treasury Corporation's Hour-Glass Investment Cash Facility. 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. NSW Treasury Corporation appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

These investments can generally 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 NSW Treasury Corporation 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 Statement of Cash Flows as follows:

	30 June 2014 \$'000	30 June 2013 \$'000
Cash and cash equivalents (per statement of financial position)	83,090	64,160
Closing cash and cash equivalents (per statement of cash flows)	83,090	64,160

Refer Note 25 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

10. Receivables

	30 June 2014 \$'000	30 June 2013 \$'000	30 June 2012 \$'000
Current receivables			
Sale of goods and services	52,006	23,356	25,163
Victims Compensation Fund/Criminal Injuries Compensation debtors	4,350	4,142	3,944
Goods and Services Tax recoverable from the Australian Taxation Office	15,178	17,273	11,506
Prepayments	7,727	7,340	5,017
Personnel services	9,394	8,012	7,783
Other receivables	1,106	8,986	9,136
Receivables - long service leave	20,964	24,155	24,802
	110,725	93,264	87,351
Non-current receivables			
Personnel services	70,476	69,386	92,415
Prepayment of employee entitlements	3,286	5,186	3,221
Receivables - long service leave	769	906	748
Victims Compensation Fund/Criminal Injuries Compensation debtors	17,401	16,567	15,787
	91,932	92,045	112,171
	202,657	185,309	199,522
		30 June 2014 \$'000	30 June 2013 \$'000
Movements in the allowance for impairment			
Balance at 1 July		10,291	8,357
Amounts written off during the year		(1)	(112)
Amounts transferred in / (out) as a result of administrative restructure		(84)	-
Increase/(decrease) in allowance recognised in profit or loss		693	2,046
Balance at 30 June		10,899	10,291

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in note 25.

10. Receivables (cont'd)**(a) Sale of goods and services debtors**

Sales of goods and services debtors are recognised for accounting purposes only when they comply with established asset recognition criteria.

Amounts receivable from the sale of goods and services	109,355	75,441
Less:		
Amounts receivable that do not meet the asset recognition criteria	46,450	41,794
Allowance for impairment	10,899	10,291
	52,006	23,356

Sales of goods and services debtors are recognised in accordance with established asset recognition criteria.

This involves recognising certain court debtors held at the State Debt Recovery Office based on average cash receipts for the three years ended 30 June 2014. The balance of the court debts held at the State Debt Recovery Office, which are not recognised, are shown above as "Amounts receivable that do not meet the asset recognition criteria".

(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 2014 \$'000	30 June 2013 \$'000
Amounts receivable from restitution orders made or confirmed by the Victims Compensation Tribunal	250,606	282,655
Less:		-
Amounts receivable that do not meet the asset recognition criteria	228,886	261,976
Victims Compensation Fund Debtors	21,720	20,679
This is represented by:		
Current	4,344	4,136
Non-current	17,376	16,543
	21,720	20,679

(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.

Amounts receivable from restitution orders made or confirmed under the <i>Criminal Compensation Act 1967</i>	145	147
Less:		-
Amounts receivable that do not meet the asset recognition criteria	113	117
Criminal Injuries Compensation Debtors	32	30
This is represented by:		
Current	6	6
Non-current	26	24
	32	30

11. Inventories

	Note	30 June 2014 \$'000	30 June 2013 \$'000
Raw materials – at cost	(i)	4,096	3,706
Work in progress – at cost	(ii)	1,267	750
Finished goods – at cost	(iii)	4,325	3,289
Livestock – At net realisable value	(iv)	1,955	1,945
TOTAL		11,643	9,690

- i. Raw material inventory includes, but is not limited to, papers, solvents, cooking ingredients, bolts, timber bars, mesh lubricant, copper sulphate fabric and buttons.
- ii. Work in progress inventory includes, but is not limited to, processed meat, bed bases, barrel backers and unfinished clothing.
- iii. Finished goods include, but are not limited to, signs, booklets, prepared meals, beds, cabinets, overalls and briefs.
- iv. Professional valuations have been obtained to determine fair value less cost to sell of all livestock held at the end of the reporting period.

12. Property, plant and equipment

	Land and Buildings \$'000	Plant and equipment \$'000	Land and buildings under finance lease \$'000	Total \$'000
At 1 July 2013 – fair value				
Gross carrying amount	4,913,824	434,350	248,310	5,596,484
Accumulated depreciation and impairment	(1,737,247)	(197,060)	(83,106)	(2,017,413)
Net carrying amount	3,176,577	237,290	165,204	3,579,071
At 30 June 2014 – fair value				
Gross carrying amount	5,114,640	456,438	259,364	5,830,442
Accumulated depreciation and impairment	(1,888,633)	(223,764)	(93,275)	(2,205,672)
Net carrying amount	3,226,007	232,674	166,089	3,624,770

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and buildings \$'000	Plant and equipment \$'000	Land and buildings under finance lease \$'000	Total \$'000
Year ended 30 June 2014				
Net carrying amount at start of year	3,176,577	237,290	165,204	3,579,071
Additions	55,992	47,295	-	103,287
Additions (non-cash)	-	-	-	-
Disposals	(2,867)	(1,660)	-	(4,527)
Net revaluation increment less revaluation decrements	89,751	2	6,790	96,543
Assets transferred in / (out) as a result of administrative restructure	-	(2,092)	-	(2,092)
Depreciation expense (note 2 (d))	(99,483)	(45,459)	(5,905)	(150,847)
Other movements – work in progress transfers	6,037	(2,702)	-	3,335
Net carrying amount at end of year	3,226,007	232,674	166,089	3,624,770
	Land and buildings \$'000	Plant and equipment \$'000	Land and buildings under finance lease \$'000	Total \$'000
Year ended 30 June 2013				
Net carrying amount at start of year	3,160,078	208,278	167,522	3,535,878
Additions	74,922	61,739	-	136,661
Additions (non-cash)	47	79	-	126
Disposals	(491)	(559)	-	(1,050)
Net revaluation increment less revaluation decrements	55,709	2	3,577	59,288
Depreciation expense	(95,692)	(48,460)	(5,558)	(149,710)
Other movements - work in progress transfers	(17,996)	16,211	(337)	(2,122)
Net carrying amount at end of year	3,176,577	237,290	165,204	3,579,071

12. Property, plant and equipment (cont'd)

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 14.

Land and buildings comprise land, buildings and finance lease assets and include work in progress of \$64.6 million (2013: \$89.2 million). Plant and equipment comprises computer equipment, furniture and fittings, plant, equipment, make-good assets, leasehold improvements, voice communications, data communications and include work in progress of \$59.5 million (2013: \$27.8 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 by Mr Paul Goldsmith, Registered Valuer, Australian Property Institute, who is the Valuation Manager, Government Clients, Land and Property Information. Mr Goldsmith conducted a desk top review of the revalued amounts of land and buildings as at 30 June 2014 and has advised a revaluation increase of land and buildings by 3.0 per cent on the values as at 30 June 2013. 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.

The Berrima and Kirconnell Correctional Centres' buildings and improvements are valued using the depreciation replacement cost method (respective net book value of \$4.1 million and \$9.8 million) until a determination is made on the future of these assets.

Land and Buildings under Finance Lease

The finance lease asset relates to an arrangement entered into 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 \$0.8 million (2013: \$0.6 million) which the Department recovers in rental offsets. The finance lease was revalued as at 30 June 2011 by Mr Paul Goldsmith. Mr Goldsmith conducted a desk top review of the revaluation of the finance lease as at 30 June 2014 and has advised a revaluation increase of 3.0 per cent on the values of the finance lease as at 30 June 2013. The leasehold asset will be amortised over the remainder of the lease.

The finance lease of Corrective Services NSW relates to the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed and was revalued on 30 June 2011 by Mr Paul Goldsmith. Mr Goldsmith conducted a review of the revaluation of the finance lease as at 30 June 2014 and has advised a revaluation increase of 3.0 per cent on the values of the finance lease as at 30 June 2013.

13. Intangibles

	Software \$'000	Total \$'000
At 1 July 2013		
At cost (gross carrying amount)	218,467	218,467
Accumulated amortisation and impairment	(65,994)	(65,994)
	152,473	152,473
At 30 June 2014		
At cost (gross carrying amount)	240,551	240,551
Accumulated amortisation and impairment	(84,007)	(84,007)
	156,544	156,544
Year ended 30 June 2014		
Net carrying amount at start of year	152,473	152,473
Additions	33,885	33,885
Disposals	(2)	(2)
Impairment loss	-	-
Assets transferred in / (out) as a result of administrative restructure	(1,258)	(1,258)
Amortisation (recognised in "depreciation and amortisation")	(25,160)	(25,160)
Other movements	(3,394)	(3,394)
Net carrying amount at end of year	156,544	156,544
Year ended 30 June 2013		
Net carrying amount at start of year	127,999	127,999
Additions	36,803	36,803
Disposals	-	-
Impairment reversal re Lifelink Project	6,074	6,074
Amortisation (recognised in "depreciation and amortisation")	(20,512)	(20,512)
Other movements - WIP transfers	2,109	2,109
Net carrying amount at end of year	152,473	152,473

14. Non-current assets – investment accounted for using the equity method

	30 June 2014 \$'000	30 June 2013 \$'000
Financial results for the period ended		
Statement of Financial Position		
Assets		
Total Current Assets	3,727	6,171
Total Non-Current Assets	239,010	228,898
Total Assets	242,737	235,069
Liability		
Total Current Liabilities	211	1,172
Total Non-Current Liabilities	-	-
Total Liabilities	211	1,172
NET ASSETS	242,526	233,897
Equity		
Asset Revaluation Reserve	124,779	108,269
Accumulated Funds	117,746	125,628
Total Equity	242,525	233,897
Statement of comprehensive income		
Revenue	6,870	19,769
Expense	14,751	36,756
LOSS ATTRIBUTABLE TO MEMBERS	(7,881)	(16,987)
52.5% of NET ASSETS – as per Statement of Financial Position	127,326	122,796
52.5% share of the loss of joint venture accounted for using equity method	(4,138)	(8,918)
52.5% share of decrease in assets of joint venture accounted for using equity method	8,668	9,025
52.5% share of joint venture accounted for using equity method (Refer Note 1 (o))	4,530	107

15. Fair value measurement of non-financial assets

(i) Fair value hierarchy

2014	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Property, plant and equipment				
Land and buildings	-	418,489	2,973,607	3,392,096
	-	418,489	2,973,607	3,392,096

(ii) Valuation techniques, inputs and processes

Land, Buildings and Finance Leases

The Department owns land and buildings such as court houses, prisons and Juvenile Justice centres which are specialised public sector assets and are rarely traded. Comparisons with similar assets can be rarely made, given the specialised nature of these assets.

Because the Government's mandate specifies that services are provided to the public via the use of these assets, restrictions are imposed on the sale or use of these assets, because the Department is unable to sell them or change their use, unless approved by the Government. These restrictions on the use and disposal of these public sector assets are a characteristic of these assets.

Generally speaking, specialised buildings are assessed as a level 3 input of the fair value hierarchy at depreciated replacement cost, due to a lack of market evidence for specialised buildings. Level 3 inputs are unobservable inputs for which market data are not available and are developed using the best information available about the assumptions that market participants would use when pricing such assets.

The Department's land assets, valued using market evidence, are usually measured using the market approach (that is, based on a market selling price), with an adjustment for condition, location, comparability, etc. and are therefore categorised at Level 2. The market approach will usually be available even where the land has no feasible use.

The Direct Comparison Method has been utilised as the primary method of valuation. In this approach, the relative merits of the subject property and each of the sales are analysed and compared, having regard to matters such as location, aspect, topography, size of land, shape of land, size and quality of the improvements, features and condition of the improvements and current market sentiment.

When the valuers value any piece of land, regardless of the size, shape, zoning, use, etc., there is reliance upon comparable market evidence. Hence the most appropriate method to value land is via the Direct Comparison Approach.

Ultimately the valuers make a judgement call when comparing sales to the subject property. Standard percentage adjustments are not always applicable.

The valuers consider the sales are "observable inputs" and have tried to maximise the use of observable inputs in accordance with the spirit of AASB 13. So, in summary, the valuers have not applied a percentage adjustment but rather made judgement decisions.

In the case of the Department's land, which are specialised assets, the valuers have considered the current use of the land and also work on the basis the current use is in fact the highest and best use given there is no other feasible alternate use. Where there are natural, legal, financial or socio-political restrictions on use and disposal of land such that there is no feasible alternative use in the relatively near future, such land should be valued at fair (market) value for its existing use.

15. Fair value measurement of non-financial assets (cont'd)

Plant and Equipment

These assets are classified as non-specialised assets. For non-specialised assets with short useful lives, recognition at depreciated historical costs as an acceptable surrogate for fair value is allowed. Historical cost is an appropriate surrogate because any difference between fair value and depreciated historical cost is unlikely to be material.

(iii) Reconciliation of recurring Level 3 fair value measurements

2014	Buildings \$'000	Finance Leases \$'000	Total \$'000
Fair value as at 1 July 2013	2,732,855	165,204	2,898,059
Additions	99,076	-	99,076
Revaluation increments/decrements recognised in Net result – included in the line item 'Other gains/ (losses)'	45,005	1,841	46,846
Revaluation increments/ decrements recognised in other comprehensive income – included in line item /Net increase / (decrease) in property, plant and equipment revaluation surplus'	31,239	4,948	36,187
Transfers from Level 2	(461)	-	(461)
Transfers to Level 2	-	-	-
Disposals	(1,703)	-	(1,703)
Depreciation	(98,492)	(5,905)	(104,397)
Fair value as at 30 June 2014	2,807,519	166,088	2,973,607

Transfers to/from level 2 relate to work in progress that has been re-categorised upon completion of the projects.

16. Payables

	30 June 2014 \$'000	30 June 2013 \$'000
Payables		
Accrued salaries, wages and on-costs	39,699	36,263
Creditors	49,568	40,664
Accruals	58,469	24,844
	147,736	101,771

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 Support Fund totalling \$33.2 million (2013: \$10.4 million) (refer Note 28).

17. Borrowings

	30 June 2014 \$'000	30 June 2013 \$'000
Current borrowings		
Secured/unsecured		
TCorp borrowings	800	1,750
Finance leases (see Note 21)	4,059	3,761
	<u>4,859</u>	<u>5,511</u>
Non-current borrowings		
TCorp borrowings	1,000	1,800
Finance leases (see Note 21)	81,135	85,194
	<u>82,135</u>	<u>86,994</u>
Finance Lease		
The Department has entered into two finance leases. At reporting date the value of the lease liability is:		
Gross value of lease	196,724	210,294
Less: future finance charges	(111,531)	(121,339)
Lease liability	<u>85,193</u>	<u>88,955</u>
Repayment of finance leases		
Not later than one year	4,059	3,761
Between one and five years	19,815	18,320
Later than five years	61,319	66,874
Total – finance leases	<u>85,193</u>	<u>88,955</u>
Gross commitments		
Not later than one year	14,982	14,827
Between one and five years	60,055	59,164
Later than five years	121,687	136,303
Less: Future finance charge	(111,531)	(121,339)
Present value of minimum lease payments	<u>85,193</u>	<u>88,955</u>

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.

Repayment of Treasury Advances

TCorp borrowings

Repayment of TCorp borrowings		
Not later than one year	800	1,750
Between one and five years	1,000	1,800
Later than five years	-	-
Total – TCorp borrowings	<u>1,800</u>	<u>3,550</u>

The Registry of Births, Deaths and Marriages has received a loan from T Corp to fund the Lifelink software project. The loan is at a fixed rate of 6% with a maturity date of 30 June 2016.

18. Provisions

	30 June 2014 \$'000	30 June 2013 \$'000	30 June 2012 \$'000
Current			
Employee benefits and related on-costs			
Recreation leave	111,043	112,598	119,895
Sundays and public holidays	3,029	3,080	3,247
Payroll tax	12,959	11,701	12,731
Fringe benefits tax	420	405	367
Annual leave loading	10,900	9,615	9,748
Long service leave	45,957	45,667	44,255
Other employee benefits and related on-costs	11	24	39
	184,319	183,090	190,282
Current			
Other provisions			
Make good	5,008	6,285	5,697
Victims Support Fund – pending victims' comp claims	76,100	76,100	71,000
	81,108	82,385	76,697
	265,427	265,475	266,979

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.

Unpaid pending claims

The provision for pending victims' compensation claims is an actuarial assessment of the value of outstanding victims' compensation claims as at 30 June 2014.

	30 June 2014 \$'000	30 June 2013 \$'000	30 June 2012 \$'000
Non-current			
Employee benefits and related on-costs			
Long service leave	1,795	2,284	2,165
Superannuation	83,617	93,306	129,211
	85,412	95,590	131,376
Non-current			
Other provisions			
Make good	6,273	6,502	7,291
Victims Support Fund – pending victims' compensation claims	46,900	74,100	295,600
	53,173	80,602	302,891
Total non-current provisions	138,585	176,192	434,267
Aggregate employee benefits and related on-costs			
Provisions – current	184,319	183,090	190,282
Provisions – non-current	85,412	95,590	131,376
Accrued salaries, wages and on-costs (Note 16)	39,699	36,263	7,503
	309,430	314,943	329,161

18. Provisions (cont'd)

Movements in provisions (other than employee benefits)

2014	Make good \$'000	Pending victims' compensation claims \$'000
Carrying amount at the beginning of financial year	12,787	150,200
Adjustments due to actuarial assessments		58,267
Additional provisions recognised	995	-
Amounts transferred in / (out) as a result of administrative restructure	(2,013)	-
Amounts used	(108)	(52,223)
Transfer of pending claims now determined to accruals	-	(33,244)
Unused amounts reversed	(695)	-
Unwinding/change in the discount rate	314	-
Net carrying amount at end of the year	11,280	123,000

With regard to pending victims' compensation claims, the recommended liabilities are accounted for by way of a provision and comply with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

The recommended provision

- 1) Is only in respect of lodged but unresolved claims, hence no allowance has been made for any incidents that may have already occurred but have not yet been lodged.
- 2) Contains an allowance for the time value of money, and in particular, we have discounted claims costs back to the valuation date using risk free discount rates.
- 3) Only includes claims costs and does not include any associated claim handling expenses, such as staff costs, that may be incurred as a result of processing these claims.
- 4) Is a central estimate and does not include any additional risk margin related to the uncertainty of estimates, although noting that the estimates of the provision are highly uncertain.

The actuarial Professional Standard 300 "Valuation of General insurance Claims" ("PS 300") applies to actuaries undertaking a valuation of General Insurance Claims for an entity. While the claims being valued are not General Insurance Claims as defined under PS 300, there are some similarities in the characteristics of this valuation when compared to PS 300 valuations. Thus PS 300 has been used as a proxy for determining provisions in this valuation.

19. Other liabilities

	30 June 2014 \$'000	30 June 2013 \$'000
Current		
Liabilities to Consolidated Fund	2,934	2,226
	2,934	2,226

20. Increase / decrease in net assets from equity transfers

This note includes comparative information for the statements of comprehensive income of the Crown Solicitor's Office which transferred out of the Department on 24 February 2014 and the NSW Civil and Administrative Tribunal, elements of which transferred into the Department on 1 January 2014, and discloses the assets and liabilities transferred.

Statement of Comprehensive Income for the Crown Solicitor's Office and the transferred functions of the NSW Civil Administrative Tribunal for the year ended 30 June 2014.

