



Government of South Australia

Department for Correctional Services

ANNUAL REPORT 2004-2005



Government of South Australia
Department for Correctional Services

Hon Terry Roberts MLC
Minister for Correctional Services
Level 6, 45 Pirie Street
ADELAIDE SA 5000

Dear Minister

I have pleasure in presenting to you the Annual Report for the Department for Correctional Services for the 2004-2005 financial year.

This report is prepared in accordance with the requirements of section 66 of the *Public Sector Management Act 1995* and Section 9 of the *Correctional Services Act 1982* and also the guidelines provided in Department of Premier and Cabinet Circular 13 re-issued in May 2005.

The report provides a summary of the Department's achievements during the year, supporting the Government's commitment to providing a safer community through its contribution to criminal and social justice in South Australia.

I commend this report to you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Severin'.

Peter Severin
CHIEF EXECUTIVE

Contents

2004-2005 – Highlights	1
Introduction	3
The Year in Review	5
Strategic Plan 2004-2006	7
Managing Diversity in the Correctional Setting (Disability Action Reporting)	9
Custodial Services	13
Community Based Services	35
Rehabilitation and Reparation	51
Policy and Stakeholder Support	71
Excellence in Public Service	83
Index	112
Appendices	115
Appendix 1 Auditor General's Report - Financial Statements	116
Appendix 2 Accounts Payable Performance	143
Appendix 3 Energy Usage	144
Appendix 4 Freedom of Information	145
Appendix 5 Custodial Services – Statistical Information	147
Appendix 6 Community Based Services – Statistical Information	152
Appendix 7 Human Resource Management	155
Appendix 8 Organisation Chart	160
Appendix 9 Overseas Travel on Department for Correctional Services' business	161
Appendix 10 Legislation	162

Department for Correctional Services

Highlights - 2004-2005

Completed the construction of a new 50 bed low/medium security unit at Mobilong Prison

Completed Stage 1 of the fire safety upgrades in all prisons

Commenced rehabilitation programs for sexual offenders

Continued the implementation of enhanced culturally appropriate programs for Aboriginal prisoners and offenders

Implemented a new service model for offender supervision on the APY Lands

Implemented referral and accommodation services funded by the Social Inclusion Board's homelessness initiatives

Commenced implementation of the ASSIST program (Alcohol, Smoking Substance Involvement Screening Tool) for prisoners (both remand and sentenced)

Commenced mental health first aid training for departmental staff and for staff at Karinga Hostel

Implemented an intensive drug and alcohol program funded by Drug Summit initiatives and delivered by specialist psychologists

Commissioned the new metropolitan South West Community Correctional Centre, the new Whyalla Community Correctional Centre and the expanded Berri Community Correctional Centre

Provided support and assistance to victims of the Port Lincoln bushfires in the aftermath of the tragedy

INTRODUCTION

CORE VALUES

Belief in people's capacity to change

This report has been written not only to meet legislative reporting requirements, included in both the Public Sector Management Act 1995, and the Correctional Services Act 1982, but also to provide a comprehensive overview of the role and activities of the Department for Correctional Services.

Justice with dignity

The Department for Correctional Services has a central role in the criminal justice process in South Australia. This is reflected in the Department's purpose and aim which is to:

"rebuild lives affected by crime, and to be recognised as a leader in building a just and fair society where the supervision and rehabilitation of offenders is humane and the rights of the victims is respected."

Making a positive difference

The professional operation of prisons and Community Corrections is aimed to achieve this vision.

Reconciliation

The Department's philosophy and core activities are identified as follows:

"to securely and humanely manage people ordered by the Courts to serve a community based or prison sanction and to provide them with opportunities to lead law-abiding and productive lives."

Valuing diversity

Almost every person held in custody will be released back into the community. It is therefore paramount that offenders in the care of the Department have every opportunity to address their offending behaviour. How this is achieved is detailed in this report.

Supporting and developing staff

The Department employs approximately 1400 staff, and has responsibility for nine prisons and sixteen Community Correctional Centres across the State.

Working professionally

This report outlines the Department's activities and achievements under the five key result areas. They are:

Custodial Services

Community Based Services

Rehabilitation and Reparation

Behaving in a respectful and ethical manner

Policy and Stakeholder Support

Excellence in Public Service

The Year In Review - 2004 - 2005 Annual Report

The 2004-2005 financial year was both a challenging and rewarding year.

Building on the decision last year to review and refine our strategic direction, the Department for Correctional Services has strengthened its alignment with Government objectives and improved its capacity to implement key initiatives. Over the past year, initiatives that have been implemented aimed at building upon our achievements include:

- the introduction of intensive therapeutic intervention programs for sexual offenders;
- expansion of Mobilong Prison with the construction of housing for 50 low/medium security prisoners;
- introduction of improved programs for Aboriginal offenders;
- re-engineered services for the Anangu Pitjantjatjara Lands (APY Lands);
- refurbishment of parts of the Adelaide Women's for prisoners who present a high risk;
- upgrading security in all prisons;
- continuing the removal of hanging points from prison cells;
- improving fire safety in the State's prison system;
- implementing homelessness and Drug Summit initiatives;
- commencing a comprehensive Business Case on the future prison infrastructure needs for the State; and
- strengthening the governance arrangements and risk management for the Department.

It was a year where the Department was able to justifiably be proud of the vital role played in helping to re-build the Eyre Peninsula following the devastating fires in the Port Lincoln area in January. Offenders and staff from Adelaide, Whyalla, Port Augusta and Port Lincoln worked alongside the community assisting with fence reconstruction and other valuable restoration work. The Salvation Army and Government officially recognised the outstanding and impressive efforts of prisoners and staff.

Perhaps the most significant initiative in the prison system for many years has been the introduction of intensive intervention programs for sexual offenders, violent offenders and Aboriginal offenders. The Department established a specialist programs branch to implement and deliver its sexual offender and violent offender treatment programs and to increase culturally responsive program delivery to Aboriginal prisoners and offenders.

In the correctional setting, mental health issues are significantly compounded by drug and alcohol misuse. Drug and alcohol problems constitute a major criminogenic risk factor. During 2004-2005 the Department implemented the ASSIST program (A World Health Organisation 'Alcohol Smoking Substance Involvement Screening Tool') to enable more targeted intervention services.

One of the largest problems facing corrections is the provision of accommodation and support for offenders leaving prison. The South Australian Government has, this year, provided funding for a number of

initiatives to deliver housing information, referral, advocacy and assessment to people in correctional facilities in South Australia who could be at risk of homelessness upon release.

During 2004-2005 the Department underwent a rigorous re-registration audit as a Registered Training Organisation. The Department trades under the name of the Vocational Training and Education Centres of South Australia (VTEC-SA) and provides training and assessment services to staff, prisoners and offenders. The Quality Branch of the State Training Authority recognised areas of operation of the Registered Training Organisation as examples of best practice.

The year 2004-2005 saw the progression of many capital projects, including the completion of an expansion project at Mobilong Prison increasing the capacity by an extra fifty beds which will be used to accommodate low/medium security prisoners. In addition, there was a major upgrade of a unit for high risk prisoners completed at the Adelaide Women's Prison. Best practice design solutions for safe cells were incorporated into the project.

This year also saw the expansion of technological initiatives and I am delighted to say that the South Australian Department for Correctional Services is at the forefront of control room technology. Its technical and intellectual property is in demand throughout Australia and all of the State's prisons now have a state of the art control room which has significantly improved security within our prison system.

Of significance for the Department this year were changes to the Correctional Services Act 1982. The Correctional Services Miscellaneous (Amendment) Bill 2005 passed through Parliament in February 2005 and will come into effect during 2005-2006 after the approval of necessary regulations to support the amendments.

I would like to thank our various partner agencies, stakeholders, community groups and other interested organisations and individuals for their contributions to our work during the year. Such organisations play a crucial role in helping us to prevent future offending through the maximisation of opportunities for offenders to return to the community as law-abiding citizens. I look forward to continuing our work with them. My particular thanks goes to Volunteers, Visiting Inspectors and the Visiting Tribunal members.

Finally and most importantly, I would like to acknowledge the work of staff of the Department. Much of the success of the Department over the year is the result of the creative, innovative and energetic enthusiasm of our staff. This report will inevitably reflect some, but not all, of their valuable work.



Peter Severin
CHIEF EXECUTIVE

STRATEGIC PLAN 2004-2006

The Department for Correctional Services aligns its policy and services to the South Australian Strategic Plan "Creating Opportunities".

As a partner we contribute to the Justice Portfolio Strategic Outcomes.



OUR AIM: To be recognised as a leader in building a safe, just and fair society where the supervision and rehabilitation of offenders is humane and the rights of victims are respected.

OUR PURPOSE: To rebuild lives affected by crime.

WHAT WE DO

KEY STRATEGIES

KEY MEASURES

CUSTODIAL SERVICES

"Provide safe, secure, humane and respectful environments that meet the individual needs of prisoners and provide support to achieve positive change."

- 1.1 Review & reconfigure roles & functions of institutions & the prison system.
- 1.2 Ensure appropriate risk management strategies are implemented in prisons.
- 1.3 Implement consistent and standardised operational practice in prisons.
- 1.4 Seek health services for prisoners in line with community standards.

- Occupancy rate
- Incidents of escape
- Incidents of assault
- Un-natural deaths in custody
- Timely Individual Development Plans
- Hours out of cell
- Cost per prisoner

COMMUNITY BASED SERVICES

"Supervise and support offenders in the community to achieve positive change."

- 2.1 Improve the quality & effectiveness of community based offender services & programs.
- 2.2 Ensure appropriate risk management strategies are implemented in Community Corrections.
- 2.3 Implement and evaluate the effectiveness of enhanced services under the Government's Social Inclusion Policy.
- 2.4 Support increased range of appropriate sentencing options.

- Court reports completed on time
- Cost per offender
- Completion rate of orders
- Timely Individual Development Plans
- Demand/capacity ratio
- Increased Home Detention capacity
- Effective alternative sentencing options

REHABILITATION & REPARATION

"Provide community benefits through the provision of employment, education, life skills, vocational and offender focused services and programs to prisoners, offenders and victims."

- 3.1 Implement therapeutic intervention programs for sexual & violent offenders.
- 3.2 Implement culturally appropriate therapeutic intervention programs for Indigenous prisoners & offenders.
- 3.3 Implement improved prisoner & offender assessment system.
- 3.4 Progress "Throughcare" including Case Management & intervention services to achieve integrated prisoner & offender management.
- 3.5 Ensure that culturally diverse & special need prisoners & offenders have access to appropriate programs & services.
- 3.6 Implement a planned approach to prison industries to enhance opportunities for vocational education and training.
- 3.7 Implement enhanced education programs for prisoners and offenders.

- Offence focussed core programs availability/ participation
- Culturally appropriate programs
- Recidivism rate
- Employment rate
- Community work hours undertaken
- Educational and vocational program availability/ participation
- Victims registered

POLICY & STAKEHOLDER SUPPORT

"Successfully manage stakeholder expectations and issues."

- 4.1 Contribute to Justice policy and legislative reform.
- 4.2 Progress Reconciliation to improve outcomes for Aboriginal people.
- 4.3 Seek opportunities to educate & inform public opinion on criminal justice issues.

- Use of video-conferencing
- Effective response to Royal Commission into Aboriginal Deaths in Custody recommendations.
- Community confidence
- Delivery of timely and accurate information/ reports/policy advice
- Effective stakeholder feedback and contribution

EXCELLENCE IN PUBLIC SERVICE

"Strive for the highest standards in public administration."

- 5.1 Attract, retain & develop skilled staff to meet present & future organisational needs.
- 5.2 Ensure OHS&W policy & practice provides a safe environment for staff & others.
- 5.3 Ensure service delivery addresses Disability & Diversity.
- 5.4 Optimise internal/external communication.
- 5.5 Implement effective agency-wide approach to managing business risks.
- 5.6 Optimise the effective use of information & technology.
- 5.7 Optimise the effectiveness of research, evaluation & monitoring.
- 5.8 Improve the way we plan, budget & report our performance.
- 5.9 Continuously improve the efficiency, effectiveness and economy of our operations & services.

- Organisational Development Plan
- Industrial relations stability
- OHS Injury Prevention and Management performance
- Strategic Management Framework and Governance
- Risk Management Plan
- Responsive information technology
- Research applications
- Contract management performance

Managing Diversity in the Correctional Setting

The Department for Correctional Services delivers a range of staff training programs to all new and long-serving staff dealing with subjects such as Indigenous cultural awareness, equal opportunity, anti-discrimination and inappropriate workplace behaviours.

The Charter of Public Service in a Diverse Society contains seven key principles informing the management of diversity in the public sector. The seven principles are:

Access

- The services provided by the Department for Correctional Services are accessed by the most disadvantaged groups in the community, including Aboriginal people, women, the unemployed, those addicted to alcohol and other drugs, and those with mental health problems.
- The Department is endeavouring to ensure that Community Correctional Centres and prisons are physically accessible for people with disabilities. This includes the provision of ramps and wheelchair access. In some areas this effort may conflict with other duty of care considerations.
- Female prisoners are currently disadvantaged in regard to access to prison accommodation, particularly low security and remand facilities and to prison facilities in country locations. Despite a delay in progressing development of a new women's prison, preparatory work continues.

Equity

- The Department for Correctional Services attempts to provide fair and equitable services to all offenders regardless of race, gender, socio-economic background and/or disability.
- During 2004-2005, the Department implemented a Disability Action Plan. Forty staff attended Disability Awareness Training as part of the Department's implementation of the Action Plan.
- In order to address inappropriate workplace behaviour there was a substantial rollout of the Department's Equity: Dignity at Work policy. This policy is aimed at addressing inappropriate workplace behaviour, including bullying, discrimination, and racial and sexual harassment. It also seeks to promote a positive working environment where all staff are treated fairly. It is about engaging

as an individual and as an organisation in cooperative supportive and respectful behaviour. Dignity at work is at the heart of good business and correctional practice.

The intervention comprises:

- a policy statement on addressing and eliminating Inappropriate Workplace Behaviour;
- an inappropriate Workplace Behaviour complaints resolution process;
- awareness training for all staff in inappropriate workplace behaviour; and
- training for all staff in new complaint resolution process.

During 2004-2005, approximately 118 staff were trained in the Department's 'Equity: Dignity at Work' policy and procedures.

Communication

- All prisoners and offenders are informed about their rights and about the processes they will experience while they are in the correctional system.
- Victims of crime can register with the Department for Correctional Services. As a registered victim, they are provided with information about the prisoner concerned, at critical stages of his/her imprisonment.

Responsiveness

- The Department for Correctional Services endeavours to be responsive to the needs of those under its supervision and in custody who have disabilities. In conjunction with our colleagues of the Prison Health Service, the challenge is to meet the mental and physical needs of prisoners and offenders with disabilities without compromising security requirements. In this regard, a joint Department of Human Services and Department of Correctional Services steering committee has established a Memorandum of Understanding between the two agencies for the provision of Prisoner and Offender Health Care Services.
- In partnership with the Intellectual Disability Services Council, a training program has been developed for staff to manage offenders with intellectual disabilities. The program has primarily been delivered to Trainee Correctional Officers, but is available for all staff.

- The Department for Correctional Services is committed to improving its responsiveness to Indigenous communities and individuals. This has been demonstrated through the signing of a Statement for Reconciliation, the employment of more Indigenous staff, a commitment to the Prevention of Deaths in Custody Forum and the establishment of the Aboriginal Services Unit. Culturally responsive programs are being developed and offered to Indigenous prisoners and offenders.
- The Department's Courts Unit now includes an Aboriginal Court Report Writer who brings to the Unit extensive knowledge of the Aboriginal community and provides culturally relevant information to the courts.
- An Indigenous staff support team has been established to assist Indigenous staff in meeting the challenges of their role.
- The Department is actively encouraging members from the Indigenous community to seek a career with the Department through promotional activities and the offering of traineeships in Central Office and Community Corrections.
- The "Parenting in Prison" Inter-agency Forum is a program run in conjunction with both government and non-government agencies dealing with child and youth health issues for primary carers in prison. It assists the primary carer to develop an understanding of child health care to better equip them for their return to the community and family.

Effectiveness

- The Department for Correctional Services is "results oriented" and focussed on meeting the needs of prisoners and offenders from a diverse range of cultural and linguistic backgrounds.
- In addition to its own internal performance monitoring regimes, the Department presents comprehensive performance reporting data to a range of external agencies, including the Department of Justice, Treasury, the Productivity Commission and the Australian Bureau of Statistics.

Efficiency

- The Department for Correctional Services is committed to optimising the use of available public resources in its service delivery, to meet the diverse needs of prisoners, offenders and stakeholders.

Accountability

- The Department for Correctional Services is currently developing a reporting mechanism to ensure accountability for implementing the Charter of Public Service objectives and achieving positive outcomes for those at whom this policy is directed.

Custodial Services

“Provide safe, secure, humane and respectful environments that meet the individual needs of prisoners and provide support to achieve positive change”

Key Strategies

To achieve improved outcomes in the provision of Custodial Services, the Department will

- **Review** and reconfigure roles and functions of institutions and the prison system
- **Ensure** appropriate risk management strategies are implemented in all prisons
- **Implement** consistent and standardised operational practices in prisons
- **Seek** health services for prisoners in line with community standards

Key Measures

Occupancy rate	Un-natural deaths in custody
Incidents of escape	Hours out of cell
Incidents of assault	Cost per prisoner
Timely Individual Development Plans	

Introduction

The Department for Correctional Services is responsible, on behalf of the State of South Australia, for providing, safe, secure, and humane custodial services to sentenced offenders or to those remanded in the custody of the Department by the Courts.

The Department administers nine prisons throughout the State, accommodating high, medium and low security prisoners. The Mount Gambier Prison is managed on behalf of the Department by GSL Custodial Services Pty Ltd.

Prisoners are provided with development programs that address their behavioural and criminogenic needs and that give them the life skills they will need to successfully rejoin the wider community on release.

Custodial Services

Key Achievements 2004-2005

During 2004-2005, the Department

- finalised and implemented advanced prison security system training and reporting mechanisms
- completed construction of the new 50-bed facility at Mobilong Prison
- provided significant assistance in the aftermath of the Port Lincoln bushfires
- continued to improve health services in prisons
- commenced work on the reintegration framework for resocialisation and pre-release skills
- implemented the rehabilitation program for sexual offenders
- completed Fire Safety upgrades in all prisons
- commenced implementation of the ASSIST program (Alcohol Smoking Substance Involvement Screening Test) for prisoners (both remand and sentenced)
- completed construction and commission of the new Control Room and Gatehouse at Mount Gambier Prison
- removed all hanging points and increased camera surveillance within the Management Wing at Adelaide Women's Prison
- commenced regime management system and standardisation of operating procedures

Key Objectives 2005-2006

During 2005-2006, the Department will

- open the new 50 new bed expansion at Mobilong Prison
- implement rehabilitation programs for violent offenders
- finalise a business case for a new prison

- remove more hanging points and introduce further perimeter security initiatives
- develop and commence implementation of a child protection policy for children visiting prisons
- continue development on the reintegration framework for resocialisation and pre-release skills
- continue development and implementation of an energy management plan
- implement a pilot Video Conferencing project between the Adelaide Remand Centre and the metropolitan Magistrate's Court
- standardise and re-format all Standard Operating Procedures
- implement a standardised regime management system
- review and improve High Risk Assessment Team functions in all prisons
- expand the prisoner community services program to include Mobilong Prison

Prison Overview

There are nine prisons located throughout the State, four of which are located in the Adelaide metropolitan area.

During 2004-2005, South Australia had an average prisoner population of 1,510 of whom 92 were female and 1418 were male.

Like most contemporary prison systems, South Australia provides a graduated prison regime for both male and female prisoners.

On entering the system, most male remandees are placed in either the Adelaide Remand Centre or Yatala Labour Prison. The majority of female remandees are accommodated in the Adelaide Women's Prison. The Department's primary remand facilities are situated in the metropolitan area to ensure that remandees have access to legal counsel and to the courts.

Offenders who are sentenced to terms of imprisonment which exceed six months are assessed by the Prisoner Assessment Committee. Offenders sentenced to a term of imprisonment of six months or less are reviewed and their security rating set by local prison management. In addition to health and safety issues, this assessment establishes when and where prisoners will be placed within the prison system and identifies programs that they must undertake to address their offending behaviour.

Most female prisoners will serve their sentence at the Adelaide Women's Prison. However, a small number may serve part of their sentence at Port Augusta Prison, the only other recognised female prison accommodation in the State.

All high security male prisoners are accommodated at Yatala Labour Prison and Port Augusta Prison. These prisons also currently accommodate medium and low security prisoners. Port Lincoln Prison has a mixed security regime and accommodates medium and low security male prisoners. Mobilong and Mount Gambier Prisons accommodate only medium security male prisoners whilst Cadell Training Centre and the Adelaide Pre-release Centre have been designed to accommodate low security male prisoners.

The South Australian prison system is designed such that prisoners progress from high to medium to low security prisons as they complete incentive based programs, targeted at addressing their offending behaviour. The Prisoner Assessment Committee, in conjunction with prison management, regularly assesses prisoner security classifications. As prisoners progress to low security, toward the end of their sentence,

they are afforded greater privileges, with attendant increased responsibilities.

The Department has a Case Management process. Under this process, a Case Officer is allocated to each sentenced prisoner to work with him/her to satisfy the program needs identified by the Department and to monitor the prisoner's progress. Whilst individual Case Officers may change as prisoners progress through the different prison regimes, documentation is transferred with each prisoner to ensure continuity of programs through the prison system and, where appropriate, through Community Corrections.

The Department remains committed to addressing the needs of Aboriginal people in the criminal justice system. In accordance with that commitment, the Department provides a range of support services to Aboriginal prisoners and staff.

Key rehabilitation programs to be undertaken by prisoners and which are monitored under the Case Management process include:

Offender Development Programs The Department provides prisoners with access to five core programs based on international research into "what works". These are individually targeted to address criminogenic need.

Education Education from basic literacy and numeracy to degree courses is available at all prisons. Vocational education programs are also available.

Prison Community Service As part of the Department's reparation initiatives, low security prisoners are able to undertake work in the community. Significant contributions to South Australian communities have been made in this area.

Prison Industry The Department provides work, inside prison, for prisoners in conjunction with private sector companies. The income derived from these ventures reduces the cost to the community of prison operations.

Prisoner Resocialisation A number of activities are provided for prisoners serving long prison sentences. These occur in the last stages of a prisoner's sentence and are targeted to prepare prisoners for life after prison.

Special Rehabilitation Programs The Department provides specially designed programs for drug and first time offenders and for those who have been convicted of sexual related offences.

In addition to the above, prisoners have access to professional psychological, social work, medical and dental support. Medical, dental and some psychological services are provided by the South Australian Prisoner Health Service Division of the Department for Human Services.

The Department's graduated release policy is extended to the community as prisoners reach the final stages of their imprisonment. Many short-term and some long-term prisoners will be released to Home Detention in the latter part of their sentences. The majority of longer-term prisoners have a condition of Parole which they must serve in the community.

Prison Profile

Yatala Labour Prison

Yatala Labour Prison is South Australia's largest prison. Originally established in 1,854, it is a multi-purpose facility for high, medium and low security prisoners including protectees. It has the capacity to accommodate 405 prisoners, and is the State's primary induction and reception prison for male sentenced prisoners.

During 2004-2005 a significant number of remandees were again accommodated and moved through the prison. On 30 June 2005, 141, or 43% of the 330 prisoners held in Yatala Labour Prison were remandees.

High security prisoners continue to assist APEX with their 'Glasses for East Timor Project' which is designed to assist the East Timorise people by supplying reading glasses and ocular support. The prisoners have been trained to use equipment that measures the magnification of recycled and donated reading glasses.

During 2004-2005 the Sexual Offender Treatment Program commenced at Yatala Labour Prison.

Adelaide Remand Centre

The Adelaide Remand Centre is the State's primary remand facility for male offenders. It has the capacity to accommodate 247 offenders and is a high security facility.

Offenders are transported from the Centre to the courts daily. Approximately 70% of those admitted to the Centre do not receive a further custodial sentence following the completion of their remand in custody.

Due to the present high remand rates the Centre operated at maximum capacity throughout the year.

Mobilong Prison

Mobilong Prison is located at Murray Bridge and provides accommodation for medium and low security prisoners. It has the capacity to accommodate 240 prisoners.

There are four accommodation units with a capacity of 60 in each. 15 cells provide double bunk accommodation.

During the year work was completed on the construction of low/medium security cottage style accommodation for an additional 50 prisoners. Accommodation in this area will form part of the prison's Incentive Based Regime management model.

Considerable expansion of the prison's infrastructure to support the increase in population has been completed to coincide with the commissioning of the new facility.

Port Augusta Prison

Port Augusta Prison is a multi-purpose facility providing accommodation for up to 282 high, medium and low security prisoners including protectees and special needs prisoners. Up to 8 beds are utilised for women prisoners.

The prison is one of only two facilities in the State that provides specific accommodation for female prisoners and the only prison to provide regular accommodation for both male and female prisoners.

The Department's Mobile Outback Work Camps (MOWCAMPs) operate from this prison. The program continues to provide benefits to the community through its work in National Parks at Balcanoona, the Coorong and the Gawler Ranges.

The prison has an agreement with the Corporation City of Port Augusta to facilitate community service projects. These projects are undertaken by a work gang that operates from the low security cottages, and include various work details undertaking graffiti removal, park construction and maintenance and general clean up of the foreshore area. This community service has also extended to other community organisations.

The prison has increased its ability to reduce the amount of water wastage, by installing a large holding tank that is used in conjunction with the current system to treat 'grey water'. This water is recycled and used on the ovals and gardens. As a further expansion of the recycled water program, materials have been purchased for the installation of a trial sub-surface irrigation system. Prisoners under the supervision of Building Services staff will install the system.

Cadell Training Centre

The Cadell Training Centre provides accommodation for up to 140 low security prisoners in a rural environment on land covering approximately 1,600 hectares.

Prisoners at Cadell are able to undertake employment focussed education programs from numeracy and literacy to computer programs. In addition they are able to obtain backhoe, truck, car and forklift licences and nationally recognised qualifications in Horticulture, Dairy and Commercial Cookery II through the Registered Training Organisation, or TAFE education programs eg Certificate III in Community Services, to assist their employment opportunities on release.

The Department for Correctional Services and the Offenders Aid and Rehabilitation Services of SA. Inc recently formed a partnership arrangement to provide an intensive intervention program targeting young offenders with drug and alcohol abuse issues. The program, named REACHOUT, is implementing strategies to reduce offending behaviour and supporting offender rehabilitation through community reparation, life skills, education and community work.

Port Lincoln Prison

Port Lincoln Prison is located 650 kms from Adelaide and can provide accommodation for up to 68 medium to low security prisoners.

The farm property consists of 220 hectares and is currently used for cereal and lamb production. The commercial garden produces a wide range of vegetables grown in poly tunnels, and also by hydroponic and organic methods. Vegetables produced at the prison are used within the prison and are also sold to the local community via contracts in place with local supermarkets and other vegetable retail outlets.

Prisoners undertook a number of community service projects including the provision of labour to assemble and dismantle the rodeo grounds for the Port Lincoln Tunarama Festival and assisting in a native plant regeneration project in the National Park.

During the year, prisoners and staff from Port Lincoln Prison provided critical community support following the tragic fires that swept the district. Prisoners from Port Lincoln and Port Augusta have been involved in re-fencing, removing debris and other essential services. They have been recognised by the Red Cross for their efforts. This support will continue into 2005-2006.

Prisoners also commenced an Aleppo Pine Eradication Program in the local area in partnership with, and funded by, the Plant and Animal Control Board and Local and District Councils.

The prison runs a woodwork shop where medium security prisoners are currently constructing outdoor settings for the National Parks and Wildlife Service, as well as making nesting boxes for a local chicken farm.

Adelaide Women's Prison

Adelaide Women's Prison has the capacity to accommodate up to 100 remand, high and medium security prisoners.

There has been a noticeable change in the profile of women entering the prison. Many are admitted with co-morbidity health problems. To address this situation the prison established a multi-disciplinary Professional Service Unit with a team of Social Workers, Psychologists, Case Management Coordinators, an Aboriginal Liaison Officer, and a Parenting Adviser. This Unit has formed strong partnerships with key external agencies to create pathways of service delivery that sustain an integrated and enduring approach for the women returning to the community.

During the year improved security measures were achieved with access to a new and modern control room and increased perimeter security and internal camera surveillance.

During the previous financial year, the prison's operations were interrupted when a deliberately lit fire caused extensive damage to 'A Wing'. The consequential repairs have reconfigured the accommodation to provide the same number of beds but in doubled up rooms to a safe cell standard. In October 2004, 'A Wing' re-opened.

The refurbishment of the Management Wing, to eliminate hanging points and provide extra camera surveillance was also completed in 2004.

