

Annual Report

2015–2016



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Minister for the Arts
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52 Martin Place
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The Hon. Gabrielle Upton MP

Attorney General
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The Hon. David Elliott MP

Minister for Corrections
Minister for Emergency Services
Minister for Veterans Affairs
52 Martin Place
SYDNEY NSW 2000

31 October 2016

Dear Ministers

I am pleased to submit the Department of Justice Annual Report 2015-16.

The Department of Justice Annual Report 2015-16 encompasses the annual report of the Independent Liquor and Gaming Authority 2015-16. Part 5, Section 39 of the *Gaming and Liquor Administration Act 2007* notes that a report under the *Annual Reports (Departments) Act 1985* in respect of the Department may include any annual report required to be made in respect of the Authority under the *Annual Reports (Statutory Bodies) Act 1984*.

The Department of Justice Annual Report 2015-16 and the accompanying financial statements have been prepared in accordance with the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983*.

The Independent Liquor and Gaming Authority Annual Report 2015-16 has been prepared in accordance with the *Casino Control Act 1992*, the *Liquor Act 2007*, the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Statutory Bodies) Regulation 2010*.

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

Yours faithfully

A handwritten signature in black ink, appearing to read "Andrew Cappie-Wood".

Andrew Cappie-Wood
Secretary

Contents

Secretary's foreword	2	Chapter 11: Independent Liquor and Gaming Authority	136
About the department	6	Department of Justice Financial Statements 2015-16	144
Corporate governance	8	Independent Liquor and Gaming Authority Staff Agency	231
Our priorities	10	Independent Liquor and Gaming Authority Financial Statements 2015-16	243
State priorities	12	Appendices: Department of Justice	284
The NSW Government's commitments to the community	16	Appendices: Independent Liquor and Gaming Authority	427
Key achievements in 2015-16 and plans for 2016-17	17	Index	445
Chapter 1: Community safety	33		
Chapter 2: Civil justice	46		
Chapter 3: Court and tribunal modernisation	53		
Chapter 4: Advanced offender management system	58		
Chapter 5: Supervising and caring for young offenders	91		
Chapter 6: Sustainable service models	105		
Chapter 7: Emergency management and resilience	110		
Chapter 8: Leadership in arts and culture	120		
Chapter 9: Organisational modernisation	127		
Chapter 10: People and capabilities	132		

Secretary's foreword



I am pleased to introduce the annual report of the Department of Justice for the 2015-16 financial year.

This year has been one of transformation for the Department of Justice as we have welcomed several new agencies and operational areas. 'Machinery of government' changes that commenced on 1 July 2015 allocated Arts NSW, Screen NSW, the former Office of Liquor, Gaming and Racing, the Independent Liquor and Gaming Authority, and the former Ministry for Police and Emergency Services to the Department of Justice.

The department is now responsible for arts and cultural policy; regulating liquor, gaming and racing; law enforcement policy; and counter-terrorism and emergency management. To incorporate our new responsibilities and functions, we realigned the department's divisions and branches, creating the Arts and Culture Division, the Liquor and Gaming Division, the Office of Emergency Management and the Office for Police.

Following structural reform to the regulation of liquor and gaming in NSW, the new entity Liquor and Gaming NSW commenced on 1 February 2016. The structural reform created a new, fit-for-purpose regulator with improved governance, transparency and processes. The Independent Liquor and Gaming Authority board was retained as an independent statutory decision maker, and a separate Office of Racing was established in the Liquor and Gaming Division of the department.

In line with our new responsibilities and functions, the Department of Justice redefined our vision this year. We continue to focus on providing an efficient, fair and accessible justice system, on building safer communities and on protecting people's rights. We have new emphases on strengthening community resilience and on celebrating and fostering arts and culture in our state.

In 2015-16 we faced two clear challenges in our justice portfolio area. The numbers and complexity of criminal matters in the District Court continued to grow this year, creating an unsustainable pending trial caseload in that court. The prison population in NSW continued to trend upwards in 2015-16, bringing our correctional centres to capacity.

The Department of Justice developed a range of policy responses to deliver systemic solutions for the District Court caseload, including allowing a small number of less serious indictable offences to be dealt with by the Local Court. We are continuing work on potential reforms including encouraging appropriate guilty pleas earlier, undertaking a statutory review of the *Criminal Procedure (Pre-Trial Disclosure) Act 2001*, and reforms to criminal appeals.

In December 2015 the Attorney General announced a \$20 million package of initiatives to provide immediate relief in the District Court, including additional sitting weeks in Western Sydney and regional courts, the appointment of two additional judges and acting judges, the appointment of two public defenders, and measures to ensure that matters are resolved as early as possible. A further \$39 million over two years was announced in the 2016-17 NSW Budget.

Corrective Services NSW responded to the challenge of the increasing prison population by creating an additional 827 beds within existing correctional facilities and commencing infrastructure projects to deliver extra capacity through commissioning 'modular' cells, recommissioning several facilities, expansion projects, and new building programs including the new 1,700-bed correctional centre at Grafton.

In 2015-16 the NSW Government allocated more than \$46 million for the Prison Bed Capacity Program. In the 2016-17 NSW Budget the government announced a further \$3.8 billion for the program over four years. The Department of Justice established the Prison Bed Capacity Unit to manage this comprehensive program.

Addressing the twin challenges of growing District Court caseload and increasing prison population has highlighted the importance of a holistic approach to policy, programs and resources in the justice system. It is increasingly clear that our justice system is a network of interdependent actors, and that pressures applied at any point have impacts elsewhere in the system. To ensure that the justice system is coordinated, flexible, resilient and equipped to anticipate and respond to pressures, the Department of Justice established the Justice Cluster Implementation Unit this year. This unit reports to me directly, providing senior executive and ministerial oversight of the wide-ranging program of reforms underway in the Justice Cluster, and facilitating vital connections between interdependent initiatives.

During 2015-16 our department's work towards building safer communities included a focus on reducing domestic violence, one of the Premier's personal priorities for NSW. In conjunction with our Justice Cluster partner agencies, we introduced the Domestic Violence Disclosure Scheme, recorded Domestic Violence Evidence in Chief, plain English Apprehended Domestic Violence Orders, and law reform to include greater protections for victims.

Our work to protect vulnerable participants in the justice system extended to child victims of abuse and sexual assault. In March 2016 we introduced a three-year pilot of measures to better support child victims through the court process. The Child Sexual Offence Evidence Pilot in the District Court in Sydney and Newcastle allows the entire evidence of a child victim to be recorded before the court proceedings, and for impartial 'Children's Champions' to help make sure a child witness can provide their best evidence. Laws were passed this year that removed the time limit for victims to claim compensation through the courts for damages relating to death or personal injury resulting from child abuse.

In November 2015 the NSW Government responded to the report of the Review of Police Oversight in NSW, accepting the recommendation to establish a new, single oversight body called the Law Enforcement Conduct Commission. The department's Office for Police has been instrumental in progressing this initiative since it was announced, and the new commission will commence operations in 2017.

The Office of Emergency Management undertook considerable work 2015-16 to ensure NSW is equipped to respond to emergency situations. Following the terrorist attacks in Paris, the Office of Emergency management conducted an exhaustive briefing program to ensure the NSW Government is familiar with its crisis management responsibilities. The culmination of this program was a major simulation exercise of the NSW State Crisis Centre in March 2016. I took part in this simulation as a member of the state's Crisis Management Committee and I was very impressed with the professionalism and skill of our emergency management staff.

In October 2015 the Minister for Emergency Services presented the inaugural Get Ready Community Award to the Uranquinty Community Safety Group. This annual award is administered by the Office of Emergency Management and recognises a local community that has come together to strengthen their readiness for and resilience to disaster. I warmly congratulate the community of Baradine in our state's north-west for the 2016 Get Ready Community Award they received this week.

As we have incorporated our new arts and culture portfolio area into the department's operations over the past year, I have observed the extraordinary passion and commitment of our colleagues in Arts NSW, Screen NSW and our cultural institutions. The works that we have attracted to NSW and supported through our funding and development programs during 2015-16 are testament to the appeal of NSW as a creative place, and to our department's vision of celebrating arts and culture in our state.

We have hosted and attracted production of several major international films this reporting year. Film production has the potential to inject millions of dollars into the NSW economy, creating jobs, fortifying our state's reputation as a creative hub, and showcasing NSW to the world. Sir Ridley Scott's *Alien: Covenant*, which was filmed in locations around central and Western Sydney in the past year, brought more than \$60 million in production expenditure to NSW and created more than 600 jobs for cast, crew and extras. Screen NSW attracted Animal Logic's *Peter Rabbit* to NSW this year and will host production in 2016-17, with \$50 million in production expenditure and 900 jobs expected.

Arts and culture in Western Sydney were bolstered this year with the announcement that the Powerhouse Museum will be relocated to Parramatta, at the heart of the new Parramatta Cultural Precinct. The NSW Government allocated \$10 million over two years to plan the museum's relocation and establish the precinct. In 2015-16 Arts NSW significantly increased investment in Western Sydney and regional NSW over the previous year. Funding increased by more than \$1.4 million in Western Sydney and by \$1 million in regional NSW. Arts NSW invested \$4.4 million in Western Sydney and \$9.3 million in regional NSW through the Arts and Cultural Development Program in 2015-16. Screen NSW invested more than \$1.8 million in programs that had activity in Western Sydney this year, and more than \$2 million in regional NSW.

During 2015-16, the addition of new portfolio areas to the department and the structural reform to liquor and gaming regulation have brought many new staff to our department, growing our workforce to well over 10,000 people across the state. Our workforce is one of our great strengths. Our people are critical to reaching our department's strategic goals and to achieving the targets that the NSW Government has set in the Premier's and State Priorities. I am grateful for the continuous hard work and dedication of staff throughout the Department of Justice over the past year.

To ensure we can attract and retain the capable, agile workforce that the Department of Justice needs, in 2015-16 we introduced several strategic human resources initiatives. In line with the values that the NSW Government expects of every public sector employee, I was pleased to visit several metropolitan and regional workplaces to launch the Justice Values in early 2016. Our values of Service, Trust, Accountability, Integrity and Respect define acceptable, expected standards of behaviour throughout the Department of Justice and they guide how we make decisions. These values are the core of the 'values-led culture' that is our vision for every workplace in our department.

In May 2016 our department participated in the whole-of-sector People Matter Employee Survey. The survey invited our employees to 'have their say' about working in agencies in the Justice Cluster, and in the NSW Public Service. We achieved a 66.2% response rate to the survey, well up on the 2014 response rate of 19.8% and above our target rate of 60% for 2016. The survey results, which will be available later this month, will provide insights into what we're doing well and where we need to focus on programs to better engage our people. The insights we gain will guide the development and implementation of human resources programs in the coming year.

The coming year will be one of consolidation for the Department of Justice as we build on the robust structure we have put in place to carry out our broad range of functions and responsibilities.

We have significant, transformative programs in development and in train across many of our portfolio areas and the department will progress these programs in 2016-17. Work to address the caseload in the District Court and the capacity of our correctional centres will continue apace. We will progress the program of reform to establish a new, integrated arts and culture agency that better empowers, grows and promotes the arts, culture, screen and creative sectors in NSW. We will establish the Law Enforcement Conduct Commission to provide simplified, strong, fair law enforcement oversight. The department will continue to engage actively with the rollout of the National Disability Insurance Scheme in NSW to ensure that the needs of people with disability who come into contact with the criminal justice, guardianship and financial management systems are addressed.

These programs are a small sample of the work that the Department of Justice will continue in service of the NSW community in the coming year. I look forward to continuing to work with the professional, hard-working people throughout our department's portfolio areas in 2016-17 to provide a fast, fair, accessible justice system; to build safe, resilient communities; and to celebrate arts and culture in our great state.



Andrew Cappie-Wood
Secretary
October 2016

About the department

The Department of Justice exists to provide a focused, fair and efficient justice system. We contribute to building safer, resilient communities, to protecting people's rights and to celebrating arts and culture.

Our vision is to create a safe, just and resilient place for the people of NSW. We recognise that communities are stronger when they participate in and celebrate arts and culture.

We value service, trust, accountability, integrity and respect.

In 2015-16 the Department of Justice welcomed several new agencies to the department as a result of 'machinery of government' changes to the structure of departments and agencies across the NSW public sector. The department created the new divisions of Arts and Culture, Liquor and Gaming, and the Office of Emergency Management; and the Office for Police.