	Transfer out Crown Solicitor's Office	Transfer in Certain functions of NSW Civil and Administrative Tribunal		
	Actual – 1 July 2013 to 23 February 2014 \$'000	Actual – 6 months to 31 December 2013 \$'000	Actual – 12 months to 30 June 2014 \$'000	Actual – 12 months to 30 June 2013 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	23,607	10,069	21,876	18,020
Other operating expenses	5,946	4,868	9,743	9,820
Depreciation and amortisation	1,077	230	386	792
Grants and subsidies	-	-	-	-
Finance costs	1	-	-	-
Other expenses	16,521	-	-	-
Total expenses	47,152	15,167	32,005	28,632
Revenue				
Recurrent appropriations	-	1,592	1,592	2,834
Capital appropriations	-	-	-	-
Sale of goods and services	48,747	1,055	2,418	2,473
Investment revenue	265	-	-	-
Retained taxes, fees and fines	-	-	-	-
Grants and contributions	-	10,603	24,377	20,456
Personnel services	-	-	-	-
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	510	-
Other revenue	16	1,069	1,814	2,128
Total revenue	49,028	14,319	30,711	27,891
Gain / (loss) on disposal	-	-	-	-
Other gains / (losses)	-	-	-	-
Net result	1,876	(848)	(1,294)	(741)
Other comprehensive income				
<i>Items that will not be reclassified subsequently to net result</i>				
Net increase in property, plant and equipment, and joint venture revaluation surplus	-	-	-	-
Net change in the asset revaluation reserve arising from a change in the restoration liability	-	-	-	-
Superannuation actuarial gains/(losses)	-	-	-	-
Total other comprehensive income	-	-	-	-
Total comprehensive income	1,876	(848)	(1,294)	(741)

20. Increase / decrease in net assets from equity transfers (cont'd)

	Transfer out Crown Solicitor's Office	Transfer in Certain functions of NSW Civil and Administrative Tribunal		
	Actual – 1 July 2013 to 23 February 2014 \$'000	Actual – 6 months to 31 December 2013 \$'000	Actual – 12 months to 30 June 2014 \$'000	Actual – 12 months to 30 June 2013 \$'000
Assets				
Current assets				
Cash and cash equivalents	(15,639)	-	-	-
Receivables	(12,159)	-	-	-
Inventories	(4,998)	-	-	-
Total current assets	(32,796)	-	-	-
Non-current assets				
Receivables	-	-	-	-
Property, plant and equipment				
Land and buildings	-	-	-	-
Plant and equipment	(2,092)	778	898	955
Land and buildings under finance lease	-	-	-	-
Property, plant and equipment	(2,092)	778	898	955
Intangibles	(1,259)	-	-	-
Other	(2,591)	-	-	-
Investment accounted for using the equity method	-	-	-	-
Total non-current assets	(5,942)	778	898	955
Total assets	(38,738)	778	898	955
Liabilities				
Current liabilities				
Payables	445	-	-	-
Borrowings	-	-	-	-
Provisions	8,255	-	(772)	(767)
Other	-	-	-	-
Total current liabilities	8,700	-	(772)	(767)
Non-current liabilities				
Borrowings	-	-	-	-
Provisions	12,630	-	-	-
Other	-	-	-	-
Total non-current liabilities	12,630	-	-	-
Total liabilities	21,330	-	(772)	(767)
Net assets	(17,408)	778	126	188

21. Commitments for expenditure

	30 June 2014 \$'000	30 June 2013 \$'000
(a) Capital commitments		
Aggregate capital expenditure for the acquisition of property, plant and equipment contracted for at reporting date and not provided for:		
Not later than one year	107,516	66,621
Later than one year and not later than five years	-	24,196
Total including GST	107,516	90,817
(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	117,228	110,829
Later than one year and not later than five years	260,175	27,485
Later than five years	-	-
Total (including GST)	377,403	138,314
(c) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	46,072	45,769
Later than one year and not later than five years	92,056	104,315
Later than five years	67,084	75,904
Total (including GST)	205,212	225,988

These operating lease commitments mainly relate to leases currently held in relation to the occupancy of office premises by the Department in metropolitan and regional areas. At 30 June 2014, 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 2014.

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 \$62.5 million (2013: \$41.6 million) that are expected to be recoverable from the Australian Taxation Office.

21. Commitments for expenditure (cont'd)

	30 June 2014 \$'000	30 June 2013 \$'000
(d) Finance Lease Commitments		
Minimum lease payment commitments in relation to finance leases payable as follows:		
Not later than one year	14,982	14,827
Later than one year and not later than five years	60,055	59,163
Later than five years	121,687	136,304
Minimum lease payments	196,724	210,294
Less: future finance charges	(111,531)	(121,339)
Present value of minimum lease payments	85,193	88,955
The present value of finance lease commitments is as follows:		
Not later than one year	4,059	3,761
Later than one year and not later than five years	19,815	18,320
Later than five years	61,319	66,874
	85,193	88,955
Classified as:		
Current (Note 17)	4,059	3,761
Non-current (Note 17)	81,134	85,194
	85,193	88,955

In 2006/07, the former Department of Corrective Services engaged a private sector company, PPP Solutions (Long Bay) Pty Limited, to finance, design, construct and maintain the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed. The development is a joint project between the NSW Department of Health and the former Department of Correctives Services. In addition to the hospital facilities, the project includes a new operations building and a new pharmacy building for Justice Health, and a new gatehouse for the former Department of Corrective Services. The new gatehouse component was completed on 18 June 2008 and the Prison Hospital on 14 July 2008. Upon commissioning, the former Department of Corrective Services recognised the new prison hospital as an asset of \$61.4 million. The basis for the accounting treatment is that custodial services will be delivered by the Department for the duration of the term until May 2034. In addition, the Department will recognise a finance lease liability for the duration of the term until May 2034.

The Department also entered into a finance lease arrangement to lease the John Maddison Tower from a private sector company to house the District Court. The lease commenced on 1 July 1995, with a non-cancellable lease of 25 years and provision for an option of a further 15 years. The building is constructed on land owned by the Department.

22. Contingent liabilities and contingent assets

Contingent liabilities

	30 June 2014 \$'000	30 June 2013 \$'000
Suitors Fund	212	80
Current Litigation	-	-
	212	80

Suitors' Fund

There are 22 claims (2013: 8 claims) pending on the Suitors' Fund as at 30 June 2014.

Current Litigation

There are various matters involving the Crown Solicitor and other General Counsel, which do not have a current year financial impact (2013– \$0.0 million). Claims made against the Department in respect of compensation and litigation from normal operations are fully covered by the NSW Treasury Managed Fund.

Other Matters

- i. There is a potential liability on compliance issues regarding the placement of forensic patients in the correctional facilities. Following a court decision in the case of the State of NSW v TD 2013 NSWCA32, the State and Corrective Services NSW are exposed to liability in relation to further claims for damages arising from non-compliance with the lawful orders of a Court or the Mental Health Review Tribunal. At this point the amount of the contingent liability for damage claims is being assessed by the State-wide Administrative Sentences and Orders Branch. The matter is subject to further appeal.
- ii. The liability for the development of the Long Bay 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 estimate value of the contingent liability cannot be fully determined because of uncertain future events.

22. Contingent liabilities and contingent assets (cont'd)

Contingent assets

	30 June 2014 \$'000	30 June 2013 \$'000
Guarantee Undertaking	380	380
	380	380

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 \$0.4 million with QBE Insurance (Australia) Limited, which expires at 4pm on 31 March 2015.

23. Budget review

Net result for the year

The actual net result was less than budget by \$109.5 million, primarily due to revenue being less than budget by \$97.2 million and total expenditure excluding losses exceeding budget by \$5.5 million.

The unfavourable variance in total revenue of \$97.2 million is mainly due to reduced recurrent and capital funding of \$121.8 million offset by personnel services revenue of \$63.0 million.

Employee related expenditure exceeded budget by \$25.5 million mainly due to the use of casual staff and overtime to accommodate the increase in inmates in corrective facilities and additional unfavourable actuarial valuations on long service leave.

Other operating expenses exceeded budget by \$20.5 million, mainly due to higher computer licence fees and variations in outsourced correctional management fees as a result of increased inmate numbers.

Net losses exceeded budget by \$6.8 million, mainly due to a \$4.1 million equity accounting adjustment relating to the joint venture investment in Law Courts Limited.

Assets and liabilities

Total assets were less than budget by \$2.7 million, which was mainly due to a revaluation of properties as at 30 June 2014.

Total liabilities were more than budget by \$2.2 million, mainly due to an increase in provisions of \$92.1 million, offset by reduced liabilities in "other".

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 \$110.4 million.

24. Reconciliation of operating cash flows to net result

	30 June 2014 \$'000	30 June 2013 \$'000
Net cash inflow from operating activities	171,259	167,931
Depreciation and amortisation	(176,007)	(170,221)
Net capital movements	4,040	(6,425)
Decrease/(increase) in provisions	15,759	218,523
Increase/(decrease) in prepayments and other assets	37,880	(22,139)
Decrease/(increase) in creditors	(48,128)	21,538
Net gain/(loss)	(7,311)	(5,653)
Net result	(2,508)	203,554

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 Secretary 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 Department, 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.

(i) Financial instrument categories

Financial Assets	Note	Category	30 June 2014 \$'000	30 June 2013 \$'000
Class:			\$'000	\$'000
Cash and cash equivalents	9	N/A	83,090	64,160
Receivables ¹	10	Loans and receivables (at amortised cost)	167,076	145,813
			250,166	209,973
Financial Liabilities		Category	30 June 2014 \$'000	30 June 2013 \$'000
Class:			\$'000	\$'000
Payables ²	16	Financial liabilities measured at amortised cost	142,343	101,069
Borrowings	17	Financial liabilities measured at amortised cost	86,994	92,505
			229,337	193,574

During the year ended 30 June 2014, there were no defaults on any loans payable (2013: nil).

¹ Excludes statutory receivables and prepayments (that is, not within scope of AASB 7).

² Excludes statutory payables and unearned revenue (that is, not within scope of AASB 7).

25. Financial instruments (cont'd)

(ii) 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 debtors (refer note 10(b)), where debts are recognised on the basis of average receipts for the five years ended 30 June 2014. This represents the Department's best estimate in accordance with accounting standards. For Victims Compensation Fund debtors, for example, although the total amounts receivable from restitution orders or confirmed by Victims Services is \$250.7 million (2013: \$282.8 million), only \$21.7 million (2013: \$20.7 million) are recognised (refer Note 10 (b)).

The Department has 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. Business centre managers must manage their debt to minimise impaired debt, with debtors over 90 days generally deemed to be subject to impairment testing.

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 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The NSW Treasury Corporation Hour Glass cash facility is discussed below.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date in accordance with the asset recognition criteria. Collectability of trade debtors is reviewed on an ongoing basis. The Debt Recovery Unit manages the procedures for collecting debt through 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 (2014: \$13.4 million; 2013: \$10.8 million) and less than six months past due (2014: \$11.6 million; 2013: \$8.1 million) are not considered impaired and together these represent 70 per cent (2013 – 60 per cent) of the total trade debtors. There are no debtors, which are currently not past due or impaired whose terms have been renegotiated.

25. Financial instruments (cont'd)

	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
2014			
< 3 months overdue	6,424	5,416	1,008
3 months – 6 months overdue	3,911	2,164	1,747
> 6 months overdue	9,018	1,276	7,742
2013			
< 3 months overdue	4,313	4,039	274
3 months – 6 months overdue	3,783	2,431	1,352
> 6 months overdue	12,642	4,241	8,401

(iii) 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 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 NSW TC 11/12. For small suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, 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. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the payment of simple interest is at the discretion of the Secretary. The rates of interest applied were 10.82 per cent per annum for the quarter ended 30 September 2013, 10.60 per cent per annum for the quarter ended 31 December 2013, 10.59 per cent for the quarter ended 31 March 2014 and 10.63 per cent for the quarter ended 30 June 2014.

During the current year and prior year, there were no defaults of 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.

25. Financial instruments (cont'd)

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities

	Weighted average effective interest rate	Nominal Amount \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- interest bearing \$'000	< 1 year \$'000	1–5 years \$'000	> 5 years \$'000
2014								
Payables:								
Accrued salaries, wages and on-costs	-	37,725	-	-	37,725	-	-	-
Creditors	-	104,618	-	-	104,618	-	-	-
Borrowings:								
TCorp borrowings	6	1,800	1,800	-	-	800	1,000	-
Finance leases	6	44,210	44,210	-	-	7,368	29,474	7,368
Finance leases	10	152,514	152,514	-	-	7,614	30,581	114,319
		340,867	198,524	-	142,343	15,782	61,055	121,687
2013								
Payables:								
Accrued salaries, wages and on-costs	-	34,241	-	-	8,306	-	-	-
Creditors	-	66,828	-	-	73,821	-	-	-
Borrowings:								
TCorp borrowings	6.00	3,550	3,550	-	-	1,750	1,800	-
Finance leases	6.88	50,111	50,111	-	-	7,159	28,635	14,317
Finance leases	10.44	160,183	160,183	-	-	7,668	30,528	121,987
		314,913	213,844	-	82,127	16,597	60,963	136,304

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.

25. Financial instruments (cont'd)**(iv) 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 (that is, 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 2013. 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 NSW Treasury Corporation 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 per cent 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 \$'000	Impact of 1% Increase		Impact of 1% (decrease)	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
2014					
<i>Financial assets</i>					
Cash and cash equivalents	83,090	831	831	(831)	(831)
Receivables	158,112	-	-	-	-
<i>Financial liabilities</i>					
Payables	142,343	-	-	-	-
Borrowings	1,800	-	-	-	-
Finance lease	85,194	-	-	-	-
	470,539	831	831	(831)	(831)
2013					
<i>Financial assets</i>					
Cash and cash equivalents	64,160	642	642	(642)	(642)
Receivables	145,813	-	-	-	-
<i>Financial liabilities</i>					
Payables	98,308	-	-	-	-
Borrowings	3,550	-	-	-	-
Finance lease	88,955	-	-	-	-
	400,786	642	642	(642)	(642)

25. Financial instruments (cont'd)

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	2014 \$'000	2013 \$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	83,090	64,160

(i) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. Cash and cash equivalents include NSW Treasury Corporation investments which are assessed at fair value (refer Note 9). 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.

(ii) Fair value recognised in the statement of financial position

	2014 Level 1 \$'000	2014 Level 2 \$'000	2014 Level 3 \$'000	2014 Total \$'000
Financial assets at fair value				
TCorp Hour-Glass Investment Facility	-	83,090	-	83,090
Total	-	83,090	-	83,090

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 year ended 30 June 2014.

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 2014 \$'000	30 June 2013 \$'000
Cash balance at the beginning of the financial year	42,585	38,228
Add: Receipts	534,765	747,881
Less: Expenditure	(549,290)	(743,524)
Cash balance at the end of the financial year	28,060	42,585

For the Supreme Court, an amount of \$69.5 million (2013– \$49.3 million) is held outside the Department's Public Monies Account for Supreme Court matters and is invested with NSW Trustee and Guardian and an amount of \$USD20.0 million (2013 – \$USD20.3 million) is held at the Commonwealth Bank, 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 \$10.6 million (2013 – \$33.4 million) is held outside the Department's Public Monies Account for District Court matters, being invested with 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 \$0.8 million (2013– \$0.8 million) is held outside of the Department's Public Monies Account for Local Court matters and is invested with Westpac, in accordance with a District Court order.

For the Land and Environment Court, an amount of \$0.3 million (2013 – \$0.1 million) is held outside of the Department's Public Monies Account for Land and Environment Court matters and is invested with NSW Trustee and Guardian.

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, 2013*, does not define security, so many things are put forward by persons as security, for example, land title documents, jewellery, motor vehicles, bills of sale, bank guarantees.

27. Administered assets and liabilities

	30 June 2014 \$'000	30 June 2013 \$'000
Administered Assets		
Receivables – fines	11,517	9,743
Less:		
Allowance for impairment	(792)	(729)
Total administered assets and liabilities	10,725	9,014

28. Victims compensation funds

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 Secretary, Department of Police and Justice. 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.

In 2011, the Attorney General commissioned an independent review of the financial sustainability of the existing scheme. The independent review concluded that the current scheme was not financially viable and proposed a number of recommendations to change the existing scheme.

In October 2012, Cabinet approved the replacement of the current Victims Compensation Scheme to a new financially sustainable model called the Victims Support Scheme (VSS). The decision was based on PricewaterhouseCoopers’ recommendations arising from its review of the existing scheme.

The Victims’ Rights and Support Bill 2013 was introduced into Parliament on 7 May 2013 to legislate for a victims’ support scheme, which will focus upon the ongoing support and treatment of victims, with minimal reliance upon lump sum payments. The new victims’ support scheme will more accurately cost the various claims.

The Bill passed both Houses of Parliament on 30 May 2013 and was assented to on 3 June 2013 establishing the *Victims’ Rights and Support Act 2013 No 37* (VRSA).

Under the new scheme clients are able to claim for various types of practical and financial support for a period of up to 5 years. The new scheme is focused on building a package of care which may include some or all of the following:

- 1) Information, referrals and support
- 2) Counselling
- 3) Financial assistance for immediate needs
- 4) Financial assistance for economic loss
- 5) Recognition payment.

28. Victims compensation funds (cont'd)

All transactions relating to Victims Support, as reflected in these financial reports, flow through the Victims Compensation Fund now known as the *Victims Support Fund under the Victims' Rights and Support Act 2013*. Total payment to victims of crime for the year ended 30 June 2014 was \$77.5 million (2013: \$56.3 million) (refer Note 2 (f)), including an accrual of \$33.2 million (2013: \$10.4 million).

Collections payable to the Fund include:

- Restitution payments by offenders
- Monies collected under the *Confiscation of Proceeds of Crime Act, 1989*
- Monies required to be credited to the Fund under the *Criminal Assets Recovery Act 1990*
- Victims' support levies collected under section 106 of the *Victims Rights and Support Act 2013* by the Supreme Court, Drug, Local and Children's Courts, Land and Environment Court and the Industrial Relations Commission.

29. 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 2014 is estimated to be \$108.2 million (2013: \$100.6 million). This amount is not included in the Department's operating result for the year.

30. Events after the reporting period

The Administrative Arrangements (Administrative Changes – Miscellaneous Agencies) Order 2014 changed the name of the Department of Police and Justice to the Department of Justice with effect from 1 July 2014.

Part 2 of the Order states "In any document, a reference to the Department of Police and Justice is to be construed as a reference to the Department of Justice".

31. AASB 119 disclosure items

Appendix 1

30 June 2014 superannuation position

Basis – AASB 119

	SASS 30-Jun-14	SANCS 30-Jun-14	SSS 30-Jun-14	TOTAL 30-Jun-14
Member Numbers				
Contributors	91	137	46	
Deferred benefits	0	0	13	
Pensioners	2	0	151	
Pensions fully commuted	0	0	35	
Superannuation Position for AASB 119 purposes	A\$	A\$	A\$	A\$
Accrued liability (Note 1)	29,338,391	7,026,548	172,776,932	209,141,871
Estimated reserve account balance	(26,145,906)	(5,673,094)	(96,991,744)	(128,810,744)
1. Deficit/(surplus)	3,192,485	1,353,454	75,785,189	80,331,127
2. Future Service Liability (Note 2)	4,610,502	2,333,743	3,100,929	10,045,174
“3. Surplus in excess of recovery available from schemes (- 1. - 2. and subject to a minimum of zero)”	0	0	0	0
4. Net (asset)/liability to be recognised in statement of financial position (1. + 3.)	3,192,485	1,353,454	75,785,189	80,331,127

Comprises:

Prepayment of employee entitlements (refer Note 10)	3,286,632
Provision for superannuation (refer Note 18)	(83,617,759)
	(80,331,127)

Footnote 1:

The accrued liability includes a contribution tax provision. This is calculated based on grossing up the deficit less the allowance for past service expenses and insurable death and disability liabilities at a contribution tax rate of 15%.

Footnote 2:

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 64). Under AASB 119, any prepaid superannuation asset recognised cannot exceed 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. (Note: this also includes a contribution tax provision).

31. AASB 119 disclosure items (cont'd)

Appendix 2

AASB 119 Disclosure Items 30 June 2014

Nature of the benefits provided by the fund – Para 139(a)(i)

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. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal.

All the Schemes are closed to new members.

Description of the regulatory framework – Para 139(a)(ii)

The schemes in the Pooled Fund are established and governed by the following *NSW legislation*: *Superannuation Act 1916*, *State Authorities Superannuation Act 1987*, *Police Regulation (Superannuation) Act 1906*, *State Authorities Non-Contributory Superannuation Scheme Act 1987*, and their associated regulations.

The schemes in the Pooled Fund are exempt public sector superannuation schemes under the *Commonwealth Superannuation Industry (Supervision) Act 1993* (SIS). The SIS Legislation treats exempt public sector superannuation funds as complying funds for concessional taxation and superannuation guarantee purposes.

Under a Heads of Government agreement, the New South Wales Government undertakes to ensure that the Pooled Fund will conform with the principles of the Commonwealth's retirement incomes policy relating to preservation, vesting and reporting to members and that members' benefits are adequately protected.

The New South Wales Government prudentially monitors and audits the Pooled Fund and the Trustee Board activities in a manner consistent with the prudential controls of the SIS legislation. These provisions are in addition to other legislative obligations on the Trustee Board and internal processes that monitor the Trustee Board's adherence to the principles of the Commonwealth's retirement incomes policy.

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 2012.

31. AASB 119 disclosure items (cont'd)

Description of other entities' responsibilities for the governance of the fund – Para 139(a)(iii)

The Fund's Trustee is responsible for the governance of the Fund. The Trustee has a legal obligation to act solely in the best interests of fund beneficiaries. The Trustee has the following roles:

- * Administration of the fund and payment to the beneficiaries from fund assets when required in accordance with the fund rules;
- * Management and investment of the fund assets; and
- * Compliance with other applicable regulations.

Description of risks – Para 139(b)

There are a number of risks to which the Fund exposes the Employer. The more significant risks relating to the defined benefits are:

- * Investment risk – The risk that investment returns will be lower than assumed and the Employer will need to increase contributions to offset this shortfall.
- * Longevity risk – The risk that pensioners live longer than assumed, increasing future pensions.
- * Pension indexation risk – The risk that pensions will increase at a rate greater than assumed, increasing future pensions.
- * Salary growth risk – The risk that wages or salaries (on which future benefit amounts for active members will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional employer contributions.
- * Legislative risk – The risk is that legislative changes could be made which increase the cost of providing the defined benefits.

