



## Commissioner's Instruction

No: 2010/01

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy*

### For the information of all staff

Subject: **DRUG AND ALCOHOL TESTING OF PERIODIC DETAINEES**

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of section 235B of the *Crimes (Administration of Sentences) Act 1999* (the C(AS) Act). Commissioner's Instructions amount to lawful orders and any staff member who intentionally disobeys or disregards this Instruction, or is found to be negligent in the performance of their duties, may be liable to disciplinary action under the *Public Sector Employment & Management Act 2002*.

#### **INSTRUCTION**

From Monday, 1 March 2010, all periodic detainees, on both Stage 1 and Stage 2, are to be subjected to random drug testing. This is in addition to current alcohol testing.

A notice has been issued to all periodic detainees to inform them about the testing (a copy is attached).

Clause 179 of *Crimes (Administration of Sentences) Regulation 2008* (the C(AS) Regulation) specifically provides that periodic detainees must not be under the influence of a drug, alcohol or any other intoxicating substance when reporting for periodic detention.

Appearing hereunder, is an explanation of the powers of Correctional Officers, Periodic Detention Field Officers, Community Service Field Officers and Compliance and Monitoring Officers to drug and alcohol test periodic detainees.

In summary, the current provisions of the *Crimes (Administration of Sentences Act) 1999* (the C(AS) Act) and the C(AS) Regulation enable periodic detainees to be tested for drugs (whether or not drug use is suspected) and alcohol (only upon forming a suspicion that the periodic detainee has recently consumed, or is under the influence of, alcohol).

Where the detainee is *inside* a correctional centre (which includes a periodic detention centre), testing may be authorised by:

- a correctional officer at, or above, Assistant Superintendent rank for drugs; and
- a correctional officer, or anyone having supervision of the detainee, for alcohol;

Where the detainee is in the community testing may be authorised by:

- a periodic detention field officer;
- a community service field officer at a common work site; or
- a compliance and monitoring officer who has specifically been delegated the power by the Commissioner's instrument of appointment.

#### **Powers of correctional officers to drug and alcohol test inmates that periodic detention field officers may exercise**

Part 2.5 Division 4 of the C(AS) Regulation provides correctional officers with the power to drug and alcohol test inmates in custody.

Clause 186(2)(e) provides that these testing provisions apply to periodic detainees as they apply to inmates.

Specifically, a correctional officer holding office or acting in a rank that is of, or above, the rank of Assistant Superintendent may require the inmate to supply a sample of urine for testing or analysis and give directions as to how the sample is to be supplied.

There are two relevant clauses which allow correctional officers to test inmates for drugs:

- Clause 149 allows for a urine sample to be taken where drug use suspected; and
- Clause 150 allows for a urine sample to be taken whether or not drug use suspected.

Clause 147 provides that a correctional officer or anyone having supervision of an inmate may test for alcohol if he or she forms a suspicion that an inmate has recently consumed, or is under the influence of, alcohol.

### **Powers of periodic detention field officers**

Section 235D of the C(AS) Act provides for the functions of periodic detention field officers.

A periodic detention field officer is defined to mean a person who is employed for the purpose of supervising offenders subject to periodic detention orders while the offenders are outside a periodic detention centre.

Section 235D(2) provides that the functions of periodic detention field officers can be determined by the Commissioner from time to time. More specifically section 235D(3) provides that a periodic detention field officer's functions may include the functions of a correctional officer

- (a) in respect of an offender who is subject to a periodic detention order, and
- (b) during any detention period for that offender.

To the extent that the functions of a periodic detention field officer include the functions of a correctional officer, the periodic detention field officer has all the immunities of a correctional officer.

### **Community service field officers have the same powers as periodic detention field officers at common work sites**

Section 235F provides that at common work sites where offenders under periodic detention orders and offenders under community service orders are carrying out community service work, a community service field officer may exercise the functions of a periodic detention field officer if so authorised by the Commissioner.

### **Powers of compliance and monitoring officers to drug and alcohol test periodic detainees**

The possible functions of a compliance and monitoring officer are set out in section 235G of the C(AS) Act. The Commissioner must appoint each staff member to be a compliance and monitoring officer and specify the functions that he wants that particular staff member to exercise in the instrument of appointment.

Section 235G(2)(f) permits a compliance and monitoring officer to exercise the functions of a correctional officer under the regulations in relation to the testing of offenders for the presence of alcohol or drugs.

Section 235G(6)(b) allows compliance and monitoring officers to exercise functions in relation to periodic detainees.

It is important to note that compliance and monitoring officers only have powers in relation to offenders (including periodic detainees) who are outside a correctional centre.

Again the powers of correctional officers to drug and alcohol test inmates that compliance and monitoring officers may exercise are set out in Part 2.5 Division 4 of the C(AS) Regulation and clause 186(2)(e) provides that these testing provisions apply to periodic detainees (as above).

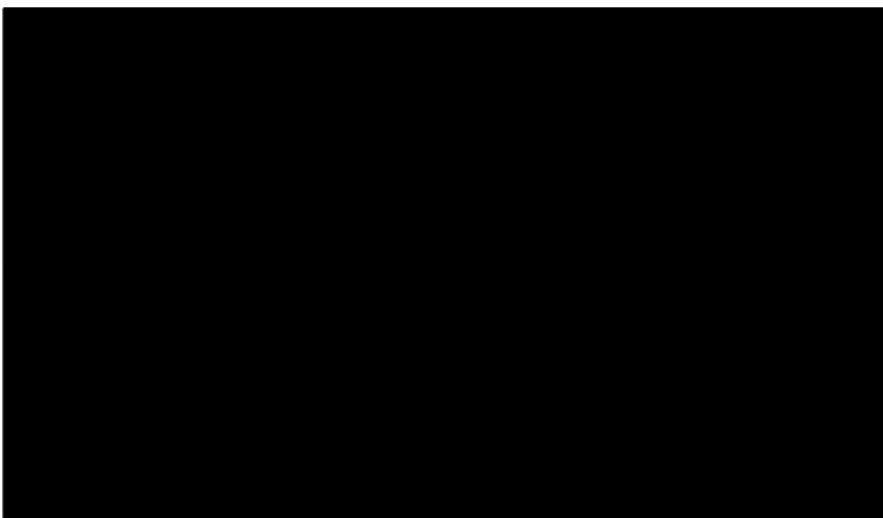
### **Refusal or failure to comply with directions about testing**

Under section 81 of the C(AS) Act, a periodic detainee must comply with directions given whilst serving their detention period. If a periodic detainee refuses, or fails, to comply with a direction to undertake a breath test or supply a urine sample, the periodic detainee is not meeting their obligations and the State Parole Authority (SPA) may subsequently revoke the order.