Our responsibilities

The Department of Justice is responsible for:

- ▲ Advising the NSW Government on law and justice issues, and legal reforms
- ▲ Administering courts, tribunals and alternative dispute resolution services
- ▲ Providing support services for victims of crime, including counselling, financial assistance for eligible people, and court support
- ▲ Implementing effective intervention and diversionary programs to reduce reoffending risks, prevent crime and divert, support and rehabilitate young and adult offenders
- ▲ Providing secure, safe and humane management of adult and young offenders in custody
- ▲ Monitoring and supervising adult and young offenders in the community
- ▲ Recording life events including births, deaths and marriages
- ▲ Providing legal and regulatory services
- ▲ Providing responsive services to vulnerable members of the community who need life management and decision-making support
- ▲ Assisting the community and responsible organisations to prepare for, respond to, and recover from disasters
- ▲ Providing training, planning and resources for the emergency management sector
- ▲ Regulating liquor, wagering, gaming and registered clubs
- ▲ Creating opportunities for people to shape and experience arts and culture
- ▲ Investing in the success and future of arts and culture through infrastructure and funding programs and targeted strategies
- ▲ Promoting and strengthening the screen industry in NSW to promote Australia's cultural identity, encourage employment in screen production and encourage investment in the screen industry

Our Ministers

The Department of Justice is responsible to three Ministers of the NSW Government.

The Honourable Troy Grant MP

Deputy Premier
Minister for Justice and Police
Minister for the Arts
Minister for Racing

The Honourable Gabrielle Upton MP

Attorney General of NSW

The Honourable David Elliott MP

Minister for Corrections
Minister for Emergency Services
Minister for Veterans Affairs*

* Veterans Affairs is part of the NSW Department of Premier and Cabinet.

The Justice Cluster

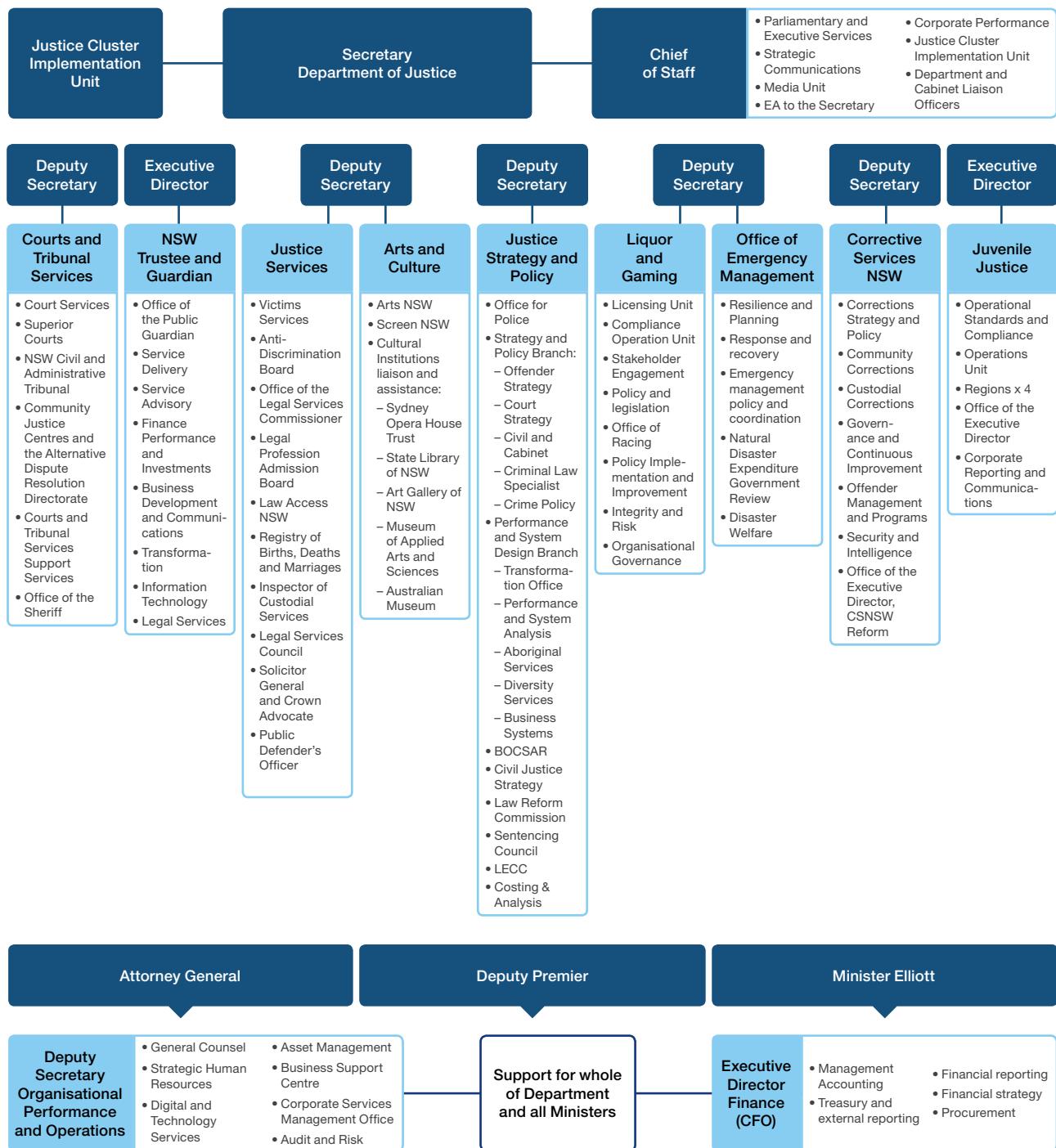
The Department of Justice is the principal department in the Justice Cluster of NSW Government agencies. Together, the agencies in the Justice Cluster work to provide the effective and efficient administration of justice and emergency services systems; arts and cultural initiatives and institutions; and the liquor, gaming and racing industries in NSW.

The Justice Cluster is made up of:

- ▲ The NSW Department of Justice
- ▲ Crown Solicitor's Office
- ▲ Fire & Rescue NSW
- ▲ Information and Privacy Commission NSW
- ▲ Judicial Commission
- ▲ Legal Aid NSW
- ▲ NSW Crime Commission
- ▲ NSW Cultural Institutions:
 - Art Gallery of NSW Staff Agency
 - Australian Museum Trust Staff Agency
 - Library Council of NSW Staff Agency
 - Sydney Opera House Trust Staff Agency
 - Trustees of the Museum of Applied Arts and Sciences Staff Agency
- ▲ NSW Police Force
- ▲ NSW Rural Fire Service
- ▲ NSW State Emergency Service
- ▲ Office of the Director of Public Prosecutions NSW
- ▲ Police Integrity Commission

Corporate governance

Organisational structure



Executive team

The Secretary of the Department of Justice is the leader of the department's Executive Team.

The Executive Team:

- ▲ Directs, manages and monitors the department's progress towards achieving government, cluster and department plans and priorities, including the NSW State Priorities and the *Department of Justice Strategic Plan 2015-19*.
- ▲ Ensures Ministers and the government are advised appropriately about programs, initiatives and issues in the department's portfolio areas.
- ▲ Monitors organisational performance, including financial performance.

In 2015-16 the Department of Justice Executive Team was comprised of the following members:

- ▲ Secretary of the Department of Justice (Executive Chair) – Andrew Cappie-Wood
- ▲ Deputy Secretary, Corrective Services NSW Commissioner of Corrective Services – Peter Severin
- ▲ Deputy Secretary, Justice Strategy and Policy – Brendan Thomas
- ▲ Deputy Secretary, Courts and Tribunal Services – Michael Talbot
- ▲ Acting Deputy Secretary, Justice Services, Arts and Culture – Samantha Torres (appointed to act from 1 April 2016)
- ▲ Deputy Secretary, Arts and Culture – Kate Dundas (12 August 2015 – 31 March 2016)
- ▲ Acting Deputy Secretary, Liquor, Gaming and Emergency Management – Fergus O'Connor

- ▲ Deputy Secretary, Organisational Performance and Operations – Peter Connelly
- ▲ Executive Director, Finance – John Clark
- ▲ Executive Director, Juvenile Justice – Valda Rusis (retired 28 August 2015)
- ▲ Acting Executive Director, Juvenile Justice – Denise Hanley
- ▲ Executive Director, NSW Trustee and Guardian – Imelda Dodds
- ▲ Executive Director, Strategic Human Resources – Amber Williams (1 July 2015 – 27 May 2016)
- ▲ Acting Executive Director, Strategic Human Resources – Michael Baldi (appointed to act from 30 May 2016)

The Executive Team is advised by:

- ▲ Chief of Staff
Kate Connors
- ▲ General Counsel
Lida Kaban

Our priorities

The NSW Justice Department is a lead on 4 of the 30 NSW Government Priorities and contributes significantly to a further 9.

■ = Lead ● = Contribute

State Priorities

- 01 Creating jobs
- 02 Building infrastructure
- 03 Reducing domestic violence**
- 04 Improving service levels in hospitals
- 05 Tackling childhood obesity
- 06 Improving education results
- 07 Protecting our kids
- 08 Reducing youth homelessness
- 09 Driving public sector diversity
- 10 Keeping our environment clean
- 11 Faster housing approvals
- 12 Improving government services**

STRONG BUDGET AND ECONOMY

- 13 Make NSW the easiest state to start a business
- 14 Be the leading Australian state in business confidence
- 15 Increase the proportion of people completing apprenticeships and traineeships to 65% by 2019
- 16 Halve the time taken to assess planning applications for State Significant Developments
- 17 Maintaining the AAA Credit rating**
- 18 Expenditure growth to be less than revenue growth

BUILDING INFRASTRUCTURE

- 19 90% of peak travel on key road routes is on time
- 20 Increase housing supply across NSW

PROTECTING THE VULNERABLE

- 21** Successful implementation of the NDIS by 2018
- 22** Increase the number of households successfully transitioning out of social housing by 5% over three years

BETTER SERVICES

- 23** Increase the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30%
- 24** 70% of government transactions to be conducted via digital channels by 2019
- 25** Increase on-time admission for planned surgery, in accordance with medical advice
- 26** Increase attendance at cultural venues and events in NSW by 15% by 2019
- 27** Maintain or improve reliability of public transport services over the next four years

SAFER COMMUNITIES

- 28** LGAs to have stable or falling reported violent crimes rates by 2019 *
- 29** Reduce adult reoffending by 5% by 2019
- 30** Reduce road fatalities by at least 30% from 2011 levels by 2021

* The NSW Police Force is the lead agency on this priority.

Department Priorities

- 01** **Community Safety**
Enhance community safety by supporting victims of crime and targeting priority areas of crime.
- 02** **Civil Justice**
Support a civil justice system that underpins a vibrant economy and fair society.
- 03** **Court and Tribunal Modernisation**
Deliver a court and tribunal system that provides fair, fast and responsive outcomes and decisions.
- 04** **Advanced Offender Management System**
Achieve an advanced and integrated correctional system that protects the public and contributes to a reduction in reoffending.
- 05** **Sustainable Service Models**
Reform service delivery to maximise public benefit.
- 06** **Emergency Management and Resilience**
Enhance community resilience in preparing for and responding to emergencies.
- 07** **Leadership in Arts and Culture**
Ensure NSW is Australia's leading state for arts, screen and culture.
- 08** **Organisational Modernisation**
Improve corporate practices and business systems to better support service delivery.
- 09** **People and Capabilities**
Create an engaged, capable workforce with a shared vision and purpose underpinned by agreed values and behaviours.

State priorities

The Department of Justice is a lead on four of the 30 NSW Government Priorities and contributes significantly to a further nine. In 2015-16 the department implemented a range of initiatives towards the four priorities on which we are the lead.

Reducing domestic violence

In 2015-16 the Department of Justice:

- ▲ Expanded the *It Stops Here: Safer Pathway* streamlined referral system for people who are at threat of domestic violence to four new sites in July 2015: Bankstown, Broken Hill, Parramatta and Tweed Heads. The Safer Pathway reforms seek to improve the safety of victims and prevent domestic and family violence from occurring by bringing government and non-government agencies together in Safety Action Meetings to develop Safety Action Plans for victims who are at serious threat.
- ▲ Established the Domestic Violence Disclosure Scheme that enables a person to apply to the NSW Police Force for information about whether their partner has a history of domestic violence offending. The scheme began in four 'pilot' sites in April 2016: the Oxley, Shoalhaven, Sutherland and St George NSW Police Force Local Area Commands. From the start of the program until the end of July 2016, there were 24 requests for disclosures and 12 disclosures were made. In the same period 16 people received crisis assistance.
- ▲ Finalised the statutory reviews of Chapter 9A of the *Coroners Act 2009*, relating to the Domestic Violence Death Review Team, and the *Crimes (Domestic and Personal Violence) Act 2007*. These are two key parts of the legislative framework for addressing domestic violence in NSW.
- ▲ Facilitated the passage of the *Crimes (Domestic and Personal Violence) Amendment (Review) Act 2016*. The Act received assent on 28 June 2016 and will commence on proclamation when the courts and the NSW Police Force have implemented the necessary system changes, the required training has taken place and the regulations have been drafted.
- ▲ Introduced 'plain English' Apprehended Domestic Violence Orders (ADVOs) to increase perpetrators' and victims' understanding of the orders and the consequences of breaching an order.
- ▲ Introduced a new Part 13B into the *Crimes (Domestic and Personal Violence) Act 2007* to give effect to the 'National Domestic Violence Order' model laws in the existing ADVO framework in NSW. The Bill was passed in Parliament on 22 March 2016 and will commence on proclamation, when the interim information sharing capabilities are in place to support verification of interstate domestic violence orders.