The defined benefit fund assets are invested with independent fund managers and have a diversified asset mix. The Fund has no significant concentration of investment risk or liquidity risk.

Description of significant events – Para 139(c)

There were no fund amendments, curtailments or settlements during the year.

31. AASB 119 disclosure items (cont'd)

Reconciliation of the Net Defined Benefit Liability/(Asset) - Para 140(a)

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
<i>Net Defined Benefit Liability/(Asset) at start of year</i>	3,003,490	1,396,322	75,468,562	79,868,374
Current service cost	1,041,826	281,940	593,148	1,916,914
Net Interest on the net defined benefit liability/(asset)	102,000	49,401	2,855,592	3,006,993
Past service cost	0	0	0	0
(Gains)/losses arising from settlements	0	0	0	0
Actual return on Fund assets less Interest income	(3,107,648)	(469,686)	(8,694,896)	(12,272,230)
Actuarial (gains)/losses arising from changes in demographic assumptions	(0)	0	0	0
Actuarial (gains)/losses arising from changes in financial assumptions	999,797	419,482	6,467,162	7,886,441
Actuarial (gains)/losses arising from liability experience	1,791,604	(131,436)	(261,563)	1,398,605
Adjustment for effect of asset ceiling	0	0	0	0
Employer contributions	(638,584)	(192,570)	(642,817)	(1,473,970)
<i>Net Defined Benefit Liability/(Asset) at end of year</i>	3,192,485	1,353,454	75,785,189	80,331,127

Reconciliation of the Fair Value of Fund Assets – Para 140(a)(i)

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
<i>Fair value of Fund assets at beginning of the year</i>	24,548,048	5,427,632	90,105,056	120,080,736
Interest income	870,514	191,528	3,316,390	4,378,432
Actual return on Fund assets less Interest income	3,107,648	469,686	8,694,896	12,272,230
Employer contributions	638,584	192,570	642,817	1,473,970
Contributions by participants	445,320	0	466,045	911,365
Benefits paid	(3,446,018)	(729,809)	(6,525,976)	(10,701,803)
Taxes, premiums & expenses paid	(18,190)	121,487	292,515	395,812
Transfers in	0	0	0	0
Contributions to accumulation section	0	0	0	0
Settlements	0	0	0	0
Exchange rate changes	0	0	0	0
<i>Fair value of Fund assets at end of the year</i>	26,145,906	5,673,094	96,991,744	128,810,744

31. AASB 119 disclosure items (cont'd)

Reconciliation of the Defined Benefit Obligation – Para 140(a)(ii)

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
<i>Present value of defined benefit obligations at beginning of the year</i>	27,551,538	6,823,953	165,573,619	199,949,111
Current service cost	1,041,826	281,940	593,148	1,916,914
Interest cost	972,514	240,930	6,171,982	7,385,425
Contributions by participants	445,320	0	466,045	911,365
Actuarial (gains)/losses arising from changes in demographic assumptions	(0)	0	0	0
Actuarial (gains)/losses arising from changes in financial assumptions	999,797	419,482	6,467,162	7,886,441
Actuarial (gains)/losses arising from liability experience	1,791,604	(131,436)	(261,563)	1,398,605
Benefits paid	(3,446,018)	(729,809)	(6,525,976)	(10,701,803)
Taxes, premiums & expenses paid	(18,190)	121,487	292,515	395,812
Transfers in	0	0	0	0
Contributions to accumulation section	0	0	0	0
Past service cost	0	0	0	0
Settlements	0	0	0	0
Exchange rate changes	0	0	0	0
<i>Present value of defined benefit obligations at end of the year</i>	29,338,391	7,026,548	172,776,932	209,141,871

Reconciliation of the effect of the Asset Ceiling – Para 140(a)(iii)

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
<i>Adjustment for effect of asset ceiling at beginning of the year</i>	0	0	0	0
Change in the effect of asset ceiling	0	0	0	0
<i>Adjustment for effect of asset ceiling at end of the year</i>	0	0	0	0

31. AASB 119 disclosure items (cont'd)**Fair value of Fund assets – Para 142**

All Pooled Fund assets are invested by STC at arm's length through independent fund managers, assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities. As such, the disclosures below relate to total assets of the Pooled Fund.

As at 30 June 2014

Asset category	Total (A\$'000)	Quoted prices in active markets for identical assets Level 1 (A\$'000)	Significant observable inputs Level 2 (A\$'000)	Unobservable inputs Level 3 (A\$'000)
Short Term Securities	2,452,755	1,572,615	880,140	-
Australian Fixed Interest	2,365,014	10,928	2,354,086	-
International Fixed Interest	880,529	-	880,529	-
Australian Equities	11,738,636	11,494,549	241,423	2,664
International Equities	10,953,329	8,172,677	2,780,531	121
Property	3,272,986	894,113	692,296	1,686,577
Alternatives	6,329,410	565,401	4,897,152	866,857
Total*	37,992,659	22,710,283	12,726,157	2,556,219

The percentage invested in each asset class at the reporting date is:

As at	30-Jun-14
Short Term Securities	6.5%
Australian Fixed Interest	6.2%
International Fixed Interest	2.3%
Australian Equities	30.9%
International Equities	28.8%
Property	8.6%
Alternatives	16.7%
Total	100.0%

*Additional to the assets disclosed above, at 30 June 2014 Pooled Fund has provisions for receivables/(payables) estimated to be around \$2.2 billion, giving an estimated assets totalling around \$40.2 billion.

Level 1 – quoted prices in active markets for identical assets or liabilities. The assets in this levels are listed shares; listed unit trusts.

Level 2 – inputs other than quoted prices observable for the asset or liability either directly or indirectly. The assets in this level are cash; notes; government, semi-government and corporate bonds; unlisted trusts containing where quoted prices are available in active markets for identical assets or liabilities.

Level 3 – inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property; unlisted shares; unlisted infrastructure; distressed debt; hedge funds.

Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cashflow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such managers make limited use of derivatives.

31. AASB 119 disclosure items (cont'd)

Fair value of Department's own financial instruments – Para 143

The disclosures below relate to total assets of the Pooled Fund.

The fair value of the Pooled Fund assets include as at 30 June 2014 of \$173.9 million in NSW government bonds.

Significant Actuarial Assumptions at the Reporting Date – Para 144

As at	30-Jun-14
Discount rate	3.57% pa
Salary increase rate (excluding promotional increases)	2.27% pa to 30 June 2015, then 2.5% pa to 30 June 2018, 3.0% pa from 1 July 2018 to 30 June 2023, and 3.5% pa thereafter
Rate of CPI increase	2.5% pa
Pensioner mortality	as per the 2012 Actuarial Investigation of the Pooled Fund

Sensitivity Analysis – Para 145

The entity's total defined benefit obligation as at 30 June 2014 under several scenarios is presented below. The total defined benefit obligation disclosed is inclusive of the contribution tax provision which is calculated based on the asset level at 30 June 2014.

Scenarios A to F relate to sensitivity of the total defined benefit obligation to economic assumptions, and scenarios G and H relate to sensitivity to demographic assumptions.

	Base Case	Scenario A -1.0% discount rate	Scenario B +1.0% discount rate
Discount rate	3.57%	2.57%	4.57%
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	209,141,871	240,669,302	183,748,742

	Base Case	Scenario C +0.5% rate of CPI increase	Scenario D -0.5% rate of CPI increase
Discount rate	as above	as above	as above
Rate of CPI increase	2.5%	3.0%	2.0%
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	209,141,871	222,476,031	197,029,264

	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Defined benefit obligation (A\$)	209,141,871	210,725,366	207,606,419

	Base Case	Scenario G +5% pensioner mortality rates	Scenario H -5% pensioner mortality rates
Defined benefit obligation (A\$)	209,141,871	207,093,722	211,310,898

The defined benefit obligation has been recalculated by changing the assumptions as outlined above, whilst retaining all other assumptions.

31. AASB 119 disclosure items (cont'd)**Asset-Liability matching strategies – Para 146**

The Trustee monitors its asset-liability risk continuously in setting its investment strategy. It also monitors cashflows to manage liquidity requirements.

Funding arrangements – Para 147(a)

Funding arrangements are reviewed at least every three years following the release of the triennial actuarial review and was last reviewed following completion of the triennial review as at 30 June 2012. Contribution rates are set after discussions between the employer, STC and NSW Treasury.

Funding positions are reviewed annually and funding arrangements may be adjusted as required after each annual review.

Surplus/deficit

The following is a summary of the 30 June 2014 financial position of the Fund calculated in accordance with AAS 25 “Financial Reporting by Superannuation Plans”:

	SASS 30-Jun-14 A\$	SANCS 30-Jun-14 A\$	SSS 30-Jun-14 A\$	Total 30-Jun-14 A\$
Accrued benefits*	25,767,199	5,656,488	94,682,581	126,106,269
Net market value of Fund assets	(26,145,906)	(5,673,094)	(96,991,744)	(128,810,744)
<i>Net (surplus)/deficit</i>	(378,707)	(16,606)	(2,309,162)	(2,704,475)

*There is no allowance for a contribution tax provision within the Accrued Benefits figure for AAS 25. Allowance for contributions tax is made when setting the contribution rates.

Contribution recommendations

Recommended contribution rates for the entity are:

	SASS multiple of member contributions	SANCS % member salary	SSS multiple of member contributions
	0.0	0.0	0.0

Economic assumptions

The economic assumptions adopted for the 30 June 2012 actuarial investigation of the Pooled Fund are:

Weighted-Average Assumptions	
Expected rate of return on Fund assets backing current pension liabilities	8.3% pa
Expected rate of return on Fund assets backing other liabilities	7.3% pa
Expected salary increase rate (excluding promotional salary increases)	SASS, SANCS, SSS 2.7% pa (PSS 3.5% pa) to 30 June 2018, then 4.0% pa thereafter
Expected rate of CPI increase	2.5% pa

31. AASB 119 disclosure items (cont'd)

Expected contributions – Para 147(b)

	SASS Financial Year to 30 June 2015 A\$	SANCS Financial Year to 30 June 2015 A\$	SSS Financial Year to 30 June 2015 A\$	Total Financial Year to 30 June 2015 A\$
Expected employer contributions	0	0	0	0

Maturity profile of defined benefit obligation – Para 147(c)

The weighted average duration of the defined benefit obligation is 24 years.

31. AASB 119 disclosure items (cont'd)

Appendix 3

Additional Information 30 June 2014

Profit and Loss Impact

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
Current service cost	1,041,826	281,940	593,148	1,916,914
Net interest	102,000	49,401	2,855,592	3,006,993
Past service cost	0	0	0	0
(Gains)/Loss on settlement	0	0	0	0
<i>Profit and Loss component of the Defined benefit cost</i>	1,143,826	331,342	3,448,739	4,923,907

Other Comprehensive Income

	SASS Financial Year to 30 June 2014 A\$	SANCS Financial Year to 30 June 2014 A\$	SSS Financial Year to 30 June 2014 A\$	Total Financial Year to 30 June 2014 A\$
Actuarial (gains) losses on liabilities	2,791,401	288,046	6,205,599	9,285,046
Actual return on Fund assets less Interest income	(3,107,648)	(469,686)	(8,694,896)	(12,272,230)
Adjustment for effect of asset ceiling	0	0	0	0
<i>Total remeasurement in Other Comprehensive Income</i>	(316,247)	(181,640)	(2,489,297)	(2,987,184)

32. Information for AASB108 Disclosures

Impact of New AASB119 with respect to the Financial Year to 30 June 2014

	Financial Year to 30 June 2014				
	Previous AASB 119				Current AASB 119
	SASS A\$	SANCS A\$	SSS A\$	Total A\$	Total A\$
Service cost	890,924	264,172	147,984	1,303,081	1,916,914
Net Interest (current AASB119 only)	n/a	n/a	n/a	n/a	3,006,993
Interest Expense (previous AASB119 only)	960,185	234,885	5,759,136	6,954,206	n/a
Expected return on assets (previous AASB119 only)	(1,972,614)	(434,418)	(7,508,235)	(9,915,267)	n/a
Superannuation expense/(income) in P&L	(121,505)	64,640	(1,601,115)	(1,657,981)	4,923,907
Actuarial (gains) losses on liabilities	2,961,996	318,539	7,057,435	10,337,969	9,285,046
Return on assets excluding amounts included in P&L [^]	(2,038,094)	(226,797)	(4,560,533)	(6,825,423)	(12,272,230)
Change in the effect of asset ceiling	0	0	0	0	0
Amount recognised in other comprehensive income (OCI)	923,902	91,743	2,496,901	3,512,546	(2,987,184)
Total recognised in P&L and OCI	802,397	156,382	895,786	1,854,565	1,936,723

[^] This item is the actual return on assets in excess of expected return on assets under the previous AASB119 standard, and in excess of interest income under the current AASB119 standard.

Impact of New AASB119 on the statement of financial position as at 30 June 2014

	As at 30 June 2014				
	Previous AASB 119				Current AASB 119
	SASS A\$	SANCS A\$	SSS A\$	Total A\$	Total A\$
Net Defined Benefit Liability	2,813,748	1,191,415	64,961,240	68,966,402	80,331,127

End of audited financial statements.

Appendixes

Appendixes

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Appendix 1: Accounts payment performance

Year ended 30 June 2014

Aged analysis at the end of each quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	10,439	625	63	4	98
December	18,680	2,673	8	-	-
March	5,414	97	17	4	145
June	11,629	1	4	7	7
Small business suppliers					
September	752	30	1	0	4
December	180	-	-	-	-
March	247	0	-	-	11
June	1,153	1	0	4	-

Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
No. of accounts due for payment	65,627	71,897	62,028	73,449
No. of accounts paid on time	63,909	63,888	54,061	68,560
Actual % of accounts paid on time (based on No. of accounts)	97%	89%	87%	93%
Dollar amount of accounts due for payment	258,673	219,737	200,263	245,259
Dollar amount of accounts paid on time	250,012	197,620	174,170	230,129
Actual % of accounts paid on time (based on \$)	97%	90%	87%	94%
No. of payments for interest on overdue accounts	5	7	3	5
Interest paid on overdue accounts	200.47	584.18	122.65	255.50
Small business suppliers				
No. of accounts due for payment	5,295	5,230	4,472	5,464
No. of accounts paid on time	5,179	4,457	3,999	5,035
Actual % of accounts paid on time (based on No. of accounts)	98%	85%	89%	92%
Dollar amount of accounts due for payment	12,366	10,080	8,449	15,696
Dollar amount of accounts paid on time	12,129	8,652	7,645	13,112
Actual % of accounts paid on time (based on \$)	98%	86%	90%	84%
No. of payments for interest on overdue accounts	5	7	3	5
Interest paid on overdue accounts	200.47	584.18	122.65	255.50

Payment of mandatory interest to small business suppliers

The Department has paid interest during the year to declared small business suppliers as advised above. The main reasons for payment delay are the misplacement of invoices and/or invoices lost in the post.

Departmental initiatives to improve payment performance

The Department has established the following initiatives to improve the timely payment of supplier invoices:

- Consolidation of accounts payable processes with the establishment of a bulk invoice upload functionality across the main divisions of the Department which reduces the risk of manual entry error.
- Establishment of a Purchasing Card program to ensure the prompt payment of small value invoices, in line with Treasury Circular TC 11/15. The Purchasing Card solution was implemented in June 2014 and is being rolled out to all business centres in 2014–2015.
- Establishment of a supplier e-form to facilitate the prompt onboarding of new suppliers and reduce the risk of losing paperwork.
- Establishment of a spend cube and other performance indicators to analyse purchasing and payment patterns across the whole Department and target areas responsible for late approvals.
- Monthly review of late payments with the relevant business centre managers.
- Consolidation of major statewide accounts (such as utilities and telecommunications).

Appendix 2: Consultants

Consultant expenditure over \$50,000

Company name	Amount	Description	Nature of service
Project Procure Pty Ltd	\$237,712	Justice Shared Corporate Services – Procurement Services across nine identified procurement projects	Management services
SMS Management & Technology	\$186,925	Corrective Services – Provision of consulting assistance with procurement of offender electronic monitoring systems and services	Management services
Project Procure Pty Ltd	\$179,307	Corrective Services – Audit work within Governance and Continuous Improvement	Management services
Capgemini Australis Pty Ltd	\$175,000	Justice Shared Corporate Services – Corporate Service alignment repeatable process and workshops	Management services
McLachlan Lister Pty Ltd	\$172,741	Justice Shared Corporate Services – Program Management Office Stage 1	Management services
Fire & Rescue NSW	\$150,000	Justice Shared Corporate Services – Asset Management Standards	Management services
PriceWaterhouse Coopers	\$143,472	Victims Services – Better Court Support – Enhancing service delivery	Management services
PriceWaterhouse Coopers	\$134,756	Victims Services – Developing quality assurance framework	Management services
Mace Australia Pty Ltd	\$107,670	Asset Management Services – Courts Strategic Blueprint	Management services
Litmus Group Pty Ltd	\$107,000	Justice Shared Corporate Services – Business process standardisation methodology	Management services
PriceWaterhouse Coopers	\$90,000	Crime Prevention & Community Programs – Criminal Justice Strategy design	Management services
Third Horizon Trust	\$76,453	Justice Shared Corporate Services – Business case implementation planning	Management services
Justice Health (formerly Corrections Health Service)	\$71,121	Corrective Services – Environmental risk assessments of correctional centres	Risk assessments
Internal Audit Bureau of NSW	\$70,770	Corrective Services – Investigate a range of matters related to the alleged conduct	Management services
Beyond IT Business Development Solutions	\$63,318	Courts and Tribunal Services – Review the Department's current channel management	Management services
Fire & Rescue NSW	\$61,750	Justice Shared Corporate Services – Success factors implementation strategy	Management services
Property Beyond Pty Ltd	\$60,070	Asset Management – Justice Cluster CBD decentralisation business case	Management services
O'Connor Marsden & Associates	\$55,746	Corrective Services – Community Offender Support Program	Management services
KPMG	\$55,552	Courts and Tribunal Services – KPMG – Keep Them Safe program evaluation	Management services

Appendixes

Company name	Amount	Description	Nature of service
University of New South Wales	\$55,150	Corrective Services – Australian Correctional Leadership Program	Training
Richard Paul Irving	\$54,286	Corrective Services NSW – restructure implementation	Management services
Total expenditure for consultants over \$50,000	\$2,308,799		

Consultant expenditure under \$50,000

Consultancy category	Amount	Number
Management services	\$1,352,775	98
ICT services	\$102,177	5
Training	\$34,664	8
Engineering	\$1,750	1
Information technology	\$7,673	1
Total expenditure for consultants under \$50,000	\$1,499,039	
Total expenditure for consultants	\$3,807,838	

Appendix 3: Consumer response

Former 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.

Complaints are dealt with in the first instance by the business centre involved. If clients are dissatisfied with the outcome, complaints may then be reviewed by a more senior officer or by the Community Relations Unit. The Unit also handles complaints made directly to the Attorney General and the Secretary.

Information about the Division's approach to complaints and feedback can be found on the feedback page of the Department's website, which also contains an online client feedback form.

Client improvements as a result of client complaints and 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 2013–14 in an effort to better meet client needs.

Finance and Strategy Branch

- Resolved initial teething issues with the implementation of a new financial system.
- Provided a standard script to the switchboard and an alternative email address.
- Referred problems with the 1800 enquiry number to Telstra.

Information Technology Services

- Reminded switchboard staff about call-handling protocols and the Department's Code of Conduct following a single complaint (although the complaint was not clearly attributable to the switchboard).

Land and Environment Court

- Created a new webpage to provide information on cases involving compulsory acquisition of land.
- Updated or created a number of policies to help clients understand Court policy and procedure.

LawAccess NSW

- Introduced call recording to provide the ability to access recordings of the complainant's call, enabling a more accurate examination of the service provided. In several instances, this has enabled a manager to determine that the complaint was misconceived or unfounded. In other instances, it has enabled the manager to identify areas where improvement of service can be addressed through targeted training or coaching.

Legal Profession Admissions Board

- Used feedback from a complaint to improve the Board's website.

Office of the Legal Services Commissioner

- Corrected minor errors in information provided on the Office of the Legal Services Commissioner (OLSC) website and on the Disciplinary Register.
- Updated and amended OLSC fact sheets based on comments by consumers.

Office of the Sheriff

- Amended internal processes for dealing with applications for excusal from jury service, particularly in relation to applications from prospective jurors aged over 70.

Registry of Births, Deaths and Marriages

- Amended registration forms for all products, based on feedback from clients.
- Developed and implemented the new Lifelink system.
- Launched a new commemorative certificate range with new designs.
- Introduced the ability for clients to apply for registry services at Service NSW service centres located throughout NSW.