In relation to urine testing, officers are requested to read and consider section 19 of the *Custodial Policy and Procedure* manual, which is entitled "Urinalysis in Correctional Centres" and sets out the procedures in relation to testing of inmates.

A periodic detainee who fails to produce a urine sample (and the failure does not amount to a direct refusal – for example, the detainee legitimately failed to produce samples for psychological or medical reasons) must be given two hours to comply with the direction and provided with water (150ml at a time up to 500ml). If the periodic detainee fails to produce a sample at the end of this two hour period, the detainee may be deemed to have refused to supply.

Section 19 of the *Custodial Policy and Procedure* manual is currently being reviewed.



## Notice to Periodic Detainees – Drug and Alcohol Testing

From Monday, 1 March 2010, all periodic detainees, on both Stage 1 and Stage 2, will be subjected to random drug testing. This is in addition to current alcohol testing.

Depending upon whether you are on Stage 1 (Custodial Environment) or Stage 2 (Community Work), you may be drug tested by a Correctional Officer, a Periodic Detention Field Officer, a Community Service Field Officer or a Compliance and Monitoring Officer.

In summary, the current provisions of the *Crimes (Administration of Sentences Act) 1999* and the *Crimes (Administration of Sentences) Regulation 2008* enable you, as a periodic detainee, to be tested for drugs (whether or not drug use is suspected) and alcohol (where there is a suspicion you have consumed, or are under the influence of, alcohol).

If you are *inside* a correctional centre (which includes a periodic detention centre), you may be tested by:

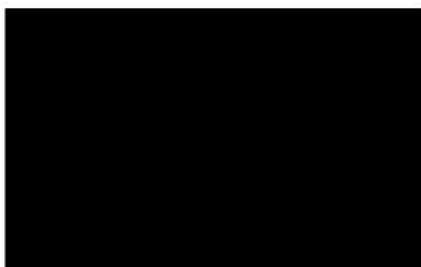
- a correctional officer for drugs; and/or
- a correctional officer, or anyone having supervision of you as a periodic detainee, for alcohol.

If you are in the community, you may be tested for drugs and/or alcohol by:

- a periodic detention field officer;
- a community service field officer at a common work site; or
- a compliance and monitoring officer.

It is a potential breach of your obligations under your periodic detention order to fail, or refuse, to comply with a direction that you undertake a breath test or supply a urine sample.

If you are found with drugs or alcohol either on your person or in your system during the time you are on periodic detention, or you refuse or fail to comply with the testing, you may be subject to a number of sanctions, the most severe of which is full time custody.





## Commissioner's Instruction

No: 2010/02

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy*

### **For the information of all staff**

Subject: **CONFLICTS OF INTEREST**

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of section 235B of the *Crimes (Administration of Sentences) Act 1999*. Commissioner's Instructions amount to lawful orders and any staff member who intentionally disobeys or disregards this Instruction, or is found to be negligent in the performance of their duties, may be liable to disciplinary action under the *Public Sector Employment & Management Act 2002*.

#### **INTRODUCTION**

A conflict of interest exists when an employee may be influenced, or could be perceived to be influenced, by a personal interest when carrying out the employee's public duty. A conflict of interest that adversely affects, or may be perceived to affect, an employee's decision-making may constitute corrupt conduct and may undermine public confidence in the integrity of Corrective Services NSW (CSNSW) as well as the employee.

The following policies relating to conflicts of interest are available on the intranet at *Policies and Procedures > Policy Directory Table >*:

#### ***Probity and Staff Development -***

- Conflicts of Interest
- Gifts and Benefits
- Contact with Offenders

#### ***Human Resources -***

- Other Paid Employment
- Merit Selection

The purpose of these policies is to provide direction and guidance in identifying, reporting and managing conflicts of interest and, if necessary, in monitoring and reviewing them.

### **Conflicts of Interest**

CSNSW recognises that the personal interests of employees may at times come into conflict with the impartial fulfilment of their official duties and the public interest.

CSNSW therefore requires that:

- all conflicts of interest must be reported;
- management action must be taken to reduce any actual or potential risk to CSNSW and to employees;
- all action taken to resolve conflicts of interest must be transparent, accountable and properly documented;

It is the responsibility of employees to identify and disclose such conflicts of interest, or what could be a potential or perceived conflict of interest, using the Declaration referred to in the specific policy or, for general conflicts of interest, the general "Declaration of a Conflict of Interest" found on the intranet at:

*Forms & Templates >> Probity and Staff Development Forms >> Declaration of a Conflict of Interest.*

### **Gifts and Benefits**

All employees should perform their duties without demand or expectation of any token, gift, benefit or reward. Employees should therefore:

- never solicit gifts or benefits;
- never accept gifts of money;
- always consider the value and purpose of a gift or benefit before making any decisions about accepting it;
- immediately declare any offer of a gift or benefit to their supervisor.

For reasons of transparency and accountability, all offers of a gift or benefit, regardless of value, must be declared and recorded on the "Declaration of Offer of Gift or Benefit" found on the intranet at:

*Forms & Templates >> Probity and Staff Development Forms >> Declaration of Offer of Gift or Benefit.*

Once completed by both the employee and their supervisor, a hard copy of the declaration is to be placed in the Gifts and Benefits Register held at the local workplace.

When it is considered that the offer of a gift or benefit was made with the intention of influencing the employee to act in a particular way (ie **bribery**), the employee is to complete a "Declaration of Offer of Gift or Benefit" and report it to their supervisor immediately.

In the case of an offender, or a relative or friend of an offender making the offer, the supervisor must record the offer in the offender's case file and fax the declaration to Corrections Intelligence Group (CIG) on [REDACTED]

### **Contact with Offender/s**

It is inevitable that some employees will from time to time have social or off-duty contact with offenders to whom they are related or with whom they are otherwise involved.

Employees must disclose all personal relationships and/or significant social or off-duty contact with offenders so that risks may be managed and false perceptions corrected.

Employees are therefore obliged to report all known relationships or significant social or off-duty contact with offenders using the "Declaration of Contact with Offender" found on the intranet at:

*Forms & Templates >> Probity and Staff Development Forms >> Contact with Offenders Declaration.*

Failure to report or misrepresentation of the relationship may result in disciplinary action. Improper relationships of any kind will not be tolerated.

Casual or unintentional meetings with offenders do not have to be reported. For example, there is no need for employees to report each time they see an offender in the local supermarket. Such contact may be a random but regular occurrence, particularly in country locations.

Employees who are working with offenders must be professional at all times and must not overstep boundaries established for the performance of their role. Employees need to keep in mind the perception of improper conduct or existence of an improper relationship that can arise if routines, regulations and other protocols are not strictly and consistently followed, or if any contact with an offender becomes too familiar.