Personal development and educational courses delivered from the Education Unit included a First Aid and Forklift Course. In addition the Professional Services Unit facilitate various life skill programs. That strategy is seen as a beneficial learning and skill development for women with domestic violence and drug use backgrounds.

Adelaide Pre-release Centre

The Adelaide Pre-release Centre is the main pre-release facility for male prisoners in the State. It accommodates up to 60 low security prisoners in cottage accommodation.

The Centre was established to provide prisoners with programs to facilitate their gradual release to the community. Prisoners at the Centre are generally in the last 12 to 18 months of their sentence and participate in accompanied and unaccompanied family leave, education, work release and community work release programs.

During 2004-2005, in conjunction with the Department for Environment and Heritage, two mobile work teams, each consisting of six carefully selected low security prisoners continued to work in the metropolitan national parks. Both teams carried out work on the Woody Weed Removal program and when required, one team created fire breaks. The program continues to benefit the community whilst assisting prisoners to gain accredited skills and establish a work ethic.

The Centre continues to provide resocialisation programs to prisoners based on the principles of incentive-based regimes. Four regimes, Basic, Standard, Improved and Enhanced enable prisoners a wide choice of programs as they move through each regime. The descriptive criteria are based on no drug use, structured day and behaviour.

During 2004-2005 the Centre continued to further develop pre-release programs. Programs, using outside providers as well as departmental resources to facilitate group sessions, have included prisoner health, CentreLink/ID, personal communication and relationships, Alcohol and Narcotics Anonymous. These programs assist in preparing prisoners to re-enter the community.

Mount Gambier Prison

Mount Gambier Prison is managed and operated by GSL Custodial Services Pty Ltd and is the only privately managed prison in South Australia. The prison accommodates up to 110 male sentenced and remand prisoners and caters principally for medium and low security prisoners. The prison can also accommodate short-term high security male and female remandees.

During 2004-2005 significant capital expenditure was invested in the prison with a new Control Room being built and commissioned in December 2004. The new Control Room was the final stage of a complete upgrade of perimeter and internal security systems at the facility. Other capital works included upgrading of cells to eliminate hanging points, the provision of a new emergency generator and the installation of new heating systems to prisoner accommodation areas.

Prisoner Management

Incentive Based Regime

South Australia's prison system includes an incentive-based regime, consisting of a hierarchy of privileges, designed to encourage prisoners to progress from basic to advanced levels, as a reward for appropriate behaviour.

The constructive use of prisoner time reduces prisoner boredom, minimises the likelihood of incidents, enables the teaching of new skills and behaviours and facilitates reparation to the community.

Prisoner Assessment

The assessment of all offenders entering prison is vital if the Department is to ultimately reduce the rate of reoffending. Effective assessment involves identifying the criminogenic needs of prisoners and providing programs to enable the development of social skills and behaviours. Assessment information also assists in determining security classifications.

As part of the assessment process, Individual Development Plans (IDPs) are developed for each prisoner serving a period of imprisonment that exceeds six months. The IDP focuses upon individual prisoner needs, addressing three key aspects:

- ❑ programs, counselling or training to address offending behaviour;
- ❑ prisoner's security classification; and
- ❑ appropriate accommodation and the length of time that the prisoner is to remain in each prison.

Prisoner Assessment Unit

The Prisoner Assessment Unit (PAU) has responsibility for a prisoner's progress through the prison system. It is also responsible for the daily operation and quality control of prisoner Case Management and provides administration support to the Prisoner Assessment Committee (PAC).

The Unit collects and disseminates prisoner information for consideration by the PAC and receives comprehensive reports from Prison Case Review Committees through which it monitors a prisoner's progress.

The Committee includes departmental, police, victim, Aboriginal and community representation and acts as an advisory body to the Chief

Executive's delegate providing advice on all aspects of a prisoner's IDP and applications for Home Detention.

Security Classifications

The PAC gives every prisoner who enters the system a security classification. This classification is reviewed on an ongoing basis through the Case Management process.

Prisoners must demonstrate good behaviour and a commitment to personal development before their security classification is reduced.

There are three security classifications. As at 30 June 2005, 20% of prisoners were classified high, 53% were classified medium and 26% were low. 1% of prisoners were yet to be classified. In comparison, as at 30 June 2004, 19% of prisoners were classified high, 54% medium, and 25% low.

Rehabilitation Programs Branch

The Department has established a specialist programs branch to deliver and implement its sex offender and violent offender treatment programs, and to increase culturally responsive program delivery to Aboriginal prisoners and offenders.

The Branch commenced pilot sex offender treatment programs in both prison and Community Corrections settings during 2004-2005. The pilot programs have a six to nine month delivery timeframe and are due to be completed in late 2005. A further prison based sex offender treatment program will commence following the conclusion of the pilot, with a community maintenance group being established in Adelaide Community Correctional Centre. The next community based sex offender treatment program will be established early in 2006.

The implementation of a violent offender treatment program is scheduled for November 2005 and will involve the delivery of 'Think First' as the introduction to the formal violent offender program which will run for 10 to 12 months.

The Department has developed a number of program initiatives to increase the cultural sensitivity of programs and services to Aboriginal people. The Rehabilitation Programs Branch has established an Aboriginal Rehabilitation Team that delivers core programs to Aboriginal prisoners and offenders and also provides advice to the Department about program development and amendment. The Aboriginal Rehabilitation Team has also developed a number of demonstration projects designed to assess a range of program delivery

methodologies and establish key partnerships with Aboriginal stakeholders both within and external to the Department.

Throughcare Coordination Unit

Throughcare as a form of Correctional Practice has been the primary focus of a newly appointed Throughcare Coordination team. The team consists of three social work positions, filled by highly experienced staff, and is funded through a Social Inclusion Board initiative.

The primary outcome of the Throughcare Coordination Unit is to ensure that there is a reduction in the number of remandees, offenders and prisoners, who become homeless upon or soon after their release. The Throughcare Coordinators achieve this through a strategic focus, aimed at identifying and dismantling systemic 'log-jams' and breakdowns in communication systems within the Department for Correctional Services and in the wider criminal justice system.

Prisoner Resocialisation

Resocialisation is one of the most important components of the rehabilitation endeavour, especially for long-term prisoners.

For most male prisoners, resocialisation occurs when the prisoner reaches the Adelaide Pre release Centre. However, resocialisation also occurs in the Cadell Training Centre, the low security areas of the Port Augusta, Port Lincoln and Mount Gambier Prisons and, in the case of female prisoners, at the Adelaide Women's Prison.

Only prisoners who have been in prison for some time and who are in the last eighteen months of their sentence are eligible for resocialisation.

Prisoners are gradually released into the community as part of resocialisation. This occurs in the form of community leave to the premises of a partner, friend or relative. In some circumstances leave programs will include public areas and agencies in the community. Initially this leave is in the company of Correctional staff but, as the prisoner develops the trust of prison management, unaccompanied leaves of up to 48 hours at a time may be taken.

In addition to these leaves, prisoners are encouraged to find paid employment in the community. Departmental officers make every effort to assist them to do so. Prisoners who find suitable employment are allowed to travel to work each day, returning to the prison overnight and during weekends. From the salaries which they receive they are required to pay board to the prison.

Unaccompanied resocialisation leave or employment in the community are not available to child sex offenders.

Nominated Visitors

Prisoners are entitled to receive contact visits from authorised visitors.

Visits from relatives and friends enable prisoners to maintain community ties and are essential for the present and future wellbeing of prisoners. Unfortunately some visitors abuse the visits privilege and seek to introduce contraband into the prison system. When there is sufficient evidence to suggest that a visitor may be attempting to introduce contraband, they may be banned.

During 2004-2005, a total of 275 visitors were banned across the system. In comparison, during 2003-2004, a total of 231 visitors were banned.

Pursuant to Section 85 of the Correctional Services Act 1982, during 2004-2005:

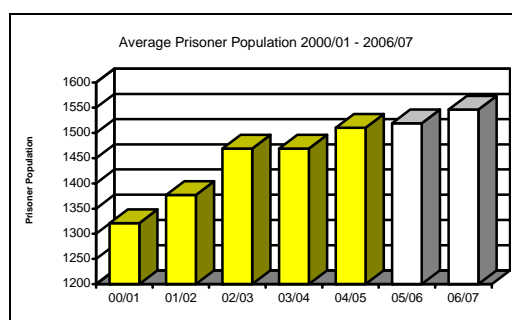
- 71 visitors were detained under Sections 5 and 6
- 10 minutes was the average duration of these detentions.

Prisoner Population Profile

Population

The average prison population increased by 2.7% during 2004-2005, with an increase in both the numbers of prisoners serving a custodial sentence and prisoners held in custody on remand. Average prison numbers have increased from 1,321 in 2000-2001, to 1,510 in 2004-2005, representing an overall increase of 14.3% over the last five years (see Appendix 5, page 147).

The following figure shows the annual average numbers of prisoners over the last five years and projections for the next two:



Gender

Males made up 94% of the prison population as at 30 June 2005, the same as for the previous year.

Age

The average age for a person in custody at 30 June 2005 was 34.0 years, for both males and females.

Indigenous status

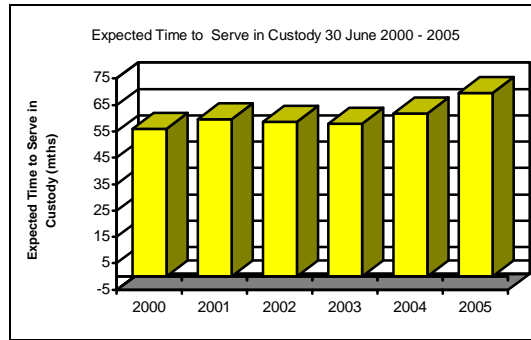
As at 30 June 2005, 17.9% of all prisoners were Indigenous, an increase of 1.1% from the previous year (see Appendix 5 – Table 1, page 147).

Remand

33.2% of prisoners were unsentenced at 30 June 2005, compared to 33.7% of prisoners at the same time last year.

Sentence length

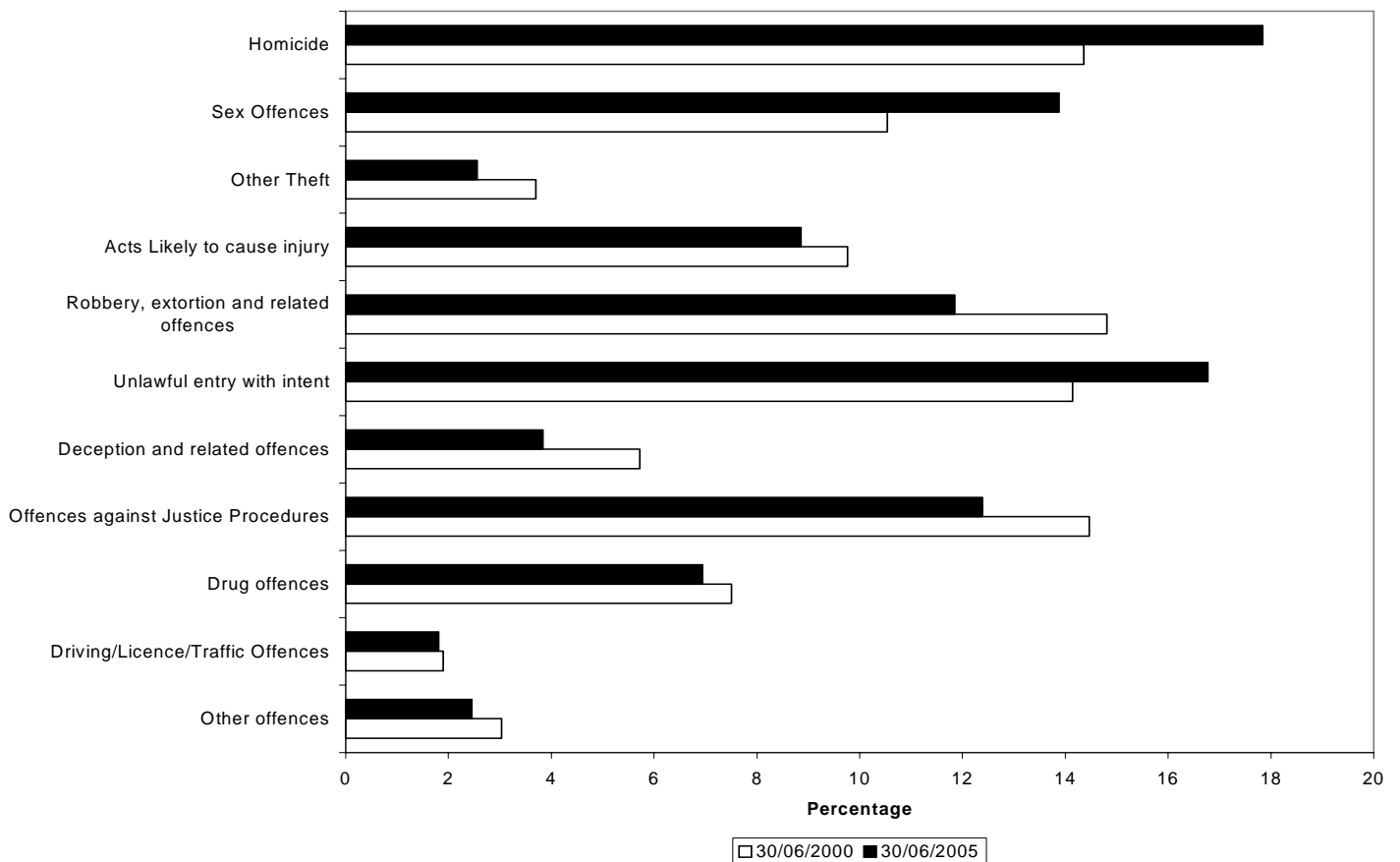
The average expected time to serve in prison for sentenced prisoners as at 30 June 2005 was 69.5 months compared to 56.2 months in 2000.



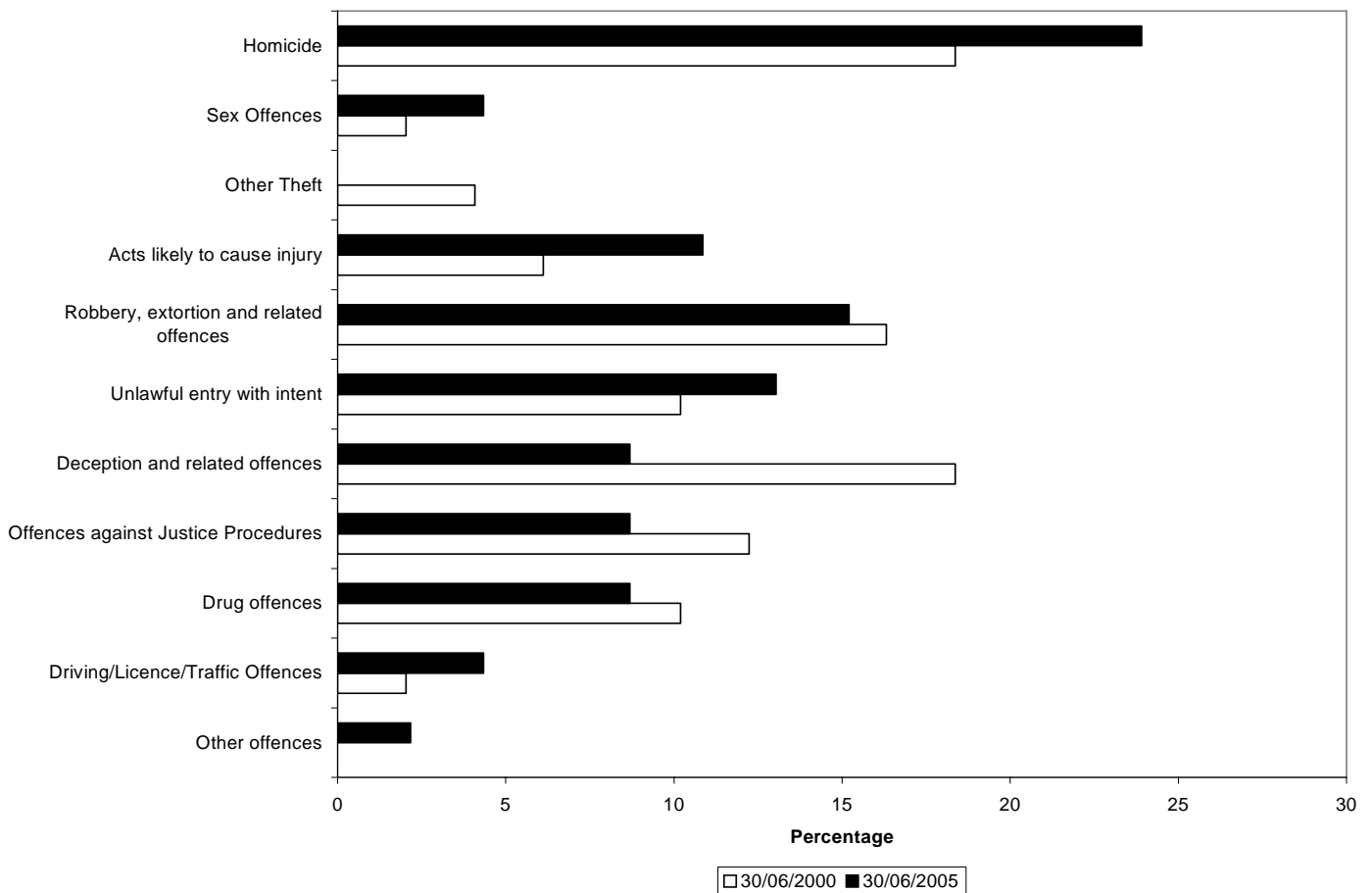
Most serious offence

At 30 June 2005, the most common offence for male and female sentenced prisoners was Homicide, 17.8% and 23.9% respectively.

Most Serious Offence – Sentenced Males - 30 June 2000 and 2005



Most Serious Offence – Sentenced Females - 30 June 2000 and 2005



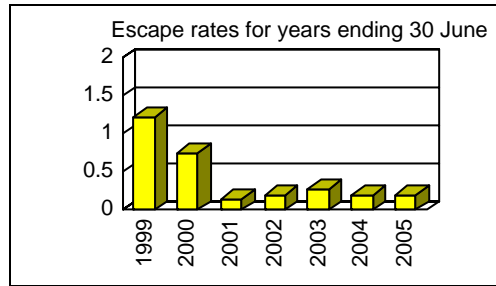
Prisoner Incidents

Escapes

Three prisoners escaped from Correctional Services' prisons/custody during 2004-2005. This is the second lowest number of prisoners to have escaped in the past decade and was only bettered or equalled by the previous three-year's excellent results.

The incidence of prisoner escapes in South Australia has decreased significantly during recent years. In 1998-1999 there were 17 escapes, yet in the last four years, escapes have not exceeded 4 (see Appendix 5 – Tables 4 & 5, page 148).

The following graph illustrates the escape rates over the last seven years (escape rate is calculated as 100 x prisoners escaping divided by the daily average prison population):



Assaults

Assault rates are calculated as 100 x prisoners involved in assaults divided by the daily average prisoner population. Assault rates for 2004-2005 were:

□ Prisoner on Officer

Physical Assaults	1.32
Abusive Threatening Behaviour	8.41

□ Prisoner on Prisoner

Assault	11.65
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Deaths in Custody

During 2004-2005, 6 deaths in custody occurred. Since 1990, of the 70 deaths in custody which have occurred:

- 37 (53%) deaths from suicide;
- 24 (34%) deaths from natural causes;
- 6 (9%) deaths from overdoses; and
- 3 (4%) deaths from murder.

Thirteen (19%) of those who have died have been Aboriginal. Of those, 4 have died from natural causes.

Many prisoners are drug and alcohol dependent and are in poor physical and mental health when they enter prison. Whilst they receive proper medical attention and every possible action is taken to identify and treat those most at risk of self-harm, deaths occur. The aim of the Department is to minimise this risk.

Illicit Drugs

During 2004-2005 there were 560 recorded drug incidents in prisons. This was a decrease of 47 on the 607 recorded in 2003-2004.

The trafficking of drugs to prisoners is a problem for every correctional jurisdiction. The Department has, as part of its overall Drug Strategy, developed a range of measures to reduce trafficking by reducing supply and demand.

The Operations Security Unit provides specialist security support and assists in the management of incidents within the Custodial Services Division. The unit is responsible for the detection and prevention of illicit drugs entering the prison system and is an integral part of the Department's strategy to reduce the supply of illicit drugs within the prison system. An increased use of Passive Alert Detection dogs and a greater level of intelligence driven searching has meant that searches have been more focussed and items such as drugs, home made weapons and mobile phones have been found.

The Intelligence and Investigations Unit, which was established in 2000, works collaboratively with SAPOL monitoring the activities of prisoners and their visitors to intercept and reduce the flow of contraband into the correctional system.

As a direct result of the Unit's activities during 2004-2005, 51 visitors were reported or charged by SA Police. A further 73 visitors were banned on suspicion and 15 were refused entry after being detected endeavouring to gain entry using a false identification.

Community Based Services

"Supervise and support offenders in the community to achieve positive change"

To achieve improved outcomes in the provision of community-based supervision services, the Department will

- **Improve** the quality and effectiveness of community based offender services and programs
- **Ensure** appropriate risk management strategies are implemented in Community Corrections
- **Implement** and evaluate the effectiveness of enhanced services under the Government's Social Inclusion Policy
- **Support** an increased range of appropriate sentencing options

Key Measures

Court reports completed on time	Demand/capacity ratio
Increased Home Detention capacity	Cost per offender
Effective alternative sentencing options	Completion rate of orders
Timely Individual Development Plan	

Introduction

The Department for Correctional Services is responsible for the provision of a range of services to sentencing authorities and to offenders on court ordered sentences and supervision.

Through 16 Community Correctional Centres, staff supervise offenders on Probation, Parole, Home Detention, Intensive Bail Supervision and Community Service and provide programs to address offending behaviour. Community Corrections' staff also provide a range of reports to Courts and to the Parole Board.

Community Based Services

Key Achievements during 2004-2005

During 2004-2005, the Department

- re-engineered services for the Anangu Pitjantjatjara Yankunytjatjara Lands (APY Lands)
- implemented homelessness initiatives and Drug Summit strategies
- improved housing outcomes for offenders through systemic reform, implementation of referral and accommodation services funded by the Social Inclusion Board and developed a cross government strategy to address homelessness for people in contact with the criminal justice system
- worked collaboratively with Aboriginal Hostels Ltd to pilot Karinga Hostel as culturally appropriate, safe, stable, transitional and supported accommodation for eligible Indigenous women in contact with the criminal justice system
- improved Throughcare services for people exiting prison
- expanded the cost share model for Community Service which provides opportunities for offenders to acquire qualifications and skills which may provide employment pathways
- improved the ability to detect the use of illicit drugs and provide an improved therapeutic service to assist in reducing offending
- commissioned an intensive drug and alcohol program delivered by specialist psychologists that has been funded by the Drug Summit
- improved staff safety, especially in the management of aggressive and dangerous offenders
- introduced a community based treatment program for sex offenders
- commissioned the new metropolitan South West Community Correctional Centre, the new Whyalla Community Correctional Centre and the expanded Berri Community Correctional Centre

Key Objectives 2005-2006

During 2005-2006, the Department will

- trial a partnership approach to service delivery in the western suburbs by establishing an outreach service at The Parks that integrates justice, health, accommodation and support services
- introduce an improved offender assessment tool to identify risk of reoffending and criminogenic needs
- implement an intensive Alcohol and Other Drugs program
- complete planning for a low security correctional facility in the Anangu Pitjantjatjara Yankunytjatjara Lands (APY Lands)
- implement a Release From Court project to address systemic barriers to the seamless release of remandees
- restructure the delivery of rehabilitation programs in Community Corrections, to improve consistency and regular delivery in this field
- further develop quality standards monitoring, to improve case management practice in Community Corrections

Community Corrections Overview

Where courts decide that an offender should receive a penalty other than imprisonment, that offender may be referred to the Department to undertake community based sanctions including Probation, Community Service, Intensive Bail Supervision or Court ordered Home Detention.

Offenders referred to the Department for community-based supervision are allocated a Case Manager to assess their risk of re-offending and any needs they have that are related to their offending. A case plan is developed, aimed at addressing their offending behaviour.

During the period of their community-based orders, offenders may be required to undertake programs to address their offending behaviour.

Courts may also order that offenders with a mental health impairment, or offenders who have been charged with drug related or domestic violence offences, participate in specialised courts which have been established over recent years. Offenders who access these courts may be referred to the Department for supervision.

The Department's Courts Unit is part of the Community Corrections Division. This Unit prepares many of the court reports, which assist the Judiciary to determine appropriate orders or sentences.

In addition to those offenders referred by the courts, the Department's graduated prisoner release policies provide community-based supervision for many prisoners leaving prison through Parole and Home Detention programs.

These services are provided through 16 Community Correctional Centres situated throughout the State. These Centres are divided into five regions, Northern, Southern and Western Metropolitan Regions, and Northern and Southern Country Regions. Major functions of these Centres include:

- Community Service
- Probation
- Parole
- Bail Supervision
- Home Detention
- Intensive Bail Supervision
- Drug Court Curfew
- Intensive Probation Supervision
- Offender Reports

Community Corrections Profile

Southern Metropolitan Region

The Southern Metropolitan Region delivers services from three major locations; Flinders Street Adelaide, the Courts Unit in the Adelaide Magistrates Court and Noarlunga.

The Region covers the Adelaide Hills, Fleurieu Peninsula and Kangaroo Island, as well as metropolitan areas and so, with the specialist services offered by the Courts Unit, provides a broad range of services to the community and the criminal justice system.

Continued growth in offender numbers has been experienced in the Southern Fleurieu coastal locations of Victor Harbour and Goolwa and additional staff resources have recently been allocated to this area.

As at 30 June 2005 the region was responsible for the supervision of offenders on:

Bail	185
Community Service Orders	245
Financial Penalty Expiated thru CS	266
Home Detention Orders	0
Intensive Bail Supervision	0
Other Orders	42
Parole Orders	199
Probation Orders	613

Individuals with multiple orders counted once in each distinct category

Northern Metropolitan Region

The Northern Metropolitan Region delivers services through two major locations, the North East Community Correctional Centre at Holden Hill and the Elizabeth Community Correctional Centre. The Region covers the Northern Metropolitan area, the Barossa Valley, the mid north, and Yorke Peninsula.

As at 30 June 2005 the region was responsible for the supervision of offenders on:

Bail	263
Community Service Orders	329
Financial Penalty Expiated thru CS	178
Home Detention Orders	39
Intensive Bail Supervision	141
Other Orders	68
Parole Orders	291
Probation Orders	826

Individuals with multiple orders counted once in each distinct category

Western Metropolitan Region

The Western Metropolitan Region delivers services from three locations: the Port Adelaide Community Correctional Centre, the South West Community Correctional Centre, and a Regional Office at Edwardstown. The Region covers the inner metropolitan western suburbs of Adelaide from Marino in the South, to Outer Harbour in the North, and Pasadena, Thebarton, and Regency Park in the East.

Also administered from the Region are the Department's Volunteer Unit, the State Home Detention Electronic Monitoring Centre and one of the metropolitan Psychological Services Units.

The Western Metropolitan Region has areas of high cultural diversity including European, Asian and Indigenous populations. During the year, Case Management and Intervention Services staff worked more closely with the Aboriginal Court based at Port Adelaide. There was an increased focus on the higher referrals and service demands from this Court.

The proportion of special needs offenders in the Region has continued to grow, with volunteers working alongside supervisors to provide invaluable support to these offenders many of whom have a range of significant infirmities or impairment. The Special Needs Living Skills Program at the South West Community Correctional Centre continues its outstanding success based on the principles of reparation and rehabilitation. Part of the offenders' work-day includes the preparation of road traffic trauma support packages for the Ella Wood Foundation for families and child victims of road traffic trauma.

As at 30 June 2005 the region was responsible for the supervision of offenders on:

Bail	229
Community Service Orders	251
Financial Penalty Expiated thru CS	178
Home Detention Orders	27
Intensive Bail Supervision	128
Other Orders	54
Parole Orders	215
Probation Orders	533

Individuals with multiple orders counted once in each distinct category

Southern Country Region

The Southern Country Region delivers services from three main centres:

- Murray Bridge covers Mount Barker and the Murray Lands;
- Berri the Riverland; and
- Mount Gambier covers the South-East.

As at 30 June 2005 the region was responsible for the supervision of offenders on:

Bail	47
Community Service Orders	162
Financial Penalty Expiated thru CS	118
Home Detention Orders	7
Intensive Bail Supervision	6
Other Orders	11
Parole Orders	90
Probation Orders	340

Individuals with multiple orders counted once in each distinct category

Northern Country Region

Services in the Northern Country Region are managed from the Regional Office located in Port Augusta. Direct services are provided from the seven Community Correctional Centres in Port Pirie, Port Augusta, Whyalla, Port Lincoln, Ceduna, Coober Pedy and Marla.

Because of the large land-mass of the region (nearly 80% of the state), many offenders live significant distances from their local office. Staff are therefore required to operate regular, reliable outreach services, frequently travelling long distances, often for many days at a time.