Reporting Services Branch

- Continued to improve quality assurance processes relating to transcript prepared by staff and contractors.
- Monitored transcript delivery timeframes constantly to ensure transcripts are delivered in line with requirements.

State Coroner's Court and Coronial Services

- Encouraged Coroner's Court staff across the state to speak more openly with clients to help avoid misunderstandings.

Supreme Court

- Announced the outcome of the Chief Justice's Review of the Costs Assessment Scheme. The Costs Assessment Scheme has given rise to some complaints for the Court, particularly regarding delays in costs assessors finalising assessments and reviews.
- Identified some delays in attending to inquiries in the Probate and Court of Criminal Appeal (CCA) sections. Delays in the probate section, which handles about 23,000 probate applications per year, have been resolved by diverting extra resources to that area. In the case of the CCA, a better tracking system for correspondence has been implemented.

Victims Services

- Implemented the Victims Support Scheme following an independent review of the old compensation scheme, to provide more effective and faster support to victims of crime.
- Introduced Complaints Handling Guidelines for the Approved Counselling Service, after validation by the Professional Advisory Panel. The Guidelines specify minimum standards for complaints handling and include further referral processes where necessary to other statutory and regulatory bodies.

Client complaints received by Business Centre 2013–14

Business centre	Service	Policy/ procedure	Cost	Other	Total	Operational matters processed	Definition of operational matters
Alternative Dispute Resolution Directorate and Community Justice Centres	9	5	0	2	16	4,310 (est)	Files opened due to receipt of suitable referral.
Anti-Discrimination Board	3	1	1	0	5	12,564	Complaints lodged on discrimination grounds; general inquiries regarding discrimination; education and information services through seminar, on-site, community and outreach programs.
Asset Management Services	0	0	0	0	0	0	Reports of service faults for assets including electrical, plumbing, structural and general fit out alterations to courts and associated facilities. Requests for assistance with property leasing and fleet vehicle management.
Bureau of Crime Statistics and Research	0	0	0	0	0	746	Requests for information, including request from the public, media and other government agencies.
Court Services (Local and District Court)	47	58	10	20	135	336,674	Lodgements for crime and civil as reported in the 2014 Report on Government Services report for District Court, Local Court and Children's Court.
Community Relations Unit	0	0	15	0	15	45,627	Department, JP and Ministerial correspondence (7,535), JP appointment/reappointments (14,425), phone/email inquiries (15,279), other JP transactions (8,388).
Dust Diseases Tribunal	0	0	0	0	0	578	New cases filed.
Finance and Strategy Branch	2	0	0	0	2	273,001	Invoices paid in the financial year.
Information Technology Services (incorporating switchboard)	0	1	0	0	1	69,517	Switchboard calls (50,346) and service requests (19,171).

Appendixes

Business centre	Service	Policy/ procedure	Cost	Other	Total	Operational matters processed	Definition of operational matters
Land and Environment Court of NSW	1	0	0	4	5	1,054	New proceedings lodged.
LawAccess NSW	30	5	0	23	58	205,613	Callers assisted (callers who contacted the service and were spoken to by an Information Officer about their legal problem).
Law Reform Commission and Sentencing Council	0	0	0	0	0	19	Number of publications.
Justice Legal (inc Legal Representation Office)	0	0	0	0	0	2,691	Applications and correspondence regarding exercise of Attorney statutory or common law powers and powers by Secretary, GIPA/Privacy applications, litigated and non-litigated matters, MHRT matters, civil claims, prisoner transfers, inquests.
Legal Profession Admission Board	0	0	1	1	2	13,912	Enrolments, examinations, rule 67 applications, registrations, admission of lawyers, academic exemptions, PLT exemptions, Notification of Public Notary admissions, annual Public Notary forms, applications for certificate/transcripts.
NSW Civil and Administrative Tribunal (NCAT)	168	37	0	21	226	39,287	New applications for determination/orders lodged with NCAT from 1 January 2014.
NSW Industrial Relations Commission	0	0	0	0	0	1,023	Total number of matters filed.
NSW State Coroner's Office	9	6	0	2	17	5,340	Matters generally related to explanations on the Coroner's process and decisions by the Coroner.
Office of the Legal Services Commissioner	3	2	0	0	5	10,554	Written complaints received about NSW lawyers and inquiry line calls in relation the role of the office and the conduct of lawyers.

Business centre	Service	Policy/ procedure	Cost	Other	Total	Operational matters processed	Definition of operational matters
Office of the Sheriff	70	38	4	7	119	1,018,394	Executory actions, jurors summonsed, notices of inclusion, excusals accepted/declined, failures to attend, penalty notices, jury correspondence sent and received, security hours provided.
Public Defenders Office	0	0	0	0	0	681	Criminal case briefs completed.
Registry of Births, Deaths and Marriages	79	25	6	519	629	658,683	Applications for products and services and all registrations (births, deaths, marriages, changes of name, relationships, changes of sex and wills).
Reporting Services Branch	4	0	0	0	4	30,124	Transcript applications processed.
Supreme Court	16	3	4	3	26	38,541	Cases lodged, including appeal and non-appeal matters, in the Court's criminal and civil jurisdictions, and in the Costs Assessment Scheme.
Victims Services	9	0	0	166	175	10,975	Compensation matters determined (4,734) and counselling applications approved (6,241).

Corrective Services NSW

Complaints resolution and complaints data

Corrective Services NSW (CSNSW) encourages the resolution of complaints at the local level. Members of the public can direct their complaints to the relevant correctional centre, Community Corrections 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 both legislation and CSNSW policies and procedures.

Data is not centrally retained on complaints received locally. Data 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 is also 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, and on complaints from members of the public lodged via the CSNSW website.

Appendixes

Regular reports on the number and types of complaints received are provided to the CSNSW Executive and the Operational Performance Review Branch. Complaints about visits are referred to the CSNSW Children and Families of Offenders Steering Committee.

In 2013–14, a number of operational policies were reviewed and/or amended as a result of complaints received.

Minister and Commissioner

In 2013–14, a total of 193 written complaints were received by the Minister and Commissioner. This is 70 fewer than in 2012–13 (263).

The highest number of complaints was about visits, unfair treatment, inmate property, placement and classification.

Corrective Services Support Line

In 2013–14, the Corrective Services Support Line answered 4,836 telephone calls from inmates in correctional centres. This was a decrease of 16 per cent on the number received in 2012–13 (5,779).

Of the calls answered in 2013–14, 1,726 (36 per cent) were recorded as complaints. In 2012–13, 30 per cent of the calls were recorded as complaints (1,763).

The highest number of complaints received was about inmate property, placement, medical issues, occupational health and safety issues and application.

Official Visitors

In 2013–14, Official Visitors reported making 1,335 visits to 42 correctional facilities. Inmates raised 6,163 matters with official visitors which were recorded as complaints. The categories of complaint most often raised were medical issues, property, buy-ups, food, and offender services and programs.

NSW Ombudsman

In 2013–14, the NSW Ombudsman wrote to the Commissioner of Corrective Services on 73 occasions concerning 49 separate matters, 14 fewer matters than in 2012–13 (63).

Of the 49 matters, 42 were pursuant to section 13AA of the *Ombudsman's Act 1994* (preliminary investigations); seven 'other' matters were inquiries or requests (outside of section 13AA).

In 2013–14, the Ombudsman did not raise any matters under section 16 of the *Ombudsman's Act 1994* (Notice of Formal Investigation).

Of the section 13AA matters with the highest categories concerned:

- Inmate property 22
- Treatment and care 5
- Use of force/assault 5

The seven 'other' matters included:

- Reviewable child deaths
- Invitation to comment in a review of legislation or reports on related government services.

At 30 June 2014, of the 42 matters under section 13AA, three matters had not been finalised by CSNSW.

Juvenile Justice NSW

Consumer response and complaints handling

In 2013–14, there were a total of 80 complaints received by Juvenile Justice.

Seventy two per cent of these complaints were made directly by a Juvenile Justice client. Eighteen per cent were made by a client's family member or carer. The remainder consisted of complaints made by people or agencies on behalf of a client.

Forty five per cent of these complaints were resolved within 48 hours. Fifty five per cent were resolved within three weeks.

Nature of complaints	Number of complaints	Percentage
Complaint against staff	14	17.5
Complaint about food/diet in centres	2	2.5
Complaint against rules/point system in centres	13	16.25
Complaint about appointments and interviews	5	6.25
Complaint about DEC/school attendance	3	3.75
Other, including police, welfare, background reports, medical care, other clients, confidentiality/privacy, discrimination, transfer between centres	43	53.75
	80	100

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 and purchasing cards has been in accordance with government guidelines.

A handwritten signature in black ink, appearing to read 'Andrew Cappie-Wood', with a long horizontal flourish extending from the bottom.

Andrew Cappie-Wood
Secretary

Appendix 5: Digital information security

Digital Information Security Annual Attestation Statement for the 2013–14 Financial Year for the Department of Police and Justice.

I, Andrew Cappie-Wood, am of the opinion that the Department of Police and Justice had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Andrew Cappie-Wood, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of the Department of Police and Justice are adequate for the foreseeable future.

I, Andrew Cappie-Wood, am of the opinion that all Public Sector Agencies, or part thereof, under the control of the Department of Police and Justice with a risk profile sufficient to warrant an independent Information Security Management System have developed an Information Security Management System in accordance with the Core Requirements of the Digital Information Security Policy for the NSW Public Sector.

I, Andrew Cappie-Wood, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology – Security techniques – Information security management systems – Requirements had been maintained by all or part of the Department of Police and Justice and all or part of any Public Sector Agencies under its control.

A handwritten signature in black ink, appearing to read 'Andrew Cappie-Wood', with a long horizontal flourish extending to the right.

Andrew Cappie-Wood
Secretary

Appendix 6: Disability action plans

In 2014, the Department released its new Disability Strategic Plan 2014–16. For the first time, the Plan includes contributions from across the Department, including Corrective Services NSW and Juvenile Justice NSW. Highlights of the Department's work with people with disability are outlined below.

Outcomes	Key achievements
<p>Outcome 1 Justice leadership The Department is viewed as a leader in the support of people with disability across the justice system through effective partnerships with other government and non-government agencies.</p>	<ul style="list-style-type: none"> • The Department's new Disability Strategic Plan provides an opportunity to look at better ways of working across the Justice sector to support young people with a disability, including staff training. Preparing the Department to meet the challenges of working with the National Disability Insurance Agency (NDIA) is an important aspect of the Plan. • The Diversity Services unit has led the Department's response to the National Disability Insurance Scheme (NDIS) and participated in numerous meetings and working groups aiming to address the needs of Department clients accessing the NDIS. • As part of its business planning, the Land and Environment Court regularly reviews its delivery of equitable services to people with disability. • NSW Civil and Administrative Tribunal (NCAT) has presented at state, national and internal conferences on tribunal practice and procedure supporting the engagement and participation of people with disability in tribunal proceedings in guardianship matters. • The LawAccess NSW business plan includes business initiatives, targets and milestones focusing on the Department's Disability Strategic Plan. • Human Resources continue to influence business centre managers to ensure the principles of fairness and equity are built into corporate and business plans. • Human Resources is also working through the new provisions of the GSE Act to understand how to better embed equity and diversity, including disability employment, into workforce planning. • In 2014, the Juvenile Justice Disability Working Group started meeting monthly to look at all aspects of the Disability Strategic Plan. It will report back to the Executive Committee on performance each quarter.
<p>Outcome 2 Service provision Services and programs are accessible to people with disability through inclusive policies and practices, in line with the <i>NSW Disability Services Act 1993</i> and the <i>Commonwealth Disability Discrimination Act 1992</i>.</p>	<ul style="list-style-type: none"> • The Diversity Services unit provides information and resources to the Department on disability issues. This includes the Flexible Service Delivery Training Program and the ACCESSlink website. • The Anti-Discrimination Board has a range of accessibility measures, including the use of hearing loops, TTY phones, access to interpreting services, provision of documents in accessible formats and flexible processes and service delivery. • LawAccess NSW identifies opportunities to enhance accessibility for people with disability and is taking steps to deliver those enhancement opportunities, including becoming a National Relay Service friendly organisation.

Outcomes	Key achievements
	<ul style="list-style-type: none"> • LawAccess NSW is also conducting activities to increase awareness among people with disability, their family and carers about its disability support services and disability advocacy services. LawAccess NSW is also developing partnerships with government agencies and other organisations who work closely with people with disability to increase the awareness of LawAccess NSW and its services. • The Legal Profession Admission Board continues to make special examination arrangements for its students-at-law, offering accessible services such as the use of an amanuensis or laptops at the Board's offices when required. Additional time for examinations is also provided to assist people with a temporary or permanent disability. Special arrangements are also made at ceremonial events such as lawyer admission or diploma of law graduation ceremonies to ensure that people with a disability are able to fully participate in these events. • Corrective Services NSW Statewide Disability Services continued to train and support staff in correctional centres and in the community. This helped reduce the demand on Additional Support Units and allowed them to focus on offering more therapeutic and psycho-educational programs to offenders with disabilities. • Juvenile Justice NSW conducted a Disability Stocktake, which included comments from staff about the challenges of working with young people with disabilities. A collection of case studies highlighted good practice, including partnerships with Justice Health and Forensic Mental Health Network, and the NSW Department of Education and Communities.
<p>Outcome 3 Access to Justice People with disability are able to access the justice system and their human rights through the reduction of discrimination.</p>	<ul style="list-style-type: none"> • The Department facilitates a variety of adjustments to assist clients with disabilities at court houses. These include hearing loops, infra red equipment for personal amplification, Auslan interpreters and use of the National Relay Service, wheelchair access, bringing a support person and documents being made in alternative formats such as Braille, large print, audio and electronic. • The Diversity Services unit continues to participate in initiatives to support people with disability who come into contact with the criminal justice system, and to promote diversionary options for people with cognitive impairment. • In response to the NSW Law Reform Commission Report #135 – People with Cognitive and Mental Health Impairments in the Criminal Justice System – Diversion, the Government is developing a new diversionary legislative framework and is also undertaking further work in response to the Commission's recommendations concerning expansion of support services. • The Justice Policy unit considers policy principles relating to disabilities in developing and reviewing legislative and policy proposals. This includes that legislation should not depart from international treaty obligations without sufficient justification and that it is important to consider how a proposal will impact on people with a mental illness or cognitive impairment.

Outcomes	Key achievements
	<ul style="list-style-type: none"> • The Department is currently reviewing all websites to ensure they meet accessibility compliance in line with WCAG2.0. • The Anti-Discrimination Board publicly advocates on issues affecting people with disability. • The NSW Civil and Administrative Tribunal (NCAT) website provides information for parties to tribunal proceedings about the assistance available and how to request support. In addition, there is signage in NCAT hearing rooms and registry public areas advising parties of hearing loop facilities. • NCAT's Guardianship Division case management practice and procedure informs parties with a disability and facilitates participation in all stages of preparing the application for hearing and at the hearing itself. For example, registry staff contact the person with a disability to discuss the application, provide information about Tribunal practice and procedure, and assist that person to understand their rights in the proceedings and the best way for them to participate in the hearing. Hearings are conducted in a venue close to where the person lives or can be conducted by video conference or telephone if the person cannot attend in person. • Parties with disability can request to appear at their hearing by telephone in NCAT Consumer and Commercial Division proceedings. In addition, NCAT can appoint a Guardian Ad Litem under s45(4) <i>Civil and Administrative Tribunal Act 2013</i> to act as best interest person for a party. • The Land and Environment Court promotes access to services and information by adjusting their service provisions for individuals with disability, such as providing documents in alternative formats for people with a visual impairment, assisting clients with a hearing impairment in a quiet public location, and ensuring court information is available in plain English. • The NCAT website advises parties with a disability of available assistance. NCAT provides Auslan interpreters and hearing loops where required. • Training has been provided to NCAT Guardianship Division staff in communicating with people with cognitive disability. • The Office of the Legal Services Commissioner has provided training to staff on interacting with people who may have a mental illness.
<p>Outcome 4 Communications People with disability are aware of and can effectively access information services and programs, including court proceedings through the provision of accessible communication strategies and formats.</p>	<ul style="list-style-type: none"> • LawAccess NSW has introduced an Auslan video translating the 'About Us' page of the website. • All Victims Services public information is provided in plain English, with no jargon. • Victims Services is liaising with National Disability Services to deliver information on support to victims with a disability. • The Anti-Discrimination Board provides community education sessions for organisations working with people with disability. • Justice Legal has provided training to business centres about access to information (via GIPA) for clients with disabilities and clients from culturally and linguistically diverse communities.

Outcomes	Key achievements
<p>Outcome 5 Buildings and facilities People with disability have equitable access to our buildings and facilities.</p>	<ul style="list-style-type: none"> • The Department continued its update of courthouse facilities around NSW, within the limitations of heritage buildings and with management solutions applied where necessary. • Upgrade works continued in the Downing Centre and John Maddison Tower. This included accessible toilets on various levels of the buildings. • Construction of new fully compliant (Disability Discrimination Act Standards) Armidale Courthouse was completed. • Major upgrade works undertaken at Manly and Port Macquarie courthouses to improve accessibility for people with a disability. Minor upgrade works undertaken at Katoomba, Hospital Road, Queanbeyan and Forster courthouses to improve disability access. • Disability access compliance work carried out at a number of small regional courthouses including Condobolin, Mullumbimby, Murwillumbah, Broken Hill, Cooma, Cobar, Cootamundra, Narromine, Kogarah, Maitland, Nyngan, Peak Hill, Picton, Camden, Cessnock, Dunedoo, Rylstone, Gloucester, Kyogle, Maclean, Tumbarumba, Tweed Heads, Moss Vale, Muswellbrook and Port Kembla. • NSW Civil and Administrative Tribunal (NCAT) ensures appropriate disability accessibility for Registry premises and hearing venues. Accessible toilets are available in NCAT Registry locations.
<p>Outcome 6 Consultation and best practice management The voice of people with disability is heard and reflected in policies, programs, services and management practices resulting in the Department acknowledged as a leader in the way we implement our Disability Strategic Plan.</p>	<ul style="list-style-type: none"> • The Secretary chairs the Justice Disability Advisory Council, a high-level council of community stakeholders with expertise in disability issues. The Council provides advice to the Department on best-practice for engaging with people with disability. • NCAT organised a presentation to the Guardianship Division members and staff by Alzheimer's Australia NSW concerning the impact of dementia on individuals and strategies for effective communication with people with dementia. • The Office of the Legal Services Commissioner met with Alzheimer's Australia to explore issues related to financial abuse. • The NSW Law Reform Commission and the Sentencing Council consult with peak bodies representing people with disability in the development of proposals for law reform. In 2013–14, a round table consultation on its Parole Reference was held with groups representing people with mental health and cognitive impairments.

Outcomes	Key achievements
<p>Outcome 7 Employment of people with disability Employment participation of people with a disability is increased.</p>	<ul style="list-style-type: none"> • The Department continues to exceed Government employment targets of 1.5 per cent for people with a disability requiring reasonable adjustment. Based on the 2013–14 workforce profile data provided to the Public Service Commission, the Department has 1.6 per cent of staff who voluntarily reported that they have a disability that requires a reasonable adjustment. The Department will continue to employ people with a disability and encourage existing staff to update their EEO information where required. • There is a range of existing employment strategies being implemented. They include: <ul style="list-style-type: none"> a) Stepping Into – a program coordinated through the Australian Network on Disability that employs university graduates with a disability on a four week paid internship. There have been three interns employed during 2013–14, with some interns securing temporary employment contracts beyond the four weeks. b) Targeted employment opportunities through Local Courts and the Office of the Sheriff have successfully recruited seven people with a disability through targeted recruitment actions. This has been achieved through a partnership with CRS Australia, who source candidates with a disability for temporary and ongoing administrative positions in Sydney and regional locations. c) Mentoring programs – staff with a disability are encouraged to apply to be a mentor or mentee on mentoring programs. d) Staff with Disability Network activities – the network held an International Day for People with a disability function at the Parramatta Justice Precinct. The network also held a number of meetings throughout the year. Network representatives continue to attend and represent the network at the Equity and Diversity Alliance. e) Disability awareness training continues to be available to staff across the Department. f) Strengthening relationships with CRS Australia to promote disability employment through targeted recruitment actions, encouraging their candidates to apply for Department jobs and assisting with work experience placements. • The Department is also an active participant in the Transition to Work Program – a program where school leavers with a disability participate in a work experience program. • Human Resources continue to influence business centre managers to ensure principles of fairness and equity are built into business and workforce plans. Human Resources is also developing new strategies to better embed equity and diversity, including disability employment, into workforce planning in line with the GSE Act and framework. • The Department's Reasonable Adjustment Policies and Guidelines continue to be promoted to all staff with the Department continuing to provide adjustments to all staff when required and requested. In addition, the creation of the new MyHR intranet page allows all staff to view the policy online.