- ▲ Introduced new referral pathways from 1 July 2015 to connect domestic violence victims with specialist support through automatic referrals from the NSW Police Force to the Women's Domestic Violence Court Advocacy Services for female victims, and the Victims Services Branch of the Department of Justice for male victims.

In 2015-16 129,810 referrals were made, of which:

- 93,796 (72.25%) were female, of which 19,815 were at serious threat (21.12%)
- 36,014 (27.74%) were male, of which 3,695 were at serious threat (10.25%)

Increasing attendance at cultural venues and events

In 2015-16 the Department of Justice:

- ▲ Adopted a cross-government agency approach to support, own, manage and host a variety of cultural venues and events across NSW.
- ▲ Forecasts 14.6 million attendees at selected government-supported cultural institutions and events in NSW in this reporting year (actual attendance numbers will be available at the end of 2016).
- ▲ Introduced free entry to the Powerhouse Museum and the Australian Museum for young people under 16 years old, and observed a 63% increase in attendance by people under 16 at these two museums (above 2014-15 numbers).
- ▲ The Art Gallery of NSW developed a comprehensive audience segmentation and research program to understand how audiences view the Art Gallery of NSW and influence engagement. The gallery developed a community and promotional partnership program with Artspace, the Information and Cultural Exchange and Crown Resorts to amplify the work and profile of the gallery.
- ▲ The State Library completed the design phase of its 'master plan' to build additional galleries, undertake compliance works in the Mitchell building and open up the Governor Marie Bashir Reading Room.
- ▲ The Museum of Contemporary Art Australia delivered the Food Fight Project to develop deep community and commercial partnerships in Western Sydney through the highly successful C3 West Program.
- ▲ Sydney Living Museums, in collaboration with National Parks and Wildlife Services, delivered the education program 'Unlocking Heritage curriculum-based education programs 2015-16' to improve access for NSW primary school students to experiencing the historic and cultural heritage of NSW.

Reducing adult reoffending

In 2015-16 the Department of Justice:

- ▲ Published *Practice Guides for Intervention* in June 2016 to enhance community supervision practices.
- ▲ Implemented changes to the assessments conducted when offenders are received into correctional centres, including revision of the Intake Screening Questionnaire to include a section that initiates exit planning at the point an offender arrives in custody.
- ▲ Incorporated the NEXUS pre-release program into the inmate induction program to enable better participation in the program. In 2015-16 there was a 24% increase in NEXUS Program participation on 2014-15 numbers.
- ▲ The NSW Government signed a contract to implement Australia's first social impact investment scheme that aims to reduce reoffending among parolees. 'On TRACC' (Transition Reintegration and Community Connection) is an intensive support program that provides personalised support for parolees, particularly in the first 16 weeks of parole.
- ▲ Observed a 154% increase in the overall number of EQUIPS Programs delivered across custody and community in 2015-16, over 2014-15 numbers. EQUIPS stands for explore, question, understand, investigate, practice, and succeed. The EQUIPS Program is a moderate-intensity suite of four programs to reduce reoffending by targeting offending-related risk and needs and is in line with best practice principles that are known to reduce reoffending. The EQUIPS Program will be provided more frequently in custody and the community, particularly to offenders with short sentences.
- ▲ Identified, in principle, 10 sites for the establishment of Intensive Program Unit, using new or refurbished dedicated program areas, in a range of correctional centres.

Improving government services

Every NSW Government agency shares a leadership role on the priority of 'Improving government services'.

In 2015-16 the Department of Justice:

- ▲ Established 'Improving Customer Service' as a major organisational priority for 2016, including 'Improving Customer Service' in all renewed performance and development agreements of all executives who report directly to the Secretary.
- ▲ Facilitated several Justice Cluster-wide workshops to identify customer services initiatives that are underway.
- ▲ Completed the Justice Cluster Service Improvement Plan, highlighting eight key initiatives to drive higher levels of customer satisfaction, and formed a central Justice Cluster Customer Service Steering Group to provide a focal point for existing and planned customer service initiatives.
- ▲ Continued the rollout of the \$40 million Audio-Visual Link Consolidation Project, with more than 65% of first court appearances now conducted by audio-visual link, and 214 courtrooms at 73 locations having audio-visual link facilities.

The NSW Government's commitments to the community

In 2015-16 the Department of Justice implemented plans, programs and projects that accomplished specific commitments the NSW Government made to the community.

This reporting year, the Department of Justice:

- ▲ Established a taskforce comprised of representatives from victims' groups, legal professionals, Justice Cluster agencies, NSW Health and the NSW Police Force to examine mandatory anti-libidinal treatment as a sentencing option. The taskforce completed its report and provided recommendations for the NSW Government's consideration.
- ▲ Increased the maximum penalty for sexual intercourse with a child under 10 years old from 25 years to life imprisonment and included an additional 13 child sexual assault offences in the standard non-parole period scheme.
- ▲ Introduced a pilot of specialist judges to deal with child sexual assault matters. Two specialist judges were trained and appointed to the District Court, and are now taking a leading role in the pilot of pre-recorded evidence and 'Children's Champions' (also known as 'witness intermediaries') in the Downing Centre and Newcastle Courts.
- ▲ Halved, from 1kg to 500g, the threshold required to charge dealers with possessing large commercial quantities of the drug 'ice' for supply, which attracts a maximum penalty of life imprisonment. The *Drug Misuse and Trafficking (Methyl Amphetamine) Regulation 2015* commenced on 1 September 2015.
- ▲ Introduced five additional firearms offences to the standard non-parole period scheme with standard non-parole periods higher than current average standard non-parole period sentences. Increased the standard non-parole period for the offences of unauthorised possession or use of firearms from three to four years, and unauthorised possession or use of a prohibited weapon where the offence is prosecuted on indictment from three to five years.
- ▲ Reopened the Kirkconnell Correctional Centre near Bathurst, accommodating 240 minimum security male inmates.
- ▲ Appointed Andrew Tink AM to undertake a detailed review of police oversight in NSW and develop recommendations in consultation with existing police oversight and integrity agencies, law enforcement agencies and community experts. The Review of Police Oversight in NSW was completed in August 2015 and the NSW Government is now implementing the review's recommendations, including establishing the Law Enforcement Conduct Commission.
- ▲ Committed \$90,350 to Hunter Surf Life Saving to boost surf lifesaving technology for the 13 clubs it administers. New digital radios that align with the digital system used by Surf Life Saving NSW to communicate rescue information with ambulance, helicopter and police services were purchased for the 13 clubs.
- ▲ Committed \$838,000 to Singleton Diggers Club to buy and install a power generator to enable the club to operate as an emergency evacuation centre in emergencies such as floods and bushfires. A diesel generator capable of 24 hours' power supply was launched in June 2016.
- ▲ Committed \$144,000 to the Aberdeen Outdoor Recreation Hub project. The hub, featuring a half basketball court, a skate park, tennis courts and a bike track, opened in December 2015.
- ▲ Introduced free entry to the Australian Museum and Powerhouse Museum for children under 16 years old. Attendance at these two museums by people under 16 in 2015-16 increased by 63.7% on 2014-15.

Key achievements in 2015-16 and plans for 2016-17

1. Community safety

In 2015-16 the Department of Justice:

- ▲ Introduced the Child Sexual Offence Evidence Pilot that enables the entire evidence of a child complainant to be pre-recorded, and the use of impartial 'Children's Champions' (witness intermediaries) during the investigative interview and court hearing for indictable child sexual assault matters.
- ▲ Expanded the *It Stops Here: Safer Pathway* referral system for people whose lives are at threat as a result of domestic or family violence to four more places: Bankstown, Broken Hill, Parramatta and Tweed Heads.
- ▲ Established the Domestic Violence Disclosure Scheme that enables a person to apply to the NSW Police Force for information about whether their partner has a history of domestic violence offending.
- ▲ Implemented recorded Domestic Violence Evidence in Chief that supports victims of domestic violence through court proceedings by allowing them to give their evidence in chief against a person charged with a domestic violence offence through a recorded video or audio statement.
- ▲ Supported the passage of changes to the *Limitation Act 1969* to remove the time limit for victims to claim compensation through the courts for damages relating to death or personal injury relating to child abuse.
- ▲ Established the Reassessment Scheme that allows eligible applications lodged under the old Victims Compensation Scheme and transitioned to the Victims Support Scheme to be reassessed in accordance with relevant provisions of the *Victims Support and Rehabilitation Act 1996*.
- ▲ Commemorated 15 years of the Families and Friends of Missing Persons Unit that provides free support and counselling to people who have been impacted by the disappearance of a loved one.
- ▲ Supported the development of new, expanded powers and offences to deal with organised and serious crime, including Serious Crime Prevention Orders, Public Safety Orders, the confiscation of property, and stronger offences and penalties for money laundering.
- ▲ Strengthened penalties for illegal firearms, including by creating new offences in the *Firearms Act 1996* that include the possession of a stolen firearm, which carries a maximum penalty of 14 years' imprisonment; and banning the possession of digital blueprints that enable firearms to be manufactured using 3D printers and milling machines, for anyone without an appropriate licence.
- ▲ Of 278 matters referred to Forum Sentencing, conducted 111 Forum Sentencing conferences and supervised offenders' successful completion of 108 intervention plans.
- ▲ Coordinated 1,168 Youth Justice Conferences of the 1,505 matters referred, observing an 86.5% completion rate of conference outcome plans.
- ▲ Commenced a competitive tender process to identify suitable service providers for the Youth on Track program, which will expand from three to six sites in 2016-17.
- ▲ Allocated more than \$2 million for community projects to 14 recipients.

In 2016-17, the Department of Justice plans to:

- ▲ Establish a new Law Enforcement Conduct Commission that will provide a simplified, strong, and fair system of law enforcement oversight in NSW.
- ▲ Enhance the monitoring of child sex offenders.
- ▲ Expand the Youth on Track program to three new sites, Central West, New England and Coffs Clarence, bringing the total number of sites to six, with an expected participation of 310 young offenders per year.
- ▲ Develop practical strategies and actions to address and reduce the over-representation of indigenous people in custody.
- ▲ Launch the upgraded version of the Indigenous Justice Clearinghouse online research library, which supports evidence-based policy making by providing access to data, reports and program evaluations about indigenous justice issues at www.indigenousjustice.gov.au.
- ▲ Implement reforms arising from the review of the *Police Act 1996*.
- ▲ Develop and implement the Countering Violent Extremism Training Program.

2. Civil justice

In 2015-16 the Department of Justice:

- ▲ Introduced a new regulatory model for liquor, gaming and racing in NSW with improved governance structures and processes, through the establishment of Liquor and Gaming NSW and the separate Office of Racing.
- ▲ Implemented Legal Profession Uniform Law that applies to legal practitioners and law practices in NSW and Victoria from 1 July 2015, creating a single system to regulate legal practice across the two jurisdictions that encompass almost three-quarters of Australia's lawyers.
- ▲ Convened the Civil Justice Collaboration Group and the Debt Recovery Working Group to consult on the development of the NSW Civil Justice Strategy.
- ▲ Commissioned the Law and Justice Foundation of NSW to conduct a review that will provide the first detailed insight into the dynamics of the civil justice system in NSW.
- ▲ Hosted the Reimagining the Approach to Civil Justice forum in July 2015, featuring keynote speaker Ms Shannon Salter, the Chair of the Civil Resolution Tribunal in British Columbia, Canada.
- ▲ Assisted 122,623 customers and provided 19,604 sessions of free legal advice through Law Access NSW, which provides legal information, managed referrals, and in some cases legal advice about a wide range of NSW legal problems and questions.
- ▲ Opened a new, accessible registry in the Sydney central business district for the Guardianship Division of the NSW Civil and Administrative Tribunal (NCAT).
- ▲ Developed four scenario-based, short videos in English, Arabic, Greek, Mandarin and Vietnamese language to help people understand NCAT's processes.

In 2016-17, the Department of Justice plans to:

- ▲ Complete the NSW Civil Justice Strategy that will set our vision for the future of the civil justice system in our state, a people-centred system that delivers modern and effective justice services, including through digital technology.
- ▲ Deliver process improvements to liquor and gaming licensing, enhancing customer satisfaction and the quality of services provided for the regulation of liquor and gaming in NSW.
- ▲ Deliver the statutory review of the *Government Information (Public Access) Act 2009*.