During the year, a new model of service delivery was implemented in the Anangu Pitjantjatjara Yankunytjatjara Lands which enhanced access to supervision services. It resulted in a significant improvement in the successful completion of orders in the region.

As at 30 June 2005 the region was responsible for the supervision of offenders on:

Bail	55
Community Service Orders	279
Financial Penalty Expiated thru CS	67
Home Detention Orders	4
Intensive Bail Supervision	9
Other Orders	14
Parole Orders	91
Probation Orders	291

Individuals with multiple orders counted once in each distinct category

Community Corrections Supervision Programs

Offender supervision is provided under a number of major programs, including:

Community Service

Community Service allows offenders to undertake unpaid work in the community as an alternative to payment of fines or as part of a Good Behaviour Bond, or an order of the Court. Of all the Department's programs, Community Service has the widest and most positive interface with the community.

Where possible, the focus of Community Service projects is on providing meaningful work for offenders. In some cases the projects enable offenders to acquire skills and experience that will assist them in obtaining employment.

Over the last 3-4 years, greater attention has been paid to improve assessment and case management of Community Service offenders to increase rehabilitative opportunities, particularly through participation in group intervention programs run by the Department.

An increasing number of Community Service offenders have special needs including physical, psychological, and alcohol and other drug problems. These problems may preclude them from working on mainstream projects and the Department provides alternative work opportunities for these offenders. These offenders often require high levels of support and supervision to enable them to complete their hours.

In order to offset some of the costs of the Community Service program the Department has focused on cost-share projects. State, Local Government, and larger community agencies contribute to the cost of work groups and supervisors.

Community Service generally comprises:

- ❑ **Community Service** - placement at organisations or community agencies where suitably assessed offenders are referred to undertake their Community Service work with agency workers and volunteers;
- ❑ **work groups** - of 6-10 offenders managed by departmental paid supervisors work on cost recovery projects; and
- ❑ **special needs** - departmentally managed projects at Community Correctional Centre workbases.

Probation

The court may release an offender on a bond to be of good behaviour (Probation). A bond may have a number of conditions requiring an offender to:

- ❑ be under the supervision of a Community Correctional Officer;
- ❑ undertake assessment and intervention, including attending programs related to their offending behaviour;
- ❑ to reside or not reside at certain places; and
- ❑ undertake or not undertake specified employment as directed.

A bond can also be imposed upon the suspension of a sentence of imprisonment.

When defendants are placed under supervision a Community Corrections Officer assesses them. The assessment determines the offender's risk of re-offending and criminogenic needs. Based on the results of the needs/risk assessment, a case plan is developed for the offender.

The assessment of risk is determined by rating the offender's likelihood of re-offending. The assessment of criminogenic needs identifies those factors that may underlie the offender's offending behaviour. (ie. alcohol and other drug use, poor anger management, inadequate thinking and reasoning skills.)

The Department has a number of cognitive-behavioural programs, focused on addressing specific criminogenic needs. Other issues such as mental health problems may be addressed by referral to appropriate professionals and/or services.

Initially most offenders on bonds are required to report once a fortnight. This is reduced over time, depending on the length of the order, the level of risk and need and the offender's behaviour.

During the period of the bond ongoing reviews of the offender and the case plan are undertaken. Depending on the progress of the offender and the implementation of the case plan, they may be reassessed as lower risk and their level of supervision reduced.

Unless offenders breach their orders and fail to report, or an administrative discharge is requested they are supervised for the entire period of their order.

During 2004-2005, 1,915 new Probation Orders were registered, in comparison to 1,788 during 2003-2004.

Parole

Offenders completing periods of 12 months or more are required to have a non-parole period set by the Courts (unless the Court declines to set one).

Offenders serving sentences of less than five years are eligible for release on parole at the expiration of their non-parole period if they agree to comply with the conditions of release set by the Parole Board. Those serving a term of five years or more are required to apply for release and the Parole Board must make a decision to release and provide the conditions of release. For those prisoners serving a life sentence, Cabinet and the Governor must approve the Board's recommendation for release.

The Board makes its decisions based on a parole report completed by a Community Corrections officer. The parole report contains information regarding background, offender history, an assessment of a prisoner's risk and criminogenic needs, behavioural patterns in prison, programs to be undertaken, and release plans. The parole report also makes recommendations regarding the conditions of parole.

The supervision and intervention regime set for Parole is similar to that established for probationers. However, a higher level of supervision is provided for parolees. Weekly supervision is the norm, with some parolees seen twice weekly. The level of supervision decreases if the parolee is responding well, but parolees remain under supervision for the entire period of their orders.

During 2004-2005, 569 new Parole Orders were registered with the Department in comparison to 645 during 2003-2004.

During 2004-2005, 182 parolees breached or had their parole cancelled. This was in comparison to 171 in 2003-2004, 177 in 2002-2003, 216 in 2001-2002 and 200 in 2000-2001.

NOTE: the Department's published data for parole breaches, or cancellations, for each of the years above was corrupt and was reflected incorrectly in the Department's Annual Reports. The numbers in the 2003-2004 Annual Report were shown as 136, for 2002-2003 as 152, for 2001-2002 as 610 and for 2000-2001 as 174. The correct figures are shown in the paragraph above.

Bail

A defendant may be granted Bail with a condition to be under the supervision of a Community Correctional Officer. Conditions apply concerning where defendants can reside and with whom, with whom

they associate and what assessment/treatment they have to undertake or programs they must attend.

The main purpose of Bail supervision is to ensure that defendants comply with the conditions of their Bail Order and attend Court as required. However, the period during which a person is on Bail can be a time when intervention to address the issues underlying their offending behaviour can be very effective. Therefore, if the Court has imposed the relevant conditions, or the defendant is willing to do so, defendants can engage in counselling and programs to address their offending behaviour, whilst on Bail.

Offenders on Bail usually have weekly contact with their Community Correctional officer and breaches of Bail conditions, including a failure to report, are reported to the appropriate prosecuting authority.

During 2004-2005, 1,651 new Bail Orders were registered with the Department in comparison to 1,316 during 2003-2004.

Home Detention

Home Detention is a community based alternative to imprisonment and is one of the Department's most intensive and successful community based programs.

The program has been operating in South Australia since 1986. The successful completion rate for this program is between 83-95%, which is an excellent correctional outcome.

Prisoners who have completed half of their non-parole period, and who satisfy certain strict criteria are able to apply for Home Detention. The Prisoner Assessment Committee (PAC) assesses all such applications against the eligibility criteria. Changes to the Correctional Services Act to modify release conditions for Home Detention have passed through Parliament and are awaiting the completion of Regulations before being implemented.

Release conditions are strict and often a condition is included requiring the prisoner to wear an electronic transmitter for monitoring of their home curfew conditions.

Aboriginal prisoners are over represented in the prisoner population but under-represented on Home Detention. Over the reporting period there has been greater success achieved regarding the number of Aboriginal prisoners released to Home Detention and an increase over the last two years in successful completions.

Voluntary community service can be ordered by the PAC if an offender has no employment or study and this gives an offender the opportunity to make restitution and gain vocational skills that may lead to employment.

Breaches of condition can result in immediate revocation of the Release Order and subsequent return to prison.

During 2004-2005, 198 offenders were released from Home Detention with 89% or 177 successfully completing this order. In comparison, during 2003-2004, 268 prisoners completed Home Detention. Of these 87% or 231 successfully completed this order.

Intensive Bail Supervision

South Australia's remand in custody rate for unconvicted persons is one of the highest in Australia. Since 1987 Courts have been empowered to release a defendant on Bail with conditions of Home Curfew and Intensive Bail Supervision. The Court is first required to consider a report on the suitability of the proposed residence and appropriateness of this sanction being imposed for the defendant.

This program is managed very similarly to Home Detention, but with a higher surveillance component. Almost 95% of Intensive Bail Supervision Orders include electronic monitoring conditions. However, since bailees are generally at a more unstable point in their life there is a lower successful completion rate.

During 2004-2005, 652 new Intensive Bail Supervision Orders were registered with the Department. Of these 354 or 57% successfully completed their order. In comparison, during 2003-2004, 628 new Intensive Bail Supervision Orders were registered with the Department. Of these 346 or 55% successfully completed their order.

Bailees who breach their Intensive Bail Supervision conditions may be arrested without warrant by Police.

Drug Court Curfew

The South Australian Drug Court also makes Home Curfew orders subject to electronic monitoring under the Bail Act. Home Detention supervisors provide an after-hours monitoring service to Drug Court Case Managers. These Case Managers often request monitoring contacts with bailees over public holiday periods to ensure compliance with the curfew. Breaches are reported to the Drug Court Case Managers and addressed in court.

Intensive Probation Supervision

Since 1999 Courts have been empowered to order Home Curfews with Intensive Supervision for offenders who, but for ill health, disability or frailty would otherwise have been sentenced to imprisonment.

A full Case Management service is provided including psychological and other services. This program relieves the community of the cost of imprisonment and offenders have access to the services they require to manage their special needs.

Program attendance and Community Service are often conditions of this type of order. The current strict eligibility criteria have seen no more than two offenders on this program at any one time throughout the reporting period.

Offender Reports

Reports are prepared for the Courts, the Parole Board and the Prisoner Assessment Committee to assist them in the sentencing and/or setting conditions for bond and orders. The reports prepared include Bail, Home Detention (Bail), Home Detention, Pre-Sentence, and Parole.

These reports are prepared for a variety of purposes and contain a range of information. This information can relate to:

- ❑ the offender's background and current situation;
- ❑ offending history; and
- ❑ programs available to assist them to address their offending behaviour and their likelihood of complying with the conditions of a specific community based order.

The aim of the report is to provide accurate and objective information to inform the decision making process. Therefore the information contained in reports comes from a variety of sources including the offender and departmental, Police and Court files and, where appropriate, other sources including the offender's family, Government agencies, non-government services, professionals and other persons.

Appendix 6 - Table 3 (page 153) shows the number of Reports completed during 2004-2005.

Community Corrections Offender Population Profile

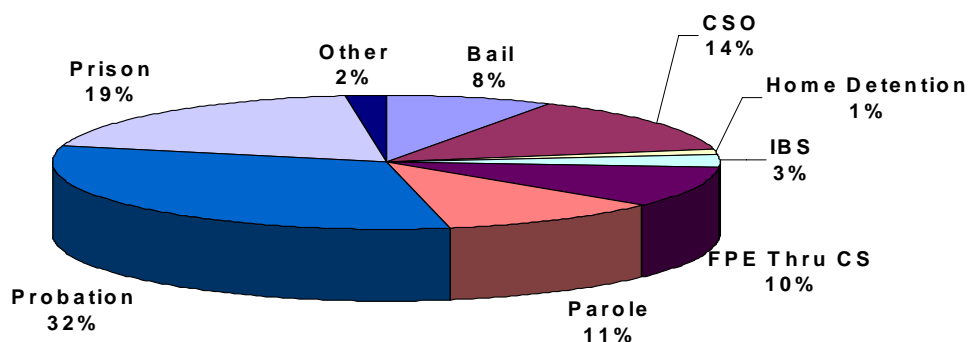
Number of Orders

As at 30 June 2005 there were 6,984 Community Corrections orders, an increase of 1% on 30 June 2000, when there were 6,897 orders current in South Australia. For details of Community Corrections Orders commenced in 2004-2005, see Appendix 6 – Table 1, page 152.

This increase was not reflected across all order groupings. Bail Orders (212%), Home Detention Orders (10%) and Probation Orders (7%) recorded increases. The remaining order groupings recorded decreases: Community Service Orders (12%), Fine (option) Enforcement (42%) and Parole Orders (5%).

The following figure shows the placement of all offenders under Department for Correctional Services supervision as at 30 June 2005:

Placement of Offenders as at 30 June 2005



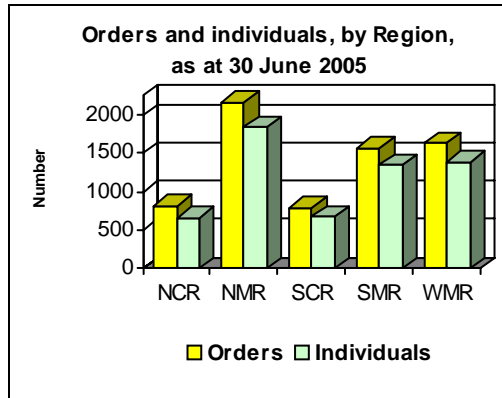
FPE Thru CS – Financial Penalty Through Community Service.

Home Detention and Intensive Bail Supervision (IBS) are represented as separate categories for this financial year.

Number of individuals

As at 30 June 2005, there were a total of 5,887 individuals under supervision with one or more orders.

The following figure shows the distribution of both orders and individuals by Region:



Gender

Males made up 82% of all individuals with Community Correction orders as at 30 June 2005 (see Appendix 6 – Table 2, page 153).

Indigenous Status

12% of individuals were Indigenous. It should be noted however, that Indigenous status was not recorded for 11% of individuals.

Age

The average age for an individual under Community Corrections supervision on 30 June 2000 was 32.1 years. This decreased to 31.4 years in 2005.

Rehabilitation and Reparation

“Provide community benefits through the provision of employment, education, life skills, vocational and offences-focused services and programs to prisoners, offenders and victims”

Key Strategies

To achieve improved outcomes in Rehabilitation Services as an organisation, the Department will

- **Implement** therapeutic intervention programs for sex offenders and violent offenders
- **Implement** culturally appropriate therapeutic intervention programs for Indigenous prisoners and offenders
- **Implement** improved prisoner and offender assessment systems
- **Progress** Throughcare including Case Management and intervention services to achieve integrated offender and prisoner management
- **Ensure** that culturally diverse and special needs prisoners and offenders have access to appropriate programs and services
- **Implement** a planned approach to prison industries to enhance opportunities for vocational education and training
- **Implement** enhanced education programs for prisoners and offenders

Key Measures

Offence focussed core programs
Culturally appropriate programs
Community work hours undertaken
Educational and vocational program availability/participation

Employment rate
Victims registered
Recidivism rate

Introduction

There is a growing trend in correctional jurisdictions world-wide towards providing greater rehabilitation opportunities for offenders which reduce the likelihood of re-offending and thereby contribute to crime prevention and community safety.

A considerable body of research has shown that the provision of appropriate and targeted programs that focus upon effective methods of bringing about changes in an offender's functioning may have significant impact in reducing crime. Offence specific programs, provided by the Department in conjunction with offence related programs such as employment, vocational education and training, health and nutrition and life and social skills, contribute to rehabilitation and a reduction in re-offending behaviour. These programs are delivered across a range of locations, both in prisons and Community Corrections.

Standards and guidelines for the provision of intervention services are being established, which will be monitored to ensure that positive rehabilitative outcomes are provided in ways that are fair, cost effective and equitable.

It is important for the effective management of prisoners and offenders that they have access to daily work programs that reflect an appropriate work ethic in preparation for their release to the community.

In addition to increasing the offender's opportunity to obtain useful employment, there is a clear expectation from Government and the community that offenders in some way make reparation to the community for their wrongdoing. It is also important that they understand the impact of their crime on victims and that their victims have the opportunity to be involved in the sentencing and correctional process.

The Department remains committed to working in partnership with Justice agencies and community groups, to ensure that prisoner and offender programs reflect the principles of reparation and rehabilitation.

Rehabilitation and Reparation

Key Achievements 2004-2005

During 2004-2005, the Department:

- commenced a pilot program for sex offenders in prisons and Community Corrections
- implemented pilot programs for higher risk violent offenders in prisons and Community Corrections
- continued to implement enhanced culturally appropriate programs for Aboriginal prisoners and offenders
- maintained its prisoner community service program with particular assistance provided following the devastating fires at Port Lincoln
- implemented ASSIST program (Alcohol Smoking Substance Involvement Screening Tool) to all prisons with a view to providing intervention services
- developed a project to implement a Program Evaluation Framework
- PRIME restructured its activities at Port Augusta Prison to focus on vocational training for bricklaying, timber manufacturing and metal trades
- upgraded the computer network that services the Department's Prisoner Education Centres to improve learning capabilities

Key Objectives 2005-2006

During the 2005-2006 the Department will:

- progress the implementation and evaluation of the ASSIST program at Adelaide Women's Prison, Adelaide Remand Centre and Yatala Labour Prison with a view to providing intervention services both internal and external. Expand the ASSIST program into all other admitting prisons and Community Corrections
- progress and evaluate the pilot program for sex offenders in prison and Community Corrections
- progress and evaluate pilot programs for higher risk violent offenders in prison and community corrections

- implement the ORNI-R assessment tool to improve assessment processes
- expand the prisoner community service program to include Mobilong Prison
- grey water at Port Lincoln Prison to be diverted to water the Prison's garden's to reduce water consumption
- PRIME will increase the number of prisoners working at Mobilong Prison
- implement a nationally compliant database to allow online enrolments in vocational and educational programs and improve reporting mechanisms

Rehabilitation Services Overview

Statistics collected show that prisoners and offenders are generally a disadvantaged group with a range of health problems. Statistics also support the widely recognised view that successful rehabilitation depends largely on an offender's:

- state of health and in particular, any drug and alcohol dependency;
- level of education;
- ability to socially interact with people in the community; and,
- work ethic and ability to obtain and hold a job.

The Department's rehabilitation programs for both prison and Community Corrections are designed specifically to address these issues.

Over 50% of offenders who enter the South Australian prison system each year are imprisoned for less than 15 days. Likewise, 48% of Community Correction's offenders will spend less than three months with the Department. It is difficult for these offenders to access other than the most basic of rehabilitation programs.

Longer-term prisoners and offenders supervised by the Department have access to a wide range of programs, which not only target offending behaviour, but are designed to support their return to the community.

Special culturally sensitive rehabilitation programs have been developed to address the needs of Aboriginal prisoners/offenders in the correctional system.

As part of its rehabilitation services, the Department's programs include:

- Education
- Offender Development Programs
- Health
- Psychological Services
- Chaplaincy Services
- Volunteer Support
- Alcohol and Other Drugs
- Visiting Justices
- Specialist Courts and Diversionary Initiatives

Innovative specialist Courts have been introduced in South Australia. These Courts target services or interventions to address the needs of

particular groups of offenders and provide more effective responses to particular offences. Targeted groups include those with a mental impairment, Aboriginal, Drug and Family Violence offenders.

Rehabilitation Services Program Description

Education

The Department's Registered Training Organisation, Vocational Training and Education Centres of SA, (VTEC-SA), is represented in all State prisons where there is a broad range of education and training opportunities available to offenders and prisoners, including prison industry related training programs. The Department employs a range of fully qualified educators and trainers to present courses to prisoners, which range from basic literacy and numeracy to tutorial support for university studies.

During 2004-2005:

- ❑ 1,186 prisoners and offenders at the Community Corrections Level participated in education and training programs, an increase of 8% over the previous years results;
- ❑ the number of individual units of study attempted by prisoners and offenders has remained constant with prisoners and offenders enrolling in 4,496 units of study or training;
- ❑ participation in basic literacy and numeracy programs has remained consistent. Literacy and numeracy courses account for 50% of all enrolments in prisoner education. The use of the Certificate in Employment Training continues to be popular with prisoners who are using this as a mechanism to improve literacy skills and gain skills in employment planning. This program is being reviewed in light of changes to the overall certificate programs to make it more applicable to the development of work place literacy and numeracy skills; and
- ❑ the Department has successfully upgraded its computer teaching facilities used in prisoner education to provide access to a broad range of computer based learning tools.

Offender Development Programs

The Department for Correctional Services currently delivers programs, based upon the principles of adult learning, which reflect the most frequently identified criminogenic needs in five key areas:

- ❑ Alcohol and Other Drugs;
- ❑ Anger Management;
- ❑ Domestic Violence;
- ❑ Numeracy and Literacy; and
- ❑ Victim Awareness.

They are based upon evidence of the "what works" literature and are:

- offence focussed;
- delivered in response to assessed need; and
- monitored to meet quality standards.

Offence specific programs such as the prisoner and offender development programs, in conjunction with offence related programs such as employment, vocational education and training, health and nutrition and life and social skills, contribute to rehabilitation and reduce re-offending.

These programs are delivered across a range of locations both in prisons and Community Corrections.

In addition, the Department for Correctional Services is supporting the development and delivery of specialised programs, and has given particular attention to several high need areas by:

- responding to the Recommendations of the Royal Commission into Aboriginal Deaths in Custody;
- reflecting the very specific needs of women; and
- identifying groups within the offender population for whom targeted programs are necessary, such as:
 - those with mental health issues;
 - Aboriginal offenders;
 - those of Asian/other Non-English speaking backgrounds;
 - women;
 - sex offenders; and
 - violent offenders.

Psychological Services

Psychology positions are currently located at the Adelaide Remand Centre, Adelaide Pre-release Centre, Mobilong, Adelaide Women's, Port Lincoln, Port Augusta and Yatala Labour Prisons, the Prisoner Assessment Unit, Northern Metropolitan, Northern Country and Western Metropolitan Regions and the Adelaide, Murray-Bridge, Noarlunga and Port Adelaide Community Correctional Centres. Psychologists conduct psychological assessments, counselling, specialised individual treatments and specialised treatment to offenders with substance abuse related problems.

In the last 24 months, the Department for Correctional Services has elevated its practices in areas of psychological assessments, individual and group psychological interventions to international standards in Forensic Psychology. Additional psychology positions have been

created to provide specialised psychological programs to treat violent and sexual offenders.

The Department will be consolidating these new initiatives to provide specialised psychological services aimed at reducing recidivism of offenders under the responsibility of the Department.

Health

The SA Prison Health Service is a unit of the Royal Adelaide Hospital. It provides health services to prisoners including general medical, surgery, pharmacy, nursing, dental, hospitalisation, psychiatric clinics, emergency care and aspects of drug and alcohol abuse.

Yatala Labour Prison and the Adelaide Remand Centre have substantial medical infirmaries which provide 24 hour medical attention. Male or female prisoners who require long-term medical attention are generally transferred to one of these infirmaries. All other prisons have infirmaries with qualified nursing staff on duty during the day. Medical practitioners and medical specialists provide regular services.

In conjunction with our colleagues of the Prison Health Service, the challenge is to meet the mental and physical needs of prisoners and offenders with disabilities without compromising security requirements.

In this regard, a joint Department of Human Services and Department of Correctional Services steering committee has established a Memorandum of Understanding between the two agencies for the provision of Prisoner and Offender Health Care Services.

Alcohol and Other Drug Strategy

The Department's Alcohol and Other Drug Strategy incorporates an integrated approach to supply, demand and problem reduction.

The Department actively seeks to intercept the supply of illicit drugs in the prison system through the use of information gathered by the Department's Intelligence and Investigations Unit, and the activities of the Operations Security Unit. The Department's strategy also seeks to identify and target the extent of prisoners' drug problems, and provide programs to help them overcome these problems.

The Department has introduced the ASSIST program (Alcohol Smoking Substance Involvement Screening Tool) with a view to providing intervention services, in both prisons and Community Corrections.

Initiatives adopted by the Department to reduce the harm caused to prisoners by drugs include:

- ***Prisoner Opiate Treatment Program (formerly the Prison Methadone Maintenance Program)***: The program commenced in 1999 in conjunction with the Department of Human Services and has now been established in all but one prison. An increasing proportion of prisoners are being prescribed buprenorphine; and
- ***Urinalysis***: Prisoner and community-based offender urine sampling, to detect the presence of illicit drugs is conducted on suspicion. These tests identify those affected by drugs and those who may require rehabilitation programs. They are also conducted to identify those who may be trading in drugs.

Rehabilitation Service Providers

An important part of the rehabilitation process is the need to ensure that prisoners are treated fairly and have access to services to provide an acceptable standard of living. They must also be exposed to wider community values and be able to access their religious or spiritual beliefs.

A number of service providers assist the Department to provide these rehabilitation and support services to offenders. They include:

Visiting Justices

The Department has 25 Visiting Justices of the Peace (Visiting Inspectors) who have been appointed by the Minister for Correctional Services, to independently conduct weekly inspections of each prison.

It is the role of the Visiting Inspectors to ensure that all prisoners are treated fairly and that their accommodation is clean and safe and that they have access to adequate food and clothing.

Prisoners may approach Inspectors to discuss problems that they may have. The Inspectors are also called upon to investigate any complaints that could affect the health and welfare of prisoners.

During 2004-2005 all prisons within the State were inspected weekly. On average, Visiting Inspectors speak with in excess of 10 prisoners during each visit and attend to issues raised. Inspectors are instrumental in reducing tension within the prison, thereby assisting in the safety and welfare of prisoners and staff. Inspectors have reported that in following up matters for prisoners that they were able to report a high level of satisfaction with the level of cooperation that they had received from prison management and staff across the system.

Visiting Tribunals

The Minister has also appointed four independent Tribunals – also Justices of the Peace – to adjudicate on serious breaches of prison rules and hear appeals that originate from Manager's Inquiries. The Visiting Tribunals are also involved in the destruction of contraband seized within the prison system.

During 2004-2005, Visiting Tribunals delivered a training program at a number of prisons to assist staff in conducting Manager's Inquiries and procedures leading to prisoners appearing before the Visiting Tribunal on appeals or more serious charges.

Volunteers

The Department for Correctional Services' Volunteer Unit supports 85 volunteers (including 16 in country areas). Volunteers are a vital link between the Department and the community, and during the past 12 months were actively involved in five Department for Correctional Services' Prisons and 13 Community Correctional Centres throughout the State. Their involvement is a cost-effective way of offering a range of opportunities that add value to offender case plans. This involvement included volunteers assisting prisoners with:

- ❑ the preparation of resumes;
- ❑ transport to job interviews and work;
- ❑ providing library services in prisons;
- ❑ educational endeavours; and
- ❑ transporting prisoner's families to prison for visits.

The Volunteer Unit works closely with Community Correctional Centres to service programs involving numeracy, literacy tuition, personal support, transport to various counselling appointments and involvement in Core Programs.

During this financial year, the Unit carried out 520 voluntary service contracts and it is calculated that volunteers contributed in excess of 7,490 hours to the Department during the year.

The Volunteer Unit increased its participation in both Community Corrections and prisons in rural areas. Country volunteer numbers have increased and they are now located at Port Augusta, Cadell, Whyalla, Berri, Murray Bridge, Port Lincoln and Mount Gambier.

The Volunteer Unit has maintained its close working relationship with prisons and, during 2004-2005, assisted in the relocation and establishment of the Adelaide Women's Prison Living Skills Unit library.

Chaplaincy Service

The 44 accredited chaplains who work in prisons across the State assist prisoners in a number of areas including worship services, pastoral care, baptisms, confirmations, burials, grief counselling, memorial services, matters of faith, preparation for marriage and Christian education. Their services are also available to staff.

The Prison Chaplaincy Service was reviewed during 2004-2005 to provide a more coherent, integrated, professional and effective chaplaincy service to the Department.

Rehabilitation Services Service Delivery

Increasingly, international and Australian correctional jurisdictions are moving towards a more constructive way of working with prisoners and offenders to reduce crime and contribute to community safety.

Case Management and Throughcare were introduced into prisons and Community Corrections as methods of managing prisoners and offenders throughout their entire sentence. The introduction of similar approaches, nationally and internationally, reflects a growing commitment to rehabilitation services that maximise the individual's chance of sustaining long term behavioural change.

Case Management and Throughcare is a dynamic and culturally appropriate approach to the management and rehabilitation of prisoners and offenders from their first to last contact with the Department. It is based on the assessment, development and implementation of case plans specific to the needs of the individual.

Case Management is defined as:

'the individualised and planned management of offenders based upon assessed need, implementation of case plans and progress reviews'

The aim of the Case Management approach is to provide planned services for those people entering the correctional system. The Case Management approach within the Department for Correctional Services must be able to respond to a range of needs presented by the prisoner population.

This is achieved by providing a range of intervention services such as specialist programs, education, work experience, health and family support services, all of which are designed to better equip the prisoners and offenders to manage their lives positively without incidence of further offending.

Throughcare is defined as:

'an integrated and seamless approach to the delivery of programs and services for remand prisoners, sentenced prisoners and offenders, from initial to final contact with the Department'

The Case Management process is central to the achievement of Throughcare.

During 2004-2005 the Department, with funding received from the Social Inclusion Board, further refined the impact of Throughcare coordination in establishing integrated multi-agency pathways of service delivery to prisoners and offenders. This has allowed the Department to address current impediments to multi-agency involvement in planning and service provision.

As well as developing service pathways for external agencies, the Throughcare coordination approach taken in 2004-2005 has provided a mechanism to locate any impediments to seamless service delivery that exist within internal service pathways. Particular attention is being given to where appropriate exchange of information and assessment information may impact on transition from custody to community or from community supervision to community.

In 2005-2006 the Department will continue the development of Throughcare coordination with the establishment of more extensive service delivery partnerships, and increased systems capacity to deliver integrated and enduring service interventions.