Appendix 7: Disclosure of controlled entities and subsidiaries

Disclosure of controlled entities

The Department does not have any controlled entities.

Disclosure of subsidiaries

The Department does not have any 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 per cent of the net assets of Law Courts Limited. The joint venture arrangements are currently under review.

Appendix 8: Employees by category

The following table contains human resources information for the Department of Police and Justice from 2010–11 to 2013–14. All information provided is an estimate compiled for the Department, analysing information from the Annual Workforce Profile.

Occupation classification	2010–11*	2011–12*	2012–13*	2013–14*
Managers	1,169.93	965.00	926.38	876.98
Professionals	1,999.57	1,927.71	1,854.93	1,751.60
Technicians and trades workers	530.38	480.83	457.04	473.33
Community and personal services workers	4,668.68	4,320.75	4,114.13	4,588.15
Clerical and administrative workers	3,924.55	3,890.60	3,708.84	3,564.12
Sales workers	13.60	14.54	16.09	14.40
Machinery operators and drivers	44.34	51.44	45.89	44.00
Labourers	16.10	13.86	13.38	13.79

* Non-casual FTE at census period based on information derived from workforce profile submission to PSC.

Appendix 9: Environmental reporting

The Department of Police and Justice is committed to reducing the NSW Government's operating costs, improving energy efficiency and maximising the use of resources. The Department of Police and Justice supports the NSW Government Resource Efficiency Policy. It does this by working with staff, management, contractors and stakeholders to achieve improved environmental performance measures.

Former Attorney General's Division¹

- Continued to participate in the Cartridges for Planet Ark, a used toner cartridge recycling program. In 2013–14, more than 1800 printer toner cartridges were recycled saving over 1.5 tonnes of material going to landfill.
- All white photocopy paper is sourced from carbon neutral or recycled content paper with almost 90 per cent of coloured and tinted paper purchased from the Earthsaver range.
- Following a lighting upgrade at the Downing Centre and John Maddison Tower, 600 lights were recycled, saving more than one tonne of material from going into landfill.
- Monitored the recycling of construction materials from major works and refurbishments at court houses. The recycling supported the construction and demolition component of the NSW Government's Waste Reduction and Purchasing Policy (WRAPP). As of July 2014, the WRAPP Policy has been superseded by the Government Resource and Efficiency Policy.
- As a waste initiative, the Department is developing a trial waste separation program at the Justice Precinct Offices. The trial will feature three individual small-footprint bins that are labelled to enable easy identification for user self-sorting. An added feature will be that recyclables including bottles and cans will be collected, which is currently not available. The program aims to reduce contamination and increase recycling rates.

Corrective Services NSW

- Sustainability aspects are fully incorporated in all relevant Corrective Services policies and procedures. Corrective Services NSW (CSNSW) Sustainability Policy guides the continuing implementation of the Environmental Management Plan (EMP). The EMP established mechanisms to ensure Corrective Services manages environmental risks and meets or exceeds targets for energy efficiency, greenhouse gas emission reductions, recycling, 'green' purchasing and land and heritage conservation and restoration. Some of the initiatives identified in the EMP are:
 - disposal of e-waste such as computers, servers, laptops, telephones by extracting and recycling plastic and metal, arranging for the disposal and recycling of photocopiers and refurbishing old computers for use by inmates in educational programs
 - recycling programs for toner cartridges, paper waste, tin can/aluminum containers, replacing polystyrene products with recyclable paper products and recycling of wood chips and sawdust in nursery and landscaping industries
 - a waste separation pilot program at CSNSW head office.

¹ For the purposes of environmental reporting, the former Attorney General's Division refers to all divisions and offices within the Department of Police and Justice with the exception of Juvenile Justice and Corrective Services which report on their environmental results separately.

Juvenile Justice NSW

Juvenile Justice continued with a number of previously implemented waste reduction and recycling initiatives. This included strategic procurement, with the preference for paper and stationary with recycled content, remanufactured toner cartridges and other office products accredited green ranges.

Additionally, Juvenile Justice has a robust recycling scheme. One-hundred per cent of used toner cartridges are collected for recycling. There is also a colour coded bin system in place at Head Office, designed in line with best practice standards, to assist in promoting waste separation. This office recycling initiative has continued to see positive results with spot audits indicating more than 70 per cent of waste is consistently diverted from land fill.

Juvenile Justice also continued to follow a waste minimisation and recycling strategy to reduce waste in the refurbishment and maintenance of Juvenile Justice assets.

Appendix 10: Exceptional employee salary movements

In 2013–14, there were no exceptional employee salary movements. Employees of the Department are covered by the Crown Employees (Public Sector – Salaries 2008) Award. The Award provided for a 2.27 per cent salary increase from the first full pay period on or after 1 July 2013, for the following classifications within the Department:

- clerks
- parole officers
- tipstaves
- Departmental professional officers
- librarians
- legal officers
- senior officers
- court officers
- Sheriff's officers
- clerical officers
- correctional officers
- sound reporters

Judicial officers

Annually, section 13 of the *Statutory and Other Offices Remuneration Act 1975* requires the Statutory and Other Offices Remuneration Tribunal (SOORT) to make a determination of the remuneration to be paid to judicial officers on and from 1 October in that year.

SOORT made a determination to increase the remuneration paid to Supreme Court Judges (and legislatively related judicial officers) by 2.5 per cent and for other judicial officers by 2.27 per cent, from 1 October 2013.

Appendix 11: Funds granted to community organisations

Crime Prevention Programs				
Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Design Out Crime Research Centre (DOCRC)	University of Technology Sydney	\$450,000.00	Funding for DOCRC to undertake research.	Community, business
Fraud Prevention Podcasts	City of Sydney	\$10,000.00	Development of retail crime prevention podcasts.	Business
Tackling Violence	Department of Education and Communities	108,500.00	Community education and prevention program, run in partnership with regional rugby league clubs, focused on changing men's behaviour with regard to domestic violence.	Community, business
Friday Night Lights Project	Tamworth Regional Council	\$50,000.00	Reduce malicious damage and non-domestic violence related assault.	Community, business
Steal from Motor Vehicle Project	Dubbo City Council	\$50,000.00	Reduction of Steal from Motor Vehicle offences through communication/ education strategies.	Community, business
Farm Safety Project	Upper Hunter Shire Council	\$4,200.00	Reduce theft from property and vehicles in rural communities and encourage the reporting of all crime.	Community, business
Home Safe Project	Fairfield City Council	\$50,000.00	Reduce incidence of break and enter dwelling.	Community, business
Who else likes your stuff? project	Strathfield Council	\$27,000.00	Reduce steal from person and robbery offences, including an awareness campaign.	Community, business
Non-DV Assault Project	Sutherland Shire Council	\$48,200.00	An education/ awareness campaign aimed at reducing alcohol related assault.	Community, business
Non-DV Assault Project	Manly Council	\$26,454.64	Reduce assault (non-domestic violence) offences with an emphasis on alcohol-related assault.	Community, business
Clarence in Control – STOP THINK DON'T Project	Clarence Valley Council	\$48,945.00	Reduce assault (non-domestic violence) offences through targeted media campaigns.	Community, business

Crime Prevention Programs				
Upgrade Street Lighting Fletcher Street Byron Bay Project	Byron Shire Council	\$50,000.00	Reduce assault (non-domestic violence) offences with an emphasis on alcohol-related assault.	Community, business
Safer Communities Initiative Project	Moree Plains Shire Council	\$47,848.00	Reduce malicious damage to property offences.	Community, business
Safer Public Places – Oak Flats Central Project	Shellharbour City Council	\$25,000.00	Reduce graffiti and malicious damage to property.	Community, business
Steal from Motor Vehicle Project	Port Stephens Council	\$18,800.00	Steal From Motor Vehicle community awareness/education campaign.	Community, business

Total for Crime Prevention Programs: \$1,014,947.64 (excl. GST)

Safe Aboriginal Youth (SAY) Program				
Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Safe Aboriginal Youth (SAY) Patrols – Armidale	Armidale Youth Assist Inc	\$74,720.86	Provide safe transport and outreach service for young people on the streets at night in Armidale area.	Community
Safe Aboriginal Youth (SAY) Patrols – Dubbo	Dubbo Neighbourhood Centre	\$70,558.83	Provide safe transport and outreach service for young people on the streets at night in Dubbo area.	Community
Safe Aboriginal Youth (SAY) Patrols – Wilcannia	Maari Ma Health	\$115,800.00	Provide safe transport and outreach service for young people on the streets at night in Wilcannia area.	Community
Safe Aboriginal Youth (SAY) Patrols – Dareton	Mallee Family Care	\$79,508.00	Provide safe transport and outreach service for young people on the streets at night in Dareton area.	Community
Safe Aboriginal Youth (SAY) Patrols – Bourke, Eastern Suburbs, Kempsey, Newcastle, Taree	Police & Community Youth Clubs (PCYC) NSW Ltd	\$442,520.20	Provide safe transport and outreach service for young people on the streets at night in Bourke, La Pouse, Kempsey, Newcastle and Taree.	Community
Safe Aboriginal Youth (SAY) Patrols – Shoalhaven	Shoalhaven Community Development Ltd	\$85,837.00	Provide safe transport and outreach service for young people on the streets at night in Shoalhaven area.	Community

Total for SAY Program: \$868,944.89 (excl. GST)

Appendixes

Crime Prevention Through Environmental Design (CPTED)/Graffiti Strategy				
Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Volunteer Graffiti Removal Program	Dapto Rotary Club	\$2,000.00	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Bankstown Multicultural Youth Service	\$2,000.00	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Hazelbrook Association Community Inc.	\$666.68	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Lower Mountains Neighbourhood Centre	\$666.68	Reduce the incidence of malicious damage – graffiti.	Community, business
De-Tag Program	Police & Community Youth Clubs (PCYC) NSW Ltd	\$62,820.00	Deliver graffiti education program for juvenile offenders.	Community, business
Volunteer Graffiti Removal Program	Rotary Club of Rutherford-Telarah Inc	\$2,000.00	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Rotary Club of Strathfield Inc	\$4,301.36	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Rotary Club of Turrumurra Inc	\$658.00	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Rotary Club of Wallsend-Maryland Inc	\$666.68	Reduce the incidence of malicious damage – graffiti.	Community, business
Graffiti Removal Day	Rotary Down Under Inc	\$129,636.36	Encourage people to volunteer their time and get involved in the removal and prevention of graffiti.	Community, business
Volunteer Graffiti Removal Program	Surry Hills Public Tenants Association	\$4,984.00	Reduce the incidence of malicious damage – graffiti.	Community, business
Volunteer Graffiti Removal Program	Walla Mulla Family and Community Support Ltd	\$500.00	Reduce the incidence of malicious damage – graffiti.	Community, business

Total for CPTED/Graffiti Strategy: \$210,899.76 (excl. GST)

Domestic and Family Violence				
Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Campbelltown Domestic and Family Violence Intervention Service	Macarthur Legal Centre Inc.	\$168,303.91	Provide domestic and family violence victims' services in the Campbelltown area.	Community
Wagga Wagga Domestic and Family Violence Intervention Service	Sisters Housing Enterprises Inc.	\$94,665.55	Provide domestic and family violence victims' services in the Wagga Wagga area.	Community

Domestic and Family Violence

Women's Domestic Violence Court Advocacy Program	Wagga Family Support Services	\$9,089.00	Provides a free service to women seeking legal protection from domestic violence.	Community
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Total for Domestic and Family Violence: \$272,058.46 (excl. GST)

Life on Track

Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Life on Track Program	Mission Australia	\$1,875,221.00	A voluntary service for defendants, aimed at reducing re-offending.	Community, business

Total for Life On Track: \$1,875,221.00 (excl. GST)

Youth on Track

Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Youth on Track Program	UnitingCare, Burnside NSW-ACT	\$1,504,668.00	An early intervention scheme targeting juvenile offenders and those at risk of offending.	Community, business

Total for Youth On Track: \$1,504,668.00 (excl. GST)

Victims Services

Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Victims of Crime	Victims of Crime Assistance League (Hunter)	\$451,921.00	Provide support services to victims of crime in the Hunter region, including information, support and referral services to victims of alcohol related crimes or anti-social behaviour.	Community

Total for Victims Services: \$451,921.00 (excl. GST)

Courts and Tribunal Services

Program	Name of organisation	Amount (excl GST)	Project purpose	Target clients
Chaplaincy	Salvation Army	\$33,408.62	Court chaplaincy services – Downing Centre.	Community

Total for Courts and Tribunal Services: \$33,408.62 (excl. GST)

Corrective Services Community Funding Program

The Corrective Services Community Funding Program (CFP) allocates funding to community-based non-profit organisations that provide support services to offenders, former inmates and their families. The CFP is a key element in delivering the Corrective Services Throughcare Strategy, comprising three streams:

- Inmate Support
- Transitional Support
- Children and Families' Support.

In 2013–14, the following agencies were allocated CFP funding totalling \$3,261,451:

Project stream	Name of organisation	Amount
Inmate support	Prisoners Aid Association (provides property and financial services to inmates)	\$395,690
Transitional support	Namatjira Haven (operates a residential-based rehabilitation project for male Aboriginal offenders with alcohol and other drug dependence in NSW north coast region)	\$294,563
	Guthrie House (provides supported accommodation services for female offenders on release or as an alternative to incarceration)	\$343,979
	Glebe House (provides supported accommodation services for recently released male offenders)	\$206,388
	New Horizons Enterprises Ltd (operates a supported accommodation project in the Sydney metropolitan area for male offenders with a mental illness)	\$122,539
	Community Restorative Centre (provides transitional and family support services, including transport to correctional centres)	\$115,867
	Yula-Punaal Education and Healing Centre (provides pre and post-release services for Aboriginal women)	\$90,966
	Community Restorative Centre	\$227,824
	Judge Rainbow Memorial Fund (Rainbow Lodge)	\$375,299
Family and children support	SHINE for Kids (supports children and families of offenders)	\$781,489
	Community Restorative Centre	\$116,711
	Community Restorative Centre	\$57,933
	Community Restorative Centre	\$132,203
Total CFP funds		\$3,261,451

Corrective Services NSW Parolee Support Initiative – Mental Health/Intellectual Disability

This project aims to reduce the cycle of homelessness and re-offending by targeting medium to high risk offenders who have a mental health disorder and/or an intellectual disability.

Project	Funded organisation	Amount
Parolee Support Initiative	Community Restorative Centre	\$420,127

Corrective Services Homelessness Action Plan Projects Funding

Homelessness Action Plan project	Funded organisation	Amount
Targeted Housing and Support Service	Community Restorative Centre	\$85,912
Aboriginal Women Leaving Custody – Targeted Housing and Support Service, Transition and Referral Service	Community Restorative Centre	\$117,500
Bail Support Pathways Program	Richmondpra	\$210,000
Sustaining Tenancies Far West	Community Restorative Centre	\$272,000
Total		\$685,412

Juvenile Justice NSW Community Funding unit

The Community Funding Unit supports the administration of Juvenile Justice funding programs and sets the strategic direction for the delivery of a range of targeted community funded services for young people under the supervision of Juvenile Justice.

Joint Support Program

One of the key programs is the Joint Support Program (JSP). The JSP replaced the Community Funding Program from 1 July 2013.

The new model moves from one year to three year funding contracts, allowing Juvenile Justice and funded organisations to work more closely together to ensure young people are receiving the support they need.

The program targets young people under the supervision of Juvenile Justice within the community, who have been assessed as having a medium to high level of offending, related to risk and need. The model allows for strong collaboration with funded organisations and case management processes, client-focused strategies and regular review meetings to ensure target outcomes are being achieved.

The service types provided through the program are:

- Casework support
- Crisis accommodation
- Long-term accommodation
- Employment placement and support
- Family intervention.

Following a competitive tender process, a total of 13 funding agreements with successful tenderers were finalised. Client transition plans were implemented and the new service delivery commenced in July 2013.

Community funding guidelines

In 2013–14, community funding guidelines were developed to support the JSP and assist staff in the broader administration of Juvenile Justice community funding. The guidelines focus on roles and responsibilities of staff dealing with funded programs and outline key funding accountabilities.

Prevention of homelessness

Juvenile Justice is committed to the Framework for Multi Agency Transition Planning to Prevent Homelessness (2012), an initiative under NSW 2021 which sets out service principles for multi-agency collaboration to improve transition planning to prevent homelessness for people exiting care or custody.

As part of this commitment, Juvenile Justice developed the Young People and Homelessness Policy and Strategic Plan to demonstrate a commitment to addressing homelessness and the risks of homelessness by young people supervised by the agency.

Other funded programs

Rural Residential Rehabilitation Services

Juvenile Justice funds the Rural Residential Rehabilitation Services in Dubbo and Coffs Harbour to provide a comprehensive treatment program for 13 to 18-year old adolescents with alcohol and drug related problems that are Juvenile Justice clients or are at risk of becoming clients. The program caters for up to eight adolescents at any one time in each location.

Legal

Legal assistance to young people in custody is provided by the Visiting Children's Legal Service. Legal Aid provides information and education to young people on their legal rights and responsibilities and ensures they have access to appropriate and timely support and representation.

National Partnership Agreement on Homelessness (NPAH) Projects

Juvenile Justice currently administers homeless accommodation support funding for young people with complex needs in three locations: South Western Sydney, the North Coast and Riverina-Murray. These programs are provided by Commonwealth funding through NPAH.

The projects target young people aged 13 to 18 years who have a history of homelessness and a number of complex needs, which may include mental health and/or disabilities, alcohol and other drug use and disengagement from the school system. These services have been incorporated into a new Specialist Homelessness Services framework, which is being implemented by the Department of Family and Community Services. The services will be fully transitioned to the new framework by 31 October 2014 and will be managed through the Department of Family and Community Services from that time.

Program	Service provider	Funding amount 2013–14
Joint Support Program		
Casework support (12 week program)	Marist Youth Care	\$243,279
	CatholicCare	\$198,312
	Regional Youth Support Service	\$81,120
	Southern Youth and Family Services	\$202,812
	Relationships Australia	\$121,692
	Mission Australia	\$365,038
	Centacare	\$340,343
	PCYC	\$396,600
	Allambie Youth Services	\$243,359
	Albury/Wodonga Youth Emergency Service	\$121,692
Total casework support		\$2,314,247
Crisis accommodation support (28 days)	Marist Youth Care	\$306,172
	Mission Australia	\$168,778
	Albury/Wodonga Youth Emergency Service	\$56,259
Total crisis accommodation		\$531,209

Program	Service provider	Funding amount 2013–14
Employment placement and support (26 week program)	Marist Youth Care	\$302,928
Total employment placement		\$302,928
	Mission Australia	\$324,479
Family intervention (8–10 weeks)	Southern Youth and Family Services	\$162,239
	Relationships Australia	\$81,120
	Each Ltd	\$40,560
Total family intervention		\$608,398
	Mission Australia	\$90,677
Long-term accommodation support (12 month program)	Albury/Wodonga Youth Emergency Service	\$90,677
	Regional Youth Support Service	\$112,577
	CatholicCare Hunter Manning	\$133,296
Total long-term accommodation		\$427,227
Total state-wide Joint Support Program		\$4,184,009
National Partnership Agreement on Homelessness		
	Mission Australia	\$128,159
Long-term supported accommodation	YP Space	\$509,550
	CatholicCare	\$199,836
	Hume Community Housing Association	\$5,869
Total National Partnership Agreement on Homelessness Programs		\$843,414
	CatholicCare	\$503,715
Bail Assistance Line Program	Wundarra Services	\$11,222
Total Bail Assistance Line Program		\$514,937
Alcohol and other Drugs Rural Residential Rehabilitation Program		
Rural Residential Rehabilitation Program	Mission Australia	\$2,566,534
Total Rural Residential Rehabilitation Program		\$2,566,534
Other Program Grants		
Mentoring programs	Shine for Kids Cooperative Ltd	\$30,833
	Tribal Warrior	\$30,000
Juniperina Joint Support Housing and Assistance Program Brokerage	CatholicCare	\$5,000
Family Matters Program	Karitane	\$57,604
Total other program grants		\$123,437
Research grants	Australian Institute of Health and Welfare	\$249,887
Total research grants		\$249,887
Legal support for young offenders	Legal Aid NSW	\$194,165
Total legal support for young offenders		\$194,165
Chaplaincy Program in Juvenile Justice Centres	Civil Chaplaincies Advisory Committee	\$418,768
Total Chaplaincy Program		\$418,768

Appendix 12: Government Information Public Access Act 2009

1. Review of proactive release program – Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

As part of this Agency's review of the proactive release program, business areas across the Department were requested to provide an update on released information. This included outlining initiatives adopted throughout the year and including information on a register. Business areas are increasingly aware of the importance of releasing information in a proactive way and many have demonstrated that they consider proactive release as part of their day-to-day business.