3. Court and tribunal modernisation

In 2015-16 the Department of Justice:

- ▲ Completed the \$17.5 million upgrade to Wollongong Courthouse, the \$90 million new Newcastle Courthouse, the \$71 million Coffs Harbour Justice Precinct and the first of the two stages of the \$19.5 million upgrade to the Wagga Wagga Courthouse.
- ▲ Commenced construction of the \$31 million Sydney Children's Court in Surry Hills.
- ▲ Maintained the Local Court's position as the best-performing local court jurisdiction in Australia, including a clearance rate of more than 100% for the second year running, as reported in the Productivity Commission's Report on Government Services (ROGS).
- ▲ Achieved the highest criminal non-appeal, appeal rate and overall clearance rate in the NSW Supreme Court compared with other jurisdictions reported in ROGS.
- ▲ Achieved clearance rates of more than 100% in all areas of the NSW Supreme Court.
- ▲ Added the Land and Environment Court to the Online Registry that allows registered parties to cases in the Supreme, District, Local and now Land and Environment Court to access a wide range of court registry services online.
- ▲ Implemented Online Court for the NSW Supreme Court Corporation's Registrars' Directions List, the Land and Environment Court's civil lists, and the Local Court General Division.
- ▲ Extended the JusticeLink case management system to the Land and Environment Court and the Industrial Relations Commission.
- ▲ Introduced the Digital Court Results application that allows Local Court Registrars to record their criminal call-over court results electronically, with near-real time upload to JusticeLink to ensure courts' partner agencies have access to court outcomes in a timely manner.
- ▲ 'Commercialised' the state-of-the-art electronic jury management system that enables people who have been called for jury service to perform a range of administrative tasks online, with Court Services Victoria implementing a fully-customised version of the system and customisation work commencing for Queensland.

In 2016-17, the Department of Justice plans to:

- ▲ Reduce the backlog of criminal cases in the District Court that has been funded by the NSW Government's commitment of \$39 million over the next two years in the 2016-17 NSW Budget and the \$20 million announced in December 2015.
- ▲ Implement reforms to enable cases to be heard more efficiently in the District Court.
- ▲ Launch four short, scenario-based videos that help people understand the processes of the NSW Civil and Administrative Tribunal (NCAT), and will be available on the NCAT website in English, Arabic, Greek, Mandarin and Vietnamese languages.
- ▲ Continue the implementation of the \$40 million Audio-Visual Link Consolidation Project.
- ▲ Extend the JusticeLink case management system to NCAT and the Care jurisdiction of the Children's Court.
- ▲ Commence the Online Probate Application Project.

4. Advanced offender management system

In 2015-16 the Department of Justice:

- ▲ Established the Prison Bed Capacity Unit to manage the \$3.8 billion Prison Bed Capacity Program over the next four years.
- ▲ Completed major project expenditure of \$21.3 million to increase prison bed capacity, including constructing modular cells at Cessnock and Dillwynia, and progressing towards additional cells at the Wollongong Community Offenders Service Program centre.
- ▲ Created an additional 827 beds within existing correctional facilities.
- ▲ Selected the site for the new 1,700-bed correctional centre to be located at Grafton.
- ▲ Commenced the 650-bed expansion of Parklea Correctional Centre.
- ▲ Observed an 11% increase in the number of offenders participating in at least one rehabilitation program, with 17,538 offenders taking part in at least one program in 2015-16.
- ▲ Transitioned completely to the 'EQUIPS' moderate-intensity suite of four programs to reduce reoffending by targeting offending-related risk and needs: EQUIPS Foundation, EQUIPS Addiction, EQUIPS Aggression and EQUIPS Domestic Abuse.
- ▲ Achieved a 44% increase in participation in the Violent Offenders Therapeutic Program compared with 2014-15, and a 2015-16 completion rate of 90%.
- ▲ Guided 213 offenders, including 158 new participants, through the Intensive Drug and Alcohol Treatment Program at the John Morony Correctional Complex and the Dillwynia Correctional Centre.
- ▲ Delivered welfare, alcohol and drug services to 21,566 individuals, an increase of 11% on 2014-15.
- ▲ Delivered 52,346 occasions of psychology services: 41,055 in community corrections and 11,291 in custodial corrections.
- ▲ Through the NEXUS Program, triaged the release-planning needs of 6,416 inmates in the last six to three months of their sentences, to help them reconnect and reintegrate with their communities when they leave custody.
- ▲ Trained and supported 843 staff to effectively identify and provide access to services for offenders who have disability, across community and custodial locations.
- ▲ Facilitated inmates' access to the Royal Commission into Institutional Responses to Child Sexual Abuse.
- ▲ Delivered programs to address reoffending risks and needs to 508 women in custody, achieving an average completion rate of 65%.
- ▲ Facilitated participation by eight Aboriginal inmates in the Clean Slate Without Prejudice Program that allows offenders who wish to live in the Redfern area of Sydney when they are released from custody to take part in individual intervention programs and local community projects.

In 2015-16 the Department of Justice:

- ▲ Established the Aboriginal Offender Interagency Forum in collaboration with the Department of Prime Minister and Cabinet, to coordinate the resources and efforts of agencies that share Aboriginal clients with Corrective Services NSW, to better support transition back to the community upon release from custody.
- ▲ Moved to a needs-based model for offender education and training that prioritises offenders with the highest risk of reoffending and the highest learning need: 8,230 inmates enrolled in one or more education and/or vocational training courses in 2015-16.
- ▲ Conducted 435,868 hours of staff training to 19,758 participants through the Brush Farm Corrective Services Academy, at the academy, in regional locations, online, and through a blend of delivery mechanisms.

In 2016-17, the Department of Justice plans to:

- ▲ Progress the work of the Prison Bed Capacity Unit that was established in 2015-16 to manage the \$3.8 billion Prison Bed Capacity Program over the next four years.
- ▲ To address reoffending, establish the Extra Offender Management Service in six sites, three in January 2017 and three in May 2017, to be delivered by non-government service providers selected through open procurement processes.
- ▲ To address reoffending, commence Local Coordinated Multiagency Offender Management in three sites in March 2017, with significant preparations including information technology and management, privacy, evaluation planning, procurement, operational development and stakeholder consultation.
- ▲ Complete the statutory review of the *Crimes (High Risk Offenders) Act 2006* that commenced in 2016, with a final report of the review due to be tabled in parliament in March 2017.
- ▲ Implement two new support services, Transitional Supported Accommodation for high-risk parolees leaving custody, and a Volunteer Mentoring Service to help offenders with higher risks and needs who have no family support transition from custody to the community.
- ▲ Implement the new education and vocational training delivery model, under which education and vocational training services will be provided by an external service provider, with Corrective Services NSW maintaining responsibility for front-end assessment, coordination and planning, and teaching at the four Intensive Learning Centres.

5. Supervising and caring for young offenders

In 2015-16 the Department of Justice:

- ▲ Facilitated 20 emergency accommodation placements for young offenders through the Bail Assistance Line, the after-hours bail assessment service that can help young offenders meet their bail conditions and remain out of custody.
- ▲ Completed a competitive tender process to award three new contracts for provision of services under the Joint Support Program, including casework support, short and long-term accommodation, job-readiness, employment placement and support, relationship intervention and mentoring.
- ▲ Conducted a competitive tender process for operation of the Rural Residential Rehabilitation Services in Dubbo and Coffs Harbour that provide comprehensive treatment programs for Juvenile Justice clients who have drug and alcohol-related problems: Mission Australia will continue to operate the services until 30 June 2018.
- ▲ Guided young offenders in the community and in custody through the completion of 475 Work and Development Orders, repaying fines valued at \$300,490.
- ▲ Coordinated 4,570 video conferences, with just over 63% of all court matters involving young people in custody heard by audio-visual link, an increase from 52% in 2014-15.
- ▲ Introduced a new policy for working with children and young people who are vulnerable to the message of radicalisation and violent extremism, to provide awareness of Juvenile Justice's position, and to equip workers with relevant information and resources.
- ▲ Transferred the Juniperina Juvenile Justice Centre at Lidcombe to Corrective Services NSW, given the decline in the number of young people in custody and the increase in the adult inmate population.

In 2016-17, the Department of Justice plans to:

- ▲ Commence the Joint Support Program's updated service types of casework support, short and long-term accommodation, job-readiness, employment placement and support, relationship intervention and mentoring.
- ▲ Deliver the evidence-based practice framework that has been developed to support the transition to the consolidated Juvenile Justice Caseworker role for community-based service delivery.

6. Sustainable service models

In 2015-16 the Department of Justice:

- ▲ Received a record 102,291 calls to the Victims Access Line, which provides confidential support, information and referrals to victims of crime in NSW.
- ▲ Determined financial assistance for victims of crime under the Victims Support Scheme in an average of 26 days from when the claim was lodged, and nearly 92% of claims received some kind of financial support.
- ▲ Launched online enrolment for students of the Legal Profession Admission Board's (LPAB) Diploma in Law course, allowing students to nominate their course and pay their fees online.
- ▲ Comprehensively reviewed the rules governing the LPAB's Diploma in Law course, to make the rules easier to understand and simpler to administer.
- ▲ Commenced a major transformation of the service model of the NSW Trustee and Guardian to create a unified, efficient organisation that will deliver improved client services, in a way that is financially sustainable.
- ▲ Launched a new website for Liquor and Gaming NSW that addresses stakeholders' needs for online information and service delivery.
- ▲ Developed online refresher training for holders of Responsible Service of Alcohol and Responsible Conduct of Gambling competency cards, in conjunction with Service NSW.
- ▲ Actively participated in governance and other preparatory working groups to advocate for the interests of National Disability Insurance Scheme participants who are in contact with the criminal justice system or who are otherwise affected clients of the Department of Justice.
- ▲ Established the Justice Disability Advisory Council and the Justice Multicultural Advisory Council to ensure the department continues to engage with the disability and multicultural communities and better understands the communities' needs.

In 2016-17, the Department of Justice plans to:

- ▲ Continue to engage actively with the rollout of the National Disability Insurance Scheme (NDIS) in NSW to ensure that the needs of people with disability who come into contact with the criminal justice, guardianship and financial management systems are addressed.
- ▲ Identify and assist Department of Justice clients who are eligible to access supports under the NDIS for which they were previously ineligible, or were previously unable to access because of financial constraints.
- ▲ Implement a customer relationship management system for Liquor and Gaming NSW (L&GNSW) that better manages L&GNSW's interactions with their clients, and the services that they provide.
- ▲ In response to feedback from L&GNSW stakeholders, enhance the L&GNSW website to provide additional information and services.
- ▲ Launch the Legal Profession Admission Board online portal that will improve the admission process for legal professionals in NSW by enabling online applications for admission, bookings for admission ceremonies, Australian criminal history checks, and identity verification.
- ▲ As part of the NSW Government's Decade of Decentralisation program, relocate the Anti-Discrimination Board from the Sydney central business district to Parramatta in Western Sydney.

7. Emergency management and resilience

In 2015-16 the Department of Justice:

- ▲ Developed a 'Mass Care' Guideline to inform the provision of shelter, meals, first aid, bulk distribution of emergency items, psychological support and critical information for response and recovery actions in large-scale or prolonged evacuations, or interstate or international events.
- ▲ Worked with the NSW Rural Fire Service, the Office of the Environment and Heritage and other agencies to develop the NSW Government's response to the 52 recommendations arising from the Parliamentary and Coronial Inquiries into the Wambelong fire in January 2013.
- ▲ Commenced development of new laws to require people rock fishing in high-risk locations to wear life jackets, working with the inter-agency Rock Fishing Working Group to identify high-risk locations and provide advice about the best ways to communicate safety messages.
- ▲ Conducted briefing sessions to increase NSW Government agencies' understanding of NSW crisis management arrangements during events such as terrorist attacks or significant natural disasters.
- ▲ Registered 140 staff from other NSW Government agencies to participate in the External Surge Program that provides additional resource capacity to support the immediate needs of the Office of Emergency Management in disaster response and recovery.
- ▲ Participated in the working group that is implementing the 'Register.Find.Reunite.' program that coordinates connections between families and loved ones who become separated or displaced during an emergency event.
- ▲ Coordinated the NSW chapter of the federal Attorney-General's Department's Resilient Australia Awards that recognise innovative practices and achievements that are making our communities stronger, safer, better prepared for and more resilient in an emergency event.
- ▲ Awarded the inaugural 'Get Ready Community Award' for a community that has done exceptional work to make their community more prepared for and better able to recover from disaster: the Uranquinty Community Safety Group received the award in October 2015.
- ▲ Launched an online resource to help community service providers prepare their clients, including the elderly, people with disability, and people from multicultural communities, for disasters.
- ▲ Conducted a major exercise of the NSW State Crisis Centre, involving full participation by essential NSW Government agencies and the Premier's Crisis Policy Committee, to ensure the NSW Government is familiar with its crisis management responsibilities.