Employees need to be aware of the negative consequences that arise when such a perception is created in the mind of a colleague, an offender or member of the public.

Employees need to be aware that inappropriate contact with offenders can leave them open to exploitation and manipulation. Employees can be compromised by offenders if they break the rules, even in a minor way.

### **Other Paid Employment**

Where a CSNSW full-time employee proposes to undertake other paid employment, the employee must seek written approval by submitting an "Assessment of Other Paid Employment" form to their manager. This form can be found on the intranet at:

*Forms & Templates>>Human Resources Forms>>Other Paid Employment form*

An initial assessment by the employee's manager must be carried out to determine whether a conflict of interest exists or whether the employee's duties may be adversely affected by the other paid employment.



A part-time employee (permanent or temporary) or casual employee is required to submit details of any proposed other paid employment, including employment in another Government agency, for assessment to determine whether the other paid employment may give rise to a conflict of interest or adversely affect their duties.

### **Merit Selection**

The selection committee is formed to ensure the fairest consideration of all applicants. To protect the integrity of the merit selection process, a written declaration must be made by each selection committee member disclosing the nature of any relationship with applicants and other committee members, whether or not there are, or could be perceived to be, any conflicts of interest.

A Declaration of Conflict of Interest form is part of the selection committee's package and is to be completed by each selection committee member as part of the short listing process. A selection committee member should withdraw from the selection process immediately if there is a conflict of interest. In certain circumstances, a perceived conflict of interest may be sufficient reason for a selection committee member to withdraw from the selection process.

### **Use of offender labour for private purposes**

The use of inmate or offender labour to provide services to CSNSW employees for private purposes is not permitted at any time. Such a practice gives a perception of a conflict of interest and is contrary to clause 165 (2) of the Crimes (Administration of Sentences) Regulation 2001 which provides that:

*An inmate must not be employed to perform work for the benefit of the Commissioner or any correctional officer or CSNSW officer.*

*Similarly, clause 188 (2) of the Regulation provides that a periodic detainee must not be employed to perform work for the benefit of the Commissioner or any correctional officer or CSNSW officer.*

The prohibition applies regardless of whether or not the services are paid for and regardless of whether or not the offender is currently subject to CSNSW custody or supervision.

### **Working where close personal relationships exist**

CSNSW recognises that employees may at times have contact with persons of close personal relationships in their professional capacity. Where close working relationships exist, there may be occasions when a conflict between public duty and private interest will arise.

It is important therefore, to ensure that personal interests are conducted in such a way that the work of the employees involved is not affected adversely, and that equality of opportunity, professionalism and the integrity of CSNSW are maintained at all times.

It is therefore the responsibility of all employees to report any actual, perceived or potential conflict of interest arising out of close personal working relationships.

## **INSTRUCTION**

This Instruction replaces:

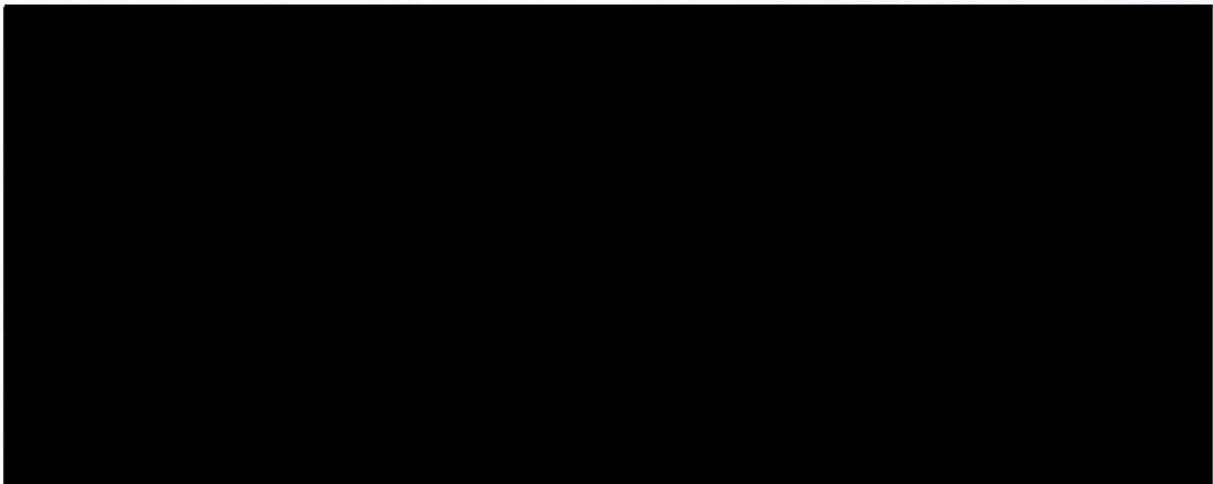
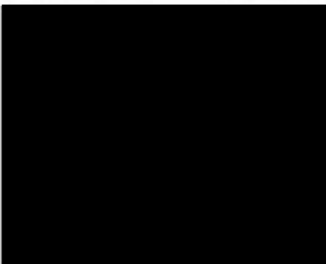
- Commissioner's Instructions –
  - ◆ 01/2003 "Use of Inmate/Offender Labour for Private Purposes"
  - ◆ 10/2007 "Other Paid Employment"
  - ◆ 05/2008 "Conflicts of Interest Policy"
  - ◆ 01/2009 "Contact with Offenders"

and

- Commissioner's Memorandum 01/13 "Gifts and Benefits Guidelines"

All employees who consider their private interests may come into conflict with the impartial fulfilment of their official duties and the public interest must read the relevant policy, comply with its provisions and have regard to CSNSW's *Guide to Conduct and Ethics*.

Please ensure that all employees under your area of administration are aware of this Instruction, a copy of which has been placed on CSNSW's intranet.





## Commissioner's Instruction

No: 2010/03

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy  
Chief Executive Justice Health*

### **For the information of all staff**

Subject: Introduction of personal items into a correctional centre

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of section 235B of the *Crimes (Administration of Sentences) Act 1999*. Commissioner's Instructions amount to lawful orders and any staff member who intentionally disobeys or disregards this Instruction, or is found to be negligent in the performance of their duties, may be liable to disciplinary action under the *Public Sector Employment & Management Act 2002*.

#### **INSTRUCTION**

Recent reviews of security have highlighted a number of concerns regarding staff taking personal items into correctional centres.

These concerns were also raised during the recent ICAC hearing regarding the introduction of contraband into John Morony Correctional Centre.