During the reporting period, business areas reviewed their programs of proactive release based on demand for information and type of information that was being published. The following was disclosed through the review.

- The Legal Profession Admission Board releases information relating to student enrolment and examinations on a six-monthly basis and considered additional information to be released as part of its website improvements.
- Statistical information has been released by the NSW Registry of Births, Deaths and Marriages and provides an insight into approximately three quarters of a million annual interactions between the public and the Registry. Further release of statistical information is proposed for the forthcoming year.
- The Supreme Court has placed a video of a community engagement seminar and seminar papers on its website, which facilitates better community understanding of the judiciary's work and improves public awareness of the administration of criminal justice in NSW.
- Court Services launched an Online Registry allowing individuals to access their cases online.
- The NSW Crime Mapping Tool was released by the Bureau of Crime Statistics and Research, providing increased access to crime information.

As a result of this review, the Department released the following information proactively: newsletters, policies, practice notes, guarantees of services and submissions.

2. Number of access applications received – Clause 7(b)²

During the reporting period, our agency received a total of 684 formal access applications, including withdrawn applications but not invalid applications.

3. Number of refused applications for Schedule 1 information – Clause 7(c)³

During the reporting period, our agency refused a total of 38 formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act. Of those applications, 18 were refused in full, and 20 were refused in part.

¹ Clause 7(b) refers to the total number of applications received, not decisions made about those applications. It does not cover informal requests.

² Clause 7(c) refers to the total number of applications received, not decisions made about those applications. It does not cover informal requests.

4. Statistical information about access applications – Clause 7(d) and Schedule 2

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	1	5	1	4	0	0	0	3
Members of Parliament	3	1	0	0	0	0	0	0
Private sector business	97	6	4	15	0	0	0	4
Not for profit organisations or community groups	3	6	0	2	0	0	0	0
Members of the public (application by legal representative)	49	261	1	10	0	1	0	34
Members of the public (other)	43	95	1	26	0	5	2	7

* 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*	79	350	1	29	0	5	2	40
Access applications (other than personal information applications)	115	20	6	26	0	0	0	8
Access applications that are partly personal information applications and partly other	2	2	0	2	0	1	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).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	85
Application is for excluded information of the agency (section 43 of the Act)	18
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	103
Invalid applications that subsequently became valid applications	33

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	1
Cabinet information	2
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	2
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.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	95
Law enforcement and security	28
Individual rights, judicial processes and natural justice	249
Business interests of agencies and other persons	4
Environment, culture, economy and general matters	1
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)	663
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	19
Total	688

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	6	3	9
Review by Information Commissioner*	3	5	8
Internal review following recommendation under section 93 of Act	1	0	1
Review by ADT	1	0	1
Total	11	8	19

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	17
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	2

NSW Ministers

A Minister's office is classed as a separate agency under the GIPA Act and under s125(2) of the Act is required to comply with GIPA reporting requirements. The statistics for formal applications received by these agencies are provided below. These statistics cover the period from 1 July 2013 to 30 June 2014. They were provided to the NSW Department of Police and Justice and collated for publication in the Department's Annual Report as required by s125(3) of the GIPA Act.

Premier, Minister for Infrastructure, Minister for Western Sydney	Entries recorded
Attorney General, Minister for Justice	Entries recorded
Minister for Roads and Freight	Entries recorded
Deputy Premier, Minister for Trade and Investment, Minister for Regional Infrastructure, Minister for Tourism and Major Events, Minister for Small Business, and Minister for the North Coast	Entries recorded
Minister for Transport, Minister for the Hunter	Entries recorded
Minister for Education	Entries recorded
Minister for Fair Trading	Entries recorded
Minister for Resources and Energy	Entries recorded
Treasurer, Minister for Industrial Relations	Entries recorded
Minister for Planning, Minister for Women	Entries recorded
Minister for Ageing, Minister for Disability Services, Minister for the Illawarra	Entries recorded
Minister for Primary Industries, Assistant Minister for Tourism and Major Events	Entries recorded
Minister for Natural Resources, Lands and Water, Minister for Western NSW	Nil report
Minister for Health, Minister for Medical Research	Nil report
Minister for Family and Community Services ¹	Nil report
Minister for Police and Emergency Services ²	Nil report
Minister for Citizenship and Communities, Minister for Aboriginal Affairs, Minister for Veterans Affairs	Nil report
Minister for the Environment, Minister for Heritage, Minister for the Central Coast, and Assistant Minister for Planning	Nil report
Minister for Hospitality, Gaming and Racing, Minister for the Arts	Nil report
Minister for Finance and Services	Nil report
Minister for Local Government	Nil report
Minister for Mental Health, Assistant Minister for Health	Nil report

¹ Report for period 23 April to 30 June 2014 only.

² Report for period 7 May to 30 June 2014 only.

Premier, Minister for Infrastructure, Minister for Western Sydney

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	12
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	2	2	0	0	0	0	0
Members of Parliament	1	2	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0
Not for profit organisations or community groups	1	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	2	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	1	2	0	0	0	0	0
Access applications (other than personal information applications)	4	5	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

* 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).

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 of the 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	5
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 the 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)	12
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	12

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	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Attorney General, Minister for Justice

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	2
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	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	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)	1	0	0	0	0	1	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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	1
Decided after 35 days (by agreement with applicant)	1
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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Roads and Freight

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	4
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	2	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)	2	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)	4	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

* 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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	4
Not decided within time (deemed refusal)	0
Total	4

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Deputy Premier, Minister for Trade and Investment, Minister for Regional Infrastructure, Minister for Tourism and Major Events, Minister for Small Business, and Minister for the North Coast

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	4
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	3

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	1	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	1	1	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	1	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	2	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	1	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).

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 of the Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	3
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 the 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	2
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)	4
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	4

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Minister for Transport, Minister for the Hunter

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	4
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	2	0	0	0	0	0	0	2
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)	2	0	0	0	0	0	0	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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Education

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	1
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	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	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

* 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).

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 of the Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	1
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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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	1
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)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Fair Trading

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	1
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	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)	1	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

* 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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Resources and Energy

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	4
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	0	0	0	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	1	1	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.

Appendixes

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)	2	2	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

* 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).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0

Table C: Invalid applications

Reason for invalidity	Number of applications
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 of the 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.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the 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)	2
Not decided within time (deemed refusal)	0
Total	4

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Treasurer, Minister for Industrial Relations

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	3
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	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	1	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	3	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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	1
Not decided within time (deemed refusal)	0
Total	3

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Planning, Minister for Women

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	3
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	1	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	1 (deemed)	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	1
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	1	0	0	1	0	1
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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	2
Not decided within time (deemed refusal)	1
Total	3

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Ageing, Minister for Disability Services, Minister for the Illawarra

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	1
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	0

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	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)	1	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

* 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).

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 of the 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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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

Minister for Primary Industries, Assistant Minister for Tourism and Major Events

	Total
Total number of applications (Including withdrawn applications, but not including invalid applications) received in between 1 July 2013 and 30 June 2014:	3
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):	3

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	2	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	1	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	3	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

* 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).

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	1

**Table D: Conclusive presumption of overriding public interest against disclosure:
matters listed in Schedule 1 of the Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	3
Legal professional privilege	1
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.

**Table E: Other public interest considerations against disclosure:
matters listed in table to section 14 of the 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	3
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)	1
Total	3

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 recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

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 13: Industrial relations policies and practices

In 2013–14, there were no new industrial relations policies or practices implemented at a Department level.

In 2013–14, Workplace Relations provided strategic advice and support to implement business delivery improvements and provided ongoing consultation and communication to staff and their industrial representatives on Department and Public Sector reforms.

Appendix 14: Insurance activities

Major insurance risks for the Department are the security of its staff, property and other assets, as well as 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.

A comprehensive insurance program covers workers' compensation, public liability, motor vehicle, property and miscellaneous liability.

QBE Insurance manages the Department's workers' compensation insurance and GIO General Ltd manages the Department's other insurances. 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 also continually being reviewed, with the aim of enhancing the Department's risk management profile, thereby reducing future premiums.

Motor vehicle accident claims

Year	No of accidents	Frequency of accidents per 100 vehicles	Total costs of accidents	Average cost
2009–10	444	69	\$1,322,998	\$2,980
2010–11	400	74	\$1,154,697	\$2,887
2011–12	376	61	\$1,109,389	\$2,951
2012–13	344	67	\$1,040,823	\$3,026
2013–14	372	91	\$848,405	\$2,281

Public liability claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial assessment) is \$3,717,198.

Property claims

Year	No. of claims	Total costs of accidents	Average cost
2009–10	80	\$1,211,989	\$15,150
2010–11	71	\$2,353,265	\$33,145
2011–12	91	\$1,393,370	\$15,312
2012–13	127	\$1,861,659	\$14,659
2013–14	98	\$1,039,592	\$10,608

Miscellaneous claims

Year	No. of claims	Total costs of accidents	Average cost
2009–10	6	\$283,776	\$47,296
2010–11	8	\$114,169	\$14,271
2011–12	9	\$100,851	\$11,206
2012–13	7	\$37,942	\$5,420
2013–14	12	\$13,847	\$1,154

Note: Juvenile Justice has no miscellaneous claims for the above financial years

Appendix 15: Intensive Correction Order Management Committee

The Intensive Correction Order Management Committee (ICOMC) was formed to oversee the administration and governance of Intensive Correction Orders (ICO) and to promote consistency and fairness in the operational application of ICOs.

The ICOMC was established under section 92 of the *Crimes (Administration of Sentences) Act 1999*. The Commissioner of Corrective Services is required to establish an ICOMC to oversee the administration of ICOs, pursuant to Schedule 3 of the *Crimes (Administration of Sentences) Act 1999*.

On 3 July 2013, the Commissioner revoked the original membership of the ICOMC and appointed new official members to reflect the revised position titles created under the new structure of CSNSW.

Chairperson: Assistant Commissioner, Community Corrections (up until 31 July 2013)

Chairperson: Director Operations, Community Corrections (effective 1 August 2014)

Deputy Chair: General Manager, Operational Performance Review Branch

Alternate Chair: Director, Statewide Administration of Sentences and Orders

Member: Executive Director, Offender Management and Policy

On 3 July 2013, a list of Deputies of appointed members of the ICOMC was also established.

The Terms of Reference for the ICOMC were updated to reflect these changes.

Purpose of the ICO Management Committee

The ICOMC was formed to:

- ensure that sanctions imposed by CSNSW relating to ICOs are applied consistently and fairly across NSW
- ensure that matters are referred to the State Parole Authority (SPA) for either variation, revocation, or suspension of an ICO, as a last resort
- oversee the administration and governance of ICOs in NSW. In particular, the ICOMC aims to promote consistency in matters referred to the SPA.

Functions of the ICO Management Committee

The ICOMC has the following functions:

- to provide advice and make recommendations to the Commissioner in relation to the case management of offenders who are subject to ICOs
- such other functions with respect to offenders subject to ICOs, as the Commissioner may direct from time to time, and
- such other functions as may be conferred on the ICOMC by or under the *Crimes (Administration of Sentences) Act 1999*.

It should be noted that the Commissioner is not bound by a recommendation of the ICOMC.

Significant changes to Community Corrections Policy

- In 2013–14, the administration of ICOs by Community Corrections saw the management of ICOs conducted from 60 locations across NSW, following the consolidation of the new Community Corrections structure. This significantly reduces any geographical restrictions that may have prevented the availability of the ICO as a sentencing option under the previous structure.
- Effective as of 5 August 2013, the community service work component of the ICO has been managed by the Community Service Order Team within each of the 60 Community Corrections Offices across NSW.
- Effective as of 2 December 2013, all breach reports have been referred directly to the State Parole Authority (SPA), rather than via the ICOMC. This change was introduced in consultation with the SPA, supported by the Commissioner, with a review and evaluation process taking place three months after commencement. This change was implemented because the direct referral of community sentence breach reports to the SPA is Community Corrections regular practice with respect to other community-based sentences, it ensures consistency in the administration of all breaches, and it avoids any delay in placing breach reports before the appropriate sentencing authority.
- Effective as of 2 December 2013, all requests for overseas travel have been referred directly to the SPA rather than via the ICOMC.
- Effective as of 2 December 2013, exemptions from the compulsory work component are now submitted to the relevant Community Corrections Director and not the ICOMC.
- As a result of these policy changes, the ICOMC focused on more complex matters and advice to Community Corrections and the SPA as required. Therefore, fewer matters were brought before the ICOMC in the second half of 2013–14.

Statistics

In 2013–14, 15 ICOMC meetings were scheduled, with 10 matters considered out of session. The total number of cases* considered by ICOMC was 418.

Community Corrections Division (CCD)	Number 2013–14	Previous year 2012–13
CCD reports referred to ICOMC	418	728

* Note: The ICOMC may consider the same individual on more than one occasion and each consideration has been identified as a case. Each case considered by the ICOMC has been counted separately. A case may have more than one outcome and each outcome has been counted separately.

Appendixes

ICOMC meetings	Number 2013–14	Previous year 2012–13
• Revocation recommendation to SPA	154	223
• ICOMC letter of warning issued	50	62
• Stood over	62	161
• No further action	57	99
• Referred to CCD for local management action e.g. Director's letter of warning	15	65
• Overseas travel	10	13
• Request to Extend Order	19	0
Submissions to Commissioner – Exemption from Compulsory Work Component	79	112

In 2013–14, the SPA revoked 132 of the 154 matters referred and recommended for revocation.

Appendix 16: Internal audit and risk assessment

I, Andrew Cappie-Wood, am of the opinion that the Department of Police and Justice has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Andrew Cappie-Wood, am of the opinion that the Audit and Risk Committee for Department of Police and Justice is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Independent Chair, Brian Suttor, May 2013 – May 2017
- Independent Member 1, Paul Crombie, May 2013 – May 2017
- Independent Member 2, Ian Neale, May 2013 – May 2016
- Independent Member 3, Joan Wilcox, May 2013 – May 2017
- Independent Member 4, Arthur Butler, May 2013 – May 2016

The members of the Audit and Risk subcommittees are:

Corrective Services NSW:

- Independent Chair, Paul Crombie, May 2013 – May 2017
- Independent Member 1, Ian Neale, May 2013 – May 2016
- Non-independent Member, James Koulouris, January 2013 – May 2016

Juvenile Justice NSW:

- Independent Chair, Joan Wilcox, May 2013 – May 2017
- Independent Member, Arthur Butler, May 2013 – May 2016
- Non-independent Member, Kevin Harris, July 2013 – July 2015

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to the Treasury on behalf of the Treasurer.



Andrew Cappie-Wood
Secretary

ADDENDUM: Required Statutory Information

In accordance with the *Annual Reports (Departments) Act 1985*, the Department is required to include information raised by the Auditor-General as a significant issue.

The Auditor-General's Statutory Audit Report for the year ended 30 June 2014 noted irregularities that are the subject of ongoing internal and external reviews. The Auditor-General noted that he is satisfied that these matters were not material to the Department's financial statements.

Appendix 17: Land disposal

The Department of Police and Justice owns or operates a range of property assets including heritage courthouses, correctional facilities, shop fronts, office fit-outs and call centres.

During the reporting period 2013–14, there were no property disposals valued over \$5 million. Documents relating to the disposal of Department property can be obtained under the *Government Information Public Access Act 2009*.

Appendix 18: Legislation and legal change

Legislation allocated to the Attorney General

<i>Administrative Decisions Review Act 1997 No 76</i>	<i>Civil Liability Act 2002 No 22</i>
<i>Anglican Church of Australia (Bodies Corporate) Act 1938 No 15</i>	<i>Civil Procedure Act 2005 No 28</i>
<i>Animals Act 1977 No 25</i>	<i>Classification (Publications, Films and Computer Games) Enforcement Act 1995 No 63</i>
<i>Anti-Discrimination Act 1977 No 48</i>	<i>Commercial Arbitration Act 2010 No 61</i>
<i>Antiochian Orthodox Church Property Trust Act 1993 No 20</i>	<i>Common Carriers Act 1902 No 48</i>
<i>Application of Laws (Coastal Sea) Act 1980 No 146</i>	<i>Commonwealth Bank (Interpretation) Act 1953 No 29</i>
<i>Australian Mutual Provident Society Act 1988 No 47</i>	<i>Commonwealth Places (Administration of Laws) Act 1970 No 80</i>
<i>Australian Mutual Provident Society (Demutualisation and Reconstruction) Act 1997 No 56</i>	<i>Commonwealth Powers (De Facto Relationships) Act 2003 No 49</i>
<i>Bail Act 1978 No 161</i>	<i>Commonwealth Powers (Family Law—Children) Act 1986 No 182</i>
<i>Bail Act 2013 No 26</i>	<i>Community Justice Centres Act 1983 No 127</i>
<i>Benevolent Society (Reconstitution) Act 1998 No 153</i>	<i>Community Protection Act 1994 No 77</i>
<i>Births, Deaths and Marriages Registration Act 1995 No 62</i>	<i>Compensation Court Repeal Act 2002 No 23</i>
<i>Charitable Trusts Act 1993 No 10</i>	<i>Compensation to Relatives Act 1897 No 31</i>
<i>Child Protection (Offenders Prohibition Orders) Act 2004 No 46, jointly with the Minister for Police and Emergency Services</i>	<i>Confiscation of Proceeds of Crime Act 1989 No 90</i>
<i>Children (Criminal Proceedings) Act 1987 No 55</i>	<i>Constitutional Powers (Coastal Waters) Act 1979 No 138</i>
<i>Children (Protection and Parental Responsibility) Act 1997 No 78</i>	<i>Co-operative Schemes (Administrative Actions) Act 2001 No 45</i>
<i>Children's Court Act 1987 No 53</i>	<i>Coptic Orthodox Church (NSW) Property Trust Act 1990 No 67</i>
<i>Choice of Law (Limitation Periods) Act 1993 No 94</i>	<i>Coroners Act 2009 No 41</i>
<i>Christian Israelite Church Property Trust Act 2007 No 41</i>	<i>Corporations (Administrative Actions) Act 2001 No 33</i>
<i>Churches of Christ in New South Wales Incorporation Act 1947 No 2</i>	<i>Corporations (Ancillary Provisions) Act 2001 No 32</i>
<i>Churches of Christ, Scientist, Incorporation Act 1962 No 21</i>	<i>Corporations (Commonwealth Powers) Act 2001 No 1</i>
<i>Civil and Administrative Tribunal Act 2013 No 2</i>	<i>Corporations (New South Wales) Act 1990 No 83</i>
	<i>Costs in Criminal Cases Act 1967 No 13</i>

Council of Law Reporting Act 1969 No 59

Court Information Act 2010 No 24

Court Security Act 2005 No 1

Court Suppression and Non-publication Orders Act 2010 No 106

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 2012 No 9

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 (High Risk Offenders) Act 2006 No 7

Criminal Appeal Act 1912 No 16

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

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, the Minister for Health)

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 13, 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

Hunters Hill Congregational Church Property Trust Act 2013 No 67

- 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 Industrial Relations)*
- 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*
- 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 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 (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*
- 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*
- Native Title (New South Wales) Act 1994 No 45*
- 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 (except Division 2 of Part 2 of Schedule 1 and clause 24 of Schedule 1, jointly with the Minister for Finance and Services and the Minister for Fair Trading)*

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- 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 (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
- 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*
- 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*
- 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 and Support Act 2013 No 37*
- 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

Inspector of Custodial Services Act 2012 No 55

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)

Changes in Acts and subordinate legislation in the Attorney General and Justice portfolios

Acts

Adoption Legislation Amendment (Overseas Adoption) Act 2013

Child Protection Legislation Amendment (Offenders Regulation and Prohibition Orders) Act 2013

Civil and Administrative Legislation (Repeal and Amendment) Act 2013

Civil and Administrative Tribunal Amendment Act 2013

Crimes and Courts Legislation Amendment Act 2013

Crimes Amendment (Terrorism) Act 2013

Crimes (Domestic and Personal Violence) Amendment Act 2013

Crimes Legislation Amendment Act 2013

Crimes (Sentencing Procedure) Amendment (Standard Non-parole Periods) Act 2013

Drugs and Poisons Legislation Amendment (New Psychoactive and Other Substances) Act 2013

Graffiti Control Amendment Act 2013

Hunters Hill Congregational Church Amendment Act 2013

Industrial Relations Amendment (Industrial Court) Act 2013

Law Enforcement (Powers and Responsibilities) Amendment (Arrest Without Warrant) Act 2013

Mental Health (Forensic Provisions) Amendment Act 2013

Surveillance Devices Amendment (Mutual Recognition) Act 2013

Bail (Consequential Amendments) Act 2014

Courts and Other Legislation Amendment Act 2014

Crimes (Administration of Sentences) Amendment Act 2014

Crimes Amendment (Female Genital Mutilation) Act 2014

Crimes Amendment (Provocation) Act 2014

Crimes Amendment (Strangulation) Act 2014

Crimes and Other Legislation Amendment (Assault and Intoxication) Act 2014

Crimes (Domestic and Personal Violence) Amendment (Information Sharing) Act 2014

Crimes (Sentencing Procedure) Amendment (Family Member Victim Impact Statement) Act 2014

Drug Court Legislation Amendment Act 2014

Graffiti Control Amendment Act 2014

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Law Enforcement (Powers and Responsibilities) Amendment Act 2014

Legal Profession Uniform Law Application Act 2014

Regulations

Child Protection (Offenders Prohibition Orders) Regulation 2013

Dust Diseases Tribunal Regulation 2013

Inclosed Lands Protection Regulation 2013

Status of Children Regulation 2013

Victims Rights and Support Amendment (Transitional Provisions) Regulation 2013

Drug Misuse and Trafficking Amendment (Prohibited Substances) Regulation 2013

Children (Detention Centres) Amendment (Search Powers) Regulation 2013

Civil and Administrative Tribunal Regulation 2013

Criminal Procedure Amendment (Court Fees Payable by Government Agencies) Regulation 2013

Evidence (Audio and Audio Visual Links) Amendment (Bail Matters) Regulation 2013

Bail Regulation 2014

Civil Procedure Amendment (Online Probate Notice Services Fees) Regulation 2014

Trees (Disputes Between Neighbours) Regulation 2014

Privacy and Personal Information Protection Amendment (Inspector of Custodial Services) Regulation 2014

Bail Amendment Regulation 2014

Justices of the Peace Amendment (Code of Conduct) Regulation 2014

Surveillances Devices Regulation 2014

Bail Amendment (Interstate Arrangements) Regulation 2014

Crimes (Criminal Organisations Control) Regulation 2014

Crimes (Domestic and Personal Violence) Regulation 2014

Bail Amendment (Juvenile Justice) Regulation 2014

Civil and Administrative Tribunal Amendment (Fees) Regulation 2014

Civil Liability Regulation 2014

Civil Procedure Amendment (Fees) Regulation 2014

Jury Amendment (Jury Service Allowances) Regulation 2014

Appendix 19: Major works in progress

Information and Communication Technology Justice Infrastructure Renewal Program

In 2013–14 the Information and Communication Technology (ICT) Justice Infrastructure Renewal Program (JIRP) was completed.