In 2016-17, the Department of Justice plans to:

- ▲ Undertake a project to strengthen the capability of the emergency management and human services sectors to support disaster-affected metropolitan communities, focusing on models to support communities affected by highly traumatic events such as earthquakes, and people living in densely populated communities such as high-rise apartment complexes.
- ▲ Conduct a major evacuation centre Welfare Services Functional Area (WSFA) desktop exercise to test the draft WSFA Concept of Operations for activating the 'Functional Area' and delivering registration, assessment and welfare services to 500-plus evacuees in a major evacuation centre.
- ▲ Review the WSFA Supporting Plan to reflect changes in the names and roles of WSFA agencies since the plan was endorsed by the State Emergency Management Committee in June 2014.
- ▲ Implement a state-wide terrorist event recovery exercise to test the NSW Recovery Plan arrangements in the context of a disaster that does not have a natural cause.
- ▲ Complete and promote the Local Recovery Toolkit, a collection of resources for people who are managing recovery services that includes a suite of practical guidelines that will be useful under time and experience pressures.
- ▲ Develop, for government approval, draft Arrangements for Responding to Catastrophic Emergencies that examine the enhanced governance arrangements that would be needed in the event of an emergency that could overwhelm current arrangements.
- ▲ Work with other states and territories on the next phase of Emergency Alert, the national warning system that emergency services use to send voice and text messages about likely or actual emergencies in a defined area.
- ▲ Carry out a detailed cost/benefit analysis and whole-of-sector review into state-level coordination of emergency operations, working to ensure enhanced capability for emergency service and public safety organisations.
- ▲ Undertake the relevant administrative and governance arrangements in relation to the Emergency Services Levy, which will be superseded by the Emergency Services Property Levy in July 2017.

8. Leadership in arts and culture

In 2015-16 the Department of Justice:

- ▲ Introduced free entry to the Powerhouse Museum and the Australian Museum for young people under the age of 16 and observed an increase of 63% in attendance at these two museums by young people, compared with 2014-15.
- ▲ Committed \$139 million to the development of the Walsh Bay Arts Precinct at Sydney Harbour and \$202 million to the renewal of the Sydney Opera House.
- ▲ In partnership with Infrastructure NSW, undertook planning work for the world-class arts and cultural precinct at Walsh Bay that will double the arts and culture offering at the site, with Pier 2/3 allowing for three new resident companies, and an upgrade to the facilities of Pier 4/5.
- ▲ Worked with NSW Health to develop the *NSW Health and The Arts Framework*. The framework aims to improve the health of the community by integrating the arts into the design and delivery of health services.
- ▲ Championed Aboriginal arts and culture through the *NSW Aboriginal Arts and Cultural Strategy 2015-18, Connection, Culture, Pathways*, including targeted funding of \$966,375 and continuing collaboration with the NSW state cultural institutions to enhance Aboriginal collections and programming.
- ▲ Administered two strategic cross-government partnerships with funding from the Department of Family and Community Services (\$475,000) and Lifetime Care (\$670,000) to increase the profile and visibility of NSW artists with disability and increase participation in arts and cultural projects by people with disability.
- ▲ Conducted detailed planning and design for the relocation of the Museum of Applied Arts and Sciences (the Powerhouse Museum) to Parramatta, as the central institution of the new Parramatta Cultural Precinct.
- ▲ Refurbished the Arts Exchange building in Sydney's The Rocks, creating a new 'Festival House' creative hub that brings the coordinators of Sydney's key arts and cultural festivals together in one location.
- ▲ Invested strategically in arts and culture businesses and careers through the Arts and Cultural Development Program, providing more than \$51 million that supported 300 organisations and individuals with more than 360 arts and cultural activities across NSW.
- ▲ Strengthened arts and culture in Western Sydney and regional NSW with investment of more than \$4.4 million in Western Sydney and \$9.3 million in regional areas through the Arts and Cultural Development Program.
- ▲ Committed \$4.6 million to support screen production in NSW, including 44 new screen projects and grants for five projects from the Regional Filming Fund, which will contribute an estimated \$136 million of production expenditure to the NSW economy and create an estimated 9,265 jobs.
- ▲ Attracted production of Sir Ridley Scott's *Alien: Covenant* to NSW, which was filmed in locations around central and Western Sydney, bringing more than \$60 million in production expenditure to NSW and creating more than 600 jobs for cast, crew and extras.

In 2015-16 the Department of Justice:

- ▲ Hosted production of Mel Gibson's *Hacksaw Ridge*, which was filmed in Western Sydney and regional NSW, contributing an estimated \$26 million to the NSW economy and creating more than 720 jobs for cast, crew and extras.
- ▲ Attracted production of Jackie Chan's latest feature film, *Bleeding Steel*, to NSW, with filming commencing in July 2016 and an estimated \$20 million in production expenditure and 240 jobs for cast, crew and extras to be contributed to the NSW economy.

In 2016-17, the Department of Justice plans to:

- ▲ Host production of Animal Logic's *Peter Rabbit*, a feature film based on the classic Beatrix Potter tale, with an expected \$50 million of production expenditure in the NSW economy and more than 900 jobs for cast, crew and extras.
- ▲ Increase funding for the production of major television drama and attract significant international screen projects to NSW, administering the NSW Government's commitment of \$20 million over two years from 2016-17.
- ▲ Complete the business case for the forthcoming relocation of the Powerhouse Museum to the Parramatta Cultural Precinct.
- ▲ Host production of *Bleeding Steel*, the latest feature film from actor Jackie Chan, for which filming begins in and around Sydney in July 2016.

9. Organisational modernisation

In 2015-16 the Department of Justice:

- ▲ Introduced the Justice SAP enterprise resource management system to consolidate the department's employee and financial data into one system, from numerous legacy systems.
- ▲ Established the Business Support Centre as a single service point for a range of human resources and finance services, implementing a service desk and service management software system that allows efficient self-service for some transactions, and informative service level and performance reporting.
- ▲ Secured approval of the Department of Justice *Total Asset Management Plan 2016-17 – 2025-26*, which was instrumental in obtaining more than \$2 billion in new major capital funding for a range of technology and construction projects over the next four years.
- ▲ Relocated more than 1,000 staff as part of the NSW Government's Decade of Decentralisation program, achieving a 6,000 square metre reduction in office accommodation leased in the Sydney central business district.
- ▲ Appointed a new fleet management provider to manage the Justice fleet from 4 July 2016, with projected savings of \$170,000 per annum.
- ▲ Completed, within the 2015-16 \$14 million budget, the second year of a five-year, NSW Treasury-funded program to consolidate, optimise, remediate and enhance critical information and communications technology infrastructure, application and information management risks in key areas of the department.
- ▲ Integrated a regulatory prosecution practice into the Office of the General Counsel, reflecting the addition of liquor and gaming regulation to the department's role from 1 July 2015.
- ▲ Managed eight applications for the extinguishment of historical homosexual convictions under a new process established to consider such applications, following amendments to the *Criminal Records Act 1991* that were made in late 2014.

In 2016-17, the Department of Justice plans to:

- ▲ Complete the Corporate Shared Services Transformation Program to efficiently deliver human resources, payroll, finance and purchasing services in an integrated way throughout the Department of Justice.
- ▲ Extend service delivery through the new Business Support Centre model, using new customer-centric systems and services, to the Corrective Services NSW, Juvenile Justice and Office of Emergency Management Divisions of the department.
- ▲ Migrate to whole-of-government information and communications technology-enabled solutions including HR Identity Management (the Government Employee Number) and common payment gateways.
- ▲ Enhance and promote audio-visual facilities for greater productivity and reduced travel costs.
- ▲ Improve efficiencies in the justice system by improving the exchange of information and integrating appropriate processes across the system.
- ▲ Renew and enhance the functionality of key business applications that support the Corrective Services NSW and Juvenile Justice Divisions of the department.
- ▲ Remediate legacy ICT infrastructure and systems including audio-visual link, local area network and case management applications.

10. People and capabilities

In 2015-16 the Department of Justice:

- ▲ Established the *Justice Values and Behaviour Strategy* to embed the Justice Values of Service, Trust, Accountability, Integrity and Respect into Department of Justice workplace culture across all workplaces.
- ▲ Developed the Just Talk Project, a planning tool to help all people in the Department of Justice plan respectful conversations about workplace behaviour.
- ▲ Delivered the *Justice Talent and Leadership Strategy* that prioritises delivering leadership and workforce capabilities that align with the department's current and future needs.
- ▲ Commenced implementation of the My Performance performance management and development framework across the department to ensure all staff can plan for best performance, achieve goals and recognise achievements as they occur.
- ▲ Launched the *Justice Recognition and Awards Framework* that encourages recognition of employees' contributions through day-to-day feedback as well as a formal system of awards.
- ▲ Implemented a '70 – 20 – 10' approach to training and development, reflecting research showing that 70% of our knowledge comes from job-related experiences; 20% from interactions with our colleagues; and 10% from structured learning and research; and including resources that support learning opportunities through all three methods.
- ▲ Achieved a 66.2% response rate to the Public Service Commission's People Matter Employee Survey 2016, a significant increase on the 2014 survey response rate of 19.8%, through the engagement of 'workplace champions' and Secretary visits to nine workplaces in regional and metropolitan areas.

In 2016-17, the Department of Justice plans to:

- ▲ Continue to embed the Justice Values of Service, Trust, Accountability, Integrity and Respect in all the department's policies, programs and workplaces.
- ▲ Complete the implementation of the My Performance performance management and development framework across the department.
- ▲ Extend Just Talk, the step-by-step planning tool to help managers and staff plan respectful conversations about workplace behaviour, throughout the department.
- ▲ Finalise the department's transition to the new senior executive employment arrangements introduced by the *Government Sector Employment Act 2013* by February 2017.

Chapter 1: Community safety

Enhancing community safety by supporting victims of crime and targeting priority areas of crime

Supporting victims of crime

Targeting priority areas of crime

Developing law enforcement policy

Providing high-quality legal representation

Researching crime and the criminal justice system

The Department of Justice is committed to helping build safer communities in NSW. The *Department of Justice Strategic Plan 2015-19* prioritises community safety. We aim to enhance community safety by supporting victims of crime and targeting priority areas of crime.

The Department of Justice and agencies in the wider Justice Cluster are leaders in the NSW Government's priorities of reducing the proportion of domestic violence perpetrators reoffending within 12 months by 5% and reducing adult reoffending by 5% by 2019.

In 2015-16 the department put new programs in place to support victims of crime, including a pilot that allows the evidence of a child victim of sexual assault to pre-record their evidence and introduces 'Children's Champions' to act as intermediaries for child witnesses through the court process. Legislation was amended to remove the time limit for victims to claim compensation through the courts for damages relating to death or personal injury resulting from child abuse. Programs that support victims by repairing harms caused by offending behaviour continued for adult and young offenders.

During this year the department also introduced several new, innovative programs to address domestic violence, including the National Domestic Violence Order Scheme, the Domestic Violence Disclosure Scheme and recorded Domestic Violence Evidence in Chief.

Throughout 2015-16 the department conducted projects, facilitated the passage of legislation, and undertook research to address additional priority areas of crime including terrorism, organised crime, firearm offences and youth crime.

Supporting victims of crime

Streamlined referrals for victims of domestic and family violence

The Department of Justice is leading *It Stops Here: Safer Pathway*, a streamlined referral system for people whose life, health or safety is ‘at threat’ or ‘at serious threat’ as a result of domestic and family violence. *It Stops Here: Safer Pathway* is a new approach to victim safety assessment, referrals to support services and service coordination.

It Stops Here: Safer Pathway was launched in September 2014 in Orange and Waverley, and on 1 July 2015 expanded to four more places: Bankstown, Broken Hill, Parramatta and Tweed Heads.

In 2015-16 the Department of Justice received 14,215 referrals for victims of domestic and family violence under the Safer Pathway Domestic and Family Violence reforms.

Of these referrals, 2,597 (18%) were assessed by the NSW Police Force as ‘serious threat’; 655 of these serious threat referrals were closed after a Safety Action Plan was completed; and approximately 156 Safety Action Meetings were held to ensure coordinated action to improve the safety of these victims.

Of the 14,215 referrals:

- ▲ 1,025 (7%) were for victims who identified as Aboriginal or Torres Strait Islander
- ▲ 10,360 (73%) were for female victims
- ▲ 3,855 (27%) were for male victims
- ▲ 5,528 (39%) received a Safety Action Meeting, information, referrals or support
- ▲ 2,199 (15%) could not be contacted, despite attempts

Support for child victims of sexual assault

On 31 March 2016 a three-year pilot of measures to better support child victims of sexual assault through the court process began in the NSW District Court in Sydney and Newcastle. These pilot measures are part of the *Criminal Procedure Amendment Act 2015*.

The Child Sexual Offence Evidence Pilot enables pre-recording of the entire evidence of a child complainant and the use of ‘Children’s Champions’ (also known as ‘witness intermediaries’) during the investigative interview and the court hearing for indictable sexual offence matters.

A Children’s Champion is an impartial person appointed to communicate and explain to the witness questions that the witness is asked, and to communicate and explain the answers to the person who asked the questions. Children’s Champions help make sure the witness can provide their best evidence.

Allowing child victims of sexual assault to pre-record their evidence aims to reduce the stress and duration of court proceedings for vulnerable children in these matters.

The Department of Justice’s Victims Services Branch is overseeing the implementation of and administering the pilot. The pilot has received 162 referrals since it began and 147 were matched to a witness intermediary. Sixty-eight per cent were matched and an investigative interview undertaken within 48 hours of the referral.