A number of these concerns have already been addressed and a number of strategies have been implemented, including:-

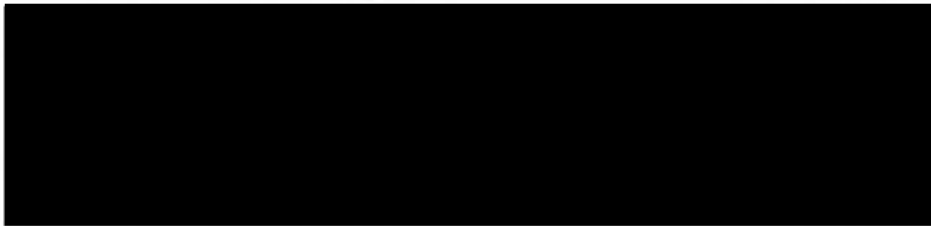
- Use of clear plastic bags by all staff and authorised visitors as per Deputy Commissioner Offender Management and Operations Memorandum 2006/18
- The random searching of staff under section 12.5.4 of the Custodial Policy and Procedures
- The screening of staff and authorised visitors by dog handlers as per Commissioner's Memorandum 2005/23

By 5:00 pm on Friday 21 May 2010, lockers used by all staff, within a correctional facility, are to be placed in an area which can be accessed prior to entering the designated staff search area.

Should staff need to return to their locker they are to be subject to same search procedures for initial entry into a correctional facility.

Staff should secure in their locker as much of their personal belongings as possible. The clear plastic bags should only be used to carry food and personal hygiene items required for that shift.

General Managers are to ensure that only the items required for a particular shift enter the correctional centre.





## Commissioner's Instruction

No: 2010/05

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy  
Chief Executive Justice Health*

### **For the information of all staff**

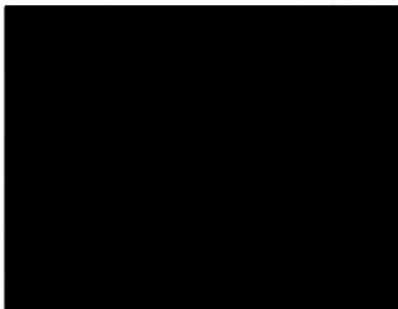
Subject: **Selection criteria**

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As part of the current process to request approval to advertise a vacancy, managers should review the selection criteria for the position. Any changes to criteria previously used will require approval of [REDACTED], Assistant Commissioner, Office of the Commissioner and Human Resources.

The advertisement should be submitted with the business case seeking approval to advertise to Judy Windle, Director, Human Resources.

Any enquiries may be directed to the Director, Human Resources.





## Commissioner's Instruction

No: 2010/06

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy*

### **For the information of all staff**

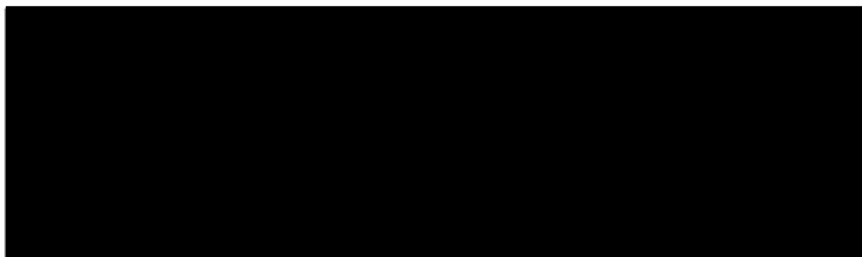
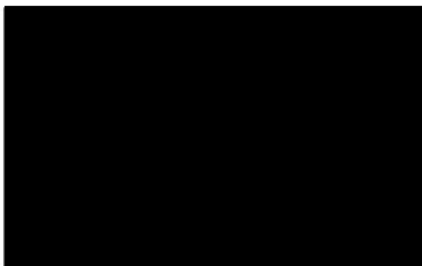
Subject: Restrictions on child sex offenders

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Probation and Parole Officers are to ensure that no child sex offender is approved to live within 500 metres of any schools, playgrounds, parks or sports fields.

When assessing the suitability of accommodation for child sex offenders, Probation and Parole Officers are also instructed to pay particular attention to the location and proximity of bus stops. Further advice regarding the management and accommodation of child sex offenders can be found in Commissioner's Memorandum No 2006/24 – *Release and management by COS of child sex offenders*.

In cases where compliance with this instruction makes it impossible for suitable accommodation to be found for the offender due to local circumstances, the supervising Probation and Parole Officer may apply in writing through their Unit Leader and Manager, to the Executive Director Inspectorate and Community Offender Strategy for an exemption for that case.





## Commissioner's Instruction

No: 07/2010

To: Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy

### For the information of all staff

**Subject: Implementation of Probation and Parole Community and Institutional Workload Models**

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of section 235B of the *Crimes (Administration of Sentences) Act 1999*. Commissioner's Instructions amount to lawful orders and any staff member who intentionally disobeys or disregards this Instruction, or is found to be negligent in the performance of their duties, may be liable to disciplinary action under the *Public Sector Employment & Management Act 2002*.

#### **INSTRUCTION**

The attached community and institutional workload models are to be implemented on the 1<sup>st</sup> August 2010. They have been agreed to by Corrective Services NSW and the Public Service Association after a successful consultative process. Any subsequent variations made to either workload model may only be done with the consent of both parties.

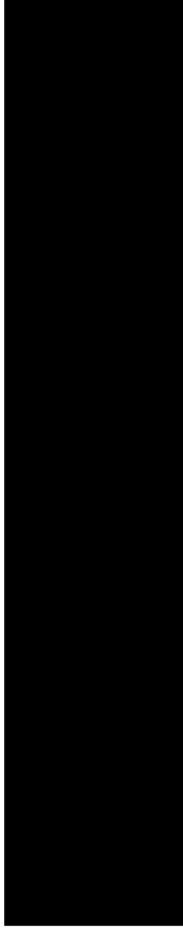
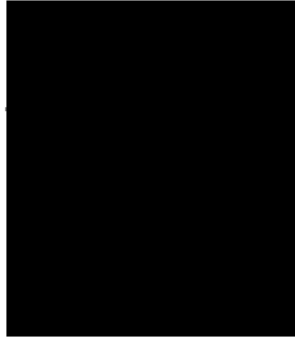
New features of the workload models include:

- weightings for additional work undertaken by Unit Leaders in supervising the completion of workbooks by First Year Probation and Parole Officers. Similarly weightings have been agreed for the additional tasks that First Year Probation and Parole Officers undertake in completing their workbooks. It should be noted that this is the only workload allocation for First Year Probation and Parole Officers, that is they are required to carry a full workload from the commencement of their duties in a District Office or Parole Unit.