This \$11 million two-year project commenced in 2012–13 to address long-standing critical ICT infrastructure risks within the key areas of the Department.

Expenditure for JIRP was \$5.23 million in 2013–14. Five hundred thousand dollars will carry over into 2014–15.

Deliverables included the replacement of aging systems, server and network infrastructure at risk of failure, upgrade of the desktop environment to Windows 7/Office 2010 and establishing the Department's shared intranet platform.

Asset Management Services

Project	Estimated total cost (\$ million)	Cost up to 30 June 2014 (\$ million)	Expected completion date	Cost overruns
Wagga Wagga Courthouse redevelopment	19.5	1.434	Jun 2016	Completion date revised from Jun 2015. Estimated total cost (ETC) increased from \$15.168m due to additional client requirements incorporated into a revised design.
Coffs Harbour Justice Precinct	51.166	22.945	Feb 2015	Nil
Wollongong Courthouse upgrade	17.5	1.325	Mar 2016	Completion date revised from Aug 2015. ETC increased from \$15m due to additional client requirements incorporated into a revised design.
John Maddison Tower (Downing Centre) Refurbishment	27.423	20.217	Jun 2015	Nil
Armidale	15.364	16.592	Dec 2013	Cost overrun due to the voluntary liquidation of the head contractor in early 2013.
Newcastle Justice Precinct	89.685	37.8	Jun 2015	Completion date revised from Nov 2014 due to construction delays arising from ground conditions, namely mine subsidence and soil contamination issues. No impact on ETC.
Hornsby Courthouse Upgrade	1.822	0.494	Dec 2014	Nil
Court Upgrade Program	183.519	160.258	Jun 2015	Nil

Appendixes

Project	Estimated total cost (\$ million)	Cost up to 30 June 2014 (\$ million)	Expected completion date	Cost overruns
Intensive Learning Centres	5.0	4.278	Jun 2014	Nil
Inmate Escort Vehicles	9.23	8.787	Jun 2014	Nil
Cobham Juvenile Justice Centre Upgrade	41.898	41.548	Dec 2014	ETC increased from \$40.255 in 2013–14 due to a combination of inclement weather delays and additional client requirements. Completion date extended from Jun 2014.
Redevelopment of Riverina Juvenile Justice Centre	29.323	30.092	Jun 2014	Minor cost overrun primarily due to inclement weather delays. Completion date extended from Dec 2013.

Courts and Tribunal Services

Project	Estimated total cost (\$ million)	Cost up to 30 June 2014 (\$ million)	Expected completion date	Cost overruns
Joined up Justice / Police	9.0	9.0	Jun 2014	Nil
Jury Management System	4.2	4.2	Jun 2014	Nil
Electronic Indictments Project	3.45	1.15	Mar 2015	Nil
Bail Reform Act	5.625	5.625	Jun 2014	Nil

Appendix 20: Multicultural Policies and Services Program

This year, the Department of Police and Justice continued working in partnership with culturally diverse communities to implement its Culturally Diverse Communities Access Plan. A new Multicultural Plan for the Department is currently in development and will be released in the next financial year. Highlights of the Department's work with culturally diverse communities, and in line with the outcomes of the Community Relations Commission Multicultural Planning Framework are outlined below.

Outcomes	Key achievements
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.	<ul style="list-style-type: none"> • A number of business centres have incorporated the Principles of Multiculturalism into their business planning process. • The LawAccess NSW Business Plan includes business initiatives, targets and milestones focusing on the Culturally Diverse Communities Access Plan. • Victims Services has conducted a review of available internal Victims Services data on culturally and linguistically diverse (CALD) clients to assist in building a profile of the characteristics and needs of CALD victims of crime. • The Land and Environment Court has incorporated Multicultural Policies and Services Program (MPSP) policies into its business plan and reports on its achievements. • The Diversity Services unit submits reports to the Community Relations Commission on an annual basis. Diversity Services also conducts regular reviews of CALD communities who are in contact with the Justice system, to provide a strong evidence base for its community engagement program.
Outcome 2 Consultation and feedback Policy development and service delivery is informed by agency expertise and client feedback and complaints, and participation on advisory committees and consultations.	<ul style="list-style-type: none"> • The Diversity Services unit has structured an ongoing consultation process with African, Iraqi and Pacific communities. Consultation with other CALD communities occurs throughout the year. • LawAccess NSW works with CALD communities to ensure that services and policies are appropriate. The Community Relations Commission's Multicultural Coordinators Forum and the Centrelink Multicultural Advisory Forum are regularly attended. LawAccess also provides regular training to specialist CALD workers in government organisations, such as the Department of Immigration and Citizenship's Settlement Grants Officers, Department of Family and Community Services' Multicultural Caseworkers, Centrelink's Multicultural Service Officers and community organisations, such as Settlement Services International's Caseworkers. • The NSW Law Reform Commission and the Sentencing Council consult with peak bodies representing culturally diverse communities in the development of proposals for law reform. In its Parole Reference, a number of round tables were held with bodies representing culturally diverse communities.

Outcomes	Key achievements
Activity Area B: Capacity Building and Resourcing	
<p>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.</p>	<ul style="list-style-type: none"> • The Diversity Services unit has responsibility for multicultural planning across the Department, and provides regular reports to the Executive on progress against the Culturally Diverse Communities Access Plan. • Cultural diversity objectives and strategies are reflected in all performance agreements and in the LawAccess NSW business plan. • Staff from business centres across the Department participated in Harmony Day events and Respect Day, a Department initiated annual event that provides staff with the opportunity to reflect on the importance of respect and dignity in the workplace.
<p>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.</p>	<ul style="list-style-type: none"> • The Department runs 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. • The former Attorney General's Division employs a significant number of CALD staff, particularly in Sydney where the majority of CALD clients are located. The Division has 19.27 per cent of staff who voluntarily reported that they are from a non-English speaking background. • In 2013–14 the former Attorney General's Division had 146 staff in receipt of the Community Language Allowance Scheme (CLAS), representing 32 different languages. Corrective Services NSW (CSNSW) had 69 recipients of the CLAS. CSNSW continued to provide on the spot and simple language services to offenders in 36 languages. • Staff from multicultural communities are encouraged to participate in a range of development programs. The former Attorney General's Division supports the Cultural Diversity Staff Network. Network members are also representatives of the Equity and Diversity Alliance which oversees the development and implementation of the Equal Employment Opportunity Management Plan and equity and diversity strategies generally. The network members also have the opportunity to provide input into Human Resources' policies and practices. • The Respect Program provides a framework of teamwork activities that promote respect for diversity and encourage diversity in teamwork and staff input. • The former Attorney General's Division encourages CALD staff to be involved in a range of career development activities. Specific development activities, including targeted mentoring and training for CALD staff, have been provided through the staff Cultural Diversity Network. A range of relevant training programs are available to CALD staff.

Outcomes	Key achievements
	<ul style="list-style-type: none"> • Corrective Services conducted an online survey to identify the cultural and linguistic composition of its staff. Responses received from 995 of 6,860 staff (14.5 per cent) identified 191 (19.2 per cent) respondents to be fluent in a second language. • Brush Farm Corrective Services Academy (BFCSA) offers cultural awareness training to increase staff capacity to manage people from cultural, linguistic and religious diverse backgrounds. In 2013–14, a Cultural Inclusiveness Training course was held at Queanbeyan Community Corrections. • A total of 127 new officers attended the Cultural Awareness component of the Community Corrections Certificate 1 Primary Training. • A religious awareness training course, Understanding of Islam and Muslims, was held at BFCSA and attended by 29 staff.
Activity Area C: Programs and services	
<p>Outcome 5 Access and equity Barriers to the accessibility of services for people from culturally, linguistically and religiously diverse backgrounds are identified, and programs and services are developed to address them.</p>	<ul style="list-style-type: none"> • A number of business centres across the Department provide translation services to assist clients from non-English backgrounds better access information and services. • The Diversity Services unit conducts a wide-ranging community engagement program, focusing on African, Iraqi and Pacific communities. This program includes delivering workshops, training, information sessions and attendance at community events to inform CALD communities about the work of the Department. • The Anti-Discrimination Board promotes its services through a number of community events. • The Community Relations Unit delivered six community information sessions to representatives of Arabic-speaking and other communities. The sessions explained the role and functions of a Justice of the Peace (JP) in NSW and how to apply to become a JP. • The Legal Profession Admission Board provides assistance to overseas trained lawyers in having their qualifications assessed for the purpose of admission to the legal profession in NSW. • Corrective Services provides translator services for inmates. The Translating and Interpreter Service, Community Relations Commission and Ethnic Interpreters and Translators and Sign Language Communications NSW are the main providers of language services to Corrective Services.
<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.</p>	<ul style="list-style-type: none"> • A number of business centres across the Department provide information and promote their services to CALD communities using translated resources. • The Diversity Services unit participated in numerous CALD community events and festivals to promote the work of the Department and distribute information about Department services in community languages. Diversity Services continues to distribute The Law and You DVD, a resource with legal information for African communities in NSW.

Outcomes	Key achievements
	<ul style="list-style-type: none"> • The Communications Unit coordinated the Department's participation in the Western Sydney Multicultural Services Expo in Parramatta. Now in its fourth year, the Expo aims to provide people from new and emerging communities with information about local services to assist with their settlement in Australia. The annual event is coordinated by the Community Migrant Resource Centre, a community based non-profit organisation working with migrants and refugees in western Sydney. • LawAccess NSW continues to participate in CALD community events to raise awareness of the service and to identify the issues facing those communities in order to better address their needs. Events attended include the Culturally Diverse Carers Expo, Auburn Welcomes You and the Rockdale Migrant Information Day. LawAccess also continues to work with CALD communities through outreach visits that focus on people with disability, their families and carers from a CALD background.
<p>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.</p>	<ul style="list-style-type: none"> • The Diversity Services unit continues to work with leaders and elders in its community engagement program to enhance their skills and capabilities in engaging with the Justice Sector. • The Anti-Discrimination Board regularly delivers community education sessions to CALD communities to provide key information on discrimination issues.

In 2014–15, the Department will pursue the following strategies for engaging with culturally diverse communities:

- finalise the Department's new multicultural plan and commence implementation
- review the cultural, religious and linguistic background of the NSW population and priority groups and to identify communities who are in contact with the NSW Justice Sector
- focus on engaging with culturally diverse communities in regional NSW
- continue to host workshops and information sessions for culturally diverse communities
- develop a new framework for engaging with culturally diverse communities.

Appendix 21: Occupational health and safety

Delivering services to the community in the safest way possible remains the highest priority for the Department of Police and Justice. In line with this corporate objective, the Department is committed to providing a safe and healthy work environment and supporting staff who have been injured while at work.

During 2013–14, all Divisions of the Department continued working together to address the requirements of the *Work Health and Safety Act 2011* with a view to developing and implementing standard Work Health and Safety (WHS) Management System practices across the Department.

Key achievements over the 2013–14 reporting year include:

Work Health and Safety Management System Framework

The Department continued implementation of the principles contained within the Work Health and Safety Management System framework. The framework aims to minimise and continually reduce the incidence of occupational injuries and illnesses and to integrate safe working practices into all areas of the Department.

Contractor Management Framework

During the reporting year, Juvenile Justice implemented a Contractor Management Framework to manage risks associated with contractors who perform work for Juvenile Justice. This includes specific contractor management training and 'high risk work' training for Juvenile Justice staff responsible for administering the framework.

Audiometric testing

In order to reduce exposure to hazardous noise, an audiometric baseline testing program commenced in February 2014 in Corrective Services to test all workers required to wear hearing protection. Inmates who have more than two years left on their sentence, working in Corrective Services environments are deemed workers under the WHS Act and tested as well. The test results reflect that the noise protection strategies currently in place are effective with no remedial action required in any of the workplaces.

Transition to a smoke free environment

In 2013–14, the Safety and Staff Support team developed the proposal to transition Corrective Services towards a completely smoke free correctional environment. This initiative has been successfully implemented in New Zealand, the Northern Territory and Queensland. Most correctional jurisdictions in Australia will be implementing this strategy in 2014–15.

Employee Assistance Program

A new Employee Assistance Program (EAP) contract commenced on 1 April 2014. The new EAP contract provides staff with access to a broad range of products and services including a 24-hour telephone counselling service, face-to-face counselling, group counselling, manager assistance and critical incident counselling and support. The program promotes an early intervention approach to assist individuals to resolve a broad range of work or personal issues before they impact adversely or contribute to deterioration in health and wellbeing.

Healthy Workforce Program

Corrective Services Safety and Staff Support Unit made 1,939 contacts with staff to offer support and information about services available post various events including staff assaults, use of force and death in custody/community. The Unit also coordinated support services for 13 critical incidents for which on site psychological services were provided including death in custody, death of staff member and staff assaults.

Injury management

There were 675 workers compensation claims lodged across the Department in the reporting year, down from 824 in the previous year.

A target rate of 8.81 average claims per 100 employees was set for the reporting period, with the outcome of 5.61 average claims per 100 employees.

The target is obtained by taking the average claim rate per 100 employees over three years 2008–09, 2009–10, 2010–11 and applying a reduction of 10 per cent.

As at 30 June 2014, the Department had an average of 5.61 average claims per 100 employees, down from 6.69 average claims per 100 employees the previous year. This shows a positive trend and recognises the Department's proactive approach to the management of WHS and injury management policies and procedures.

Average claim per 100 employees



Appendix 22: Overseas visits

Officer	Destination	Purpose	Dates of trip
Deborah Bennett Manager, Law Courts Library	London United Kingdom*	Unpaid placement at the Ministry of Justice, Royal Courts of Justice Library	June–July 2013
Anthony Hodgetts Assistant Director Inmate Classification and Placement	New Zealand*	Investigation into riot	3 July 2013
Paolo Buchberger Special Counsel Crown Solicitor's Office	New Zealand	Special Committee of Solicitors General	25 August 2013
Deborah Bennett Manager, Law Courts Library	Barcelona Spain*	International Association of Law Libraries Annual Conference	15–19 September 2013
Vanessa Blackmore Manager, Client Services	Barcelona Spain*	International Association of Law Libraries Annual Conference	15–19 September 2013
Deborah Bennett Manager, Law Courts Library	Jersey United Kingdom*	Law via the Internet conference	26–27 September 2013
Elizabeth Coombs New South Wales Privacy Commissioner	Poland	35th International Conference on Data Protection and Privacy Commissioners	22–26 September 2013
Peter Severin Commissioner of Corrective Services	United States	International Corrections and Prisons Association Conference	24 October 2013
Janet Ruecroft General Manager Correctional Centre	New Zealand	Australia New Zealand Senior Officers Group Masters Program	24 November 2013
Jo Quigley Director, Learning and Culture	Philippines*	Provide consultation on Philippines prison management project	22 March 2014
Peter Severin Commissioner of Corrective Services	Norway	International Corrections and Prisons Board Strategic Workshop	6–9 May 2014
Malcolm Schyvens Division Head Guardianship Division NSW Civil and Administrative Tribunal	Washington DC United States*	World Congress on Adult Guardianship	30 May 2014
Alexandra Sprouster Legal Officer, Guardianship Division NSW Civil and Administrative Tribunal	Washington DC United States*	World Congress on Adult Guardianship	30 May 2014
The Hon Justice Robertson Wright SC President, NSW Civil and Administrative Tribunal	Auckland New Zealand	Council of Australasian Tribunals (COAT) Annual Tribunals Conference	5–6 June 2014

Appendixes

Officer	Destination	Purpose	Dates of trip
Mark Harrowell Principal Member Consumer and Commercial Division NSW Civil and Administrative Tribunal	Auckland New Zealand	Council of Australasian Tribunals (COAT) Annual Tribunals Conference	5–6 June 2014
Amanda Curtin Divisional Registrar Guardianship Division NSW Civil and Administrative Tribunal	Auckland New Zealand	Council of Australasian Tribunals (COAT) Annual Tribunals Conference	5–6 June 2014
Pauline Green Divisional Registrar Administrative and Equal Opportunity Division / Occupational Division, NSW Civil and Administrative Tribunal	Auckland New Zealand	Council of Australasian Tribunals (COAT) Annual Tribunals Conference	5–6 June 2014

* Costs of these visits were met by the officers themselves or external organisations. In all other cases, costs were met by the Department.

Appendix 23: Privacy and personal information

During 2013–14, the NSW Department of Police and Justice received five requests for privacy internal reviews. Two requests were received by Juvenile Justice from the same employee and involved an allegation that correspondence from the Executive Director of Human Resources for Juvenile Justice was sent to a third party, the Public Service Association (PSA), without consent and constituted a breach of privacy under section 53 of the *Privacy and Personal Information Act 1998* (PPIP Act).

The Department found there was no breach of privacy as information in the correspondence related to information about an individual's suitability for employment as a public sector official, which is within the meaning of section 4(3)(j) of the PPIP Act and therefore not classed as personal information. The Department also found that there was nothing in the material provided suggesting a breach of section 11 of the PPIP Act. The Department found that the PSA was the employee's authorised agent and any disclosure was lawfully authorised or reasonably contemplated (within the meaning of section 25 PPIP Act) by awards made under or provisions of the *Industrial Relations Act 1996*.

Corrective Services NSW received two applications for internal review under the PPIP Act. Both applications were closed because the applicants did not provide sufficient information to identify the conduct that was the subject of complaint.

An internal review was also received relating to the actions of a clerk at a courthouse. The applicant alleges that personal information obtained by the clerk was used to gain direct benefit. This internal review will be finalised during the next reporting year.

Corrective Services NSW received three requests for amendment of personal information, two of which were processed under section 15 of the PPIP Act and one was processed under clause 8 of Schedule 1 to the *Health Records and Information Privacy Act 2002* (HRIP Act). Of these three requests, one request was approved and amendments were made to the relevant records, one request was refused as there was no basis for amendment, and one request was refused however a statement of the individual's concerns was attached to the records.

Appendix 24: Public interest disclosures

Public interest disclosures	
Number of public officials who have made a public interest disclosure to the public authority	10
Number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to the following:	10
• corrupt conduct	10
• maladministration	-
• serious and substantial waste of public money or local government money (as appropriate)	-
• government information contraventions	-
• local government pecuniary interest contraventions	-
Number of public interest disclosures finalised by the public authority	3
Does the public authority have a public interest disclosure policy in place?	Yes. Currently being reviewed.
Action the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met	<ul style="list-style-type: none"> • Training provided to new staff during induction • Links on intranet site.