The Department of Justice chaired the Child Sexual Assault Taskforce that developed the pilot scheme. The taskforce brought together experts from agencies that investigate, prosecute, defend and hear child sexual assault matters.

The *Criminal Procedure Amendment Act 2015* implements recommendations of *Every Sentence Tells a Story*, a 2014 report of the Joint Select Committee into Sentencing of Child Sexual Assault Offenders. The Act also responds to recommendations of *Responding to Child Sexual Assault in Aboriginal Communities*, a 2012 report of the NSW Ombudsman.

Support for victims of child abuse

In 2016 the NSW Parliament passed the *Limitation Amendment (Child Abuse) Act 2016*, which changed the *Limitation Act 1969* to remove the time limit for victims to claim compensation through the courts for damages relating to death or personal injury resulting from child abuse.

According to the *Interim Report of the Royal Commission into Institutional Responses to Child Sexual Abuse*, the average time for a victim to disclose sexual abuse was 22 years, with men taking longer to disclose the abuse than women. Completely removing time limits means more survivors are now eligible to commence a claim for compensation.

The Families and Friends of Missing Persons Unit

The Families and Friends of Missing Persons Unit (FFMPU) provides free, confidential and professional support and counselling to families and friends of missing people, conducts research into missing persons' issues, and makes a variety of resources available to people impacted by the disappearance of a loved one.

In September 2015 the FFMPU commemorated 15 years of service. In this time, the unit has supported more than 2,500 individuals and families in Australia and overseas. Since 2010 the FFMPU has coordinated and facilitated more than 70 support group meetings. The unit has produced a variety of publications including two that were translated into French for use in Canada.

The FFMPU is currently engaged in 'first of its kind' doctoral research in two areas:

- ▲ 'In the Loop: identifying and responding to the psychosocial support needs of young people when a loved one is missing', and
- ▲ 'The Missing Perspective: the coronial investigation of suspected deaths and the impact on families of missing people'

The FFMPU is the only government-funded service of its kind in Australia.

Law Access NSW

Law Access NSW is a free service that assists people who have a legal problem in NSW through its telephone line and website. Law Access NSW provides legal information, referrals, and in some cases legal advice about a wide range of legal problems and questions.

Law Access NSW is available to anyone in NSW but focuses on vulnerable and disadvantaged people in the NSW community. Law Access NSW assesses victims of crime as priority clients, providing legal information, managed referrals to assistance services and urgent legal advice.

Law Access NSW is a member of the interagency committee of government and community organisations that provide services, referrals and information to and about victims of crime. The interagency committee is convened by the Victims Services Branch of the Department of Justice.

The Reassessment Scheme

The Reassessment Scheme allows eligible applications that were lodged under the old Victims Compensation Scheme and transitioned to the Victims Support Scheme to be reassessed in accordance with the compensable injury provisions of the *Victims Support and Rehabilitation Act 1996*. The Reassessment Scheme is a three-year program that commenced on 1 September 2015.

From 1 September 2015 until 30 June 2016, 8,130 reassessment applications were received.

Repairing harms caused by offending behaviour

Restorative justice is about working with victims of crime, offenders and the community to address collectively the harms, needs and obligations that arise from offending behaviour. Restorative justice puts the needs of victims of crime at the centre of this process.

The Restorative Justice Unit (RJU) of Corrective Services NSW (CSNSW) specialises in conferences between victims of crime and offenders, and facilitates a range of other restorative justice programs after a sentence has been imposed. In 2015-16 the Victim-Offender Mediation Team received 62 referrals and facilitated nine restorative justice conferences and mediations.

The RJU works closely with victims support and advocacy organisations including the Homicide Victims Support Group, the Enough is Enough Anti-Violence Movement, the Victims of Crime Assistance League and domestic violence advocacy groups.

In 2015-16 the University of NSW published the findings of a three-year research project that examined issues relating to CSNSW victim-offender conferences. The research found that the CSNSW RJU successfully meets the unmet justice needs of victims and offenders in the aftermath of serious, and often violent, crime.¹

Forum Sentencing

Forum Sentencing provides a safe opportunity for victims of crime, offenders and community members to meet face-to-face to talk about the impact of a crime. The forum sentencing process requires offenders to take responsibility for their actions and allows the victim of the crime, and the community, to have say in how to repair the harms that the crime caused.

Forum Sentencing is available at 47 local courts in NSW. Magistrates refer eligible offenders to the program and local forum facilitators assess an offender's suitability as well as the victim's willingness to participate in a forum sentencing conference.

An outcome of the conference is an intervention plan that describes what an offender will do to address the harms caused by their offence, and address any underlying issues. An offender's compliance with the approved plan is monitored and the outcomes are reported to the conference participants and to the court.

In 2015-16, 278 matters were referred to Forum Sentencing. One hundred and eleven conferences were held and 108 intervention plans were completed successfully by offenders.

¹ This research is available online at <http://dx.doi.org/10.1080/20504721.2015.1069531>

Youth Justice Conferencing

Youth Justice Conferencing brings young offenders, their families and supporters face-to-face with victims, their supporters and police to discuss the crime and how people have been affected. Conference participants agree on an outcome that can include an apology, reasonable reparation to victims, and steps to reconnect the young person with their community to help prevent further offending. The program encourages young people to take responsibility for their offending behaviour and its impacts.

Police and courts can refer young people for youth justice conferences when they have committed eligible offences that are too serious for warnings or cautions, or when a young person has exceeded the maximum number of cautions available to them. Youth Justice Conferencing can be conducted in juvenile justice centres but it is primarily a diversionary program facilitated in all Juvenile Justice Community Offices.

The Juvenile Justice Division of the Department of Justice administers Youth Justice Conferencing under Part 5 of the *Young Offenders Act 1997*. Juvenile Justice contracts external conference convenors who advise of the conference outcome and monitor the young person's progress in the outcome plan. In 2015-16, in line with the restructure of Juvenile Justice Community Offices, administering youth justice conferences became a role that can be shared between all assistant managers. This change streamlined business practices and provided professional development opportunities for community office staff.

In 2015-16 1,505 referrals to Youth Justice Conferencing resulted in 1,168 conferences and 86.5% of young people completed their conference outcome plans.² Sixty-one per cent of victims (or victims' representatives) participated in conferences regarding offences with identifiable victims during 2015-16.

Youth Justice Conferencing and Aboriginal and Torres Strait Islander young people

The number of Aboriginal and Torres Strait Islander young people involved in the criminal justice system is disproportionately high compared with non-Aboriginal and Torres Strait Islander young people. Youth Justice Conferencing is an opportunity to divert Aboriginal and Torres Strait Islander young people away from the criminal justice system.

Over the past five years, the percentage of Youth Justice Conferencing referrals for Aboriginal and Torres Strait Islander young people has increased from 24.4% in 2010-11 to 29.6% in 2015-16.

Keeping victims of crime informed

The Department of Justice is committed to acknowledging and observing the rights of victims as set out in the *Victims Rights and Support Act 2013* and the Charter of Victims Rights. Victims of crime can be kept informed about certain events relating to relevant offenders through victims registers that are managed by Corrective Services NSW and Juvenile Justice.

² Though there has been a downward trend in referrals since 2011, the number of referrals in 2015-16 (1,505) was an increase on 2014-15 (1,416). Much of the decline in referrals is related to the decline in the total number of proceedings against young people by the NSW Police Force over the past five years.

Victims of adult offenders

The Corrective Services NSW (CSNSW) Restorative Justice Unit (RJU) manages the Victims Register for victims of sentenced adult offenders in NSW.

The Victims Register keeps registered victims of crime informed if an offender is being considered for parole by the State Parole Authority (SPA), is being considered for a change in security classification that may result in external leave being granted, dies in custody, or escapes from custody.

In 2015-16 an average of 1,240 victims of crime were registered at any given time and 380 registrations were processed.

Registered victims of crime are invited to make submissions when an offender is being considered for parole or external leave. The RJU provides advice and assistance to registered victims in preparing submissions. The unit also supports victims when they attend SPA public hearings, when they speak at a hearing, and when they need to review SPA documents about how an offender has addressed his or her offending behaviour.

In 2015-16 123 registered victims of crime were invited to make submissions. Forty-one submissions concerned a reduction in an inmate's security classification to allow for external leave, and 80 submissions concerned parole. Of the 123 victims invited to make submissions, 53 (40%) made written submissions and 23 of these received support from the RJU.

Victims of young offenders

In accordance with the *Crimes (Administration of Sentences) Act 1999*, Juvenile Justice maintains a Victims Register that has been operating since December 1998. The Office of the Executive Director of Juvenile Justice administers the register.

The Victims Register records those victims (as defined by the *Victims Rights and Support Act 2013*) who have formally registered with Juvenile Justice. These victims have the right to be kept informed of certain events relating to young offenders who were found guilty of a crime, have been sentenced by the courts and are currently in custody in a juvenile justice centre.

Victims are usually referred to Juvenile Justice by other agencies such as Corrective Services NSW, the Office of the Director of Public Prosecutions and the Victims Services Branch of the Department of Justice.

Targeting priority areas of crime

Domestic violence

Among the 30 NSW State Priorities, one of the Premier's 12 personal priorities is reducing domestic violence. The Premier's goal is to reduce the proportion of domestic violence perpetrators who reoffend within 12 months by 5%.

The Department of Justice is working with partners across government to achieve the target. Four places in NSW have been selected to test a variety of strategies to contribute to reducing domestic violence reoffending. The four ‘demonstration sites’ are Bankstown, Blacktown, Lake Macquarie and Mt Druitt. These four places were selected because of their high rates of domestic violence reoffending and the varying services available in those places. The demonstration sites began in May 2016 and they will be reviewed by the end of 2016 to inform future work towards achieving the Premier’s Priority.

The National Domestic Violence Order Scheme

New South Wales is the first Australian state or territory to introduce model laws that will hold domestic violence perpetrators accountable nationwide.

The model laws mean that domestic violence orders will be recognised and enforced across state and territory borders. The laws will enable the NSW Police Force to work more closely with their state and territory counterparts to target, monitor and reduce domestic violence offending.

The model laws follow an agreement made by the Council of Australian Governments (COAG) in December 2015 that every Australian state and territory would introduce model laws to recognise and enforce domestic violence orders across Australia, as well as New Zealand orders registered in Australia.

The National Domestic Violence Order Scheme will improve information sharing between Australian states and territories and will help protect victims of domestic violence who move interstate.

Domestic violence law reform

In 2016 the *Crimes (Domestic and Personal Violence) Amendment (Review) Act* was passed. This legislation implemented the recommendations of the statutory review of the *Crimes (Domestic and Personal Violence) Act 2007*, and the review of Chapter 9A of the *Coroners Act 2009*, which relates to the Domestic Violence Death Review Team. These two laws are key parts of the NSW Government’s legislative framework to address domestic violence.

The law reform means that “domestic violence offences” include any and all NSW or federal criminal offences where the offender intends to coerce, control or cause the victim to fear for his or her safety.

The law reform also introduces ‘plain English’ Apprehended Domestic Violence Orders (ADVOs). These ADVOs spell out examples of the consequences of breaching such an order, and aim to increase perpetrators’ and victims’ understanding of ADVOs, as well as perpetrators’ compliance with the orders.

Domestic Violence Evidence in Chief

On 1 June 2015, legislation commenced that provides greater support for domestic violence victims in court proceedings by enabling them to give their ‘evidence in chief’ against a person charged with a domestic violence offence through a recorded video or audio statement.

Recorded Domestic Violence Evidence in Chief (DVEC) provides compelling evidence of a domestic violence victim’s state immediately after an incident occurs. Domestic Violence Evidence in Chief aims to reduce the stress experienced by domestic violence victims during court proceedings, and to maximise the number of perpetrators who plead guilty.

More than 10,000 DVEC statements have been taken since the state-wide commencement of the initiative in June 2015. The first year of the reform is being monitored by a DVEC monitoring group.

The Domestic Violence Disclosure Scheme

The Domestic Violence Disclosure Scheme (DVDS) commenced in four ‘pilot’ sites in April 2016: the Oxley, Shoalhaven, Sutherland and St George NSW Police Force Local Area Commands.

The DVDS enables a person to apply to the NSW Police Force for information about whether their partner has a history of domestic violence offending. The scheme aims to increase the safety of people who may be at risk of domestic violence. Checks and balances are in place to ensure that only appropriate informed disclosures are made.

NSW is the first Australian state to establish a DVDS pilot. The scheme is similar to an initiative called ‘Clare’s Law’ that was introduced successfully in the United Kingdom.

The Domestic Violence Justice Strategy

The *Domestic Violence Justice Strategy 2013-17* provides justice agencies in NSW with a clear framework to improve the way the criminal justice system responds to domestic violence.

The strategy sets out standards of service that aim to ensure that domestic violence victims’ safety and access to support services are optimised, and that perpetrators are held accountable and change their offending behaviour.