- Travelling time for Probation and Parole Officers working in nominated rural and remote District Offices servicing specified areas. Conditions attached to the allocation of this travelling time are detailed in the workload document. Approved offices and locations and travelling times are detailed in the attached supplementary document.
- Weightings for facilitation and co-facilitation of groups. The weighting for co-facilitation of groups is based on the model approved for adoption in the community, that is the co-facilitator is not responsible for any pre or post testing, data recording etc. They simply assist with the facilitation of the group.
- An hour will now be subtracted from the supervision weighting of any offender who is attending a group program. (Given that the weighting is largely comprised of hours of intervention required by an offender.)
- The "anniversary report" for offenders returned to prison by the State Parole Authority will be treated as a pre-release report for the purpose of workload weighting.

The attached document details the community and institutional workload models. The table provides agreed weightings, instructions or agreements reached on how a number of elements are to be implemented, and also provides instructions on how some items of workload are to be recorded, pending the finalization of the electronic recording and reporting tool.

In this interim period, some items are to be recorded manually. It is the responsibility of Managers, Unit Leaders and Senior Probation and Parole Officers to ensure that these items are accurately recorded.





**Community Workload Allocations**  
 The attached community and institutional workload models have been agreed to by Corrective Services NSW and the Association. Any subsequent variations made to either workload model may only be done with the consent of both parties

All workload associated with the preparation of reports will be counted backwards from the report's due date, rather than from the date that the report was registered. Workload will continue to be calculated from registration date until system adjustments are made.

Task	Weighting	Additional information/instructions	Recording Method
Court Duty Report (CDR) 7 hours per day or 3.5 hours per part day or 2 hours per report (if completed on an ad hoc basis)		Managers are to review court duty requirements on a regular basis, to ensure the best use of officers' time. The court duty workload should reflect the actual amount of court duty work performed. Should this not be the case managers are to negotiate with the Local Magistrate to achieve a variation of court duty requirements.	In those offices where Court Duty Officers are assigned for full or part days, the 7 hour or 3.5 hour allocation is to be recorded manually. Electronic recording will still occur at 2 hours per report completed – so care must be taken to avoid double counting of workload recorded manually and on OIMS. The differences between these figures could be useful over a period of time to determine whether or not a full or part day court attendance is still required.
Full Pre-Sentence Report (FPSR) 7 hours over 4 weeks or 3.5 hours if offender is also under supervision by the allocated officer		All pre-sentence report workload will be counted backwards from the report's due date, rather than from the date that the report was registered.	Workload will continue to be calculated from registration date until system adjustments are made. Manual adjustment required in the interim.
All Options Short Report (OALL)	3 hours over 4 weeks		
CSD/PSD Short Report (QSPEC, PDAS)	2 hours over 4 weeks		

**Community Workload Allocation**

<b>Task</b>	<b>Weighting</b>	<b>Additional information/instructions</b>	<b>Recording Method</b>
SPA progress reports on parolee subsequent to release on parole (SPAPPR)	3 hours over 4 weeks	Includes reports making recommendation whether or not supervision should be extended past three years.	
Request for Overseas Travel – Parolee (ROTP)	3 hours over 4 weeks		
Mental Health Section 32 Breach (MHAS32)	2 hours over 4 weeks		
Field Visit Requests	2 hours over 4 weeks	Allocation only provided for field visits where no other time for travelling is allocated, for example in remote locations. See travelling time below	
Pre-Release Interstate Travel Permit (PRHV, ISTPFV, ISTFV)			
Group Facilitation	26 hours per month	Includes all duties of the community based facilitator.	Manual recording
Co-facilitation	12 hours per month	For co-facilitation of group only, with 30 minutes before and after each session for briefing/debriefing with facilitator. Co-facilitators duties do not include pre-and post testing or any other administrative duties.	Workload to be recorded manually until system adjustments permit electronic recording
Supervision of offender undertaking a group	1 hour per month deduction from supervising officer	Weighting for each offender participating in offending behaviour groups is reduced by one hour eg for a medium high risk offender participating in a group, the supervising officer will only receive 5 hours per month whilst the offender is in the group.	Manual recording

**Community Workload Allocation**

Recording Method	Additional information/instructions	Weighting	Task
	<p>With changes to the case management policy, workload for LS-R completion has been extended from 6 to 8 weeks, with reviews now required every 12 months instead of 6.</p> <p>Where assessment is more than 12 months old, OIMS calculates the workload on that assessment</p> <p>If an officer doesn't reapply the LS-R in accordance with policy, they continue to receive an allocation that they may not be entitled to.</p> <p>If a new offender is received who was under supervision more than 12 months ago, OIMS will apply the allocation based on the rating at the time of the last supervision period and will not count the offender as a new offender with a 7 hour allocation. Therefore LS-R is priority.</p>	<p>Approved LS-R of:                      Low – 1 hour per month                      Med-low – 2 hours per month                      Medium – 3 hours per month                      Med-high – 6 hours per month                      High – 7 hours per month</p>	<p>Supervision (all parole, probation and bail orders)                      Approval Pending – 6 hours per month for first 8 weeks only</p>
<p>Workload to be recorded manually, and extension of time for completion of LS-R to be case noted by Unit Leader/Senior Probation and Parole Officer/District Manager</p>	<p>If exigent circumstances prevent a staff member from completing an LS-R (eg illness, inability to obtain court papers) then the Unit Leader/Senior Probation and Parole Officer/District Manager may as an interim measure only make an "officer assessment" of the offender's risk level so as to obtain a workload allocation of 3 hours for the next 4 weeks. During this time, the LS-R must be completed. At the end of the 4 weeks, no workload is to be allocated.</p>	<p>3 hours for 1 month only.</p>	<p>LS-R not completed by due date in exceptional cases of exigency</p>
		<p>1.5 hours per 4 weeks</p>	<p>Community Service Work (CSO, FDO)</p>

**Community Workload Allocation**

Recording Method	Additional information/instructions	Weighting	Task
<p>Manual recording in accordance with the attached table of travel times from approved rural/regional locations</p>	<p>Travel time will only be allocated in specified remote/rural locations for travel to and from reporting centres and/or court duty where the return trip is longer than two hours.</p> <p>Officers allocated travelling time in this way will be expected to undertake pre-release home visits, other home or field visits, court duty as required. No additional allocation will be given for home/field visits conducted whilst travelling to and from reporting centres.</p> <p>Where a one off home or field visit is required to a remote location that cannot be incorporated into routine travel to a reporting centre/court duty, the officer will be allocated travelling time, plus the 2 hour allocation for the field visit.</p> <p>Where officers live closer to the reporting centre/court duty location and elect to travel directly to the reporting centre/court duty/field visit from home, no travelling time will be allocated. The only allocation will be for the actual task undertaken.</p> <p>Managers in rural areas are to ensure that office case loads for remote locations is managed in most efficient and effective manner. "Double dipping" is to be avoided in the allocation of travelling time.</p>	<p>See attached table</p>	<p>Travel time</p>