Appendix 25: Research

Bureau of Crime Statistics and Research

Subject	Description
Understanding the relationship between crime victimisation and mental health	A longitudinal analysis of population data.
NSW Police recorded female persons of interest	Has there been an increase in the 10 years to June 2013?
NSW prison population	Why is the NSW prison population growing?
Long term trends in property and violent crime	An update of long term trends in property and violent crime in New South Wales 1990 to 2013.
Measuring recidivism	Police versus court data.
MERIT Program	Health and wellbeing outcomes for defendants entering the Alcohol MERIT Program.
Reporting violence to police	A survey of victims attending domestic violence services.
Prison populations	Forecasting prison populations using sentencing and arrest data.
Youths in custody in NSW	Aspirations and strategies for the future.
Property and illicit drug crime	Trends in property and illicit drug crime around the Medically Supervised Injecting Centre in Kings Cross: 2012 update.
The great property crime drop	A regional analysis.
Youth Justice Conferences	Participant satisfaction with Youth Justice Conferences.
The decline in robbery and theft	Interstate comparisons.
Assaults at licensed premises	Is the decrease in assaults at licensed premises being driven by changes in staff reporting rates?
Intensive Correction Orders	The impact of Intensive Correction Orders on re-offending.
Forum Sentencing	Rates of recidivism among offenders referred to Forum Sentencing.
Community Service Orders and Bonds	A comparison of re-offending.
CREDIT Program	Does CREDIT reduce the risk of re-offending?
Intensive Supervision Program (ISP)	Study to determine whether young people who are referred to ISP have lower rates of re-offending than a similar group of young offenders who are supervised in the community in the usual way.

In 2013–14, BOCSAR released nine statistical reports:

- NSW Criminal Courts Statistics 2013 (June 2014)
- NSW Recorded Crime Statistics: March 2014 Quarterly Report (June 2014)
- NSW Custody Statistics Quarterly Update March 2014 (May 2014)
- NSW Recorded Crime Statistics 2013 (April 2013) (and December 2013 quarterly)
- NSW Custody Statistics: Quarterly Update September 2013 (December 2013)
- NSW Recorded Crime Statistics September 2013 Quarterly Report (December 2013)
- NSW Custody Statistics: Quarterly Update June 2013 (July 2013)
- NSW Recorded Crime Statistics June 2013 Quarterly Report (September 2013)
- NSW Custody Statistics: Quarterly Update March 2013 (July 2013)

Crime Prevention and Community Programs

Subject	Description
Victims of Crime	Study undertaken by the University of NSW on people with complex needs and their experiences as victims of crime.
Forum Sentencing	Study undertaken by the University of Western Sydney in collaboration with the University of NSW on the process and dynamics of restorative justice.
NSW Car Park Guidelines for Crime Prevention	Provision of guidelines for use in community car parks to increase safety and reduce theft.

Corrective Services NSW

The Corrective Services Ethics Committee (CSEC) was established to provide advice to the Commissioner of Corrective Services on all applications to undertake CSNSW related research. The Commissioner maintains the right to approve or decline the conduct of any research application. Research projects undertaken in 2013–14 are detailed below.

Subject	Description
The role of support services in reintegrating inmates in NSW correctional centres	The study is being undertaken by Diane Van Den Broek, lecturer at Sydney University, as part of a broader research project looking at the significance and effectiveness of organisations that help unemployed and incarcerated women enter or re-enter the Australian labour market.
The health needs, pre-release planning and experiences of women on release from custody and their engagement with general practice in the community	The study is being undertaken by Dr Penelope Abbott from the University of Western Sydney. The research will examine the perceived health needs of women during the period of transition from custody to the community with a focus on the interface between custodial and community health care and patient - doctor relationship to improve delivery of service.
Aboriginal women with mental health issues and/or intellectual disability and cognitive impairment accommodated within the criminal justice system	The study is being undertaken by Professor Eileen Baldry from the University of NSW. It aims to build on an earlier study involving Aboriginal Australians with mental health disorders and cognitive disability and will focus on Aboriginal women within the criminal justice system.
Treatment attrition amongst higher risk drug and alcohol offenders: Factors predictive of treatment non-completion	The study is being undertaken by Jennifer Galouzis, Assistant Director, Corrections Research Evaluation and Statistics, to determine whether community offenders who complete the Getting SMART Program differ in their pre-program psychometric, criminogenic and demographic characteristics from those who do not complete the program.
The effect of treatment readiness on offenders for program completion and recidivism	The study is being undertaken by Jennifer Galouzis, Assistant Director, Corrections Research Evaluation and Statistics, to determine whether measures of treatment readiness affect program entry, program completion and re-offending after adjusting for effects of both static and dynamic factors.

Subject	Description
Retail robbery in Australia: Understanding changes in motivation, target appraisal and modus operandi through interviews with convicted robbers	The study is being undertaken by Dr Emmeline Taylor, Australian National University. It aims to investigate and understand retail robbery from the perspective of recently convicted offenders. The findings will be used to assist with the development of operational strategies to reduce the incidence and seriousness of robbery in the retail sector.
Validation of data on recidivism of women affected by criminal justice system who have participated in the mentoring program run by WIPAN either before, during or after imprisonment	The study is being undertaken by Kat Armstrong of the Women In Prison Advocacy Network (WIPAN) to evaluate and validate the outcomes of the WIPAN mentoring program by cross-checking data of women who have participated in the program with their history of re-offending.
2013 National Blood-borne Virus Survey	The survey is being conducted by Professor Tony Butler from the Kirby institute at the University of NSW. The survey seeks to monitor the prevalence of hepatitis C, hepatitis B and HIV among a sample of consecutive prison receptions, collecting risk behaviour information and screening for three sexually transmitted infections. The survey is a follow-on from previous nation-wide correctional surveys, the last of which was undertaken in 2010.
Evaluation of the Red Room Company (RRC)'s Unlocked Program	The evaluation is being conducted by Bailey and Yang Consultants on behalf of the Red Room Company to determine if the voluntary program can be shown to meet a genuine need for inmates and if measurable outcomes for participants can be identified.
A formative assessment of the Intensive Drug and Alcohol Treatment Program (IDATP)	The study is being undertaken by PhD student Michael Doyle, University of NSW. It aims to investigate, compare and report on the different alcohol and other drug (AOD) treatment needs (if any) of Aboriginal and non-Aboriginal people in custody in CSNSW. The Intensive Drug and Alcohol Treatment Program (IDATP) represents an opportunity to undertake this research as participants have a history of problematic AOD use.
A process evaluation of the Intensive Drug and Alcohol Treatment Program (IDATP) in corrective services NSW	The study is being undertaken by Maria Kevin, Research and Evaluation Manager AOD, Corrections Research Evaluation and Statistics Unit. It will evaluate the effectiveness of the IDATP in terms of operational effectiveness. The IDATP incorporates a number of therapeutic interventions to address an inmate's substance dependence and offending behaviour. BOCSAR will also undertake an outcome evaluation of the program and work in tandem with this study.
Collaborating to integrate vocational, social and academic skills within Correction Services Industry programs in NSW	The study is being undertaken by Dr Rohan Lulham, University of Technology Sydney (UTS). It is part of a formal agreement with the UTS Designing Out Crime Centre to explore and develop ways in which Corrective Services Industries (CSI) can enhance their work spaces to be more conducive to adult learning. The aim to assist CSI and the Adult Education and Vocational Training Institute (AEVTI) to provide spaces that enable the effective integration of educational components within vocational programs in NSW correctional centres.

Juvenile Justice NSW

Subject	Description
Detainee Behaviour Intervention Framework (DBIF) evaluation	This project was undertaken by Ann Dadich from the University of Western Sydney. The first phase of the project aims to understand the organisational context in which the Detainee Behaviour Intervention Framework is implemented. Overall, the entire project will seek to understand the elements of the DBIF that effectively contribute to better management of detainees.
Correlates of oral language skills of young offenders	This project is being conducted by a PhD student with the University of Sydney. The project aims to examine the association between oral language skills, social cognition and emotional reactivity, and the severity of antisocial and offender behaviour.
Investigating recidivism in primary and secondary variants of psychopathy in incarcerated youth	This project is being conducted by a student from the University of New South Wales and Dr Eva Kimonis. The study aims to investigate whether the callous unemotional scores and conduct disorder symptoms predict non-violent and violent recidivism post-release.
An analysis of supervision skills used by Juvenile Justice workers	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.
Effective methods of challenging pro-criminal attitudes and behaviour of juvenile offenders	This project is being conducted by a PhD student 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.
Case Management in NSW Juvenile Justice: 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.
Investigating incarcerated and inpatient adolescent beliefs and adherence to psychotropic medication	The purpose of the project is to conduct questionnaires and interviews among patients to examine adolescent's 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.
Annual Patient Snapshot Survey	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.
Intensive Supervision Program (ISP) Family Functioning	The project is currently being undertaken by Dr Brian Stout of the University of Western Sydney. The aim of this project is to evaluate the use of Multi-Systemic Therapy in the Intensive Supervision Program (ISP). The research project includes a cost-benefit analysis on the program.

Subject	Description
Intensive Supervision Program (ISP)	This project is being undertaken by the Bureau of Crime Statistics and Research. The aim of the study is to determine whether young people who are referred to ISP have lower rates of re-offending than a similar group of young offenders who are supervised in the community in the usual way.
Stand as one – SHINE for Kids Mentoring	Dr Danielle Tracey from the University of Western Sydney is currently undertaking an evaluation of the effectiveness of the Shine for Kids “Stand as One” mentoring program. The project seeks to understand the experience of young people and mentors involved in the program through the transition from custody to community.
Collaborative family work in youth justice: A model for reducing recidivism in young offenders	This project is being conducted by Dr Chris Trotter from Monash University. The project is evaluating the effects of collaborative family work (Act Now, Together Strong program) on juvenile offenders and their families.
Oral language deficits in young incarcerated offenders in NSW: Prevalence and response to intervention	This study is being undertaken by Dr Pamela Snow of Monash University. The study aims to describe the incidence and profile of oral language impairment in incarcerated young people. The study also aims to describe the incidence and profile in two specific groups, that is, incarcerated indigenous young male offenders and incarcerated young female offenders.
The stages of psychosis in prison population	This study is being undertaken by Associate Professor Kimberlie Dean from the University of NSW. The aim of this project is to establish the prevalence of ultra-high risk, first episode psychosis and established psychosis within the population of incarcerated young people. The study will examine the relationship between different stages of psychosis and offending.
Exploring the subjectivities of the transitions between offending and desistance	This study is being undertaken by a PhD Student at the University of Western Sydney. The aim of the study is to explore the transitional stage between desistance and offending. The project will explore prospective strategies to sustain desistance within the Australian context.
Key pathways into sexual offending	The aims of the study are to identify the key pathways into offending for a subset of conduct disorder children and adolescents who sexually offend.
Evaluation of the Community Justice Program	This study is being undertaken by Ania Wilczynski, NSW Treasury. The project will evaluate process, outcome and cost benefits of the Community Justice Program (CJP). The evaluation will identify if participation in CJP has resulted in lower rates of re-offending, and lower rates of harm to participants and others.

Appendix 26: Senior Executives

Band	2014	
	Female	Male
Band 4 (Secretary)	0	2*
Band 3 (Deputy Secretary)	6	6
Band 2 (Executive Director)	12	11
Band 1 (Director)	46	43
	64	62
Totals	126	

Band	Range \$	Average remuneration 2014 \$
Band 4 (Secretary)	422,501 – 496,867	468,852
Band 3 (Deputy Secretary)	299,751 – 422,500	312,759
Band 2 (Executive Director)	238,301 – 299,750	262,784
Band 1 (Director)	145,421 – 238,300	188,504

1.9 per cent of the Department's employee related expenditure in 2013–14 was related to Senior Executives (both Senior Officers and Senior Executive Service). This number was based on column 4d of the workforce profile relating to Total Gross Earnings – year to date.

* Please note that for 2013–14, a 4.34 per cent on-cost was applied to Senior Executives and 13.59 per cent for Senior Officer base remuneration packages, which resulted in an extra role moving into the Band 4 (Secretary) category.

At the time of reporting, the Department had not yet implemented the new Senior Executive structure. The above table presents the number of transitional senior executives employed during the year and remuneration levels equivalent to the Senior Executive bands as per instructions in Public Service Commission Circular PSCC 2014–09.

Appendix 27: Workforce diversity

The Department of Police and Justice aims to attract, develop and retain people from various Equal Employment Opportunity (EEO) backgrounds to assist the Department better understand and meet the needs of its clients and reflect the community we serve.

The Department has and continues to develop and implement a range of equity and diversity strategies.

Statistical information on EEO target groups – Department of Police and Justice

Table 1 Trends in the representation of EEO groups¹

EEO group	Benchmark or target	% of total staff ²			
		2011**	2012***	2013***	2014
Women	50	49	50	50	49
Aboriginal people and Torres Strait Islanders	2.6 ³	4.8	4.8	4.9	5.1
People whose first language is not English	19	15.7	15.7	16.1	16.4
People with a disability	N/A ⁴	6.2	6.2	6.3	6.6
People with a disability requiring work-related adjustment ⁵	1.1 (2011) 1.3 (2012) 1.5 (2013)	3.3	2.1	2.1	2.1

Table 2 Trends in the distribution of EEO groups⁶

EEO group	Benchmark or target	Distribution index ⁷			
		2011**	2012	2013	2014
Women	100	98	98	98	99
Aboriginal people and Torres Strait Islanders	100	92	91	91	92
People whose first language is not English	100	96	95	95	95
People with a disability	100	101	99	98	98
People with a disability requiring work-related adjustment	100	97	99	97	98

Note: Information for the above tables is provided by the Workforce Information Unit, NSW Public Service Commission.

* For 2010 the Department of Police and Justice consisted of only Attorney General's Division and Corrective Services.

** For 2011 onwards, the Department of Police and Justice includes Attorney General's Division, Corrective Services NSW, Juvenile Justice NSW and the Guardianship Tribunal.

¹ Based on staff numbers as at 30 June 2014.

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 the 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. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

⁷ Excludes casual staff.

Major EEO outcomes during the reporting period 2013–14 accounting for planned outcomes set the previous year.

The Department continued to implement a number of initiatives to improve outcomes for EEO groups. Strategies and initiatives are detailed below.

Former Attorney General's Division

Implementation of the Aboriginal and Torres Strait Islander Employment Strategy of the former Attorney General's Division. Achievements include:

- two indigenous cadets graduating in 2014
- targeted Aboriginal employment in Court Services, with a number of ongoing and temporary positions filled by Aboriginal applicants
- continued success of the Aboriginal School Based Traineeship Program, continuing across the Department with four trainees participating in the program in 2013–14
- successful organisation of a National Aborigines and Islanders Day Observance Committee (NAIDOC) Week event at Parramatta Justice Precinct
- representation of the Department on a number of external forums including the Public Service Commission's Making it our Business reference group
- an informal Aboriginal Staff Network supporting employees by providing a communication forum for sharing ideas and information
- Norimbah Aboriginal Employment Unit active in a number of promotional activities to attract Aboriginal people to roles within the Department including:
 - participation in Aboriginal information days, Indigenous cultural events such as Yabun, Reconciliation Week, the Koori Knockout
 - speaking at educational institutions (high schools and universities) about the benefits of working with the Department
 - hosting a Parramatta Koori Inter-Agency meeting
- continued use of external funding sources such as the Elsa Dixon Aboriginal Employment Program to gain funding support for ongoing Aboriginal employment
- delivery of Aboriginal cultural awareness programs.

Implementation of the Disability Employment, Development and Retention Strategy of the former Attorney General's Division. Achievements include:

- continued implementation of the Reasonable Adjustments Policy and Reasonable Adjustment Guidelines
- employment of students with a disability under the Stepping Into Program at the Crown Solicitor's Office and in the Diversity Services unit
- successful International Day for Disability celebrations at the Parramatta Justice Precinct
- continued growth of the Staff with a Disability Network across the whole of the Department
- disability awareness training delivered throughout 2013–14
- recruitment of a number of disability targeted roles across the Department including in Victims Services, Court Services and the Office of the Sheriff
- partnering with Disability Service Providers to provide job seekers with disability work experience placements.

Implementation of a range of initiatives for staff from culturally and linguistically diverse backgrounds. Achievements include:

- continued implementation of the Community Language Allowance Scheme
- continued growth of the Diversity Network
- feedback provided from the Cultural Diversity Network to Human Resources on a range of HR policies and strategies.

Implementation of a range of initiatives for women. Achievements include:

- International Women's Day celebrations held in the city and Parramatta.
- Training sessions delivered specifically for women including the Springboard Program.

Implementation of a range of initiatives for youth. Achievements include:

- continued growth of the Youth Network across the Department
- networking opportunities with other Youth Networks in the public sector and Parramatta area
- targeted mentoring and training opportunities for Youth Network members.

The former Attorney General's 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
- continued promotion of the Vacation Care Program
- promotion of flexible working arrangements and how these can be utilised by those with carers' responsibilities.

Corrective Services NSW

Corrective Services NSW continued to implement initiatives under its Equity and Diversity Plan 2011–2014 to improve employment outcomes for EEO groups including:

- delivery of staff Cultural Inclusiveness, Disability Awareness and Aboriginal Cultural Awareness training courses
- organising a range of activities and events to celebrate key cultural dates, such as NAIDOC Week, Harmony Day and International Women's Day
- implementation of the Reasonable Adjustments Procedures for Employees with a Disability
- implementing the Grievance Resolution Policy and Guidelines and Grievance Resolution Procedure.

Corrective Services NSW also launched its new EEO Data Collection e-form in 2013 enabling Corrective Services to:

- re-survey all employees to identify changes in status, such as acquired disability and those requiring reasonable adjustments at work
- collect EEO information from employees who have previously not submitted forms
- capture of new cultural and linguistic diversity information, such as country of birth and second language.

Corrective Services continued to implement initiatives under its Aboriginal and Torres Strait Islander Employment and Career Strategy and continued to exceed the 2.6 per cent NSW Public Sector target for the employment of Aboriginal and Torres Strait Islanders.

Juvenile Justice

Juvenile Justice focused on the overall response rate to EEO staff surveys, highlighting the impact and benefit to staff in providing the information, and will continue to positively reinforce the value of providing EEO information.

During 2013–14, Juvenile Justice continued to implement the following policies and programs:

- Supervision Policy, Guidelines and Toolkit
- Dignity and Respect Policy and Guidelines
- EEO Management Plan
- Induction Training Assessment Program
- Disability Action Plan
- Community Language Allowance Scheme
- Psychologist Reclassification Committee
- Dignity and Respect Policy and Code of Conduct as part of the staff induction program.

Juvenile Justice continued to promote the Aboriginal and Torres Strait Islander Recruitment and Retention Strategy 2011–15. The strategy articulates the objectives and actions required by Juvenile Justice to achieve successes in the recruitment, development and retention of Aboriginal and Torres Strait Islander staff.

The implementation of the second Juvenile Justice Aboriginal and Torres Strait Islander Mentoring Program has engaged 24 mentors and mentees. The Mentoring program aims to:

- provide a structured mentoring experience that results in positive outcomes
- engage Aboriginal mentees and facilitate their self-development
- engage mentors to encourage and help mentees develop their talents, skills and act on their career aspirations
- promote a culture of self-directed work-based learning and leadership.

The Juvenile Justice Aboriginal Strategic Advisory Committee provides Aboriginal and Torres Strait Islander staff with the opportunity to provide guidance to the Juvenile Justice Chief Executive on Aboriginal issues. The Committee also helps build a stronger evidence base about what works and how Juvenile Justice services can deliver better outcomes for Aboriginal clients.

The implementation of the Juvenile Justice Cultural Respect Training is underway across the state. Juvenile Justice is committed to employees increasing their level of cultural knowledge and awareness in the workplace and using it to inform good practice when working with Aboriginal clients. The Cultural Respect Training allows staff to have better knowledge of the Juvenile Justice Aboriginal and Torres Strait Islander Cultural Respect Framework as it provides a clear focus on the building of cultural competence when dealing with clients and families.

To support the face-to-face training, Juvenile Justice has also developed a new e-learning module under the Juvenile Justice e-Policies section within the Juvenile Justice Learning Management System.

The annual Juvenile Justice Aboriginal Staff Conference continues to help build a culturally engaged and equipped workforce. The Conference provides opportunities for staff to come together and discuss ways to strengthen the agency's policies, practices, programs and service delivery to Aboriginal and Torres Strait Islander clients, their families and communities. The 2013 Aboriginal Staff Conference saw 70 Aboriginal and Torres Strait Islander staff attend along with members of the Juvenile Justice Executive Committee.

Major planned Equal Employment Opportunity activities for 2014–15

The Department is working towards integrating EEO strategies across all divisions and offices and adopting common initiatives. Strategies that have been identified for development and implementation in the next financial year include:

- Equity and Diversity Framework 2013–15
- Embedding equity and diversity strategies in workforce planning and management
- Aboriginal Employment Strategy 2013–16
- Disability Strategic Plan 2013–15.

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