Reparation Services Overview

Reparation Services of the Department for Correctional Services can be divided into three major categories:

- Community Service;
- Prison Industry; and
- Prison Community Service.

Community service work is generally undertaken for Government, Local Government, welfare and other non-profit organisations. The work provides direct and substantial benefit to the community, because it is work that the community could not otherwise afford.

Community Service offenders attached to the Department's Community Correctional Centres perform the majority of the Department's Community Service work. Preferred projects are those which provide for offender skill development.

Prison Community Service can either involve day work, where prisoners leave the prison in the morning and return in the evening, or Mobile Work Camps where prisoners may be absent for up to three weeks at a time.

Joint prison/private sector work ventures are restricted to projects that do not compete against local products or manufactures.

Community Service

Community Service is carried out by offenders referred by the courts.

During 2004-2005, 154,974 hours of community service were undertaken. In comparison, during 2003-2004, offenders carried out 178,863 hours of Community Service.

While there has been a significant fall in the total number of community service hours undertaken this can be directly linked to the fall in fine option community service issued by the courts. In this regard, people on community service are now often those with complex needs and longer average community service hours.

Prison Industry

Prison Rehabilitative Industries and Manufacturing Enterprises SA (PRIME) is the corporate division of the Department that manages industry business units in most of the State's prisons. It employs an average of 360 prisoners per day throughout the State's facilities.

The development of a work ethic is regarded as significant prisoner rehabilitation issue. PRIME fosters work ethics, develops prisoner skills and trains prisoners in modern work techniques.

PRIME's workforce covers a broad range of processing operations including metalwork, spray painting, assembly textiles and general engineering. PRIME also contributes to the Department's needs in the provision of clothing, fresh milk, vegetables and bakery products from its fully accredited operations at Mobilong.

PRIME operates under a very clear directive to avoid competing with main stream business, but seeks opportunities that will deliver vocational training in an environment supervised by suitably qualified trades-people and auspiced by the Department's Registered Training Organisation.

Prison Community Service

Selected low security prisoners are approved to undertake Community Service work outside the secure perimeter of some prisons.

During 2004-2005, the Department's major prison Community Service initiatives included:

- ❑ Mobile Work Camps (MOWCAMPS) by prisoners from the Port Augusta Prison undertook park restoration and environmental work in the Coorong and Balcanoonna National Parks;
- ❑ community service by prisoners from the Port Augusta and Port Lincoln Prisons and the Cadell Training Centre;
- ❑ community service in Belair and Blackhill National Parks carried out by prisoners from the Adelaide Pre-release Centre; and
- ❑ provided support and assistance to victims of the Port Lincoln bushfires in the aftermath of the tragedy.

All of these programs are popular with prisoners, most of whom would prefer to work than be idle during the day. An indication of the success of these programs is that:

- ❑ prisoners have delivered nearly \$2m in benefits to the community over the last 10 years;
- ❑ prisoners from Port Augusta Prison working in MOWCAMPS in the Coorong have significantly advanced the Department for Environment and Heritage's Environmental Plan for the area; and
- ❑ Home Detention supervisors have found that there is a much higher success rate amongst prisoners who have participated in Mobile Work Camps prior to Home Detention.

Reparation Services Programs

Community Service

Community Service is an initiative that allows offenders to undertake unpaid work in the community as part of an order of the Court. Some Court Orders are imposed because offenders who have the capacity to pay fines have not done so.

The Department has focused on pursuing projects to offset some of the costs of this initiative to Government. Similar to last financial year, cost share revenue during 2004-2005 reached almost \$450,000.

A special register of culturally appropriate Community Service placement organisations has been developed to enable Aboriginal offenders to be referred to suitable work programs. This enables the placement of Aboriginal offenders across regional boundaries if necessary.

During 2004-2005, 2,949 Orders to perform Community Service were referred to the Department. Clients included Government Departments, educational institutions, charitable organisations, local Government authorities, and community organisations.

An increase in fine repayments has reduced the number of offenders available to undertake Community Service.

Prison Industry

PRIME provides work for prisoners within the prison perimeter. The work undertaken varies considerably from prison to prison, but in particular, includes:

Cadell Training Centre

- ❑ operates a registered Holstein-Friesian stud, and processes and packages the milk produced for use in the prison system; and
- ❑ horticulture pursuits including both Citrus Orchards and Olive Groves. An Irrigation Unit, Garage and Workshop support these production units. There is also a Nursery that propagates citrus trees for the expansion and renovation of the orchards.

Port Lincoln Prison

- ❑ cattle and sheep production along with field crops, wheat and barley;
- ❑ vegetable production for prison use and local sales; and
- ❑ some timber joinery activities.

Port Augusta Prison

- ❑ native seed propagation program;
- ❑ seasonal vegetables and fruit orchards have been developed which allow prisoners employed in this area the opportunity to obtain V-tec qualifications in Horticulture;
- ❑ furniture manufacturing; and
- ❑ specialist vocational training workshops offering intensive training in bricklaying, metal trades and spray painting auto body repairs.

Mobilong Prison

- ❑ electrical component and building products assembly;
- ❑ bakery; and
- ❑ metal trades workshop with emphasis on Vocational Training.

Adelaide Pre-release Centre

- ❑ pallet manufacturing and repair;
- ❑ refurbishment of transport containers; and
- ❑ garden producing vegetables for internal sales to prison kitchens.

Adelaide Women's Prison

- ❑ textiles; and
- ❑ assembly and packaging for external customers.

Yatala Labour Prison

- ❑ metal work;
- ❑ joinery manufacturing of sofa frames, bed slats and card tables;
- ❑ laundry;
- ❑ paint shop construction materials; and
- ❑ refurbishment of bins and containers.

During 2004-2005, PRIME contributed \$4.1m to the prison system, a slight increase on the almost \$4m contributed during 2003-2004.

Prison Community Service

Community Service Work is regularly undertaken by low security prisoners from the Cadell Training Centre and the Adelaide Pre-release Centre and the Port Augusta, Port Lincoln and Adelaide Women's Prisons.

The work that these prisoners undertake directly benefits the community. It also provides benefits to prison management and prisoners and the publicity attracted helps to change community perceptions of prisoners.

There are several specialised projects, which allow approved prisoners to work in the community on either short or long term contracts. These projects:

National Parks Project where carefully selected low security prisoners accommodated at the Adelaide Pre-release Centre undertake work in the Belair and other metropolitan National Parks. So successful is this program that a second work team has been established. It is estimated that almost \$250,000 was provided in community benefit through work undertaken by these prisoners during 2004-2005.

Mobile Work Camps (MOWCAMPS) The MOWCAMP program allows selected low security prisoners from Port Augusta Prison to participate in supervised work contracts on community and environmental projects. The program is cost effective and promotes, and is consistent with, the principles of reparation.

Generally, prisoners are absent from the prison for up to three weeks at a time. While the number of prisoners working on each project may differ, a normal camp would consist of up to twelve prisoners and two supervisors.

Work is of a high standard, and feedback from prisoners participating, and from those for whom the work is undertaken, is very positive. It is estimated that since March 1995, work conducted by these prisoners has delivered in excess of \$1.5m in cost benefits to the community.

The program offers particular benefits to National Parks administrators who now have access to additional resources to maintain the State's National Parks. Work is currently being undertaken in the Bimbowrie, Coorong, Balcanoonna, and Gawler Ranges National Parks.

The first camp at Bimbowrie Station, which was recently purchased by the Department of Environment and Heritage, included upgrading the Antro shearing quarters, the felling and removal of a large number of Pepper trees at Bimbowrie and the clean up of the old Post Office and Cobb and Co building.

Significant work has been undertaken at Cantara Homestead, located at the southern end of the Coorong. Prisoners have spent many hours renovating the building to a level where it is now used as living quarters for the camp.

MOWCAMP teams were also used during 2004-2005 to assist the local community at Port Lincoln following the devastating fires in January.

Policy and Stakeholder Support

"Successfully manage stakeholder's expectations and issues"

Key Strategies

To achieve improved outcomes in the provision of Policy Advice and Stakeholder Support, as an organisation the Department will

- **Contribute** to Justice policy and legislative reform
- **Progress** Reconciliation to improve outcomes for Aboriginal people
- **Seek** opportunities to educate and inform public opinion on criminal justice issues

Key Measures

Use of video-conferencing

Royal Commission into Aboriginal Deaths in Custody Action Plan

Community Confidence

Delivery of timely and accurate information/reports/policy advice

Effective stakeholder feedback and contribution

Introduction

The Department, in response to Government and community expectations, collaborates with and assists other agencies and stakeholders to achieve the broader goals and strategies of the Criminal Justice System.

Legislation must be maintained and major projects coordinated and progressed to achieve the Justice Portfolio policy agenda.

The Department's policies and procedures are developed and maintained to ensure they reflect not only the legislative and administrative environment, but also the expectations of its stakeholders.

The policy framework is critical to the Department's performance, accountability and corporate governance. The framework translates strategic objectives and strategies into policy, standards and procedures, focusing on the delivery of quality services to meet the needs of offenders and stakeholders.

Policy and Stakeholder Support

Key Achievements 2004-2005

During 2004-2005, the Department

- continued work on the development of the departmental policy framework to ensure an integrated policy system that embodies the principles of Occupational Health Safety & Welfare and Risk Management
- continued to contribute to, and participate in forums and activities that progress the Justice Portfolio Strategic Directions
- continued to review processes and systems to improve services to support victims of crime
- progressed the Correctional Services Act (Miscellaneous) Amendment Bill 2005 through Parliament
- continued to work with Aboriginal families in the correctional system, by offering support and liaison services to families

Key Objectives 2005-2006

During 2005-2006, the Department will

- review the departmental policy and procedure framework to ensure an integrated and effective policy system
- contribute to and participate in forums and activities that progress the Justice Portfolio Strategic Directions
- continue to review processes and systems to improve services to support the victims of crime
- implement the ORNI-R assessment tool
- review Throughcare related policies
- review the Case Management Standard Operating Procedure
- work with Aboriginal staff, communities and organisations to progress reconciliation
- progress to proclamation, the Correctional Services Act (Miscellaneous) Amendment Bill 2005

Policy and Stakeholder Support Overview

Like every large organisation, the Department for Correctional Services has a requirement to develop, implement and monitor policy, provide policy advice and provide services to stakeholders.

Policy Development

Policies, standards and procedures are developed to reflect:

- ❑ the philosophies of the wider Criminal Justice System;
- ❑ the views of the Government, and the community;
- ❑ World's Best Practice;
- ❑ the operational needs of the Department; and
- ❑ available resources both financial and physical.

Stakeholders are consulted in the development and review of policies.

Policy Advice

The Chief Executive and the Director Strategic Services provide high level advice to the Minister, Members of Parliament and to the Ombudsman. In addition, the Department provides advice on policy issues to other stakeholders including:

- ❑ victims, who request information about prisoners and the Department's policies;
- ❑ community members who request information about the Department's policies and procedures;
- ❑ prisoners and relatives of prisoners on operational matters; and
- ❑ community members and prisoners seeking information pursuant to provisions of the Freedom of Information Act.

The Department responds to information requests from the media and provides information to the community through the media and special events.

Stakeholder Support

The Department has a number of stakeholders who require services and advice from the Department while others provide pre or post release services to offenders and prisoners.

Because of the importance to the correctional system of Aboriginal prisoners and offenders, their families and victims, and the responsibility the Department has to Aboriginal staff, the interests of Aboriginal stakeholders are represented within the Department by the Aboriginal Services Unit.

Policy Profile

Policy Development

Departmental policy is driven by:

- the Minister through Government priorities;
- the Justice Portfolio, through the Justice Portfolio Leadership Group;
- the Department; and
- stakeholders.

Officers of the Strategic Services Division, in conjunction with Directors of appropriate Business Units, coordinate the facilitation and development of all departmental policy.

As part of its policy process, the Department has developed a policy and procedure framework. The policy and procedure framework enables the Department to express its Business Unit requirements through a structure that delegate's responsibility for achievement to appropriate operational levels. This is achieved by making explicit the expectations of results to Business Units and employees by corporate strategic planning, standard setting and performance monitoring. Business Units are responsible for service delivery.

The components of the Department's policy framework are:

Policies govern the implementation of departmental initiatives. They are broad visionary statements that guide and inform decision-making and are directly linked to the Department's strategic plan;

Standard Operating Procedures outline the processes that need to be implemented where consistent procedures need to be applied across the whole of the Department; and,

Local Operating Procedures outline procedures relating to a specific Business Unit and generally refer to that Business Unit only.

Legislation

During 2004-2005, Parliament approved a number of amendments to the Correctional Services Act 1982 that, when implemented, will streamline the operations of the Department and provide improved security to the community. These amendments will be proclaimed during 2005-2006.

Policy Advice

The Department is committed to providing quality advice as part of operational transparency. The Strategic Services Division provides this service to key stakeholders. This Division also provides high level advice to interstate and overseas Justice authorities.

Executive Services Unit

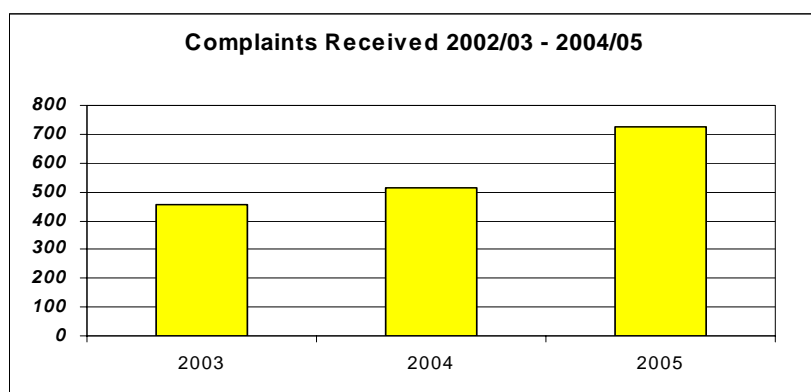
The Executive Services Unit provides a comprehensive administrative support service to the Chief Executive and Director of Strategic Services, and provides high level research, information and problem solving services to the Minister, Members of Parliament, the Ombudsman, prisoners and their families.

The Unit is the principle point of contact with interstate and overseas correctional jurisdictions and also provides administrative support to the Correctional Services Advisory Council.

Policy and Legislation Section

The Policy and Legislation Section is comprised of the Complaints Management Service, Victim Support Unit and Freedom of Information.

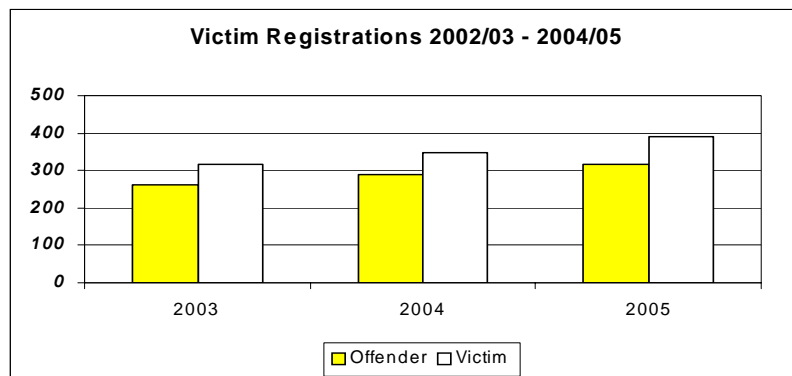
The Complaints Management Service provides a step by step prisoner and offender grievance process aimed at achieving a satisfactory resolution at the first point of contact. This service includes the Prisoner Complaint telephone line, which provides advice, information, and appropriate referral services for prisoners. During 2004-2005 the Unit received 724 complaints compared with 513 for 2003-2004. The majority of these complaints came from prisoners.



The Victim Services Unit promotes the rights and needs of victims of crime to demonstrate the Department's commitment to restorative justice. The Unit consults with government and non-government victim support agencies and departmental stakeholders to ensure that the

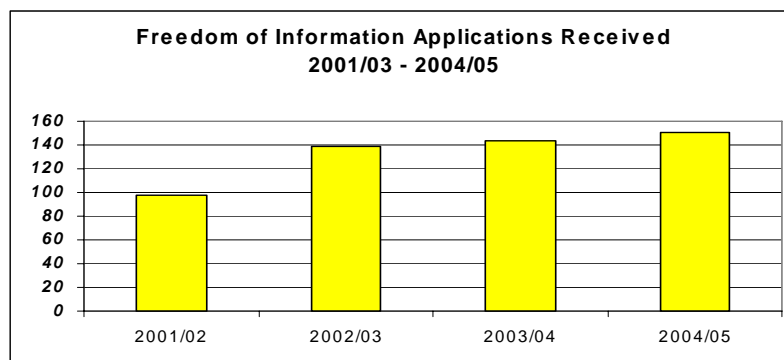
rights of victims are upheld. The Unit continues to administer the Victim Offender Mediation Pilot Project in partnership with Victim Support Service.

The growth in registered victims has been consistent over the last few years and is expected to continue as the community's awareness of victims' rights increase. As at 30 June 2005, there were 390 registered victims compared with 350 at 30 June 2004, and 315 at 30 June 2003. This represents a 24% increase in victim registrations in the three year period. The number of offenders that victims are registered against increased by 20% for the same period.



The Policy and Legislation Section is also responsible for the provision of information under the Freedom of Information Act 1991 (FOI) and the Correctional Services Act 1982. During 2004-2005 the Department processed 152 applications under Freedom of Information.

The following table demonstrates a 54% increase in the level of activity from 30 June 2002 to 30 June 2005. The level of complexity of applications has also increased, as more applicants become aware of the type of information retained by the agency and their rights to seek access to this information.



Media Liaison and Corporate Communications

The Department takes a positive and pro-active position in dealing with the media and community organisations. The involvement of prisoners and offenders in reparation projects continues to attract media interest.

Internal communications via the Department's quarterly magazine was maintained, while the public information web site, www.corrections.sa.gov.au, was regularly updated. People inquiring about the South Australian correctional system frequently access the site.

Stakeholder Support Profile

Stakeholders are individuals and groups in the community that affect or are affected by the operations of the Department. Stakeholders have an interest in whether the Department is delivering quality customer service and whether its customers are satisfied.

The Department's key stakeholders include:

- Minister;
- Members of Parliament;
- agencies of the Justice Portfolio;
- Courts;
- Police;
- Parole Board;
- Ombudsman;
- Correctional Services Advisory Council/Community Services Advisory Committees;
- Victims Support Groups;
- members of the public;
- various Aboriginal groups;
- various prisoner welfare Agencies; and
- other Government and non-Government agencies.

Support and services to stakeholders is provided by key senior staff through representation on working parties and at the Justice Leadership Group.

To ensure culturally appropriate services for the large numbers of Aboriginal prisoners many of the Department's stakeholders are directly concerned with services for Aboriginal offenders. Major Aboriginal Stakeholders include:

- Aboriginal Services Division – Department of Human Services;
- Aboriginal Justice Consultants – Justice Strategy Unit of the Attorney-General's Department;
- Aboriginal Legal Rights Movement;
- Aboriginal Prisoner and Offender Support Services; (APOSS)
- Aboriginal Education;
- Aboriginal Catholic Ministry;
- Nunkuwarrin Yunti;
- Aboriginal Justice Advisory Committee (AJAC);
- Aboriginal Education Unit of TAFE; and
- Aboriginal Drug and Alcohol Council.

Aboriginal Services Unit

The Aboriginal Services Unit has been established to service the needs of Aboriginal stakeholders within the Department and monitor the Department's implementation of the Royal Commission into Aboriginal Deaths in Custody (1991) (RCIADIC) recommendations.

The Unit is responsible for advising and developing the provision of culturally appropriate services to Aboriginal prisoners and offenders, and is a significant contributor to policy development for the management and rehabilitation of Indigenous offenders. It actively participates in the development of partnerships and support for Aboriginal community organisations and other Government Departments, in the provision of services for Aboriginal offenders.

Highlights for the Unit in 2004-2005 included:

- ❑ Managing the initial and ongoing operations of the Karinga Women's Release and Diversion Hostel;
- ❑ Aboriginal prisoner Art exhibitions that were run as part of the Fringe festival;
- ❑ orientation and establishment of three Aboriginal Programs Officers to the Rehabilitation Programs Branch to service Aboriginal prisons program needs;
- ❑ the introduction of the Aboriginal Ending Offending program in a number of prisons;
- ❑ implementation and involvement of an Aboriginal Program Officer in the Department's Sexual Offender program;
- ❑ recruitment of Aboriginal community volunteers to progress the Aboriginal compassionate leave agreements for the Anangu Pitjantjatjara Yankunytjatjara Lands (APY Lands); and
- ❑ orientations and development of a partnership with Nunkuwarrin Yunti Aboriginal Health Services to provide culturally appropriate services to Aboriginal Prisoners.

Karinga Women's Release and Diversion Hostel is a culturally appropriate, safe, stable, transitional and supported accommodation for Indigenous women in contact with the criminal justice system. It is the only Indigenous Women's Release and Diversion Hostel operating in the country for Indigenous women offenders.

The Aboriginal Services Unit has worked to provide further support for women wishing to use the facility. Support has also been forthcoming from Aboriginal Prisoner and Offender Support Services and Offender Aid and Rehabilitation Services. To date, 29 women have passed through the Hostel including 15 Aboriginal women and 14 non-Aboriginal women.

The Aboriginal Services Unit has implemented a special Art program that encourages prisoners to become involved in the development of their skills in the areas of art and visual expression. This year the prisoners were involved in the Fringe festival and also hosted two art exhibitions within the community. The Aboriginal Services Unit has found that the prisoners involved in the art program settle quicker and have been able to focus their emotions and feeling into their work. The Aboriginal Services Team has held five exhibitions where prisoner art was displayed to the public during 2004-2005.

Three Senior Aboriginal Programs Officers have been orientated to the Rehabilitation Programs Branch to develop and deliver culturally appropriate programs for violent, Aboriginal offenders. In addition, they are developing a cultural competence framework to enable the Department to become more responsive to the needs of Aboriginal people within the correctional system.

The Aboriginal Rehabilitation Team has been providing the following programs for Aboriginal prisoners and offenders throughout the correctional system:

- ❑ Aboriginal Ending Offending;
- ❑ Alcohol and Other Drugs;
- ❑ Sexual Offender Program; and
- ❑ Anger Management.

These programs were introduced to Yatala Labour Prison, Port Augusta and Mobilong Prisons, and Elizabeth Community Correctional Centre. The attendance rate has been high and consistent.

The Department has furthered its partnership with APOSS by supporting the creation of a Housing Information and Referral Officer position for Aboriginal prisoners and offenders. The position has been servicing both Yatala Labour Prison and the Adelaide Remand Centre.

To further the Department's response to the RCIADIC's recommendations, the Aboriginal Services Unit coordinates the Prevention of Aboriginal Deaths in Custody Forums, which are held every six weeks rotating around the Department's prisons. The forum, chaired by the Department's Chief Executive, provides the opportunity for Aboriginal prisoners to share concerns regarding their custody and for the Department to respond.

Excellence in Public Service

"Strive for the highest standards in public administration"

Key Strategies

To achieve highest quality in Correctional Services, we will

- **Attract**, retain and develop skilled staff in order to meet present and future organisational needs
- **Ensure** OHS&W policy and practice provides a safe environment for staff and others
- **Ensure** service delivery addresses disability and diversity
- **Implement** an internal/external Corporate Communication Strategy
- **Implement** effective agency-wide approach to managing business risks
- **Optimise** effective use of information and technology
- **Optimise** the effectiveness of research, evaluation and monitoring
- **Improve** the way we plan, budget and report our performance
- **Continuously** improve the efficiency, effectiveness and economy of our operations and services

Key Measures

Organisational Development Plan
Industrial relations stability
OH&S Injury Prevention and Management performance
Strategic Management Framework and Governance
Risk Management Plan
Responsive Information Technology
Research applications
Contract management performance

Introduction

The Department for Correctional Services is committed to achieving the highest quality in the provision of correctional services on behalf of the people of South Australia.

The Department will achieve these standards through the development and maintenance of systems, structures and processes that are relevant, efficient and responsive. In a complex and changing environment, where budgets are constrained by a range of priorities requiring funding within the Department and across Government, the Department also needs to plan, allocate and account for its resources in terms of outcomes and objectives that are focused on genuine community needs.

The Department faces the challenge of meeting new strategic directions and imperatives with respect to criminal justice as changing Government priorities continue to emerge and the community's needs and expectations evolve. As a means of meeting these challenges, the Department is committed to maintaining a strategic management framework with integrated processes and systems to ensure effective Corporate Governance.

Strategies to configure the correctional system will be defined to ensure our services are based on pathways that lead to improved results with respect to rehabilitation and security where the objective is to better achieve correctional and criminal justice outcomes over the next twenty years.

Additionally, the Department remains dedicated to integrating its strategies, policies, processes and systems with those of other Justice agencies to enhance criminal justice outcomes, accountability and responsiveness to the community in line with Justice Portfolio Strategic Directions.

For the Department to achieve its objective of attaining "Excellence in Public Service", it is imperative that staff have qualifications, experience and resources to meet the challenges they face in a demanding human services environment

To this end, the Department promotes and is committed to providing or assisting staff with opportunities to develop to the full extent of their abilities.

Excellence in Public Service

Key Achievements

During 2004-2005, the Department

- achieved a 7.58% accumulated reduction in annual energy consumption against its 2000-2001 base line
- recruited 26 new Trainees for Correctional Officer positions, and employed 2 new graduate staff to enhance the Department's skill base and improve the youth employment profile of the public sector
- implemented the Human Resources Strategic Plan
- established and implemented a management development program aligned with public sector and departmental management capabilities
- developed and published an integrated organisational development Plan for the Department
- developed and provided injury prevention training for managers
- developed an Occupational Health, Safety and Welfare Action Plan 2005-2008
- developed a departmental Induction Program
- reviewed and implemented a new Human Resources Structure
- introduced a new web-based financial reporting system
- developed a new accounting system for prisoner canteen operations
- introduced videoconferencing technology to all prisons and Community Correctional Centres
- along with other Justice agencies, introduced a new Prisoner Photograph system and a new Prisoner Mail system

Key Objectives for 2005-2006

During 2005-2006, the Department will

- further develop the new web-based financial reporting system
- develop and implement workforce planning strategies and an attraction and retention strategy
- review all Human Resources Policies and Procedures to align with the Office of Public Employment changes
- implement Changes to Rosters as a result of the Rosters Review project
- implement Supervision in Prisons
- implement a new Occupational Health Safety and Welfare Committee Structure to enable more appropriate focus on relevant issues – strategic and operational
- implement new canteen accounting system in all prisons
- continue the upgrade of electronic security and fire safety systems in prisons
- complete the redevelopment of the Department's Intranet
- implement JIS Incident Recording and Management system
- deploy Microsoft Office 2003 and Windows XP to all computers
- provide Records Management system to all locations

Excellence in Public Service Overview

The Department for Correctional Services is committed to optimising its performance within existing financial, human and physical resource constraints.

The Department acknowledges that outcomes will be achieved through a collaborative approach, drawing on the experience and creativity of other agencies, key stakeholders and the community.

The "Justice Strategic Directions" sets a context for the Department's strategic thinking and, when combined with knowledge of trends within Government, industry and an assessment of internal capability, provides a foundation for strategic and business planning in Correctional Services in South Australia.

To achieve this, the Department has developed a sound management framework, which incorporates:

An Integrated Approach to Systems, Structures and Processes

The Department is focused on maintaining systems that support effective decision-making and progress the overall objectives of the Minister, Justice Portfolio and the Department.

Corporate governance requires sound decision making with accountability and performance in service delivery, and relies on effective research, and sound financial asset, contract and strategic management.

The Department's Strategic Management Framework ensures the integration of plans across the organisation and with the Government's strategic directions. The Strategic Plan (see the Department's 2004-2006 Strategic Plan on page 7 of this report) identifies the Department's long-term objectives and drives the 12-monthly Business Plan. The measures and targets identified in these plans form the basis for performance accountability.

Effective Corporate Performance Management

The ongoing review of the Department's key strategies and the services it delivers requires the setting and monitoring of measures and targets for both ongoing activities and the implementation of new initiatives and reforms. This monitoring is supported through quarterly production strategic performance reports.

Advanced Information Management and Technology Capabilities

The services the Department provides and the strategic directions it establishes, monitors and accounts for, depend on the ready availability of accurate and timely information. The Department is committed to using current and emerging technologies in innovative ways to enable superior corporate performance, accountability and continuous improvement.

New technology is enabling significant improvements in prisoner and offender management and in particular integrated Case Management and Throughcare.

The Government has made a major investment in a centralised computer based offender management system, commonly referred to as the Justice Information System (JIS). The JIS is a joint Police, Courts, Correctional Services and Family and Youth Services initiative that enables up to date information on every offender, who has contact with the criminal justice system, to be maintained and used in the management of those offenders.

The Department is represented on a National committee that monitors emerging technology and its possible application to the Correctional Industry.

Effective Financial and Physical Resources Management

The Department has established policies and procedures to ensure that its physical and financial resources are effectively managed.