**Institutional Workload Allocation**

Task	Weighting	Additional information/instructions	Recording Method
Initial assessment – LSI-R + Case Plan (ICM – IREPREQ)	7 hours over 12 weeks Weeks 1 – 4 – 0 hours Weeks 5 – 8 – 3.5 hours Weeks 9 – 12 – 3.5 hours	Newly sentenced SPA offenders with no current/valid LSI-R	Workload to be recorded manually until system adjustments permit electronic recording
Initial assessment – Casellan only (ICM – IRELONLY)	4 hours over 12 weeks Weeks 1 – 4 – 0 hours Weeks 5 – 8 – 2 hours Weeks 9 – 12 – 2 hours	Newly sentenced SPA offenders with current/valid LSI-R, casellan update only	Workload to be recorded manually until system adjustments permit electronic recording
Initial assessment – LSI-R only (ICM – IRELONLY)	6 hours over 12 weeks Weeks 1 – 4 – 0 hours Weeks 5 – 8 – 3 hours Weeks 9 – 12 – 3 hours	Newly sentenced Court based parole with no current / valid LSI-R	Workload to be recorded manually until system adjustments permit electronic recording
Pre-Release Report Preparation SPA offenders (FPRR)	21 hours over 6 months prior to earliest possible release date Month 6 – 7 hours Month 5 – 7 hours Month 4 – 7 hours Month 3 – 0 hours Month 2 – 0 hours	Case is allocated to Probation and Parole Officer 12 months prior to offender's earliest possible release date. Officer is to review the offender's progress against their case plan. If the offender has made no progress, officer is to discuss with offender, and refer to the Case Management Team and Offender Services and Programs staff.	Workload to be recorded manually until system adjustments permit electronic recording
Preparation for Release – Court based parole (ICM – IRELONLY)	6 hours over 3 months prior to earliest possible release date Month 3 – 3 hours Month 2 – 3 hours	At 3 and 2 months prior to release – accommodation, CCG and COSP referrals if necessary; 1 month prior to ERD – release arrangements 3 weeks from ERD – case plan summary including transitional information	Workload to be recorded manually until system adjustments permit electronic recording

**Institutional Workload Allocation**

<b>Task</b>	<b>Weighting</b>	<b>Additional information/instructions</b>	<b>Recording Method</b>
Release Arrangements (ICM – IREONLY / IREPREQ)	2 hours in month of release	SPA (if release approved) and court based parole	Workload to be recorded manually until system adjustments permit electronic recording
Balance of Parole Report (BOPR)	8 hours over 4 weeks	Submitted to assist SPA in determining whether or not to confirm revocation of parole	Workload to be recorded manually until system adjustments permit electronic recording
Balance of Parole Anniversary Report (Register as FPRR)	21 hours over 6 months prior to SPA hearing	Anniversary Balance of Parole Report is considered to be the equivalent of a pre-release report	Workload to be recorded manually until system adjustments permit electronic recording
Balance of Parole Anniversary Report (Register as FPRR)	Month 6 – 7 hours Month 5 – 7 hours Month 4 – 7 hours (Report due) Month 3 – 0 hours (Hearing date) Month 2 – 0 hours		Workload to be recorded manually until system adjustments permit electronic recording
Revocation prior to release report (RPRR)	2 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording
Supplementary Report (SPRR, PARITR)	3 hours over 4 weeks	Report to update SPA on issues such as accommodation arrangements (if parole revoked prior to release due to accommodation) or program completion (if parole revoked prior to release to enable offender to complete program) includes <i>Intention to Refuse Parole Report</i>	Workload to be recorded manually until system adjustments permit electronic recording
Royal Prerogative of Mercy (RPMR)	4 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording
Section 194 – confidential (FRRS194)	2 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording

**Institutional Workload Allocation**

<b>Task</b>	<b>Weighting</b>	<b>Additional information/instructions</b>	<b>Recording Method</b>
Pre-Sentence Reports	As per community		Workload to be recorded manually until system adjustments permit electronic recording
Immigration Report (IMMG)	8 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording
Interstate/International transfers (IST / INT)	8 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording
Variation to court based order (VCBOR)	2 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording
Section 160 report - terminal illness (FRRS160)	4 hours over 4 weeks		Workload to be recorded manually until system adjustments permit electronic recording

**Staff Supervision Allocation**

Task	Weighting	Additional information/instructions	Recording Method
Supervision of Probation and Parole Officers (Years 2,3,4), case managers and Senior Probation and Parole Officers	30 hours per officer supervised per month	Unit Leaders, Senior Probation and Parole Officers and District Managers may supervise Probation and Parole Officers (Years 2,3,4) and Senior Probation and Parole Officers Unit Leaders and District Managers supervise Case Managers	Workload to be recorded manually until system adjustments permit electronic recording
Supervision of trainee (first year) Probation and Parole Officers	35 hours per month until the trainee officer completes their log book assessments at the end of 10 months.	Unit Leaders and District Managers only can supervise trainee Probation and Parole Officers. After the trainee officer successfully completes their 10 month assessment, the workload allocation for the supervising Unit Leader will revert to 30 hours per month.	Workload to be recorded manually until system adjustments permit electronic recording



**Trainee (first year) Officer allocation – completion of assessment tasks**

A workload allocation is only provided to Trainee (first year) Officers for assessment tasks which are additional to their normal work. Otherwise, Trainee Officers are required to carry a full case load.

Task	Weighting	Additional information/instructions	Recording Method
<p><b>Months 3,4,5,&amp;6</b></p> <p>Observe 5 interviews Observe 2 group sessions Accompany supervisor on 2 home visits Attend 2 case management meetings 2 days with Court Duty officer Record 1 week work activity Initial contact summary x 4 months Intake enquiry OH&amp;S activity Contribute to workplace safety tasks</p>	<p><b>44 hours:</b></p> <p>2.5 hours @ 0.5 hrs per interview 5 hours @ 2.5 hrs per interview 4 hours @ 2 hrs per visit 4 hours @ 0.5 hrs for an internal meeting; 3.5 hrs for an external meeting 14 hours @ 7 hours per day 2.5 hours @ 0.5 hours per day 8 hours @ 2 hours per month 0 hours 0.5 hours 3.5 hours</p>	<p>In consultation with their Unit Leader, the Trainee Officer may plan their work on assessment tasks, so that they can be allocated the exact hours for each task as they intend to complete them.</p> <p>Alternatively, the Trainee Officer may elect to take 11 hours per month to complete their assessment tasks.</p>	<p>Workload to be recorded manually until system adjustments permit electronic recording</p>

**Trainee (first year) Officer allocation – completion of assessment tasks**

A workload allocation is only provided to Trainee (first year) Officers for assessment tasks which are additional to their normal work. Otherwise, Trainee Officers are required to carry a full case load.