From 1 July 2015 new referral pathways set out in the strategy connect domestic violence victims with timely specialist support. The NSW Police Force automatically refers female victims to the Women’s Domestic Violence Court Advocacy Services (WDVCAS) and male victims to the Victims Services Branch of the Department of justice.

Terrorism

The Department of Justice supported the development of legislation to enable persons who are suspected to have committed a terrorist act in the past 28 days, or who are suspected to be involved in planning to commit a terrorist act in the next 14 days, to be detained, thereby minimising the opportunity for immediate action.

The *Terrorism (Police Powers) Amendment (Investigative Detention) Act 2016* was assented to on 16 May 2016.

Organised crime

The Department of Justice supported the development of new and expanded powers and offences to deal with organised and serious crime, including Serious Crime Prevention Orders, Public Safety Orders, the confiscation of crime-used property under the *Criminal Assets Recovery Act 1990* (CARA), substitution orders under CARA and the *Confiscation of the Proceeds of Crime Act 1989*, and the strengthening of offences and penalties for money laundering.

These measures will be rolled out progressively in the first half of the 2016-17 financial year.

Firearm offences

On 24 November 2015 the *Firearms Act* and *Weapons Prohibition Act* were both amended.

In acknowledging the threat that illicit firearms pose to the community, the amendments to the *Firearms Act* are directly targeted at those that handle illegal firearms.

The Act now provides for new offences, including:

- ▲ The possession of a stolen firearm, which carries a maximum penalty of 14 years' imprisonment, and
- ▲ Banning the possession of digital blueprints that enable firearms to be manufactured using 3D printers and milling machines for anyone without an appropriate licence.

The maximum penalty for possessing and defacing or altering a firearm or part was increased from five years to 14 years' imprisonment. The Act now also applies consistent maximum penalties of 14 years' imprisonment to a range of other offences.

These amendments to the Act are in addition to the creation of the new \$10 million Illegal Firearms Investigation and Rewards Scheme. As part of the scheme, rewards will be offered of up to \$10,000 for information that leads to the arrest and conviction of a person for possession of an illegal firearm, with additional funding for police investigations, including undercover operations. This scheme is progressing well, led by the NSW Police Force.

Youth crime

The Juvenile Justice Division has a critical role in preventing offending among young members of the community. Juvenile Justice oversees a range of programs that intervene with young people who are at risk of offending and divert young people away from the criminal justice system.

Youth on Track

Youth on Track is a voluntary early intervention scheme for young people aged 10-17 who are at risk of long-term involvement in the criminal justice system. Youth on Track commenced on 1 July 2013 and Uniting was engaged to deliver the program in the three start-up sites, the Mid-North Coast, the Hunter region and Blacktown.

Schools and police can refer to the program a young person whom they consider to be at risk of offending, without a court order. Youth on Track then engages the young person and their family in casework and specific interventions that address offending-related needs. An assessment is carried out every 12 weeks to assess the young person's offending risk and needs.

In the first three years of operation:

- ▲ 52% (296) of the medium to high-risk young offenders who were referred to Youth on Track engaged voluntarily in the program
- ▲ 53% of the young people who participated in Youth on Track for more than 12 weeks and 91% of those who completed the program reduced or stabilised their risk score
- ▲ More than 80% of participants showed positive change in their formal contact with police, family functioning and school engagement

In light of these results, the NSW Government announced funding of \$14.48 million in the 2016-17 budget to continue Youth on Track in the current three sites and expand to three new sites until September 2019. The three new sites are Central West, New England and Coffs Clarence. The six sites will cover 13 NSW Police Force local area commands and 310 young offenders are expected to participate per year.

The Department of Justice has commenced a competitive tender process to identify suitable providers for all six sites, with contracts from 1 October 2016 to 30 September 2019.

Juvenile Justice has engaged the Cultural and Indigenous Research Centre Australia (CIRCA) to conduct a social outcome evaluation. The NSW Bureau of Crime Statistics and Research will complete a reoffending evaluation by mid-2018 to inform possible state-wide expansion of the program.

Addressing underlying offending behaviour

Juvenile Justice delivers several evidence-based intervention programs that target specific areas that influence a young person's offending behaviour. These programs have a strong individual case management approach and take into account factors including age, gender, culture, cognitive functioning, literacy, mental health and disability.

Changing Habits and Reaching Targets

Changing Habits and Reaching Targets (CHART) addresses thinking patterns that lead to offending behaviour. CHART became operational across all community sites in October 2015 and 120 young people completed all seven core program modules in 2015-16. The completion rate for CHART modules was 80.8% in this financial year.

Alcohol and other drug programs

Alcohol and drug education is a compulsory module included in CHART NSW. It is a psycho-educational module that includes information about alcohol and other drugs (AOD) use, drug safety and harm minimisation skills training. Forty-one young people in the community completed the CHART AOD module in 2015-16. Three hundred and seventy-four young people in custody completed the AOD education program in 2015-16.

X-Roads

X-Roads is a cognitive behavioural therapy-focused program that helps young people develop personal insights into reasons for substance abuse. The program, which was developed in 2011 by the National Drug and Alcohol Research Centre in consultation with Juvenile Justice, was reviewed in 2015 and implemented progressively from March to July 2016.

Love Bites

Love Bites is a psycho-educational group-based program that aims to raise awareness of domestic and family violence and sexual assault among young people aged 14-17. In 2015-16 73 people completed the program.

The Intensive Supervision Program

Following an evaluation by the NSW Bureau of Crime Statistics and Research which found that overall reduction in offending for participants in the Intensive Supervision Program (ISP) was no lower than for young people who received standardised community supervision, Juvenile Justice formally announced the closure of ISP in March 2016. Current clients were supported to transition from ISP to their local Juvenile Justice Community Office over three months.

Juvenile Justice maintains its commitment to working with the families of children and young people through the Act Now Together Strong Program and the community funding Joint Support Program.

Community graffiti partnerships

Juvenile Justice engages with government and community organisations as administrator of the Community Clean-Up Order Scheme that allows young people to pay fines by removing graffiti in the community. Community Clean-Up Orders are complemented by the De-Tag educational program specifically for graffiti offenders. Thirteen staff in Juvenile Justice Centres and Community Offices are trained in delivering the De-Tag program.

In 2015-16 Juvenile Justice clients completed 3,775 hours of graffiti removal.

Developing law enforcement policy

The Office for Police is responsible for the development and review of law enforcement policy, including reviewing and preparing relevant legislation.

In 2015-16 the Office for Police was instrumental in initiatives including:

- ▲ Providing additional measures to protect public safety during protests at mine sites through the *Inclosed Lands, Crimes and Law Enforcement Legislation Amendment (Interference) Act 2016*.
- ▲ Reducing ‘red tape’ by facilitating penalty notices being issued electronically. The *Fines Amendment (Electronic Penalty Notices) Act 2016* will amend the *Fines Act 1996* to provide the option of receiving an infringement notice electronically. Recipients will be able to resolve the penalty quickly and

conveniently, potentially using a smart device to complete the process immediately. The new Act has yet to commence.

- ▲ Developing and progressing the NSW Government’s response to the *Review of Police Oversight in NSW* report that was submitted by Andrew Tink AM in 2015, and contained recommendations that included establishing a new oversight commission called the Law Enforcement Conduct Commission.
- ▲ Examining and recommending opportunities to enhance the capability and structure of the NSW Police Force.

Providing high-quality legal representation

The Public Defenders are statutorily appointed salaried barristers who appear on serious criminal cases for people who have been granted legal aid in NSW.

There are 25 public defenders positions for the whole of NSW. Seven of these positions are located in regional areas, at Dubbo/Orange, Lismore, Newcastle, Wagga Wagga, Wollongong and a temporary position at Taree/Port Macquarie District Courts. This temporary position was funded by Legal Aid NSW to help address the backlog of trials in that region, and the success of the placement has resulted in a new Legal Aid NSW office being opened in Port Macquarie.

Public defenders have worked during 2015-16 with the courts, the Office of the Director of Public Prosecutions and Legal Aid NSW to help reduce the backlog of trial cases listed in the District Courts. Several public defenders were instrumental in special District Court call-overs in Newcastle, Parramatta and Wagga Wagga. Approximately 100 matters were settled across these courts, saving considerable time and court expenditure. The public defenders' work in these matters was in addition to their usual caseload.

The 'rolling list court' project that began last year in Sydney District Court has worked well. Two defence and two prosecution teams work exclusively on Legal Aid matters before one permanently assigned judge. Matters are assigned to the respective teams soon after they are committed to trial to enable early identification of issues, appropriate charge negotiation, and therefore shorter, more efficient trials or early guilty pleas. The project is being evaluated by the NSW Bureau of Crime Statistics and Research.

In addition to their regular caseload in court, public defenders play an important role in law reform and legal education and training in the criminal justice system. Public defenders provided continuing legal education to the profession, including to the Legal Aid NSW and Aboriginal Legal Service conferences. Public defenders organised a Continuing Professional Development seminar on practical advocacy for the legal profession in Newcastle, with presentations by presiding District Court judge Judge Ellis, the two Newcastle public defenders and Sydney-based public defenders. The Deputy Senior Public Defender and two Legal Aid NSW solicitors ran training for the profession on the witness intermediary 'Children's Champions' pilot legislation.

During 2015-16 the annual Public Defenders Conference was again booked out with more than 330 attendees from NSW and interstate.

Researching crime and the criminal justice system

The NSW Bureau of Crime Statistics and Research (BOCSAR) aims to identify factors that affect the frequency and distribution of crime and those that affect the effectiveness, efficacy and equity of the criminal justice system. The bureau ensures information and crime and justice trends are available to its clients and the public by maintaining statistical databases on crime and criminal justice in NSW, monitoring trends and conducting research on crime and criminal justice, and providing information and advice on these issues.

In 2015-16 BOCSAR published a variety of research papers on crime and criminal justice issues.

Sentencing of domestic violence offenders

Research by BOCSAR found that serious domestic violence offenders were as likely to receive a penalty of imprisonment as offenders who committed a similar assault that was not domestic violence-related. An exception to this finding was found among Indigenous defendants. Indigenous offenders convicted of a serious domestic violence-related assault were more likely to be imprisoned than Indigenous offenders found guilty of a similar offence that was not domestic violence-related.

Does prison impact reoffending?

The bureau conducted two studies that compared reoffending among defendants who received a prison sentence with reoffending among equivalent offenders who received a suspended sentence.

One study focused on offenders receiving their first prison sentence and the other considered only domestic violence offenders. Neither study found a difference in reoffending among those sentenced to imprisonment.

Prolific offenders

Research by BOCSAR found that less than 2% of people convicted in court have had four or more court appearances in the previous two years. However, these prolific offenders were responsible for 17% of all court finalisations. Prolific offenders were more likely to be male, juveniles and Indigenous.

The Sydney ‘lockout laws’

The bureau has continued to consider the impact of alcohol restrictions contained in the *Liquor Amendment Act 2014*, commonly referred to as the ‘lockout laws’. Previous research showed a significant reduction in assaults in the intervention sites following the changes. More recent research has found a significant increase in assaults on and around the Star Casino since the legislative changes. However, the increase in assaults at the Star Casino was much smaller than the overall reductions in assaults in the Sydney central business district and Kings Cross precincts.

Chapter 2: Civil justice

Supporting a civil justice system that underpins a vibrant economy and a fair society

Fast, fair and accessible civil justice

Improving access to the NSW Civil and Administrative Tribunal

Regulating liquor, gaming and racing in NSW

Towards uniform regulation of the legal profession

Promoting anti-discrimination and equal opportunity

The *Department of Justice Strategic Plan 2015-19* prioritises civil justice. The department supports a civil justice system for NSW that underpins a vibrant economy and a fair society.

More than two million people in NSW experience civil law problems every year and in 2015-16 the department continued development of a civil justice strategy for NSW that will give people the information, services and tools they need to resolve their everyday legal problems in ways that are fast, fair and accessible.

The NSW Civil and Administrative Tribunal developed a series of short videos to help people understand the tribunal's processes, and the Guardianship Division of the tribunal moved into new, accessible premises in the Sydney central business district.

On 1 July 2015 the Department of Justice assumed the responsibility for regulating liquor, gaming and racing in NSW. On 1 February 2016, a new entity called Liquor and Gaming NSW commenced, the result of structural reform to improve governance and establish a fit-for-purpose regulator.

Also on 1 July 2015, the Legal Profession Uniform Law commenced in NSW and Victoria, creating a single system to regulate legal practice in those two jurisdictions, and enhancing informed choice for consumers of legal services in those two states.

Fast, fair and accessible civil justice

More than two million people in NSW experience civil law problems each year. These problems can be about money, employment, consumer goods and services, housing and tenancies, accidents and injuries and other everyday matters. While the civil justice system has many strengths, there are also concerns that the system is too slow, expensive and inaccessible for most people and small businesses.