Effective Human Resources Management

The Human Resources Directorate provides a range of services that aim to ensure that the Department's staff are trained, supported and equipped to achieve "excellence in public service".

Integrated Approach to Systems, Structures & Process Profile

The need to adopt a strategic approach to service delivery and to be responsive to political and community needs and continually emerging best practice drives the need for constant change in any correctional environment. It is critical that the Department effectively identifies and responds to change.

The Department performs a range of activities to support Corporate Governance and change management to achieve superior performance.

Key activities include:

- ❑ Research Management;
- ❑ Strategic Management;
- ❑ Contract and Business Management;
- ❑ Effective Financial and Physical Resources Management;
- ❑ Management Accounting and Budgeting;
- ❑ Asset Management;
- ❑ Energy Management;
- ❑ Risk Management;
- ❑ Civil Claims Management; and
- ❑ Intelligence and Investigation.

Research Management

The South Australian Department for Correctional Services encourages external research in a wide range of areas of interest to the Department. The role of external research should be one of enhancing the ability of the Department to achieve its corporate objectives, utilising knowledge and evidence gained in the process.

The objectives of the Department's Research Management Charter, are to:

- ❑ promote the conduct of sound and ethical research which contributes to the pursuit of World Class Correctional Performance whilst ensuring the safety and security of prisoners and offenders under the supervision of the Department;
- ❑ establish a broad Research Agenda, which endeavours to develop or inform existing departmental policy and support the cost-effective achievement of corporate objectives; and
- ❑ establish a procedure framework for the assessment, approval and ongoing monitoring of research.

Strategic Management

The Department for Correctional Services' Strategic Management Framework (SMF) integrates planning, budgeting and reporting and defines the principles and management cycle of events/processes, required for effective management. The SMF is a key initiative towards meeting the Department's objectives of effective management and accountability.

The SMF provides for effective performance management by supporting the alignment of plans and budgets throughout the Department. Corporate and Business Plans define strategies, measures and targets to achieve corporate objectives and are managed through project plans.

The Department, in planning its future direction and measuring its success establishes strategic plans; the most recent of these is for 2004-2006. The Strategic Plan identifies key strategies to be implemented over a three year horizon and the corporate Business Plan identifies change or reform initiatives to be undertaken in a financial year to progress the achievement of the longer term key strategies.

Contract and Business Management

The Department has a number of major contracts, which are critical to effective service delivery. They include:

- ❑ contract for the management and operation of the Mount Gambier Prison by GSL Custodial Services Pty Ltd (formerly Group 4 Correction Services Pty Ltd);
- ❑ Prisoner Movement and In-Court Management contract;
- ❑ Home Detention Services; and
- ❑ Administration of Agreements.

Effective Financial and Physical Resources Management

The Department operates within a complex and technically demanding accounting environment. In addition to accounting for general operating revenues and expenditures, the Department also accounts for a significant fixed asset portfolio, manufacturing operations (prison industries), agriculture and horticulture production (prison farms), food processing (prison kitchens), retail operations (prison canteens), prisoner trust moneys, stores and inventories.

The Department is a leading user of the SSA Global Financial Management System in the SA Government and has continued to

enhance and consolidate its accounting operations around the SSA-FM suite of accounting applications. The Department's highly integrated accounting system enables it to effectively manage its diverse accounting requirements with a small team of highly skilled accounting staff.

Major achievements for the Financial Accounting Branch during 2004-2005 included:

- introduced a new web-based financial reporting system;
- implemented a new electronic interface for journal processing to the SSA-FM accounting system;
- developed a new accounting system for prison canteens;
- replaced the existing Prison Industries accounts receivable system with the SSA-FM Accounts Receivable module, to be commissioned in 2005-2006;
- mapped the agency's accounts to the Whole of Government Chart of Accounts introduced by the Department of Treasury and Finance (DTF), including testing of the new Upstream application also introduced by DTF;
- introduced changes to the annual financial statements format in accordance with the Model Financial Report for SA Government entities developed by DTF; and
- met all statutory reporting deadlines including the monthly Business Activity Statements and annual Fringe Benefits Tax return.

The Department processed 49,797 account payments in 2004-2005. Over 99% of accounts by value were paid by the due date or within 30 days (see Appendix 2, page 143).

The Department sought advice from an external professional accountant on the impact of the Australian International Financial Reporting Standards (AIFRS). The independent advice received was that the AIFRS did not have a significant impact on the financial statements of the Department.

The Department for Correctional Service's general purpose financial statements are prepared in accordance with Department of Treasury and Finance Accounting Policy Statements, Treasurer's Instructions issued pursuant to the Public Finance and Audit Act 1987, applicable Australian Accounting Standards and other professional mandatory reporting requirements. The financial statements are included in Appendix 1 of this report (page 116). These statements were certified by the Auditor General without qualification.

Management Accounting and Budgeting

The Management Accounting Branch assists the Executive and senior managers with the annual budgeting process, and the efficient allocation of resources to business units. The Branch also monitors and analyses financial performance through regular monthly reporting and identifies financial management issues and trends for the attention of the Executive and senior managers.

Over 95% of the Department's budget is allocated to business units on the basis of funding models developed by the Management Accounting Branch in conjunction with Directors and senior managers. The funding models enable the Department to accurately benchmark the financial performance of business units and identify opportunities for improved efficiency.

The Department's responsibility centre approach to financial management requires senior managers to report monthly to their respective Directors concerning major budget variances and plans for corrective action. This ensures a regular focus on financial management throughout the year. Directors, in turn, report monthly to the Chief Executive concerning the overall financial performance of their Divisions and major budget pressures.

During 2004-2005 the Management Accounting Branch continued to refine:

- the Central Office Funding Model, now in its second iteration;
- the Community Corrections Funding Model, now in its third iteration;
- and
- the Prison's Funding Model, now in its fourth iteration.

The Branch also made further enhancements to monthly financial reports, which are now published on the Department's Intranet. This allows senior managers across the State to access the information within a few days of the end of each month and to perform their own queries on the reports.

The Management Accounting Branch also provided assistance to the New Prisons Infrastructure Team in the development of a business case for the possible procurement of new prison infrastructure.

Asset Management

The Department controls fixed assets valued at over \$190m. This comprises prisons, community correction centres, farm machinery, manufacturing plant, equipment and motor vehicles. Prisons, in

particular, are complex assets comprising of buildings, advanced electronic security systems, fire detection systems, air treatment systems, water and waste water treatment systems, which operate 24 hours a day, seven days a week.

Effective asset risk management and facilities management is vital to the Department's ability to provide a safe work environment for staff, prisoners and offenders, to maintain effective security and public confidence in the correctional system, and to reliably deliver services.

The following significant works were completed or commenced in 2004-2005:

- ❑ completed construction of a new 50-bed prisoner accommodation unit at Mobilong Prison;
- ❑ relocated the former South West Community Correctional Centre and Regional Office to improved premises at Edwardstown;
- ❑ completed construction and commissioning of a new control room and gatehouse at Mount Gambier Prison;
- ❑ upgraded fire safety systems at Port Augusta and Mount Gambier Prison's and B Division at Yatala Labour Prison;
- ❑ completed the transition of radio operations at Mount Gambier Prison, Cadell Training Centre and Mobilong Prison to the Government Radio Network;
- ❑ completed a major refurbishment of D-Wing at the Adelaide Women's Prison, incorporating 'safe cell' features;
- ❑ relocated the Whyalla Community Correction Centre to new premises;
- ❑ upgraded the domestic water supply system at Cadell Training Centre; and
- ❑ continued a major program to upgrade physical and electronic security systems in prisons.

Energy Management

The SA Government is committed to the Kyoto Protocol and has set targets for all Departments to achieve an overall reduction in energy consumption of 25% by 2014. This will be achieved in two stages - a 15% reduction by 2009-2010 and a further 10% by 2014.

The Department's Energy Management Policy was approved by Executive in September 2003. This policy expresses the Department's commitment to achieving South Australian Government targets.

The Department's Energy Action Plan identifies projects designed to reduce energy consumption and improve energy efficiency. These include the adoption of more energy efficient equipment, security and

building management systems, lighting, air treatment systems, computers, plant and machinery.

During 2004-2005 the Department undertook the following projects to improve its energy efficiency and reduce greenhouse gas emissions:

- ❑ installed Power Factor Correction equipment at the Adelaide Remand Centre, Mobilong Prison and Port Augusta Prison;
- ❑ installed eco-lighting at the Adelaide, Elizabeth, Noarlunga, North East and Port Adelaide Community Correction Centres;
- ❑ specified eco-lighting for the new Edwardstown and Whyalla Community Correction Centres;
- ❑ installed inverter-type air treatment units at Cadell Training Centre and Mount Gambier Prison;
- ❑ incorporated environmentally sustainable development features, including solar hot water services, energy efficient building design and orientation, and a stormwater harvesting system in the new 50-bed prisoner accommodation unit at Mobilong Prison; and
- ❑ replaced 300 CRT computer screens with more energy efficient LCD/TFT screens.

In 2004-2005 the Department consumed 71,250 Gigajoules (Gj) of energy. This represents a reduction of 7.58% in annual energy consumption against its 2000-2001 baseline of 77,096 Gj. This equates to a reduction of over 986 tonnes of CO₂ gas emissions in 2004-2005. This result betters the Department's 2004-2005 target and sees it well on the way to achieving its long-term energy reduction targets (see Appendix 3, page 144).

The South Australian Government set a target for agencies to convert at least 20% of their passenger vehicles from petrol to LPG or dual fuel operation by 2005. As at 30 June 2005, 40% of the Department's vehicle fleet comprised LPG or dual fuel models.

Risk Management

The Department has adopted the Australian/New Zealand Standard AS/NZS 4360:2004 and in 2004-2005 appointed a Risk Manager to support the implementation of a strategic, agency-wide approach to risk management. The initial focus of activity has been on the development of a standard risk management methodology and a set of tools and templates for use by prisons, community corrections and central office business units.

The Department has piloted these tools and templates over recent months and aims to integrate its risk management methodology with occupational health and safety policy and practice, and involve key

managers and staff through consultative processes and practical training sessions. Procedures for risk identification, assessment and management have also been developed and will form the basis of future training sessions and learning resources.

Recent work has seen improved risk awareness via an increase in operational site inspections and routine risk assessments, which are conducted annually by managers, as part of the major works and equipment submission process. Regular risk assessments of plant and job safety (work procedure) are also being carried out and there is an increasing awareness of the need to undertake "decommissioning" risk assessments on all plant and equipment deemed ready for salvage.

The next phase of activity will revolve around redrafting the departmental Risk Management Policy, planning for the roll-out of training sessions for relevant occupational groups, and re-evaluating risk management software which would allow the Department to manipulate and extract data, and record progress on strategic risk management performance.

Civil Claims Management

Civil Claims against the Department for alleged breaches of process and duty of care are a part of the legal accountability framework of correctional administration. The Department insures against claims of this nature through the South Australian Captive Insurance Corporation (SAICORP).

The Department's contingent liability in respect of claims is limited to the excess payable in the event claims are successful. The contingent liability of the Department as at 30 June 2005 is disclosed in the Notes to the Financial Statements (see Appendix 1, page 116).

Intelligence and Investigation

The Intelligence and Investigations Unit, which reports directly to the Chief Executive, continued its work in collecting information from prisoners, staff and police to use and conduct intelligence operations concerning drug and other criminal activities.

Information gathered resulted in several significant drug finds, and the banning and charging of a number of visitors to the State's prisons.

The Unit has also provided prison management with details to assist with stricter contraband controls and information regarding security related issues.

The Unit has been involved in the development of Memorandum's of Understanding with a number of law enforcement agencies and continues to liaise and share information as appropriate with all law enforcement agencies.

Financial Management – Summary of Financial Performance

Financial Management – Summary of Financial Results

The Department's statutory financial statements and supporting notes are contained in Appendix 1 (page 116) of this Annual Report. The following provides a summary and explanation of the Department's financial performance for 2004-2005 together with abridged statements.

Summary Statement of Financial Performance

	2004-05 Budget* (\$'000)	2004-05 Actual (\$'000)	2003-04 Actual (\$'000)
Operating Expenses	142 945	146 492	133 087
Operating Revenues	10 574	12 965	11 405
Net Cost of Services	132 371	133 527	121 682
Revenues from Government	131 049	131 064	110 595
Net Result from Ordinary Activities	(1 322)	(2 463)	(11 087)
Asset revaluation increment		12 168	15,589
Total Change in Equity	(1 322)	9 705	4,502

* Budget figures incorporate all budget adjustments approved during 2004-05

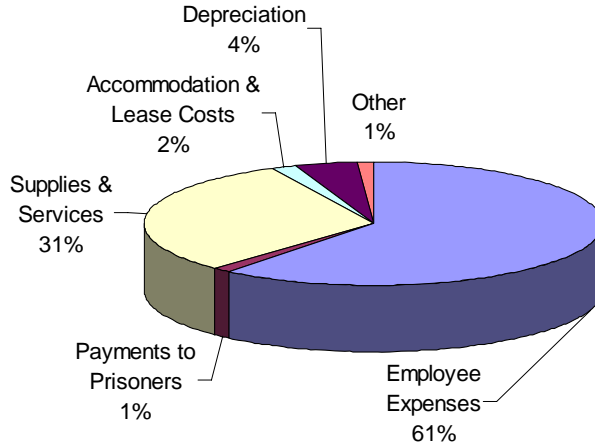
The Department produced an operating deficit of \$2.463m in 2004-2005. This is \$1.14m more than its approved budgeted operating deficit of \$1.322m. This was due mainly to the expensing of a \$2m increase in the non-current liability for workers compensation salaries.

Operating Expenditure Profile

Employee expenses in 2004-2005 were \$2.2m above budget due mainly to the workers compensation accrual (\$2m) mentioned above. Higher than budgeted Supplies and Services Expenses (\$1.1m) were offset by higher than budgeted revenue from Other Agencies (\$1.4m) and Interest Revenue (\$0.5m).

The increase in operating expenses in 2004-2005 of \$12.4m compared to the previous year reflects an increase in Employee Expenses (\$9.7m), Supplies and Services Expenses (\$2.8m) and Accommodation and Leasing Costs (\$0.2m). The increase in Employee Expenses is mainly due to an increase in accrued employee expenses, a once-off payment for meal break claims and Enterprise Bargaining wage increases.

Operating Expenditure Profile



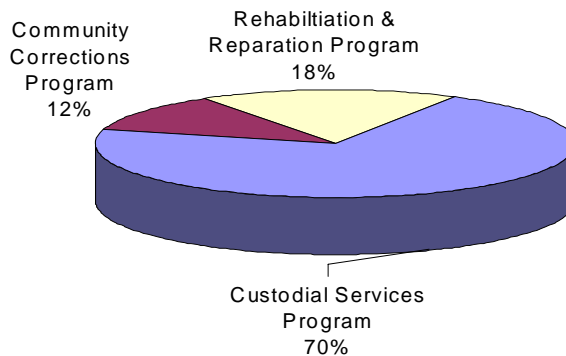
Employee Expenses accounted for sixty-one percent (61%) of departmental expenditure in 2004-2005. This includes salaries and wages, superannuation and payroll tax, and accrued leave entitlements. Supplies and Services Expenses accounted for a further thirty-one percent (31%) of total expenses. This includes payments to GSL Pty Ltd for Prisoner Movement and In-Court Management services, management of the Mount Gambier Prison and provision of the home detention Electronic Monitoring System SA (EMSSA).

Operating Expenditure by Programs

The Department administers three major programs:

- ❑ Custodial Services;
- ❑ Community Based Services; and
- ❑ Rehabilitation and Reparation Services.

Operating Expenditure by Programs



The Custodial Services Program accounted for seventy-three percent (73%) of total operating expenditure in 2004-2005. Under this program the Department provides secure containment and supervision for adults on remand and those sentenced by the courts to a custodial sentence.

Program expenditure includes the cost of operating the State's prison system, the humane treatment of prisoners while in custody and the secure movement of prisoners.

The Rehabilitation and Reparation Services Program accounted for fifteen percent (15%) of total operating expenditure. Under this program the Department provides a range of educational, vocational and rehabilitation programs to assist offenders to address their offending behaviour, and provide them with opportunities to lead law abiding and productive lives. This program includes the cost of prisoner education and rehabilitation programs, prison industries and community service programs.

The Community Based Services Program accounted for twelve percent (12%) of total operating expenditure. Under this program the Department case manages and supervises offenders in the community on probation, parole or under home detention and clients on supervised bail. Program expenditure includes the cost of operating the Department's state-wide network of community correctional centres.

Summary Statement of Financial Position

	2004-05 Budget* (\$'000)	2004-05 Actual (\$'000)	2003-04 Actual (\$'000)
Current Assets	14 560	16 258	17 442
Non-Current Assets#	178 629	191 359	176 108
Total Assets	193 189	207 617	193 550
Current Liabilities	13 959	15 395	13 950
Non-Current Liabilities	35 364	37 312	34 398
Total Liabilities	49 323	52 707	48 348
Net Assets	143 866	154 910	145 202

* Budget figures incorporate all budget adjustments approved during 2004-05

Includes Self Generating and Regenerating Assets

The decrease in Current Assets of \$1.2m in 2004-2005 compared with the previous year reflects mainly a reduction in Cash at Bank (\$1.1m) due to spending on the approved Capital Investment Program carried forward from 2003-2004.

The increase in Non Current Assets of \$15.3m reflects mainly net Asset Revaluation Increments (\$12.2m) and investment in various capital projects (\$9.4m), partially offset by Depreciation Expense (\$6.5m). Current Liabilities increased by \$1.4m mainly due to an increase in Employee Benefits (\$0.9m).

Summary Statement of Cash Flows

	2004-05 Budget* (\$'000)	2004-05 Actual (\$'000)	2003-04 Actual (\$'000)
Operating Outflows	(140)	(140)	(130)
	132)	931)	610)
Operating Inflows	146 623	149 242	137 980
Net Inflows from Operating Activities	6 491	8 311	7 370
Net Outflows from Investing Activities	(9 314)	(9 361)	(4 038)
Increase (Decrease) in Cash Held	(2 823)	(1 050)	3 332
Cash at 1 July	14 915	14 915	11 583
Cash at 30 June	12 092	13 865	14 915

* Budget figures incorporate all budget adjustments approved during 2004-2005

Cash flows from operating activities were generally in line with budget.

Increased operating payments in 2004-2005 compared to the previous year reflect mainly the cost of enterprise bargaining wage increases and new government initiatives approved in the 2004-2005 budget.

The higher cash balance at 30 June 2005 reflects higher than budgeted receipts for the financial year and an increase in the Department's Accrual Reserve Account.

Effective Corporate Performance Management Profile

The Department sets performance measures and targets in its Business Plans that are then monitored and reported upon to drive and account for corporate performance.

The implementation of the South Australian Strategic Plan Creating Opportunity in March 2004 required the Department to report on its performance and contribution to the State Plan Targets for the first time.

Of the 79 targets in the plan, the Department primarily contributes to:

- ❑ Objective 2: Improving Wellbeing
Reduce crime rates to the lowest in Australia within 10 years;
- ❑ Objective 5: Building Communities
Reduce the level of crime in South Australia's regions by 10 per cent within 10 years; and
- ❑ Objective 6: Expanding Opportunity
Reduce the gap between the outcomes for South Australia's Aboriginal population and those of the rest of South Australia's population, particularly in relation to imprisonment.

The Department reports on a wide range of agreed measures at:

- ❑ a national level through the Report on Government Services;
- ❑ State level through the South Australian Strategic Plan;
- ❑ portfolio level through the Justice Portfolio Statements; and
- ❑ departmental level through a Quarterly Performance Report.

Legislatively, the Department is required to report the outcomes of its strategies and targets in the public arena. In the first instance, this is carried out during the Parliamentary Estimates process where the Department's major achievements and performance are discussed in Parliament. These discussions precede the final approval of the Department's budget allocation for the following year.

The Department is also required, by legislation to report its performance in an Annual Report.

This report is available to the community and includes statistical, financial and operational information.

The Department reports nationally on correctional issues. Each year statistics are provided to the Australian Bureau of Statistics, and the

Australian Institute of Criminology. These statistics are widely distributed to all jurisdictions, in national publications, some of which provide comparisons of jurisdictional information.

The Business & Performance Services branch contributes to the Department's business decision making process by:

- monitoring and analysing corporate performance;
- providing statistical and trend information;
- publishing papers addressing issues such as remand rates and prisoner projections;
- developing reporting systems including the Quarterly Performance Report; and
- managing corporate contractual outcomes and administering Agreements.

Information Analysis

The proper analysis of information is essential in the decision making process.

The accuracy of the analysis of information impacts markedly on the decisions made by the Department, and on the local and Australian correctional industry as a whole.

Information on prisoner and offender numbers, offender profiles and crime trends form the basis on which to develop policy, plan and manage human resources and facilities. The information also underpins planning for the future projected needs and possible construction of correctional facilities.

Information analysis, which helps to determine offender trends, also has significant implications for sentencing options and the development of diversionary strategies to better achieve criminal justice outcomes.

The analysis of national statistics provides benchmarks by which individual correctional jurisdictions may be compared.

Data Warehouse

The Department shares the Justice Data Warehouse with other Justice agencies including South Australia Police and the Courts Administration Authority. The Department's data is held within its own secure partition in the Justice Data Warehouse. Wherever possible, management information reports are now produced from the Justice Data Warehouse.

Advanced Information Management and Technology Capabilities Profile

The effective use of information technology and information by the Department is critical to many essential business functions and to corporate reform.

It is vital that the Department's Information Technology and information management structure, systems, services and resources remain focused on supporting the Department's current and future business requirements, while remaining consistent with Justice portfolio and the South Australian Government future directions and policies.

In addition, the pool of corporate memory and knowledge that exists within the Department enables the Department to conduct its business efficiently and effectively. It is vital that this pool of corporate memory and knowledge is preserved and used to its maximum potential.

Strategies, which the Department has adopted to maximise its use of advanced information technology, include:

Information Technology Management

The Department remains committed to the effective management of information and the provision of information technology to enable breakthroughs in the quality and efficiency of services provided.

Advanced Information Technology

During 2004-2005, the Department continued to collaborate with the other Criminal Justice agencies. As a result, and in conjunction with the Justice Technology Services Division of the Attorney General's Department, a new Prisoner Photograph system was developed. The system makes use of technologies that, for the first time in the Justice Information System (JIS), enables photographs to be stored in the JIS mainframe computer and to be accessed from any computer that is connected to the JIS network.

The Department continues to collaborate with other Justice Agencies, but primarily with the Justice agencies involved in Criminal Justice, to work towards establishing a new technology architecture for JIS.

Intranet

The Department's Intranet was launched on 12 September 2003 and to date the level of usage by staff compares favourably with other South Australian Government Intranets.

A major review of the Intranet was undertaken in early 2004-2005 which resulted in a number of significant changes and improvements being proposed, including a revamped content publishing tool, a new user interface, and a facility for business units to create and maintain their own home pages. The redevelopment of the Intranet is expected to be completed in October 2005.

Knowledge and Information Resource Management

The Department developed a Records Management Plan during 2002-2003. During 2003-2004 Records Management standards, policies and guidelines were developed. Work subsequently commenced on developing a Functional Thesaurus and a Records Disposal Schedule, both of which are expected to be completed by September 2005.

In 2004-2005, the Department initiated an electronic news bulletin, which is intended to be complementary to the Intranet for disseminating information across the Department. The bulletin replaces a printed publication and is used to publicise news that is of interest to staff in a manner that is more immediate and pro-active than via the Intranet.

A departmental Library Catalogue was published on the Intranet, which enabled staff across the Department to do their own online searches of the Catalogue.

Video conferencing

All institutions and all Community Correctional Centres are now equipped with videoconferencing technology.

The equipment has been used for a variety of purposes including prisoners "appearing" in Court, "visits" by family members to prisoners in a distant prison, crisis/urgent meetings, pre-release interviews with prisoners by Community Corrections case officers, staff interviews and general meetings.

A pilot program will be introduced in January 2006 utilising video conferencing between the Adelaide Remand Centre and the Adelaide Magistrate's Court.

Emerging Technology

The Department for Correctional Services in South Australia has established international networks mainly through the International Corrections and Prisons Association. South Australia has initiated a

project that will see specialist staff from correctional jurisdictions around Australia and New Zealand combine to investigate and promote the opportunities afforded by emerging technology. These investigations are expected to highlight operational issues that, if introduced nationally, will provide cost effective improvements to Australia's correctional industry.

The Department for Correctional Services in South Australia is regarded as a leader in prison electronic design in regard to control room designs and system integration and maintenance.

Human Resource Management Profile

The Human Resources Division provides a range of services to enable the Department to achieve "excellence in public service".

The Division works with managers and employees to provide professional support and direction to optimise the Department's capacity to meet its core objectives. The aim of the Human Resources Directorate is for the Department for Correctional Services to be an employer of choice through effective, principled and strategic management.

HR strategies cover all aspects of Human Resources management within the Department, are aligned with the Department's Strategic Plan and are underpinned by principles set out in the Commissioner for Public Employment's Guidelines for Planned Human Resource Development in the South Australian Public Service (March 2001).

Workforce Planning

Marketing of all front line positions (particularly Correctional Officer positions) and standards of recruitment are being continually enhanced through targeted recruitment and candidate packages, validated psychological evaluation, and intensive behavioural based interviews and work reference appraisals.

Quality candidates are being attracted to the Department, and the recruitment process continues to be refined.

The appointment of staff to positions within Community Corrections, prison support services and central office is generally achieved from within the Public Service. As a consequence, detailed employment and performance details are generally readily available.

However, Correctional Officers are recruited primarily from outside the Public Service and their employment histories may not be clear. Their employment potential therefore represents a significant challenge for the Department, particularly given that employment in Correctional Services is not seen by many as a main stream or first choice role.

In addition to the selection process, staff training is an essential component of proper resource management to ensure that staff at all levels have the required skills to be able to perform at the appropriate level.

Trainee Correctional Officers are engaged under a 12 month contract of training to undertake the necessary program to achieve

competence in the Australian Qualification Framework – Certificate III in Correctional Practice (Custodial Corrections). This qualification is recognised Australia wide. The Department complements the traineeship through an effective staff training program directed towards building and enhancing the on-the-job skills, knowledge and attitude of trainees.

This program requires Trainee Correctional Officers to undergo an initial 8 weeks of formal training before performing limited prison duties under supervision. The training program is continually evaluated with feedback from Trainee Correctional Officers and presenters. This ensures that information is current, appropriate and presented in a challenging and stimulating manner.

Further competency based training support is provided for the remainder of their 12-month temporary appointment to ensure that officers are qualified to perform the full range of Correctional Officer duties.

The Correctional Officer induction program was fully reviewed as part of the quality management process during 2004-2005.

Organisational Development

During 2004-2005 the Department released a comprehensive training calendar providing staff with a range of training opportunities. In particular, there was a focus on leadership and management training which linked with the Public Services Training Package and the Correctional Services Training Package. As a Registered Training Organisation, the Department of Correctional Services has accredited staff who support assessment and provide a range of competency based training programs to departmental staff. The Organisational Development Branch provides professional development programs, corporate training, group work, and, or “one on one” coaching, mentoring or assessment against standards within the various Business Units.

Certificate IV in Correctional Practice was provided to interested staff. The Diploma in Correctional Administration, administered through the University of South Australia continued to be provided for all staff. 21 staff completed modules from this diploma during the financial year.

Units from the Certificate IV in Assessment and Workplace Training were also provided to assist staff in training small groups and in becoming Workplace Assessors.

Leadership and management training for this financial year focused on managing teams, communication, general leadership skills and managing difficult behaviours. This was further supported by targeting additional training in key skill areas. Staff development was provided in the areas of mental health, domestic violence, dealing with personality disorders, core programs such as Alcohol and Other Drugs and units from Certificate IV in Workplace Training and Assessment. Staff were also provided training in occupational health and safety and situational risk assessment.

The Department also provided development opportunities for staff through the Justice Management Learning Framework. This framework is a suite of leadership and management courses designed to meet the learning needs of current and aspiring managers across the Portfolio at all classification levels. These courses are promoted to all staff across the Justice Portfolio.

In addition to those programs formally coordinated by the Department, support is provided to staff who wish to undertake alternative study programs. During 2004-2005, fifty seven staff were financially supported to undertake tertiary or accredited study in areas such as psychology, social work, management, forensic mental health, Justice studies, financial management and a range of other programs.

The Department continues to support managers and staff to implement performance management and development for staff.

During 2004-2005 the Department's overall training expenditure was \$532,000.

Occupational Health, Safety and Welfare (OH&S)

During 2004-2005, the Department continued to implement and improve various aspects of the OH&S Management System.

In September 2004, a further Workcover Evaluation was conducted. This Evaluation highlighted previous findings but acknowledged the Department had made progress in various areas.