Task	Weighting	Additional information/instructions	Recording Method
<p><b>Months 7, 8, 9 &amp; 10</b> <b>(10 month assessment)</b></p> <p>Participate in 2 case management meetings</p> <p>Participate in 1 group session</p> <p>Participate in first year officer meeting</p> <p>OH&amp;S interview</p> <p>Court Duty Officer report</p> <p>Record 2 weeks' work activity</p> <p>Analysis of community resources utilised</p> <p>Record all offender contact for 1 month</p> <p>Contribute to workplace safety tasks</p> <p>Community resource book</p>	<p><b>30 hours:</b></p> <p><b>4 hours @ 0.5 hrs for an internal meeting; 3.5 hrs for an external meeting</b></p> <p><b>2.5 hours</b></p> <p><b>7 hours</b></p> <p><b>1 hour</b></p> <p><b>2 hours</b></p> <p><b>5 hours @ 0.5 hours per day</b></p> <p><b>1.5 hours</b></p> <p><b>2 hours @ 0.5 hrs per week</b></p> <p><b>1.5 hours</b></p> <p><b>3.5 hours</b></p>	<p>In consultation with their Unit Leader, the Trainee Officer may plan their work on assessment tasks, so that they can be allocated the exact hours for each task as they intend to complete them.</p> <p>Alternatively, the Trainee Officer may elect to take 7.5 hours per month to complete their assessment tasks.</p>	<p>Workload to be recorded manually until system adjustments permit electronic recording</p>

**Rural and Regional District Offices approved for travelling time allocation to specified reporting centres/courts**

The District Offices in the table below have been approved for travelling time to be allocated to officers required to travel to specified reporting centres/courts. The only destinations for which travelling time is approved are those included in this table.

In accordance with the workload agreement (July 2010), officers travelling to locations for which travelling time is allocated will be required to undertake pre-release home visits or other field visits as required whilst en route to and from the location. The approved travelling time allocation will be recorded manually by the officer and their supervising officer (Unit Leader, Senior Probation and Parole Officer or District Manager).

District Office	Town	Reason	Allocation per return trip
Albury	Finley (Corowa)	Court Duty/Reporting	4 hours
	Moama	Court Duty/Reporting	7 hours
	Deniliquin	Reporting	5 hours
Armidale	Dorrigo	Reporting/Court	3 hours
Bathurst	Mudgee	Reporting/Court	3 hours
Bourke	Cobar	Reporting/Court	3 hours
	Bourke	Reporting/Court	2 hours
	Orana Haven	Reporting	3.5 hours
	Yetta Dhinakal	Correctional Centre	3 hours
	Wellmoringle	Field/home visits	3 hours
	Waarning	Field/home visits	4 hours
	Girilambone	Field/home visits	3 hours
<b>Broken Hill</b>	Wilcannia	Reporting/Court	4 hours
	Wentworth/Dareton	Reporting/Court	7 hours
	Euston (ex Wentworth/Dareton)	Reporting/Court	2 hours
	Menindee	Reporting/Court	2.5 hours
	Tibooburra	Field/home visits	7 hours

Rural and Regional District Offices approved for travelling time allocation to specified reporting centres/courts

District Office	Town	Reason	Allocation per return trip
Casino	Urbenville	Field/home visits	4 hours
	Mull Mulli Aboriginal Camp	Field/home visits	3 hours
Cooma	Bombala	Reporting/Court	6 hours
	Jindabyne	Reporting/Court	2.25 hours
Coonamble	Walgett	Reporting/Court	2.5 hours
	Lightning Ridge	Reporting/Court	2.5 hours
	Goodooga	Reporting/Court	3 hours
Dubbo	Nyngan	Reporting/Court	4 hours
	Warren	Reporting/Court	3 hours
	Leadville	Reporting/Court	2.5 hours
Forbes	Condobolin	Reporting/Court	2.5 hours
	West Wyalong	Reporting/Court	2.5 hours
	Lake Cargelligo	Reporting/Court	6 hours
	Tottenham (Tullamore, Trundle)	Reporting	4 hours
Glen Innes	Tenterfield	Reporting/Court	2.5 hours
Griffith	Ivanhoe	Institutional work/CSO	7 hours
	Balranald	Court Duty/Reporting/CSO	6 hours
	Hay	Court Duty/Reporting/CSO	4 hours
	Narrandera	Court Duty/Reporting/CSO	3 hours
	Hillston	Court Duty/Reporting/CSO	3 hours
Gunnedah	Coonabarabran	Reporting/Court	3 hours
	Baradine	Reporting/Court	3.5 hours
	Coolah/Binnaway	Reporting/Court	4 hours
Lismore	Tweed Heads	Reporting/Court/CSO Inductions	3 hours
	Murwillumbah	Reporting/Court	2.5 hours

Rural and Regional District Offices approved for travelling time allocation to specified reporting centres/courts

District Office	Town	Reason	Allocation per return trip
Moree	Wee Waa	Reporting/Court	3.5 hours
	Pilliga	Reporting/Court	5 hours
Queanbeyan	Collarenabri & Mungindi	Reporting/Court	3.5 hours
	Boggabilla & Toomelah	Reporting/Court	3 hours
	Braidwood	Field/home visits	3 hours
	Bungendore	Field/home visits	5 hours
	Burra	Field/home visits	3 hours
	Barmedan, Quandialla, Ariah Park, Caragbal	Reporting	3 hours



## Commissioner's Instruction

No: 09/2010

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area & District Managers Community Offender Services  
Director Offender Policy  
Director Corporate Strategy*

### For the information of all staff

Subject: Procedures for planning the delivery of offender management programs

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of section 235B of the *Crimes (Administration of Sentences) Act 1999*. Commissioner's Instructions amount to lawful orders and any staff member who intentionally disobeys or disregards this Instruction, or is found to be negligent in the performance of their duties, may be liable to disciplinary action under the *Public Sector Employment & Management Act 2002*.

#### **INSTRUCTION**

In 2003 Corrective Services NSW (CSNSW) issued its *Strategic Accreditation Framework* for offence-related programs, and began to work towards the delivery of programs consistent with the risk-needs-responsivity model.

The State Plan gave a new imperative to this work, setting a goal of a 10% reduction in re-offending by 2016. In response to this, CSNSW re-prioritised a number of resources to the community, including psychologists and program facilitators; created the new Services and Programs Officer positions in correctional centres; re-directed all program funding to the Assistant Commissioner Offender Services and Programs and changed the reporting lines for Offender Services and Programs staff. All this has achieved a more flexible and responsive work force for the delivery of programs.

CSNSW is now in a better strategic position to ensure the delivery of the right programs in the right way to the right offenders in the right places by the right people.

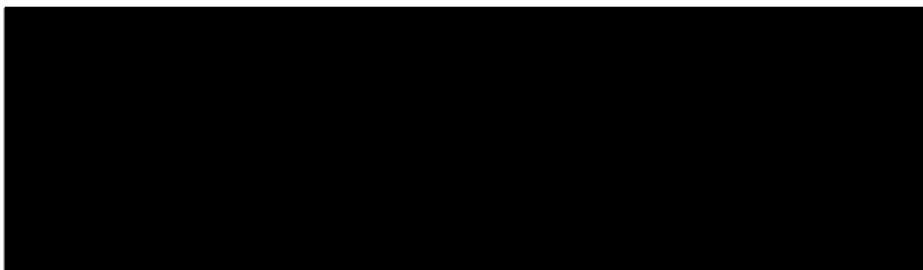
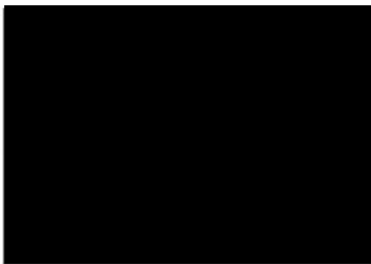
This means that program planning and delivery must be timely, responsive and flexible. To make the best use of our resources and have the greatest

impact on re-offending, program planning must be undertaken in compliance with the attached standard operating procedure. In addition, outcome evaluations must be conducted as a matter of course.

All programs are to be scheduled six months in advance with a three monthly review. The only programs to be delivered using CSNSW resources are those in the *Compendium of Correctional Programs in NSW*, which is to be sourced from the Offender Programs Unit web pages on the CSNSW intranet site. Offenders on Intensive Corrections Orders are to be prioritised for the first available place in these programs.

Low and medium-low risk offenders in the community may be referred to programs offered by community agencies, consistent with their identified criminogenic and responsivity needs. COS Managers are to provide a directory of these programs, and the agencies that deliver them, to the Executive Director Offender Services and Programs on a six monthly basis.

COS Managers and Managers of Offender Services and Programs (MOSPS) are now required to undertake and report on program planning on a three monthly basis. The Regional Managers Operations, Offender Services and Programs (RMOs) oversight and approve the planning process according to the attached Standard Operating Procedure as delegates of the Executive Director Offender Services and Programs. The RMOs with COS Managers and MOSPs will ensure that appropriately qualified staff are rostered to facilitate and co-facilitate the scheduled programs.



## PROGRAM PLANNING PROCEDURE STANDARD OPERATING PROCEDURE

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The aim of this procedure is to ensure that offender management program (OMP) timetables are updated quarterly, that "intention to commence" proformas are issued and that training needs are identified in a timely manner.

1. A Program Planning Calendar is established for each Region by the Regional Manager Operations (RMO) OS&P. A sample calendar is attached.
2. Managers establish systems to ensure that Offender Intake Data Forms (OIDF) are filled out thoroughly and accurately to assist in quality assurance of the offender's LSIR and Caseplan.
3. Managers establish systems to ensure that Caseplan Factors on OIMS correlate clearly with the offender's criminal behaviour and primary responsivity issues.
4. Offenders are to be referred to an appropriate program as early as possible within the case planning process to assist in providing indicative numbers for resourcing purposes. It is understood that some referrals may later prove inappropriate and these can then be removed.
5. With immediate effect, it is required that all officers referring offenders to offender programs use the OIMS program referral process. The universal use of this system is now mandatory for all internal programs.
6. Offender needs for a given location are compiled and reported on a quarterly basis from OIMS.
7. These reports are reviewed by the relevant Area Director / District Manager/ Operations Manager two weeks before the date of the planning meeting.
8. On dates fixed by the Program Planning Calendar, a meeting is held between the RMO and each Area Director, MOSP or other appropriate local manager with responsibility for planning Programs.
9. This meeting has four outputs:
  - a. The number, type and approximate start dates of programs needed over the following six months is scheduled on OIMS using the Services and Program Module
  - b. The names of the facilitators who will deliver these programs are similarly recorded
  - c. The training needs (if any) of these staff to enable the designated facilitators to run the planned programs are identified and notified to the Training Officer, Offender Programs Unit
  - d. A notification of "Intention to Run" each program is issued using the form from the Offender Programs Unit pages of the CSNSW intranet.
10. Output c. is sent to the Offender Programs Unit so that the training can be organised. Notification of available training places is sent to the trainee within 20 working days.
11. Output d. is sent to the Offender Programs Unit so that program materials can be supplied as needed and program consultation and supervision visits can be arranged. Notification of consultation visits will be sent to the program facilitator within five working days of the commencement of the program.



**SAMPLE PROGRAM PLANNING CALENDAR - 2010**

## SOUTH WEST REGION

DATE	ACTION	OUTCOME
March 2nd	First quarter meeting Goulburn DO	Calendar established Training needs sent to OPU
March 3 <sup>rd</sup>	First quarter meeting Queanbeyan	Calendar established Training needs sent to OPU Etc.
March 4 <sup>th</sup>	Regional Board of Management	
March 9 <sup>th</sup>	First quarter meeting Bateman's Bay	Postponed (illness) Reschedule March 16th
ETC.		
June 1 <sup>st</sup>	Second quarter meeting Goulburn	Calendar established Training needs sent to OPU
September 1 <sup>st</sup>	Third Quarter meeting at Goulburn	Etc.
December 1st	Fourth quarter meeting at Goulburn	Etc.



## Commissioner's Instruction

No: 10 /2010

To: *Board of Management  
Regional Executive Directors  
General Managers/Superintendents  
Directors, Area and District Managers Community and Offender Services  
Director Offender Policy  
Director Corporate Strategies*

### For the information of all staff

Subject: Cessation of photographing of inmates

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#### **PREAMBLE**

This Instruction is issued in accordance with the provisions of Section 235B of the *Crimes (Administration of Sentences) Act 1999*. Commissioner's instructions amount to lawful orders. Any staff member who intentionally disobeys or disregards this instruction may be liable to disciplinary action under the *Public Sector Employment and Management Act 2002*.

#### **INSTRUCTION**

The practice of inmates having photographs taken by correctional staff for distribution to family, friends or associates is to cease immediately.

With the advent of the social networking sites some of these images have found their way onto internet sites, usually projecting the notoriety of these individuals.

Please ensure that from this date 23<sup>rd</sup> September 2010 no photographs of inmates are taken for distribution to family, friends or associates.

The taking of photographs for identification purposes is not affected.