During the course of 2004-2005, the Department implemented a number of initiatives to improve the OH&S Management System. They included the:

- development and implementation of the Corporate OH&S Action Plan;

- ❑ development and implementation of a major plant risk assessment program that saw the assessment of over 1,000 pieces of major plant across the Department;
- ❑ development of action plans to document and monitor the implementation of various risk minimisation methodologies as a consequence of the plant risk assessment program;
- ❑ development of Corporate Risk Management tools;
- ❑ development and implementation of Situational Risk Assessment training program for Community Corrections;
- ❑ development of a Roster Review project to examine OH&S and other risks associated with extended shifts and overtime;
- ❑ integration of the Public Sector Workplace Safety Management Strategy into Corporate and business plans; and
- ❑ development and implementation of an OH&S line manager/supervisors training program.

Although new claim numbers increased by 1.5%, new claim costs decreased by 9%. This can be attributed to a focus on early intervention and improved return to work outcomes. Managers, in concert with the injury management team, have actively participated in sourcing suitable duty options for injured workers and therefore impacted positively on the number of average days lost per claim.

During 2004-2005 various strategies were implemented to reduce the liability associated with long-term claims. They included:

- ❑ the implementation of a two year review program;
- ❑ regular file reviews;
- ❑ a review of resources in injury management to bolster skills and numbers in the area and therefore improve injury management services to the Department; and
- ❑ assessment and execution of Section 42 settlements.

Improved monitoring and reporting of injury management activities have also occurred.

Equal Opportunity

The Department is an equal opportunity employer, and delivers a range of staff training programs to new and existing staff and managers. Specific equity training programs include:

- ❑ Dignity at Work – Departmental policies and procedures in relation to appropriate workplace behaviour and employees rights and responsibilities. This training addresses sexual harassment, bullying, discrimination and racial harassment and promotes the staff grievance complaint process to staff; and

- Working with Diversity – Working Respectfully. This program is delivered to Trainee Correctional Officers to promote cultural diversity in the workplace.

During 2004-2005, 118 staff participated in the Dignity at Work training. Ten of the participants were managers.

In recognition of the disproportionately high number of Aboriginal offenders, and in keeping with the recommendations of the Royal Commission into Aboriginal Deaths in Custody, the Department is actively encouraging members from the Aboriginal community to seek a career with the Department.

Industrial Relations

The Employee Relations Consultant position has been consolidated and represents a first point of contact for industrial relations between the Department and the Public Service Association. This contemporary approach has allowed for a number of potential industrial issues to be addressed and resolved without the need for formal interventions by the Industrial Commission or Tribunals.

In addition to managing the day to day issues, the consultant provides strategic industrial relations advice on a number of committees and steering groups to ensure that the Department's obligations under the wages parity enterprise agreement, and other employment guidelines, are complied with.

Our aim is to work collaboratively with our employees and the Public Service Association to bring about positive change for the Department.

Index		Effective Corporate Performance Management	87
Aboriginal Services Unit	80	Effective Corporate Performance Management Profile	101
Adelaide Pre-release Centre	23, 68	Effective Financial and Physical Resources Management	88, 90
Adelaide Remand Centre	20	Effective Human Resources Management	88
Adelaide Women's Prison	23, 68	Emerging Technology	104
Advanced Information Management and Technology Capabilities Profile	103	Energy Management	93
Advanced Information Management and Technology Capabilities	88	Equal Opportunity	109
Advanced Information Technology	103	Escapes	31
Age (Community Corrections)	50	Excellence in Public Service	83
Age (Prisoners)	29	Excellence in Public Service Overview	87
Alcohol and Other Drugs	59	Executive Services Unit	76
An Integrated Approach to Systems, Structures and Processes	87	Freedom of Information	77
APY Lands (Service Delivery)	80	Financial Management – Summary of Financial Performance	97
Assaults	32	Gender (Community Corrections)	50
Asset Management	92	Gender (Prisoners)	29
Bail	45	Health	59
Cadell Training Centre	21, 67	Highlights 2004-2005	1
Case Management	63	Home Detention	46
Chaplaincy Service	62	Homelessness Initiatives	37
Civil Claims Management	95	Human Resource Management Profile	106
Community Based Services	35	Illicit Drugs	32
Community Corrections Offender Population Profile	49	Incentive Based Regime	25
Community Corrections Overview	39	Indigenous Status (Community Corrections)	50
Community Corrections Profile	40	Indigenous Status (Prisons)	29
Community Corrections Supervision Programs	43	Industrial Relations	110
Community Service	43, 65, 67	Information Analysis	102
Complaints Management Service	76	Information Technology Management	103
Contract and Business Management	90	Integrated Approach to Systems, Structures and Process Profile	89
Cost Share Program (Community Corrections)	67	Intelligence and Investigation	95
Custodial Services	13	Intensive Bail Supervision	47
Data Warehouse	102	Intensive Probation Supervision	48
Deaths in Custody	32	Intranet	103
Drug Court Curfew	47	Introduction	3
Drug Detection	32, 95	Karinga Hostel	80
Education	57	Knowledge and Information Resource Management	104

Legislation	75	Prisoner Assessment	25
Local Operating Procedures	75	Prisoner Assessment Unit	25
Management Accounting and Budgeting	92	Prisoner Incidents	31
Managing Diversity in the Correctional Setting	9	Prisoner Management	25
Media Liaison and Corporate Communication	78	Prisoner Opiate Treatment Program	60
Mobile Work Camps (MOWCAMPS)	69	Prisoner Population Profile	29
Mobilong Prison	20, 68	Prisoner Resocialisation	27
Most Serious Offence	30	Probation	44
Most Serious Offence Sentenced Females	31	Psychological Services	58
Most Serious Offence Sentenced Males	30	Rehabilitation and Reparation	51
Mount Gambier Prison	24	Rehabilitation Programs Branch	26
National Parks Project	69	Rehabilitation Service Providers	61
Nominated Visitors	28	Rehabilitation Services Overview	55
Northern Country Region	42	Rehabilitation Services Program Description	57
Northern Metropolitan Region	40	Rehabilitation Services Service Delivery	63
Number of Individuals (Community Corrections)	49	Remand	29
Number of Community Corrections Orders	49	Reparation Services Overview	65
Occupational Health, Safety and Welfare (OH&S)	108	Reparation Services Programs	67
Offender Development Programs	57	Research Management	89
Offender Reports	48	Risk Management	94
Operating Expenditure by Programs	98	Security Classification	26
Operating Expenditure Profile	97	Sentence Length	30
Organisational Development	107	Southern Country Region	41
Parole	45	Southern Metropolitan Region	40
Policies	75	Specialist Courts and Diversionary Initiatives	47, 55
Policy Advice	74, 76	Staff Development and Training	107
Policy and Legislation Section	76	Stakeholder Support	74
Policy and Stakeholder Support	71	Stakeholder Support Profile	79
Policy and Stakeholder Support Overview	74	Strategic Management	90
Policy Development	74, 75	Strategic Plan 2004-2006	7
Policy Profile	75	Standard Operating Procedures	75
Population (Prisoners)	29	The Year in Review	5
Port Augusta Prison	21, 68	Throughcare	63
Port Lincoln Prison	22, 67	Throughcare Coordination Unit	27
Prison Community Service	66, 68	Urinalysis	60
Prison Industry	65, 67	Victim Services	76
Prison Overview	17	Video Conferencing	104
Prison Profile	20	Visiting Justices	61
		Visiting Tribunals	61
		Volunteers	62
		Western Metropolitan Region	41
		Workforce Planning	106
		Yatala Labour Prison	20, 68

Appendices

Appendix 1	Auditor General's Report and Financial Statements	116
Appendix 2	Accounts Payable Performance 2004-2005	143
Appendix 3	Energy Usage	144
Appendix 4	Freedom of Information – Information Statement	145
Appendix 5	Custodial Services – Statistical Information	
Table 1	Intakes by Racial Identity and Gender 2004-2005	147
Table 2	Prisoners in Custody and Average Prison Population in 2004-2005	147
Table 3	Prison Approved Capacities and Average Daily Population 2004-2005	148
Table 4	Escapes from DCS custody 2004-2005	148
Table 5	Escapes from DCS for the years ending 30 June 1999–2005	148
Table 6	Incidents in Prison 2004-2005	149
Table 7	Prisoner/Staff Incidents 2004-2005	149
Table 8	Sentence Discharges by Time Served and Major Offence 2004-2005	150
Table 9	Forms of Discharge by Institution Year Ending 30 June 2005	151
Appendix 6	Community Based Supervision Services – Statistical Information	
Table 1	Community Corrections Orders Commenced in 2004-2005	152
Table 2	Age and Sex of all Community Corrections Orders Commenced in 2004-2005	153
Table 3	Community Corrections Reports Completed in 2004-2005	153
Table 4	Home Detention 2004-2005	154
Appendix 7	Human Resource Management – Statistical Information	
Table 1	DCS Employees by Stream, Appointment Type and Gender	155
Table 2	Numbers – Gender – Status	156
Table 3	Number of Employees by Salary Bracket	156
Table 4	Status of Employees in Current Position	156
Table 5	Number of Executives by Status in Current Position, Gender and Classification	157
Table 6	Leave Management	157
Table 7	Number of Employees by Age Bracket and Gender	157
Table 8	Number of Aboriginal and/or Torres Strait Islander Employees	157
Table 9	Cultural and Linguistic Diversity	158
Table 10	Number of Employees with On-going Disabilities Requiring Workplace Adaptation	158
Table 11	Number of Employees Using Voluntary Flexible Working Arrangements by Gender	158
Table 12	Occupational health, safety and injury management	159
Appendix 8	DCS Organisation Chart as at 30 June 2005	160
Appendix 9	Overseas Travel by DCS's Employees 2004-2005	161
Appendix 10	Legislation – details the legislation that governs the operation of the Department	162



**Auditor-General's
Department**

INDEPENDENT AUDIT REPORT

TO THE CHIEF EXECUTIVE

SCOPE

As required by section 31 of the *Public Finance and Audit Act 1987*, I have audited the financial report of the Department for Correctional Services for the financial year ended 30 June 2005. The financial report comprises:

- A Statement of Financial Performance;
- A Statement of Financial Position;
- A Statement of Cash Flows;
- A Program Schedule of Revenues and Expenses;
- Notes to and forming part of the Financial Statements;
- Certificate by the Chief Executive and the Director, Financial and Physical Resources.

The Chief Executive and the Director, Financial and Physical Resources are responsible for the financial report. I have conducted an independent audit of the financial report in order to express an opinion on it to the Chief Executive.

The audit has been conducted in accordance with the requirements of the *Public Finance and Audit Act 1987* and Australian Auditing and Assurance Standards to provide reasonable assurance whether the financial report is free of material misstatement.


Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987*, Accounting Standards and other mandatory professional reporting requirements in Australia so as to present a view which is consistent with my understanding of the Department for Correctional Services' financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

AUDIT OPINION

In my opinion the financial report presents fairly in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987*, applicable Accounting Standards and other mandatory professional reporting requirements in Australia, the financial position of the Department for Correctional Services as at 30 June 2005, the results of its operations and its cash flows for the year then ended.

21 September 2005


K I MacPHERSON
AUDITOR-GENERAL

DEPARTMENT FOR CORRECTIONAL SERVICES

We certify:

- a) that the financial statements are in accordance with the accounts and records of the authority and give an accurate indication of the financial transactions of the authority for the year then ended;
- b) as presenting fairly, in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987*, applicable Accounting Standards and other mandatory professional reporting requirements in Australia, the financial position of the entity as at the reporting date and the result of its operations and its cash flows for the year then ended; and
- c) that internal controls over financial reporting have been effective throughout the reporting period.



Peter Severin
Chief Executive
8 September 2005



Alan Martin
Director, Financial & Physical Resources
8 September 2005

STATEMENT OF FINANCIAL PERFORMANCE
For the Year Ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
Expenses from Ordinary Activities			
Employee Expenses	5	89 181	79 489
Supplies and Services	6	44 777	42 024
Depreciation and Amortisation	7	6 542	6 327
Payments to Prisoners		2 010	1 948
Accommodation and Associated Lease Costs		2 519	2 303
Grants	8	1 106	660
Net (Gain) Loss from Disposal of Assets	9	(1)	31
Other	10	358	1 374
Total Expenses from Ordinary Activities		146 492	134 156
Revenue from Ordinary Activities			
Revenues from Prison Labour	13	4 115	3 927
Salaries and Goods and Services Recoups		1 740	3 393
Interest	12	908	1 118
Commonwealth and Northern Territory Grants and Recoups		60	278
Kitchen and Canteen Sales	14	2 092	1 961
Other	15	4 050	2 361
Total Revenue from Ordinary Activities		12 965	13 038
Net Cost of Services from Ordinary Activities		133 527	121 118
Revenues from/Payments to Government			
Revenues from SA Government	16	131 064	120 321
Net Result from Ordinary Activities		(2 463)	(797)
Increase in Asset Revaluation Reserve		12 168	8 189
Total Changes in Equity Other Than Those Resulting from Transactions with the State Government as Owner		9 705	7 392

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION
As at 30 June 2005

	Note	2005 \$'000	2004 \$'000
Current Assets			
Cash at Bank and On Hand	17	13 865	14 915
Receivables	18	1 796	1 516
Inventories	19	589	663
Other	21	8	348
Total Current Assets		16 258	17 442
Non-Current Assets			
Property, Plant and Equipment	20	180 285	172 212
Capital Works in Progress		10 971	3 794
Total Non-Current Assets		191 256	176 006
Self Generating and Regenerating Assets			
Livestock	22	103	102
Total Self Generating and Regenerating Assets		103	102
Total Assets		207 617	193 550
Current Liabilities			
Payables	23	3 352	3 102
Employee Benefits	24A	7 271	6 122
Provisions	25	4 772	4 726
Total Current Liabilities		15 395	13 950
Non-Current Liabilities			
Payables	23	1 544	1 461
Employee Benefits	24A	12 929	12 064
Provisions	25	22 839	20 873
Total Non-Current Liabilities		37 312	34 398
Total Liabilities		52 707	48 348
Net Assets		154 910	145 202
Equity			
Accumulated surplus	26	107 792	110 255
Amenities fund reserve	26	117	114
Asset Revaluation Reserve	26	47 001	34 833
Total Equity		154 910	145 202
Commitments for Expenditure	28		
Contingent Liabilities	29		

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS
For the Year Ended 30 June 2005

	Note	2005 \$'000	2004 \$'000
Cash Flows from Operating Activities			
<i>Cash Outflows</i>			
Employee Payments		(85 237)	(78 140)
Supplies and Services		(46 436)	(44 483)
Prisoners		(2 010)	(1 948)
Grants		(1 106)	(660)
GST Payments on Purchases		(4 854)	(4 043)
GST Payments to Taxation Authority		(782)	(666)
Other		(506)	(670)
Total Outflows from Operating Activities		(140 931)	(130 610)
Cash Inflows			
Receipts from Government		131 064	120 321
Receipts from Prison Labour		4 115	3 927
Interest Received		928	1 083
GST Receipts on Receivables		749	696
GST Input Tax Credits		4 723	3 703
Other		7 663	8 250
Total Inflows from Operating Activities		149 242	137 980
Net Cash Inflows from Operating Activities	30b	8 311	7 370
Cash Flows from Investing Activities			
<i>Cash Outflows</i>			
Purchase of Property, Plant and Equipment		(9 376)	(4 040)
Total Outflows from Investing Activities		(9 376)	(4 040)
Cash Inflows			
Proceeds from Sale of Property, Plant and Equipment		15	2
Total Inflows from Investing Activities		15	2
Net Cash Outflows from Investing Activities		(9 361)	(4 038)
Net (Decrease) Increase in Cash Held		(1 050)	3 332
Cash at the Beginning of the Financial Year		14 915	11 583
Cash at the End of the Financial Year	30a	13 865	14 915

The above Statement should be read in conjunction with the accompanying notes.

PROGRAM SCHEDULE OF REVENUES AND EXPENSES
For the Year Ended 30 June 2005

Programs (see Note 4)	Custodial Services		Community Based Services		Rehabilitation and Reparation		Program Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Expenses from Ordinary Activities								
Employee Expenses	60 358	53 666	12 533	11 323	16 290	14 500	89 181	79 489
Supplies and Services	34 125	31 888	3 494	3 292	7 158	6 844	44 777	42 024
Depreciation and Amortisation	5 693	5 420	130	125	719	782	6 542	6 327
Payments to Prisoners	1 633	1 567	-	-	377	381	2 010	1 948
Accommodation and Associated Lease Costs	1 093	1 065	834	682	592	556	2 519	2 303
Grants	524	320	109	193	473	147	1 106	660
Net (Gain) Loss from Disposal of Assets	(4)	21	1	5	2	5	(1)	31
Other	248	885	47	183	63	306	358	1 374
Total Expenses from Ordinary Activities	103 670	94 832	17 148	15 803	25 674	23 521	146 492	134 156
Revenues from Ordinary Activities								
Revenues from prison labour	-	-	-	-	4 115	3 927	4 115	3 927
Salaries and goods and services recoups	842	1 994	235	391	663	1 008	1 740	3 393
Interest revenue	617	755	128	160	163	203	908	1 118
Commonwealth and Northern Territory grants and recoups	60	278	-	-	-	-	60	278
Kitchen and Canteen sales	2 092	1 961	-	-	-	-	2 092	1 961
Other	3 064	1 870	360	173	626	318	4 050	2 361
Total Revenue from Ordinary Activities	6 675	6 858	723	724	5 567	5 456	12 965	13 038
Net Cost of Services from Ordinary Activities	96 995	87 974	16 425	15 079	20 107	18 065	133 527	121 118
Revenues from/Payments to Government								
Revenues from SA Government	95 207	87 417	16 122	15 009	19 735	17 895	131 064	120 321
Net Result from Ordinary Activities	(1 788)	(557)	(303)	(70)	(372)	(170)	(2 463)	(797)

NOTE INDEX

Objectives of the Department for Correctional Services	Note 1
Significant Accounting Policies	Note 2
Changes in Accounting Policies	Note 3
Programs of the Department	Note 4

Expense Notes

Employee Expenses	Note 5
TVSP disclosure	Note 5
Remuneration of employees and Number of employees	Note 5
Supplies and Services	Note 6
Depreciation and Amortisation	Note 7
Grants and Subsidies	Note 8
Net (Gain) Loss from Disposal of Assets	Note 9
Other Expenses	Note 10
Auditor's Remuneration	Note 11

Revenue Notes

Interest	Note 12
Net Revenue from Prison Labour	Note 13
Net Revenue from Canteen and Kitchen Sales	Note 14
Other Revenue	Note 15
Revenue from SA Government	Note 16

Asset Notes

Cash	Note 17
Receivables	Note 18
Inventories	Note 19
Property, Plant and Equipment	Note 20
Other Assets	Note 21
Livestock	Note 22

Liabilities Notes

Payables	Note 23
Employee Benefits	Note 24 A & B
Provisions	Note 25

Equity Note

Equity	Note 26
--------	---------

Other Notes

Financial Instruments	Note 27
Commitments for Expenditure	Note 28
Contingent Liabilities	Note 29
Cash Flow Reconciliation	Note 30
Trust Funds	Note 31
Administered Items	Note 32

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Objectives and Funding of the Department for Correctional Services

The Department for Correctional Services (the Department) is an administrative unit established pursuant to the Public Sector Management Act, 1995.

The Department contributes to a safer community by working in partnership with other criminal justice organisations and the community to prevent crime and reduce repeat offending.

The Department securely and humanely manages people ordered by the courts to serve a community based or prison sanction and provides them with opportunities to lead law-abiding and productive lives.

The continued existence of the Department in its present form, and with its present programs, is dependent on Government policy and on continuing appropriations by Parliament for the Department's administration and outputs.

2. Significant Accounting Policies

(a) Basis of Accounting

The financial report is a general purpose financial report. The accounts have been prepared in accordance with:

- Treasurer's Instructions and Accounting Policy Statements promulgated under the provisions of the Public Finance and Audit Act 1987
- Applicable Australian Accounting Standards
- Urgent Issues Group Consensus Views and other mandatory professional pronouncements where applicable

The Department's Statement of Financial Performance and Statement of Financial Position have been prepared on an accrual basis and are in accordance with the historical cost convention, except for certain assets that were valued in accordance with the valuation policy applicable.

(b) The Reporting Entity

The Department's financial statements include both Departmental and Administered items. The Department's financial statements include the use of assets, liabilities, revenues and expenses controlled or incurred by the Department in its own right. As administered items are insignificant to the Department's overall financial performance and position, they have been disclosed in a schedule of administered items as notes to the accounts.

(c) Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation in these financial statements where required.

(d) Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

(e) Taxation

The Department is not subject to income tax. The Department is liable for payroll tax, fringe benefits tax, goods and services tax, emergency services levy, land tax equivalents and local government rate equivalents.

In accordance with the requirements of UIG Abstract 31 "Accounting for Goods and Services Tax (GST)", revenues, 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
- Receivables and payables are stated with the amount of GST included.

(f) Revenue and Expenses

Revenues and Expenses are recognised in the Department's Statement of Financial Performance when, and only when, the flow or consumption or loss of economic benefits has occurred and can be reliably measured.

Revenue and Expenses have been classified according to their nature in accordance with Accounting Policy Statement 13 Form and Content of General Purpose Financial Reports and have not been offset unless required or permitted by another accounting standard.

Revenue from disposal of non-current assets is recognised when control of the asset has passed to the buyer.

Resources received/provided free of charge are recorded as revenue and expenditure in the Statement of Financial Performance at their fair value. Goods and services received free of charge are recorded as such with the revenue being separately disclosed. Resources provided free of charge are recorded at their fair value in the expense line items to which they relate.

Grants are amounts provided by the Department to entities for general assistance or for a particular purpose. Grants may be for capital, current or recurrent purposes and the name or category reflects the use of the grant. The grants given are usually subject to terms and conditions set out in the contract, correspondence, or by legislation.

(g) Revenues from SA Government

Appropriations for program funding are recognised as revenues when the Department obtains control over the assets. Control over appropriations is normally obtained upon their receipt and are accounted for in accordance with Treasurer's Instruction 3 Appropriation.

Where money has been appropriated in the form of a loan, the Department has recorded a loan receivable.

Where money has been appropriated in the form of an equity contribution, the Treasurer has acquired a financial interest in the net assets of the Department and this is recorded as contributed equity.

(h) *Current and Non-Current Items*

Assets and liabilities are characterised as either current or non-current in nature. The Department has a clearly identifiable operating cycle of 12 months. Therefore assets and liabilities that will be realised as part of the normal operating cycle will be classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

(i) *Cash*

For the purposes of the Statement of Cash Flows, cash includes cash at bank and deposits at call that are readily convertible to cash and are used in the cash management function on a day-to-day basis. The definition of cash in relation to the Statement of Financial Position differs slightly as it does not take into account bank overdrafts.

Cash also includes highly liquid investments with short periods to maturity that are readily convertible to cash on hand and subject to an insignificant risk of changes in value. Cash is measured at nominal value.

In October 2003 the Government introduced a policy with respect to aligning agency cash balances with appropriation and expenditure authority. During 2004/05 the Department was not required to transfer any of its cash balance to the Consolidated Account.

(j) *Receivables*

Receivables arise in the normal course of selling goods and services to other agencies and to the public. Receivables are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Other debtors arise outside the normal course of selling goods and services to other agencies and to the public.

The Department determines the provision for doubtful debts based on a review of balances within receivables that are unlikely to be collected. These are generally receivables that are 90 days or more overdue.

(k) *Inventories*

Stock in institutional stores is held for consumption and is carried at cost. Prison canteen stock is carried at cost. Both the stores and canteen stock values of inventory are assigned on the basis of average cost. PRIME inventories are valued at historical cost.

(l) Non-Current Asset Acquisition and Recognition

Assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Where assets are acquired at no value, or minimal value, they are recorded at their fair value in the Statement of Financial Position. Fair value means the amount for which an asset could be exchanged between a knowledgeable willing buyer and a knowledgeable willing seller in an arms length transaction.

Since the Department controls a large number of low value items, the cost of accounting for the capitalisation of items costing less than \$10 000 is expected to outweigh the benefits that would be gained from reporting this information. As a result, items with an acquisition cost less than \$10 000 are expensed in the period in which they are acquired.

Capital Works in Progress are recognised as the cumulative costs of capital projects to balance date. Projects completed during the year have been recognised as buildings, plant or equipment and valued at cost.

(m) Revaluation of Non-Current Assets

In accordance with current Accounting Policy Statement 3 Valuation of Non-current Assets, revaluation of non-current assets or group of assets is only performed when its fair value at the time of acquisition is greater than \$1 million and estimated useful life is greater than 3 years.

Every three years, the Department revalues its land, buildings and leasehold improvements. However, if at any time management considers that the carrying amount of an asset materially differs from its fair value then the asset will be revalued regardless of when the last valuation took place. Non-current physical assets that are acquired between revaluations are held at cost until the next valuation, where they are revalued to fair value.

During 2004-05, the Department engaged the services of Andrew J Lucas from Valcorp to conduct a desktop revaluation of all Prisons and Community Correction Centres at fair value.

The name, address and qualifications of the valuer are detailed below:

Valcorp Aust Pty Ltd	Andrew J Lucas	Level 5 26 Flinders Street
	M.B.A. Dip.Acc. A.A.P.I.	Adelaide SA 5000
	B.App. Sc.(Val) A.S.A.	

(n) Depreciation and Amortisation of Non-Current Assets

All non-current assets, having a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. Amortisation is used in relation to leasehold improvements, while depreciation is applied to physical assets such as property, plant and equipment.

The useful lives of all major assets held by the Department are reassessed on an annual basis.

The value of leasehold improvements is amortised over the estimated useful life of each improvement, or the unexpired period of the relevant lease, whichever is shorter.

Depreciation for non-current assets is determined as follows:

Class of Asset	Depreciation Method	Useful Life (Years)
Plant and equipment	Straight Line	4 – 20
Buildings (including prisons)	Straight Line	1 - 60

(o) Payables

Payables include creditors, accrued expenses and employment on-costs.

Creditors represent the amounts owing for goods and services received prior to the end of the reporting period that are unpaid at the end of the reporting period. Creditors include all unpaid invoices received relating to the normal operations of the Department.

Accrued expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received.

All amounts are measured at their nominal amount and are normally settled within 30 days in accordance with Treasurer’s Instruction 8 Expenditure for Supply Operations and Other Goods and Services after the Department receives an invoice.

Employment on-costs include superannuation contributions and payroll tax with respect to outstanding liabilities for salaries and wages, long service leave and annual leave.

The Department makes contributions to several superannuation schemes operated by the State Government. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as the South Australian Superannuation Board (SASB) has assumed these. The only liability outstanding at balance date relates to any contributions due but not yet paid to the SASB.

(p) Employee Benefits

These benefits accrue for employees as a result of services provided up to the reporting date that remain unpaid. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement of sick leave.

Liability for salaries and wages are measured as the amount unpaid at the reporting date at remuneration rates current at reporting date.

The liability for annual leave reflects the value of total annual leave entitlements of all employees as at 30 June 2005 and is measured at the nominal amount.

Long service leave is recognised on a pro-rata basis in respect of services provided by Department employees to balance date. The liability has been calculated at nominal rates based on current salary rates. The Department of Treasury and Finance have advised that a benchmark of seven years can be used for a shorthand estimation of long service leave liability in accordance with Australian Accounting Standards AASB 1028 'Employee Benefits'. This advice has been adopted and the long service leave liability has been calculated on that basis.

Unclaimed salaries and wages have been included as a current liability for employee benefits.

(q) Provisions

The workers compensation provision is based on an actuarial assessment prepared by Taylor Fry Consulting Actuaries as co-ordinated by the Department for Administrative and Information Services.

Since 2002-03, the Justice, Employment Training and Education, Human Services and all other portfolios have been analysed separately. In previous years, the Justice Portfolio was analysed together with all other non-human services agencies. The current valuation methodology has resulted in the Justice Portfolio's liability being more specifically measured. The Department's liability is an allocation of the Justice Portfolio's total assessment.

(r) Leases

The Department has entered into a number of operating lease agreements for buildings and motor vehicles. In respect of operating leases, the lessor effectively retains substantially the entire risks and benefits incidental to ownership of the leased items. Operating lease payments are charged to the Statement of Financial Performance on a basis which is representative of the pattern of benefits derived from the leased assets. The Department does not have any finance lease agreements.

(s) Livestock

Livestock is valued at current market value. The Department accounts for this item in accordance with Accounting Standard AASB 1037 'Self Generating and Regenerating Assets'.

(t) Prisoner Amenities Fund

Proceeds from the sale of canteen goods to prisoners are used for the acquisition of items for the benefit of prisoners.

(u) Prisoner Payments

These include payments made on behalf of prisoners and payments made to prisoners upon discharge.

3. Changes in Accounting Policies

(a) *Impact of Adopting Australian Equivalents to International Financial Reporting Standards*

Australia will be adopting Australian equivalents to International Financial Reporting Standards (AIFRS) for reporting periods commencing on or after 1 January 2005. The Department will adopt these standards for the first time in the published financial report for the year ended 30 June 2006.

In accordance with requirements of Australian Accounting Standards AASB 1047 Disclosing the Impacts of Adopting Australian Equivalents to International Financial Reporting Standards, a table has been prepared summarising any known or reliably estimated information about the impacts on the financial report had it been prepared using the AIFRS.

Reconciliation of key aggregates	Amount currently reported per GAAP	Known or reliably estimated impact on the financial report	Amount to be reported after adopting AIFRS
		AASB 119 Employee Benefits	
Net Cost of Services	133 527	(115)	133 412
Net Result from Ordinary Activities	(2 463)	115	(2 348)
Total Assets	207 617	-	207 617
Total Liabilities	52 707	(115)	52 592
Net Assets	154 910	115	155 025
Cash Flows from Operating Activities	8 310	-	8 310
Cash Flows from Investing Activities	(9 360)	-	(9 360)

The following standards will have some impact on the financial statements, although it is expected that the impact will not be significant.

AASB 119 Employee Benefits

The Department will adjust employee benefits payable later than 12 months (currently measured at nominal amounts) to present value.

AASB 141 Agriculture

The Department will make additional disclosures including:

- the amount of commitments for the development or acquisition of biological assets;
- the financial risk strategies related to agricultural activity.

4. Programs of the Department

In achieving its objectives the Department provides a range of services classified into the following programs:

Custodial Services: The Department provides secure containment and supervision for adults on remand and those sentenced by the courts to serve a custodial sanction. The Custodial Services program includes costs associated with operating the State's prison system, the humane treatment of prisoners while in custody and the secure movement of prisoners.

Community Based Services: The Department case manages and supervises offenders in the community on probation, parole or under home detention and clients on supervised bail.

Rehabilitation and Reparation: The Department provides a range of educational, vocational and rehabilitative programs designed to assist offenders to address their offending behaviour and provide them with opportunities to lead law abiding and productive lives. This includes pre-court, court based and prison based activities and services.

5. Employee Expenses

	2005	2004
	\$'000	\$'000
Salaries and wages	68 989	62 782
Superannuation and payroll tax expenses	11 307	10 815
Workers compensation expenses	6 338	3 475
Annual and long service leave expenses	1 649	1 433
Termination payments	898	984
Total Employee Expenses	89 181	79 489

Targeted Voluntary Separation Packages (TVSPs)

TVSP's paid to employees during the reporting period	-	114
Recovery from the Department of the Premier and Cabinet	-	114
Annual leave and Long Service Leave accrued over the period	-	19
Number of employees that were paid TVSP's during the reporting period	-	1

Remuneration of Employees

	2005	2004
	Number of	Number of
	Employees	Employees
The number of employees whose remuneration received or receivable falls within the following bands:		
\$100 000 - \$109 999	1	-
\$120 000 - \$129 999	1	2
\$130 000 - \$139 999	3	3
\$140 000 - \$149 999	1	1
\$160 000 - \$169 999	1	-
\$190 000 - \$199 999	-	1
\$220 000 - \$229 999	1	-

The table includes all employees whom received remuneration of \$100 000 or more during the year. Remuneration of employees reflects all costs of employment including salaries and wages, superannuation contributions, fringe benefits tax and any other salary sacrifice benefits. The total remuneration received by these employees for the year was \$1 176 000 (\$989 000).

6. Supplies and Services

Supplies and services provided by entities within the SA Government	2005 \$'000	2004 \$'000
Contracts	44	46
Works and equipment costs	1 842	1 574
Offender related costs	84	98
Stationery and printing	260	28
Utilities	1 104	1 128
Cost of goods sold	9	9
Maintenance land and buildings	877	568
Staff related costs	65	138
IT costs	2 827	2 266
Insurance charges	761	737
Sundry other expenses	1 290	1 164
Total Supplies and Services – SA Government Entities	9 163	7 756

Supplies and services provided by entities external to the SA Government	2005	2004
Contracts	10 839	10 005
Works and equipment costs	3 268	2 682
Offender related costs	4 983	4 751
Stationery and printing	359	631
Utilities	2 893	2 919
Cost of goods sold	5 094	4 621
Maintenance land and buildings	491	746
Staff related costs	1 289	1 154
Workers compensation related payments	2 247	3 124
IT costs	456	611
Insurance charges	33	57
Sundry other expenses	3 662	2 967
Total Supplies and Services – Non SA Government Entities	35 614	34 268

Total Supplies and Services	44 777	42 024
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The number and dollar amount of Consultancies paid/payable that fell within the following bands:	2005 Number	2004 Number	2005 \$'000	2004 \$'000
Below \$10 000	3	5	23	23
Between \$10 000 and \$50 000	4	3	60	78
Above \$50 000	4	1	279	64
	11	9	362	165

7. Depreciation and Amortisation

Depreciation	2005 \$'000	2004 \$'000
Buildings	6 298	6 081
Plant and equipment	214	220
Total Depreciation	6 512	6 301

Amortisation	2005	2004
Leasehold improvements	30	26

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

Total Amortisation	30	26
Total Depreciation and Amortisation	6 542	6 327

8. Grants and Subsidies

Grants paid/payable to entities external to the SA Government	2005	2004\$
	\$'000	'000
Recurrent grant	1 106	660
Total Grants	1 106	660

For the year ended 30 June 2005, grant recipients included:

- Offenders Aid and Rehabilitation Services (OARS);
- Joint Chaplaincy Committee;
- Aboriginal Prisoner and Offender Support Services (APOSS);
- Aboriginal Hostels Ltd;
- Attorney General's Department;
- Prison Fellowship of Australia – South Australia.

9. Net (Gain) Loss from Disposal of Assets

	2005	2004
	\$'000	\$'000
Plant and Equipment		
Proceeds from Disposal	(15)	(2)
Add: Net Book Value of Assets Disposed	14	33
Net (Gain) Loss from Disposal of Plant and Equipment	(1)	31

10. Other Expenses

Other expenses paid/payable to entities external to the SA Government	2005	2004
	\$'000	\$'000
Bad and doubtful debts expense	2	35
Bank charges	11	10
FBT	255	217
Plant and Equipment Write-Off *	-	817
Other	90	295
Total Other Expenses	358	1 374

- The result of the change in accounting policy for the Measurement of Computing assets, adopted with effect from 1 July 2003.

11. Auditor's Remuneration

	2005	2004
	\$'000	\$'000
Audit Fees Paid/Payable to the Auditor-General's Department	98	95
Total Audit Fees	98	95

Other Services

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

No other services were provided by the Auditor-General's Department.

12. Interest

	2005 \$'000	2004 \$'000
Interest from Entities within the SA Government	905	1 109
Interest from Entities external to the SA Government	3	9
Total Interest Received	908	1 118

13. Net Revenue from Prison Labour

	Yatala Labour Prison		Mobilong Prison		Cadell Training Centre		Adelaide Women's Prison/ Pre Release Centre		Port Augusta Prison		Port Lincoln Prison		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Revenue	1 104	1 259	2 107	1 806	609	594	151	128	40	17	104	123	4 115	3 927
Less: COGS	704	761	1 412	1 073	371	334	40	36	30	20	30	64	2 587	2 288
Net Revenue	400	498	695	733	238	260	111	92	10	(3)	74	59	1 528	1 639

14. Net Revenue from Canteen and Kitchen Sales

	2005 \$'000	2004 \$'000
Canteen and Kitchen Sales	2 092	1 961
Less: Cost of Goods Sold	1 925	1 785
Net Revenue from Canteen and Kitchen Sales	167	176

15. Other Revenue

	2005 \$'000	2004 \$'000
Grants Received	2 210	1 110
Prisoner Telephone Receipts	688	637
Donated Assets	262	-
Other	890	614
Total Other Revenue	4 050	2 361

16. Revenue From SA Government

	2005 \$'000	2004 \$'000
Revenues from SA Government	131 064	120 321
Appropriations from Consolidated Account Pursuant to the <i>Appropriation Act</i>	131 064	120 321
Total Revenues from SA Government	131 064	120 321

17. Cash

	2005	2004
	\$'000	\$'000
Deposits with the Treasurer	13 830	14 607
Prison general bank accounts	-	278
Prison imprest accounts	28	28
Petty cash	7	2
Total Cash	13 865	14 915

18. Receivables

	2005	2004
	\$'000	\$'000
Current		
Receivables	824	717
Less: Provision for doubtful debts	16	77
	808	640
Accrued interest	30	50
GST receivable	958	826
Total Receivables	1 796	1 516

Receivables from SA Government Entities

Receivables	474	144
Accrued interest	30	50
Other	-	20
Total Receivables from SA Government Entities	504	214

Receivables from Non SA Government Entities

Receivables	334	476
GST receivable	958	826
Total Receivables from Non SA Government Entities	1 292	1 302

Total Receivables	1 796	1 516
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19. Inventories

	2005	2004
	\$'000	\$'000
Current		
Raw Materials and Work in Progress	228	268
Finished Goods	71	66
Stores	290	329
Total Inventories	589	663

20. Property, Plant and Equipment

	2005	2004
	\$'000	\$'000
Land and Buildings		
Land at Fair Value	31 125	27 030
Buildings at Fair Value	260 119	246 435

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

Accumulated Depreciation	(113 826)	(103 208)
Total Land and Buildings	177 418	170 257
Leasehold Improvements		
Leasehold Improvements at Fair Value	948	558
Accumulated Amortisation	(120)	(75)
Total Leasehold Improvements	828	483
Plant and Equipment		
Plant and Equipment at Fair Value	3 982	3 274
Accumulated Depreciation	(1 943)	(1 802)
Total Plant and Equipment	2 039	1 472
Total Property Plant and Equipment	180 285	172 212

Reconciliation of Property, Plant and Equipment

The following table shows the movement of Property, Plant and Equipment during 2004-2005

	Land and Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Total \$'000
Carrying Amount at the Beginning of the Financial Year	170 257	483	1 472	172 212
Additions	-	-	525	525
Transfers from Capital Works in Progress	1 304	333	224	1 861
Disposals	-	-	(14)	(14)
Revaluation increment	12 168	-	-	12 168
Depreciation and amortisation	(6 298)	(30)	(214)	(6 542)
Other movements	(13)	42	46	75
Carrying Amount at the End of the Financial Year	177 418	828	2 039	180 285

21. Other Assets

	2005 \$'000	2004 \$'000
Current		
Prepayments	6	347
Other	2	1
Total Other Assets	8	348

22. Livestock

	2005 \$'000	2004 \$'000
Reconciliation of Carrying Amounts of Livestock		
Carrying amount at the beginning of the financial year	102	91
Purchases	5	12
Gain arising from changes in fair value less estimated point-of-sale costs attributable to physical changes	21	7

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

(Loss) Gain arising from changes in fair value less estimated point-of-sale costs attributable to price changes	(3)	19
Sales	(22)	(27)
Carrying Amount at the End of the Financial Year	103	102

23. Payables

	2005	2004
	\$'000	\$'000
Current		
Creditors	1 015	804
Accrued expenses	1 444	1 050
GST payable	69	101
Employment on-costs	824	1 147
Total Current Payables	3 352	3 102
Non-Current		
Employment on-costs	1 544	1 461
Total Non-Current Payables	1 544	1 461
Total Payables	4 896	4 563

	2005	2004
	\$'000	\$'000
Payables to SA Government Entities		
Creditors	187	125
Accrued expenses	427	574
Total Payables to Other SA Government Entities	614	699

Payables to Non SA Government Entities		
Creditors	827	679
Accrued expenses	1 017	476
GST payable	69	101
Employment on-costs	2 369	2 608
Total Payables to Non SA Government Entities	4 282	3 864
Total Payables	4 896	4 563

24A. Employee Benefits

	2005	2004
	\$'000	\$'000
Current		
Annual leave	4 533	3 851
Long service leave	1 300	1 198
Accrued salaries and wages	1 434	1 069
Unclaimed salaries and wages	4	4
Total Current Employee Benefits	7 271	6 122
Non-Current		
Annual leave	1 226	1 283
Long service leave	11 703	10 781
Total Non-Current Employee Benefits	12 929	12 064
Total Employee Benefits	20 200	18 186

24B. Employee Benefits

	2005	2004
	\$'000	\$'000
Accrued Salaries		
On-costs included in payables – current (Note 23)	208	207
Employee benefits – current (Note 24 A)	1 434	1 069
	1 642	1 276
Annual Leave		
On-costs included in payables – current (Note 23)	526	764
Employee benefits – current (Note 24 A)	4 533	3 851
	5 059	4 615
On-costs included in payables – non-current (Note 23)	201	213
Employee benefits – non-current (Note 24 A)	1 226	1 283
	1 427	1 496
Long Service Leave		
On-costs included in payables – current (Note 23)	90	176
Employee benefits – current (Note 24 A)	1 300	1 198
	1 390	1 374
On-costs included in payables – non-current (Note 23)	1 343	1 248
Employee benefits – non-current (Note 24 A)	11 703	10 781
	13 046	12 029
Aggregate Employee Benefits and Related On-Costs	22 564	20 790

25. Provisions

	2005	2004
	\$'000	\$'000
Current		
Workers compensation – medical and other costs	1 921	1 980
Workers compensation – income maintenance	2 851	2 746
Total Current Provisions	4 772	4 726
Non-Current		
Workers compensation – medical and other costs	7 458	7 359
Workers compensation – income maintenance	15 381	13 514
Total Non-Current Provisions	22 839	20 873
Total Provisions	27 611	25 599
Carrying Amount at the Beginning of the Financial Year	25 599	25 991
Workers Compensation Payments	(6 573)	(6 988)
Increase in the Provision	8 585	6 596
Carrying Amount at the End of the Financial Year	27 611	25 599

26. Equity

	2005	2004
	\$'000	\$'000
Accumulated surplus	107 792	110 255
Asset revaluation reserve	47 001	34 833
Amenities fund reserve	117	114
Total Equity	154 910	145 202

Accumulated Surplus

Balance at the Beginning of the Financial Year	110 255	111 052
Net result from ordinary activities	(2 463)	(797)
Balance at the End of the Financial Year	107 792	110 255

Asset Revaluation Reserve

Balance at the Beginning of the Financial Year	34 833	26 644
Increase in asset revaluation reserve	12 168	8 189
Balance at the End of the Financial Year	47 001	34 833

Amenities Fund Reserve

Balance at the Beginning of the Financial Year	114	121
Add: Receipts	153	141
Less: Payments	150	148
Balance at the End of the Financial Year	117	114

27. Financial Instruments

(a) Terms, Conditions and Accounting Policies

(i) Financial Assets

Cash is available at call and is recorded at cost.

Receivables are raised for all goods and services provided for which payment has not been received and are recorded at their recoverable amount. Receivables are normally settled within 30 days.

(ii) Financial Liabilities

Creditors and accruals are raised for all amounts billed but unpaid. Sundry creditors are normally settled within 30 days.

(b) Interest Rate Risk

Financial Instrument	2005				2004			
	Floating Interest Rate	Non-Interest Bearing	Total Carrying Amount	Weighted Average Effective Interest Rate Percent	Floating Interest Rate	Non-Interest Bearing	Total Carrying Amount	Weighted Average Effective Interest Rate Percent

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000	%
Financial Assets:								
Cash	13 862	3	13 865	5.5	14 913	2	14 915	5.3
Receivables	-	1 796	1 796	-	-	1 516	1 516	-
	<u>13 862</u>	<u>1 799</u>	<u>15 661</u>		<u>14 913</u>	<u>1 518</u>	<u>16 431</u>	
Financial Liabilities:								
Payables	-	4 896	4 896	-	-	4 563	4 563	-
	<u>-</u>	<u>4 896</u>	<u>4 896</u>		<u>-</u>	<u>4 563</u>	<u>4 563</u>	

(c) *Net Fair Values*

Financial instruments are valued at the carrying amount as per the Statement of Financial Position which approximates the net fair value. The carrying amount of financial assets approximates net fair value due to their short-term to maturity or being receivable on demand. The carrying amount of financial liabilities is considered to be a reasonable estimate of net fair value.

28. Commitments for Expenditure

	2005 \$'000	2004 \$'000
Contract Service Commitments		
Not Later than One Year	8 300	9 878
Later than One Year but not Later than Five Years	6 257	12 043
Later than Five Years	-	-
Total Contract Service Commitments	<u>14 557</u>	<u>21 921</u>

The contracts for the Prisoner Movement and In-Court Management and Home Detention Monitoring and the Mobilong Fee for Service contracts extend beyond 30 June 2005. The management of Mount Gambier Prison contract was due to expire on 26 June 2005. However, as a new contract has not been negotiated the current contract has been extended until December 2005.

These contracts have provisions for termination by the Crown without penalty to the Crown. However, a termination for convenience by the Crown would attract variable payments and reimbursements specified in the contract depending on the circumstance and amount of termination notice. The ongoing cancellable commitments (which have not been recognised as liabilities) are noted above.

The above figures:

- are subject to an escalation based on indices not yet published by the Australian Bureau of Statistics, and as a result are not adjusted for inflation and are based on 2004-05 prisoner populations; and
- are exclusive of goods and services tax.

	2005 \$'000	2004 \$'000
Operating Lease Commitments		
Not Later than One Year	787	574
Later than One Year but not Later than Five Years	2 106	1 164
Later than Five Years	1 283	116
Total Operating Lease Commitments	<u>4 176</u>	<u>1 854</u>

Commitments under non-cancellable operating leases at the reporting date are not recognised as liabilities in the financial report and are payable as follows:

The Department's operating leases are for office accommodation. Office accommodation is leased from Real Estate Management (REM), a branch of the Department for Administrative and Information Services (DAIS). The leases are non-cancellable and are payable monthly in advance.

29. Contingent Liabilities

The Department has a number of common law claims made against it by various claimants. The maximum exposure facing the Department in respect of these claims is \$283 000 (\$322 000).

These contingent liabilities are not actual liabilities and have therefore not been included in the financial statements. They represent a potential financial obligation in circumstances which have been deemed to be possible not probable.

30. Cash Flow Reconciliation

	2005	2004
	\$'000	\$'000
a. Reconciliation of Cash – Cash at Year End as Per		
Statement of Cash Flows	13 865	14 915
Statement of Financial Position	13 865	14 915
b. Reconciliation of Net Cash Inflows from Operating Activities to Net Result from Ordinary Activities		
Net Result from Ordinary Activities	(2 463)	(797)
Add: Net Amenities Fund Reserve Payments / (Receipts)	3	(7)
Add Non Cash Items		
Net (Gain) Loss on Disposal of Non-Current Assets	(1)	31
Donated Assets	(262)	-
Depreciation and Amortisation Expense	6 542	6 327
Plant & Equipment Write-off	-	817
Changes in Assets/Liabilities		
(Increase) Decrease in Receivables	(280)	(223)
(Increase) Decrease in Inventories	74	(18)
(Increase) Decrease in Other Assets	340	(336)
(Increase) Decrease in Livestock	(1)	(11)
Increase (Decrease) in Payables	333	(14)
Increase (Decrease) in Employee Benefits	2 014	1 993
Increase (Decrease) in Provisions	2 012	(392)
Net Cash Inflows from Operating Activities	8 311	7 370

31. Trust Funds

The Department holds prisoner monies in a trustee capacity. These monies are excluded from the financial statements, as the Department cannot use them for the achievement of its objectives. The following is a summary of the transactions in the trust account:

	2005	2004
	\$'000	\$'000
Balance at the beginning of the financial year	289	259
Add: Receipts	3 790	3 839

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (cont.)

	4 079	4 098
<i>Less: Payments</i>	3 800	3 809
Balance at the End of the Financial Year	279	289

32. Disclosure of Administered Items

	2005 \$'000	2004 \$'000
Administered Revenues		
Revenues from CIC Levies	85	80
Other	1	2
Total Administered Revenues	86	82
Administered Expenses		
CIC Levies Payments	85	100
Other	2	3
Total Administered Expenses	87	103
Net Operating Deficit	(1)	(21)
Administered Current Assets		
Cash	1	2
Total Administered Assets	1	2
Administered Current Liabilities		
CIC Levies Payables	-	20
Other	2	3
Total Administered Liabilities	2	23
Net Administered Assets	(1)	(21)
Administered Equity		
Accumulated Deficit	(1)	(21)
Total Administered Equity	(1)	(21)
	2005 \$'000	2004 \$'000
Cash Flows from Operating Activities		
Cash Inflows		
CIC Levies	85	80
Other Revenue	1	2
Total Cash Inflows	86	82
Cash Outflows		
CIC Levies Payments	(85)	(100)
Other	(2)	(3)
Total Cash Outflows	(87)	(103)
Net Cash Outflows from Operating Activities	(1)	(21)
Net Decrease in Cash Held	(1)	(21)
Cash at the Beginning of the Financial Year	2	23
Cash at the End of the Financial Year	1	2

a) *Administered Items of the Department*

The Department administers but does not control certain resources on behalf of the Attorney-General (Victims of Crime Levy). It is accountable for the transactions involving these administered resources but does not have the discretion to deploy these resources for the achievement of the Department's objectives. Transactions and balances relating to these administered resources are not recognised as Departmental revenues, expenses, assets or liabilities.

b) *Administered Expenses and Administered Cash Outflows*

The Department makes various transfer payments to eligible beneficiaries in the capacity of an agent responsible for the administration of the transfer process. Amounts relating to these transfer payments are not controlled by the Department, since they are made at the discretion of Government in accordance with Government policy. These transfers are disclosed as administered expenses and administered cash outflows.

c) *Administered Revenues and Administered Cash Inflows*

The Department collects various levies on behalf of Government. The amounts are not controlled by the Department and are not recognised by the Department. These amounts are disclosed as administered revenues and administered cash inflows.

d) *Administered Assets and Liabilities*

The Department manages various assets and liabilities on behalf of the Government. The amounts are not controlled by the Department and are not recognised by the Department. These amounts are disclosed as administered assets and liabilities.

Appendix 2

ACCOUNTS PAYABLE PERFORMANCE 2004-2005

	Number of Accounts Paid	Percentage of Accounts Paid	Value of Accounts Paid \$	Percentage Value of Accounts Paid
Paid by Due Date	46 198	92.8%	59 904 212	95.6%
Paid < 30 days from due date	3 315	6.6%	2 553 606	4.1%
Paid > 30 days from due date	284	0.6%	212 709	0.3%
Total	49 797	100%	62 670 527	100%

Appendix 3

ENERGY USAGE

The Department for Correctional Services actively participates in achieving the State Government targets. Since the base year of 2000-2001 a number of energy audits have been performed identifying opportunities to establish energy savings.

An energy action plan has been developed to prioritise these initiatives and identify funding requirements for their implementation.

Energy savings are anticipated through the scheduled replacement of existing equipment, security systems, lighting, air treatment systems and computers with new more energy efficient models.

Staff education to address behaviours and practices, which impact adversely on energy usage, continues to play an integral role in achieving the desired energy reduction outcomes.

In 2004-2005, the Department achieved a 7.58% reduction, continuing to progress toward the achieving of both 2009-2010 and 2014-2015 targets.

Baseline 2000-2001		Reporting Year 2004-2005		Target 2009-2010 15% reduction from baseline		Target 2014-2015 25% reduction from baseline	
Energy Use (Gj)	GHG emissions (tCO ₂)*	Energy Use (Gj)	GHG emissions (tCO ₂)	Energy Use (Gj)	GHG emissions (tCO ₂)	Energy Use (Gj)	GHG emissions (tCO ₂)
# 77096	146 83	71 250	12 020	65 971	11257	59901	10221

The figures in the above table reflect energy (gas and electricity consumed/in/around buildings only).

*The greenhouse gas emissions in the Department for Correctional Services do not represent the same percentage change as the energy, primarily due to an increase in the CO₂ emissions coefficient of the electricity supply system. The emission coefficient is dependent upon a number of factors, most importantly, the mix of primary fuels used to generate electricity that is supplied in South Australia. Decisions about the mix of fuels is made as a function of the National Electricity Market and is therefore beyond the control of the Department.

The Baseline figure has been modified to include Bulk Gas (LPG) which was omitted from the original calculations.

Appendix 4

Freedom of Information – Information Statement

Pursuant to the provisions of Section 9 of the Freedom of Information Act 1991 the following details are provided as part of the Information Statement.

Structures and functions of DCS

The structures and functions of DCS, including the various divisions that report to the Chief Executive are shown in the front of this report. The report also includes an overview of the reporting lines of responsibility.

Functions of DCS affecting the public

The Department's work directly impacts on the public by securely and humanely managing people ordered by the Courts to serve a community based or prison sanction and to provide them with opportunities to lead law-abiding lives. The Department also contributes to a safer community by working in partnership with other criminal justice organisations and the community to prevent crime and reduce repeat offending.

Public participation in policy development

Public consultation is undertaken when it is deemed appropriate to engage the public in the formulation of specific policy.

Description of the kinds of documents held by DCS

Documents retained by DCS fall broadly into the following categories:

- Corporate files containing correspondence, memoranda and minutes etc on all aspects of the Departments operations
- Policies, procedures, instructions, manuals and guidelines prescribing the way various activities are to be performed
- Personnel files relating to departmental employees
- Strategic and business plans, reports, contracts and agreements
- Accounting and financial records relating to the running of the Department
- Prisoner and offender information

The listing of these categories does not necessarily imply that all documents falling into the categories are accessible in full or in part under the Freedom of Information Act.

Policy documents may be viewed on the Department's website www.corrections.sa.gov.au

Arrangements and procedures for seeking access to records

Applications for access to, or amendment of, departmental documents should be addressed to:

Freedom of Information Officer
Policy and Legislation Section
6th Floor, Public Trustee Building
25 Franklin Street
Adelaide SA 5000

GPO Box 1747
Adelaide SA 5001

Telephone: 8226 9124; 8226 9027; 8226 4138 or fax 8226 9160

Applications under the Freedom of Information Act for access to documents must be in writing and be accompanied by the application fee of \$23.80. A reduction on the fee payable may be applicable in certain circumstances. Additional fees and charges may be applicable. These fees and charges are set out in the Freedom of Information (Fees and Charges) Regulations of 2003.

Appendix 5 – Custodial Services

Table 1

Intakes by Racial Identity and Gender 2004-2005												
	Non-Aboriginal			Aboriginal			Unknown			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Unsented	1706	164	1870	612	82	694	223	26	249	2541	272	2813
Fine Default	7	1	8	2	0	2	3	1	4	12	2	14
Sentenced	222	22	244	53	3	56	37	8	45	312	33	345
Unknown	25	10	35	19	2	21	5	1	6	49	13	62
Total	1960	197	2157	686	87	773	268	36	304	2914	320	3234

Table 2

Prisoners in Custody and Average Prison Population in 2004-2005																	
	ARC	YLP		MOB	APR	AWP	JNH		CTC	PTA		PTL	MTG		Total		
	M	M	F	M	M	F	M	F	M	M	F	M	M	F	M	F	Total
In Custody 30/6/04	239	366	0	227	48	85	12	1	106	229	5	62	104	0	1393	91	1484
In Custody 30/6/05	241	334	0	208	54	86	18	2	115	242	4	59	108	2	1379	94	1473
Daily average in prison	237	362	0	221	49	84	17	1	123	242	5	63	106	0	1420	60	1510
Daily average remand	223	155	0	11	0	31	14	1	0	47	3	2	6	0	458	35	493
Daily average sentenced	14	207	0	210	49	53	3	0	123	195	2	61	100	0	962	55	1017

ARC- Adelaide Remand Centre, YLP- Yatala Labour Prison, MOB- Mobilong Prison, APR- Adelaide Pre-Release Centre, AWP- Adelaide Women's Prison, JNH- James Nash House, CTC- Cadell Training Centre, PTA- Pt. Augusta Prison, PTL- Pt Lincoln Prison, MTG- Mt. Gambier Prison.

Table 3

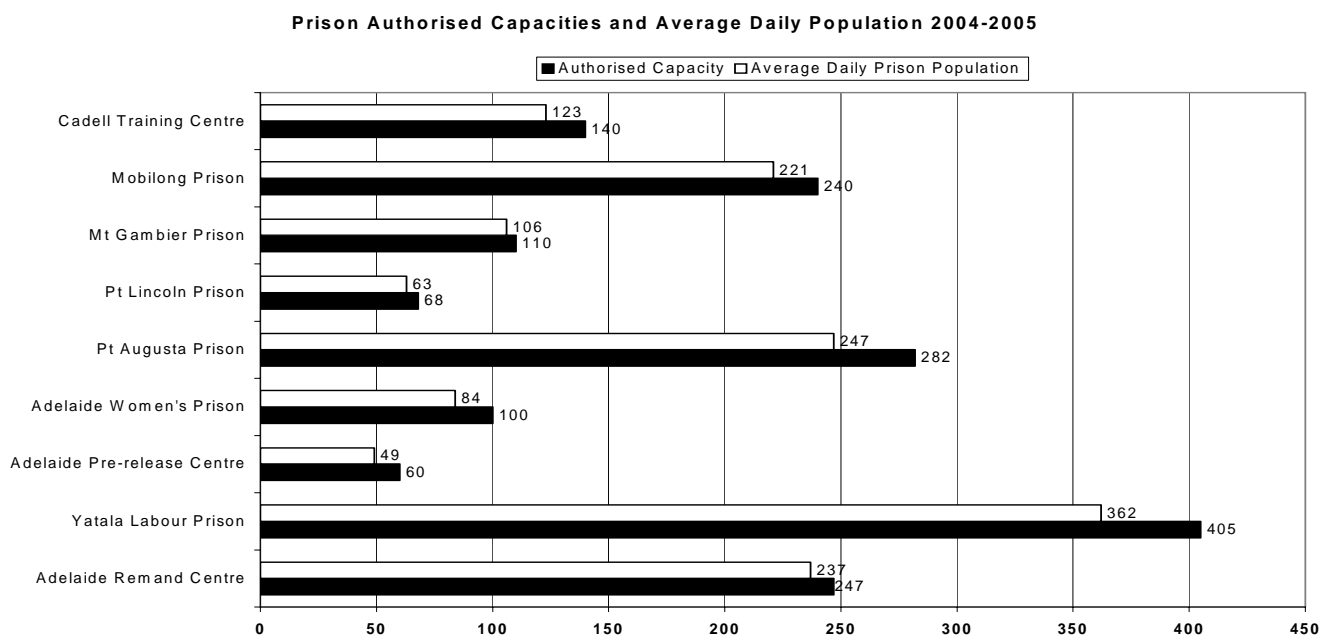


Table 4

Escapes from DCS Custody 2004-2005											
	ARC	YLP	APR	AWP	JNH	CTC	MOB	PTA	PTL	MTG	ESCORT
Escapes	0	0	0	0	0	3	0	0	0	0	0
Incidents of Escape	0	0	0	0	0	3	0	0	0	0	0
Daily Average Prison Population	237	362	49	84	18	123	221	247	63	106	N/A
Escape Rate	0	0	0	0	0	2.43	0	0	0	0	N/A

Notes: 1) Escape rate is calculated as 100 x prisoners escaping divided by the daily average prison population.

Table 5

Escapes from DCS for years ending 30 June 2000-2005						
	2000	2001	2002	2003	2004	2005
Prisoners Escaping	17	2	3	4	3*	3
Incidents of Escape	8	2	2	3	4	3
Daily Average Prison Population	1330	1321	1430	1469	1469	1510
Escape Rate	0.75	0.15	0.21	0.27	0.20	0.19

Escape rate is calculated as 100 x prisoners escaping divided by the daily average prison population.

* Includes one escape from hospital escort.

Table 6

Incidents in Prison 2004-2005										
	ARC	CTC	MOB	MTG	APR	AWP	PTA	PTL	YLP	Total
Drugs	81	102	129	40	3	34	48	4	119	560
Alcohol	0	2	10	3	0	0	15	0	2	32
Attempted Escape	0	0	0	0	0	1	0	0	1	2
(1)Critical Self Harm	2	0	0	0	0	0	0	0	3	5
Death Unnatural	2	0	0	0	0	0	0	0	2	4
Death Natural Causes	1	0	0	0	0	0	0	0	1	2
Prisoner/Prisoners Assault	64	6	28	8	0	19	24	3	24	176
Fire (Appliance Called)	0	0	0	0	0	0	1	0	1	2
Fire (Handled Internally)	0	0	3	1	0	0	1	2	4	11

(1) Critical Self Harm Category replaces the category of Attempted Suicide

Table 7

Prisoner/Staff Incidents 2004-2005											
	ARC	CTC	JNH	MOB	MTG	APR	AWP	PTA	PTL	YLP	Total
Physical Assaults											
Number of Incidents	3	0	0	0	0	0	8	2	0	7	20
Staff assaulted	5	0	0	0	0	0	9	3	0	8	25
Abusive/Threatening Behaviour											
Number of Incidents	67	1	0	6	3	0	10	5	2	33	127
Total Assaults											
Number of Incidents	70	1	0	6	3	0	18	7	2	40	147
Staff assaulted	5	0	0	0	0	0	9	3	0	8	25

Notes: Incidents reported from the Departmental Incident Reporting System
Working Days Lost is no longer recorded

Table 8

Sentenced Discharges by Time Served and Major Offence 2004-2005									
Offence Group	<1 month	1-3 months	3-6 months	6-12 months	1-2 years	2-5 years	5-10 years	>10 years	Total
Homicide	0	0	0	2	1	5	2	2	12
Assault	8	31	35	25	10	2	0	0	111
Sex offences	1	1	6	4	6	12	1	0	31
Other offences against the person	0	4	5	5	1	3	1	0	19
Robbery	0	1	0	3	11	17	4	1	37
Break and enter	4	14	22	36	46	23	4	0	149
Fraud and misappropriation	6	22	18	16	7	6	0	0	75
Receiving	1	7	12	14	6	2	0	0	42
Other theft	0	1	0	1	1	1	0	0	4
Property damage/Environmental offences	1	0	3	4	5	0	0	0	13
Government security/Justice procedures	81	73	114	59	34	11	2	0	374
Unlawful possession of weapon	0	1	5	2	0	0	0	0	8
Possession/Use drugs	0	0	0	0	1	0	0	0	1
Deal/Traffic drugs	2	0	1	9	10	12	2	0	36
Manufacture/Grow drugs	0	0	0	2	8	8	2	0	20
Driving offences	1	5	4	0	0	0	0	0	10
Licence/Registration offences	44	33	16	5	3	0	0	0	101
Other Traffic Offences	1	1	0	0	0	0	0	0	2
Other Offences Against Good Order	9	5	3	2	0	1	0	0	20
Other Offences	0	1	1	0	2	1	1	0	6
Unknown	1	4	2	0	1	0	0	0	8
Total	160	204	247	189	153	104	19	3	1079

Table 9

Forms of Discharge by Institution, Year Ending 30 June 2005																										
	ARC		YLP		CTC		APR		AWP		JNH		MTP		PTL		PTA		MOB		TOTAL 2004/2005				2003/2004	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	Total	%	Total	%
Sentence Served	45	0	98	0	42	0	1	0	0	24	1	0	14	0	15	0	131	7	102	0	449	31	480	13.9	528	14.3
Release to Home Detention	0	0	13	0	84	0	23	0	0	28	0	0	6	0	2	0	16	0	35	0	179	28	207	6.0	238	6.4
Release to Parole	5	0	67	0	110	0	68	0	0	43	1	0	15	0	29	0	68	3	122	0	485	46	531	15.4	631	17.0
Release to Licence	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	1	0.0
Released to Probation	0	0	6	0	8	0	0	0	0	9	0	0	3	1	0	0	1	0	5	0	23	10	33	1.0	21	0.6
Total Custodial Sentence	50	0	184	0	244	0	92	0	0	104	2	0	38	1	46	0	216	10	264	0	1136	115	1251	36.3	1419	38.3
Default Period Served	0	0	4	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	5	1	6	0.2	0	0.0
Suspended Further Time to Pay	0	0	7	0	0	0	0	0	0	0	0	0	4	0	0	0	3	0	1	0	15	0	15	0.4	20	0.5
Fine Paid/Part Paid	0	0	2	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	3	1	4	0.1	4	0.1
Total Monetary Warrant	0	0	13	0	0	0	0	0	0	1	0	0	5	1	0	0	4	0	1	0	23	2	25	0.7	24	0.6
Release to Bail	142	0	73	1	0	0	0	0	0	45	4	1	23	2	6	0	88	7	7	0	343	56	399	11.6	398	10.7
Release from Court	929	0	456	9	0	0	0	0	0	149	16	3	12	1	3	0	120	11	3	0	1539	173	1712	49.7	1770	47.8
Appeal Upheld	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	3	1	4	0.1	3	0.1
Total Remand in Custody	1072	0	531	10	0	0	0	0	0	194	20	4	35	3	9	0	208	18	10	1	1885	230	2115	61.4	2171	58.6
Deceased	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	6	0.2	4	0.1
Deported	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0.0	40	1.1
Extradition	10	0	2	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	3	0	18	0	18	0.5	13	0.4
Escaped	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	0.1	3	0.1
Transfer to Other Agency	4	0	8	0	0	0	0	0	0	1	14	0	0	0	0	0	0	0	0	0	26	1	27	0.8	28	0.8
Other	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0.0	1	0.0
Total Other Discharges	17	0	14	0	4	0	0	0	0	1	14	0	2	0	0	0	1	0	3	0	55	1	56	1.6	89	2.5
Total 2004-05	1139	0	742	10	248	0	92	0	0	300	36	4	80	5	55	0	429	28	278	1	3099	348	3447	100	3703	100
Total 2003-04	1118	0	876	12	280	0	99	0	0	347	29	7	72	3	61	2	429	40	328	0	3292	411	3703	100	3836	100

Appendix 6 – Community Based Supervision Services

Table 1

Community Corrections Orders Commenced in 2004-2005								
	Male	Fem	Unknown	Total	Male	Fem	Unknown	Total
ORDERS CURRENT AT 30/6/2004 (Individuals)					5109 (4415)	1105 (990)	82 (73)	6296 (5478)
Criminal Law Consolidation Act	0	0	0	0				
Crimes Act	52	23	1	76				
Sentencing Act	446	172	3	621				
Sentencing Act, Susp. Sentence	817	174	4	995				
Sentencing Act, Dual Bond (Susp. Sentence)	114	14	0	128				
Sentencing Act, Dual Bond (no Susp. Sentence)	34	8	0	42				
Sentencing Act, Dual Bond (with Home Detention)	0	0	0	0				
Sentencing Act, Dual Orders	7	1	0	8				
Crimes Act, Dual Bond	2	0	0	2				
Mental Impairment Supervision	37	6	0	43				
PROBATION ORDERS COMMENCED					1509	398	8	1915
Parole	522	43	0	565				
Licence	3	1	0	4				
PAROLE ORDERS COMMENCED					525	44	0	569
Crimes Act, Community Service Orders	9	0	1	10				
Sentencing Act, Community Service Bond (no Susp Sent)	52	16	0	68				
Sentencing Act, Community Service Bond (Susp. Sentence)	67	3	0	70				
Sentencing Act, Community Service Order	1399	354	3	1756				
Sentencing Act, Fine Enforcement	628	213	1	842				
Sentencing Act, Dual Bond (Susp. Sentence)	114	14	0	128				
Sentencing Act, Dual Bond (no Susp. Sentence)	34	8	0	42				
Sentencing Act, Dual Order	7	1	0	8				
Crimes Act, Dual Bond	2	0	0	2				
Parole Community Service	11	0	0	11				
Family Law Community Service	0	1	0	1				
Shop Theft Diversion, Community Service	5	6	0	11				
COMMUNITY SERVICE ORDERS COMMENCED					2328	616	5	2949
Interstate Probation	46	9	1	56				
Interstate Parole	22	0	0	22				
INTERSTATE ORDERS COMMENCED					68	9	1	78
Supervision in Prison	409	36	0	445				
Bail Supervision	1346	283	22	1651				
Voluntary Supervision	11	2	0	13				
Pre-Parole Supervision	102	18	0	120				
Administration	0	0	0	0				
OTHER ORDERS COMMENCED					1868	339	22	2229
TOTAL ORDERS COMMENCED 2004-2005					6298	1406	36	7740
Expired / Paid / Hours Completed	3762	831	16	4609				
Estreated / Cancelled	811	159	11	981				
Expired in Breach	1320	323	14	1657				
Administration Discharge	14	3	0	17				
Variation	243	56	0	299				
Left State	17	1	0	18				
Interstate Transfer	14	0	0	14				
Deceased	38	8	0	46				
Client's Request	2	1	0	3				
TOTAL ORDERS CLOSED 2004-2005					6221	1382	41	7644
ORDERS CURRENT AS AT 30/6/2005 (Individuals)					5701 (4810)	1257 (1063)	26 (26)	6984 (5899)

Notes:

- 1) This table reports on the number of orders requiring supervision made by the Courts and the Parole Board. Quite often more than one order is made for an individual and thus the number of separate individuals is different to the number of orders. The number of individuals at the end of each financial year is indicated in brackets.

Table 2

Age and Sex of all Community Corrections Orders Commenced in 2004-2005								
	Male	%	Female	%	Unknown	%	Total	%
Under 18	0	0	0	0	0	0	0	0
18	180	2.9	33	2.3	1	2.8	214	2.8
19	314	5.0	53	3.8	0	0	367	4.7
20	342	5.4	52	3.7	1	2.8	395	5.1
21-24	961	15.2	199	14.2	12	33.3	1172	15.1
25-29	1157	18.4	270	19.2	2	5.6	1429	18.5
30-34	1108	17.6	274	19.5	5	14.0	1387	17.9
35-39	857	13.6	209	14.9	6	16.7	1072	13.8
40-49	904	14.3	224	16.0	7	19.4	1135	14.7
50-59	222	3.6	52	3.7	0	0	274	3.5
60 and over	62	1.0	6	0.4	1	2.8	69	0.9
Unknown	194	3.0	34	2.4	1	2.8	229	3.0
TOTAL	6301	100	1406	100	36	100	7743	100

Table 3

Community Corrections Reports Completed in 2004-2005								
Office	Pre-Sentence	Parole	Community Service	Bail	Home Detention Bail	Home Detention	Home Detention Bond	Total
Northern Metro Region								
Elizabeth	117	101	1	3	336	68	0	626
North East	83	104	0	0	334	74	0	595
NMR Total	200	205	1	3	670	142	0	1221
Western Metro Region								
Pt Adelaide	132	82	0	0	0	0	0	214
South West	49	64	27	3	580	122	0	845
WMR Total	181	146	27	3	580	122	0	1059
Southern Metro Region								
Adelaide	85	61	63	0	0	0	0	209
Courts Unit	279	1	0	968	0	0	0	1248
Noarlunga	56	65	2	6	0	0	0	129
SMR Total	420	127	65	974	0	0	0	1586
Northern Country Region								
Ceduna	2	4	0	5	1	2	0	14
Cooper Pedy	7	6	0	8	0	0	0	21
Marla	7	9	0	9	0	3	0	28
Pt Augusta	24	18	0	20	17	11	0	90
Pt Lincoln	3	13	0	3	10	5	0	34
Pt Pirie	21	10	0	4	15	3	0	53
Whyalla	19	17	0	15	10	7	0	68
NCR Total	83	77	0	64	53	31	0	308
Southern Country Region								
Berri	43	10	1	0	7	12	0	73
Murray Bridge	17	28	0	13	23	28	0	109
Mt Gambier	33	24	0	1	16	14	0	88
SCR Total	93	62	1	14	46	54	0	270
Total	977	617	94	1058	1349	349	0	4444

Table 4

Home Detention 2004-2005												
	Intakes			Discharges			Revocations			Caseload 30/6/2005		
	Post-Prison	Bail	Bond	Post-Prison	Bail	Bond	Post-Prison	Bail	Bond	Post-Prison	Bail	Bond
Male	179	584	6	171	530	2	13	223	0	68	267	3
Female	28	65	0	27	86	1	6	40	0	9	17	0
Unknown	0	3	0	0	1	0	0	0	0	0	3	0
Total	207	652	6	198	617	3	19	263	0	77	287	3

Appendix 7 – Human Resource Management

Table 1

DCS EMPLOYEES By Stream, Appointment Type and Gender as at the 30 June 2005

Stream	Central Office			Community Corrections			Prisons			Worker's Comp Pool			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
ADMINISTRATIVE SERVICES															
<i>Administrative Services Officers</i>															
Trainees	1	2	3	0	0	0	0	0	0	0	0	0	1	2	3
ASO1	0	1	1	1	20	21	10	21	31	0	0	0	11	42	53
ASO2	9	15	24	2	24	26	9	32	41	0	1	1	20	72	92
ASO3	2	9	11	1	13	14	11	18	29	0	0	0	14	40	54
ASO4	9	13	22	2	0	2	7	6	13	0	0	0	18	19	37
ASO5	20	12	32	5	10	15	6	5	11	0	0	0	31	27	58
ASO6	9	5	14	4	3	7	2	8	10	0	0	0	15	16	31
ASO7	7	2	9	1	0	1	2	0	2	0	0	0	10	2	12
ASO8	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
<i>Managers Administrative Services</i>															
MAS1	1	0	1	1	0	1	1	2	3	0	0	0	3	2	5
MAS2	4	1	5	0	1	1	2	3	5	0	0	0	6	5	11
MAS3	3	2	5	4	1	5	4	0	4	0	0	0	11	3	14
Total Administrative Services	66	62	128	21	72	93	54	95	149	0	1	1	141	230	371
OPERATIONAL SERVICES															
<i>Operational Services</i>															
Trainees	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
OPS1	0	0	0	0	0	0	7	4	11	0	0	0	7	4	11
OPS2	1	0	1	27	5	32	369	119	488	9	2	11	406	126	532
OPS3	0	0	0	41	26	67	127	9	136	1	2	3	169	37	206
OPS4	2	0	2	4	4	8	43	9	52	0	0	0	49	13	62
OPS5	0	0	0	3	1	4	1	0	1	0	0	0	4	1	5
OPS6	0	0	0	0	0	0	21	2	23	0	0	0	21	2	23
OPS7	1	0	1	0	0	0	3	0	3	0	0	0	4	0	4
Total Operational Services	4	0	4	75	36	111	571	144	715	10	4	14	660	184	844
PROFESSIONAL SERVICES															
<i>Professional Services</i>															
PSO1	0	0	0	16	41	57	1	4	5	0	0	0	17	45	62
PSO2	0	1	1	14	21	35	3	9	12	0	0	0	17	31	48
PSO3	0	1	1	5	8	13	3	7	10	0	0	0	8	16	24
PSO4	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
<i>Managers Professional Services</i>															
MPS2	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
MPS3	0	0	0	0	1	1	0	0	0	0	0	0	0	1	1
Total Professional Services	0	2	2	35	71	106	9	20	29	0	0	0	44	93	137
EXECUTIVES															
<i>Executive Officers</i>															
EX-A	2	1	3	1	0	1	1	0	1	0	0	0	4	1	5
EX-B	1	0	1	0	0	0	0	2	2	0	0	0	1	2	3
CEO	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
Total Executives	4	1	5	1	0	1	1	2	3	0	0	0	6	3	9
OTHERS															
<i>Government Services</i>															
GSE1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GSE2	0	0	0	0	0	0	2	8	10	0	0	0	2	8	10
GSE5	0	0	0	0	0	0	1	1	2	0	0	0	1	1	2
Total Government Services	0	0	0	0	0	0	3	9	12	0	0	0	3	9	12
<i>Government Stores</i>															
WSE3	0	0	0	0	0	0	2	0	2	0	0	0	2	0	2
WSE4	0	0	0	0	0	0	6	4	10	0	0	0	6	4	10
WSE5	0	0	0	0	0	0	3	1	4	0	0	0	3	1	4
Total Government Stores	0	0	0	0	0	0	11	5	16	0	0	0	11	5	16
<i>Government Transport - Freight</i>															
MF11	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
MFD7	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
MFD9	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
Total Government Transport	0	0	0	0	0	0	3	0	3	0	0	0	3	0	3
<i>Hourly Paid Instructors</i>															
HPICAS	0	0	0	0	0	0	4	15	19	0	0	0	4	15	19
Total Hourly Paid Instructors	0	0	0	0	0	0	4	15	19	0	0	0	4	15	19
<i>Other (1)</i>															
Total Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total All Streams	74	65	139	132	179	311	656	290	946	10	5	15	872	539	1,411

Table 2

Numbers - Gender - Status		
Persons		1411
FTE's		1351.41
Gender	% Persons	%FTE's
Male	61.8	63.07
Female	38.2	36.93
Number of persons separated from the agency during 2004-2005		170
Number of persons recruited to the agency during 2004-2005		124
Number of persons on leave without pay at 30 June 2005		5

Table 3

Number of Employees by Salary Bracket			
Salary Bracket	Male	Female	Total
\$ 0 - \$38599	459	257	716
\$38600 - \$49999	270	158	428
\$50000 - \$65999	100	93	193
\$66000 - \$85999	33	13	46
\$86000+	10	18	28
Total	872	539	1411

Table 4

Status of Employees in Current Position					
FTE's					
Gender	Ongoing	Short-term contract	Long-term Contract	Casual	Total
Male	684.29	156.02	7	5.07	852.38
Female	315.59	167.7	10	5.74	499.03
Total	999.88	323.72	17	10.81	1351.41
Persons					
Gender	Ongoing	Short-term contract	Long-term contract	Casual	Total
Male	689	160	7	16	872
Female	331	179	10	19	539
Total	1020	339	17	35	1411

Table 5

Number of Executives by Status in Current Position, Gender and Classification									
Classification	Ongoing		Contracted Tenure		Contract Untenured		Total		Total
	M	F	M	F	M	F	M	F	
CEO099	0	0	0	0	1	0	1	0	1
EXEC0A	0	0	3	0	1	1	4	1	5
EXEC0B	0	0	1	2	0	0	1	2	3

Table 6

Leave Management	
Leave Type	2004-2005
Sick Leave Taken (Average number of days per FTE)	9.01
Family Carer's Leave Taken (Average number of days per FTE)	.55
Special Leave With Pay (Average number of days per FTE)	.51

Table 7

Number of Employees by Age Bracket and Gender				
Age Bracket	M	F	Total	% of Total
15 - 19	0	1	1	0.07
20 - 24	16	16	32	2.27
25 - 29	42	42	84	5.95
30 - 34	58	50	108	7.65
35 - 39	91	73	164	11.62
40 - 44	157	85	242	17.15
45 - 49	165	104	269	19.06
50 - 54	164	90	254	18
55 - 59	114	54	168	11.91
60 - 64	57	22	79	5.6
65 +	8	2	10	0.72
Total	872	539	1411	100

Table 8

Number of Aboriginal and/or Torres Strait Islander Employees				
Aboriginal/Torres Strait Islander	M	F	Total	% of Agency
	35	16	51	3.61

Table 9

Cultural and Linguist Diversity				
	M	F	Total	% of Agency
Number of Employees Born Overseas	162	63	225	15.95
Number of Employees who speak language(s) other than English at Home	89	79	168	11.91
Total	251	142	393	

Table 10

Number of Employees with On-going Disabilities Requiring Workplace Adaptation			
	M	F	Total
Total	19	9	28

Table 11

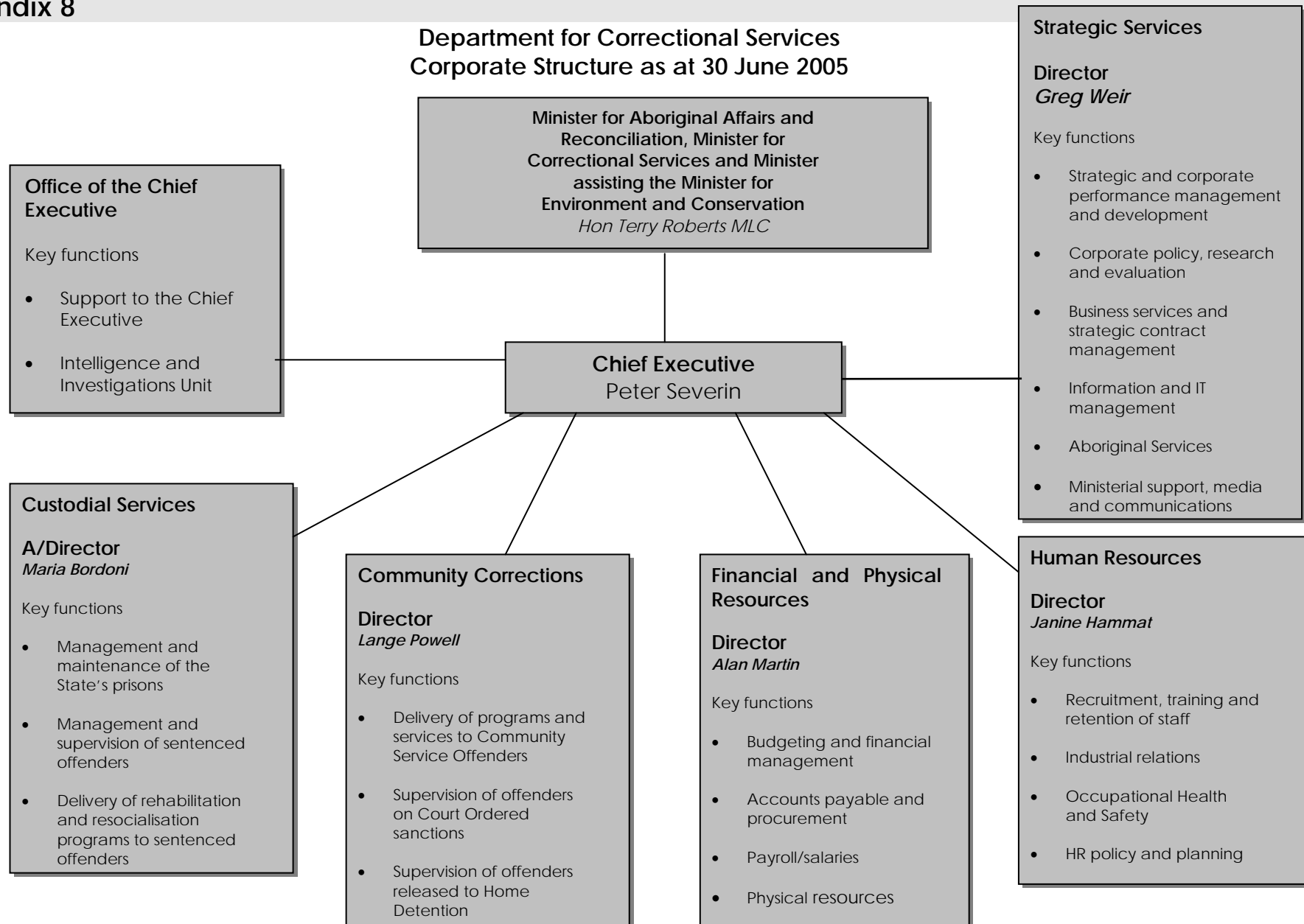
Number of Employees Using Voluntary Flexible Working Arrangements by Gender			
Leave Type	M	F	Total
Purchased Leave	1	2	3
Flexi-time	165	311	476
Compressed Weeks	0	1	1
Part-time Job Share	3	8	11
Working from Home	0	0	0

Table 12

Occupational health, safety and injury management 2004-2005		
1	OHS Legislative requirements	
	Number of notifiable occurrences pursuant to OHS&W Regulations Division 6.6	0
	Number of notifiable injuries pursuant to OHS&W Regulations Division 6.6	2
	Number of notices served pursuant to OHS&W Act s35 and s40	2
2	Injury Management legislative requirements	
	Total number of cases assessed for rehabilitation	210
	Total number of cases that were determined not to require rehabilitation assistance	165
	Total number of employees where rehabilitation assistance was provided	45
	Total number of employees rehabilitated and reassigned to alternative duties	Nil
	Total number of employees rehabilitated back to original work	28
3	WorkCover Action Limits	
	Number of open claims as at 30 June	256
	Percentage of workers compensation expenditure over gross annual remuneration	10.9%
4	Number of claims	
	Number of new workers compensation claims in the financial year	210
	Number of fatalities, lost time injuries, medical treatment only	
	(F)	Nil fatalities
	(LTI)	158
	(MTO)	52
	Total number of whole working days lost	7475
5	Cost of workers compensation	
	Cost of new claims for financial year	\$1.2 million
	Cost of all claims excluding lump sum payments	\$6.7 million
	Amount paid for lump sum payments (s42,s43,s44)	
	s42	\$650K
	s43	\$350K
	s44	nil
	Total amount recovered from external sources (s45)	nil
	Budget allocation for workers compensation	\$6.4 million
6	Trends	
	Injury frequency rate for new lost-time injury/disease for each million hours worked	43.8
	Most frequent cause (mechanism) of injury	Physical environment – eg grounds and stairs
	Most expensive cause (mechanism) of injury	Inappropriate behaviour as defined by s55A OHS&W Act 1986
7	Meeting the organisation's strategic targets	
	(Targets and results from the organisation's action plan are entered here)	
	10% reduction in new claims	1.5% inc.
	10% reduction in new claims costs	9% red.

Appendix 8

Department for Correctional Services Corporate Structure as at 30 June 2005



Appendix 9

Department for Correctional Services – Overseas Travel – 2004-2005

Overseas Travel by Departmental Employees			
Number of Employees	Destination	Reasons for Travel	Total Cost to Agency \$
1	UK, Europe, USA, Canada	To accompany Minister Roberts on a study tour of Corrections and facilities	\$20,783*
2	Canada	Expert training in Sexual Offenders Treatment Program delivery	\$11,384

*Part cost paid in 2003-2004 financial year

Appendix 10

Legislation

The Department's activities are governed by the following legislation:

- *Correctional Services Act 1982*
- *The Bail Act 1986*
- *The Criminal Law (Sentencing) Act 1988*
- *The Prisoner (Interstate Transfer) Act 1982*

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