The Civil Justice Strategy Project

The Department of Justice is developing a civil justice strategy for NSW to make it easier for people in NSW to resolve their everyday legal problems in ways that are fast, fair and accessible. The Civil Justice Strategy Project is reviewing the civil justice system in NSW to ensure that civil matters are dealt with efficiently and effectively.

The civil justice strategy will give people the information, services and tools they need to solve their civil legal problems so that, whenever possible, the stress and cost of court or tribunal proceedings can be avoided.

The department has convened the Civil Justice Collaboration Group and the Debt Recovery Working Group to consult on the development of the strategy and ensure users remain at the centre of the strategy. The groups include representatives of the community legal sector, industry ombudsmen, courts and tribunals, the legal profession, Legal Aid NSW, NSW Fair Trading, and the Office of the NSW Small Business Commissioner.

To ensure the civil justice strategy is evidence based, the Department of Justice has commissioned the Law and Justice Foundation of NSW to review who is bringing actions in

NSW courts and tribunals and why, the amounts involved, and the outcomes people achieve. This review will provide the first detailed insight into the dynamics of the civil justice system in NSW.

The civil justice strategy will be completed in 2016-17 and will set the vision for the future of the civil justice system in NSW. It will be a people-centred system that makes use of digital technology to deliver modern, effective justice services.

In July 2015 the department hosted a forum with the theme 'Reimagining the Approach to Civil Justice'. The key note speaker at the forum was Ms Shannon Salter, Chair of the Civil Resolution Tribunal (CRT) in British Columbia. The CRT is Canada's first online tribunal for resolving strata and small claim disputes and it is a good example of how technology can make dispute resolution more citizen-centric, and less costly, slow and complex.

In 2015-16, the Department of Justice began the first detailed review of the civil jurisdictions of NSW courts and tribunals, and completed a review of the local court. To increase the use of early dispute resolution and to improve debt recovery processes, the department worked with state and local government agencies. The department also developed design concepts for simple dispute resolution pathways and self-managed remedies for common civil disputes.

Law Access NSW

Law Access NSW is a free service that assists people who have a legal problem in NSW through its telephone line and website. Law Access NSW provides legal information, managed referrals, and in some cases legal advice about a wide range of legal problems and questions, both criminal and civil.

Law Access NSW supports people in NSW who have everyday legal problems by referring people to financial counselling services to assist with early intervention in disputes; by referring people

to services that help resolve disputes other than be going to court; and by providing the contact centre for the 'Planning Ahead Tools' service of the NSW Trustee and Guardian.

Law Access NSW is a member of the Civil Justice Collaboration Group that the Department of Justice convened to consult on the development of the civil justice strategy.

In 2015-16 Law Access NSW assisted 122,623 customers and provided 19,604 sessions of free legal advice. Of the clients Law Access NSW assisted, 7% identified as Aboriginal, and of the clients who received legal advice, 8% identified as Aboriginal. More than half – 56% – of all the clients Law Access NSW assisted in 2015-16 were from outside the Sydney region.

Improving access to the NSW Civil and Administrative Tribunal

The NSW Civil and Administrative Tribunal (NCAT) is the 'one stop shop' for specialist tribunal services in NSW. The tribunal deals with a broad and diverse range of matters, providing prompt, accessible, economical and effective services in four divisions: the Administrative and Equal Opportunity Division, the Consumer and Commercial Division, the Guardianship Division, and the Occupational Division. In certain circumstances parties can appeal a decision to the NCAT Internal Appeal Panel.

A new accessible registry for the Guardianship Division

In April 2016 the Guardianship Division moved into new premises in the Sydney central business district, after many years located in Balmain in Sydney's inner west.

Applications to the Guardianship Division may concern people with dementia, intellectual disability, brain injury, or mental illness and the division's clients represent a broad cross-section of the community. The new Guardianship Division Registry has specially designed accessible facilities to ensure the environment meets the needs of clients who have decision making and other disabilities.

Making NCAT's processes more accessible

In June 2016 work was nearing completion on four scenario-based short videos to help people understand NCAT's processes. The videos will be available in English, Arabic, Greek, Mandarin and Vietnamese, and will also be captioned in these languages. The four videos will be published on the NCAT website and social media channels in the first quarter of the 2016-17 financial year.

Regulating liquor, gaming and racing in NSW

A new regulatory model

Reforming the structure of liquor and gaming regulation in NSW was a key focus in 2015-16. The structural reform aimed to improve governance structures so that all decision making and processes align with the government's goals, and properly support government harm reduction policy settings.

The reform focused on the establishment of a new fit-for-purpose regulator, as well as improving processes and transparency.

The reform aimed to significantly improve licensing processes and efficiency, reduce confusion, enhance service quality and customer convenience, and improve communication with stakeholders.

To achieve the reform needed, the Office of Liquor, Gaming and Racing (OLGR) and the Independent Liquor and Gaming Authority (ILGA) staff agency ceased to exist and a new entity, Liquor and Gaming NSW (L&GNSW), was created to exercise most liquor and gaming regulatory responsibilities in NSW. The ILGA board was retained as an independent statutory decision maker, and administrative and processing functions were transferred to L&GNSW. The new entity commenced on 1 February 2016.

A separate Office of Racing was established within the Liquor and Gaming Division of the department. The Office of Racing is responsible for racing policy and governance in NSW. Wagering policy and compliance functions are with Liquor and Gaming NSW.

A large-scale recruitment process to fill approximately 150 newly-created roles was undertaken between February and June 2016. More than 60% of staff are new to the liquor and gaming regulator. The fresh ideas and skills of the new staff combined with the corporate knowledge and expertise of the staff of the former regulator provide the opportunity to implement the vision of a modern, fit-for-purpose Liquor and Gaming NSW.

The new regulatory model creates an environment with a greater focus on strong compliance and enforcement, including an increase in dedicated inspector numbers of approximately 20%, to minimise risks of alcohol and gambling-related harms. The new model also provides more consistent and transparent decision making, through improved governance and processes.

As an enhanced governance measure, the liquor and gaming reforms included a new probity framework to ensure that responsibilities are executed with the highest standards of integrity. All staff of L&GNSW are subject to probity checks as a condition of employment. The levels of checks conducted are based on a risk

rating determined by the role to be performed. Compliance officers have the highest level of screening, for example.

In this reporting period L&GNSW began work on a number of policy reforms designed to deliver a modern regulatory framework for the liquor and gaming industries.

The initiatives include:

- Reviewing existing liquor measures in the Sydney central business district and Kings Cross entertainment precincts, to be informed by the review by the Hon. Ian Callinan AC; the statutory review of the small bars legislation; and the Sydney Night-Time Economy Roundtable Action Plan.
- Improving registered club accountability and enhancing the ClubGRANTS scheme which funds community groups, charities and sporting teams across NSW.

In 2016-17 L&GNSW will focus on delivering process improvements to liquor and gaming licensing, enhancing customer satisfaction and the quality of services, implementing any changes to liquor legislation that arise from statutory reviews, and developing the workforce to achieve the vision and purpose of Liquor and Gaming NSW.

The Responsible Gambling Fund

In 2015-16 the NSW Government's Responsible Gambling Fund continued its active role in providing services and projects designed to help, raise awareness and better understand the impact of problem gambling.

Gambling Help included 54 face-to-face counselling services in 276 locations across regional, rural and metropolitan NSW. Specific community and cultural needs were also provided for with four Aboriginal specific services and eight culturally diverse Gambling Help

services. Additional support was also available to problem gamblers with a 24-hour phone number and online counselling.

Awareness programs during 2015-16 included the *You're Stronger Than You Think* advertising campaign targeting male gamblers, Responsible Gambling Awareness Week, the Talkward campaign providing tools for family and friends impacted by problem gambling, and the Warruwi Gambling Help program raising awareness in Aboriginal communities at a local level through workshops and events.

To better inform the development and implementation of responsible gambling and related policy, the Responsible Gambling Fund supported research projects including the *Casino and Responsible Gambling Study*, the *Impact of Loyalty Programs and Marketing of Sport Betting and Racing*.

Towards uniform regulation of the legal profession

Legal Profession Uniform Law

On 1 July 2015 Legal Profession Uniform Law that applies to legal practitioners and law practices commenced in NSW and Victoria. The *Legal Profession Act 2004* (NSW) was repealed by the *Legal Profession Uniform Law Application Act 2014* (NSW). A *Legal Profession Uniform Law Application Act 2014* was also passed in Victoria.

The uniform law creates a single system to regulate legal practice across NSW and Victoria, encompassing almost three-quarters of Australia's lawyers. The uniform law aims to enhance informed choice by consumers of legal services and to ensure legal practitioners are competent, maintaining high ethical and professional standards.

Under the Uniform Law framework, local regulatory bodies, such as the state-based legal services commissioners, legal profession admission boards and professional associations can maintain their regulatory functions.

The Department of Justice provides policy support to the Attorney General in her capacity as member of the Standing Committee for the Uniform Scheme.

The Legal Services Council

The Legal Services Council and Commissioner for Uniform Legal Services Regulation oversee the Legal Profession Uniform Law scheme. The Legal Services Council is an inter-governmental statutory corporation created by the *Legal Profession Uniform Law Act 2014* in NSW and Victoria. The Office of Commissioner for Uniform Legal Services Regulation is created by the legislation, and performs the roles of Commissioner and CEO of the Council.

Under agreed arrangements, the legislation is hosted by Victoria and the Council and Commissioner are hosted by NSW. In practice this means that the NSW Department of Justice provides corporate and financial support for the Council and Commissioner.

The Council and the Commissioner are not part of the Executive Government and do not report to the Department of Justice, but to the Standing Committee that is comprised of the Attorneys General of the participating jurisdictions.

The Office of the Legal Services Commissioner

The Office of the Legal Services Commissioner for NSW (OLSC) is an independent statutory body that deals with complaints about lawyers under the *Legal Profession Uniform Law Application Act 2014*. The Legal Services Commissioner receives all complaints about solicitors and barristers in NSW.

In addition to receiving complaints, the Legal Services Commissioner oversees the investigation of complaints, plays a major role in resolving consumer matters and may take disciplinary action against a solicitor or barrister, or commence disciplinary proceedings in the NSW Civil and Administrative Tribunal (Occupational Division).

In 2015-16 the Office of the Legal Services Commissioner received 2,709 complaints and finalised 2,498 complaints.

During 2015-16 staff of the OLSC, with the Law Society of New South Wales, the NSW Bar Association and the Victorian Legal Services Board and Commissioner worked with the Commissioner for Uniform Legal Services Regulation and the Legal Services Council to ensure the successful implementation of the Legal Profession Uniform Law.

During the transition to the Legal Profession Uniform Law the OLSC updated its range of information resources for consumers of legal services and the legal profession to help them understand the uniform law scheme. These resources are updated periodically as the Legal Profession Uniform Law is amended.

The Legal Profession Admission Board

The Legal Profession Admission Board (LPAB) is a statutory corporation that administers various functions associated with the admission of lawyers in NSW.

In line with the Legal Profession Uniform Law, from 1 July 2015 the LPAB implemented a new regulatory framework for the admission of lawyers in NSW. The LPAB promoted changes affecting corporate lawyers and some government lawyers who were no longer exempt from the requirement to be admitted to practice or to hold a practising certificate. The board launched an online form for affected practitioners to notify the LPAB if

they were practising pursuant to a transitional exemption, so they could be assisted through the admission process.

The LPAB and the Victorian Legal Admissions Board (VLAB) agreed on a standard procedure to give effect to a new provision in the uniform law which enables a foreign lawyer to be admitted subject to conditions. The first application for conditional admission was determined by the LPAB in April 2016. The LPAB and VLAB also adopted a consistent approach to assessing the law qualifications of admission applicants who completed their studies more than five years ago.

Promoting anti-discrimination and equal opportunity

The NSW Anti-Discrimination Board (ADB) promotes anti-discrimination and equal opportunity principles and policies throughout NSW. The board has statutory obligations under the *Anti-Discrimination Act 1977*.

The ADB engages with the NSW community to inform people of their rights and responsibilities under anti-discrimination laws, and explain how people can prevent and deal with discrimination. The board accepts complaints of discrimination, investigates complaints and conciliates complaints when appropriate. The board advises the government on discrimination matters.

In 2015-16 the board received 911 formal complaints and finalised 948 complaints.

Throughout this reporting year staff of the ADB visited metropolitan, regional and remote places in NSW to facilitate conciliation conferences, provide community information sessions, and deliver structured training about discrimination matters including in-house sessions for employers, public seminars and consultative

reviews. The board's staff attended numerous community events and forums including the Yabun Festival, the Sydney Gay and Lesbian Mardi Gras Fair Day, and the Spinal Cord Injuries Australia's Independence Expo.

Board staff continued to work with the Statutory Board and community groups to identify emerging issues, and to make representations on current and potential discrimination to the appropriate bodies.

The ADB's Newcastle office moved to more accessible premises this year, to improve services to its clients with disability and to bring the office closer to other justice agencies.

Memorandum of understanding with Legal Aid NSW

On 1 June 2016 the ADB signed a memorandum of understanding with Legal Aid NSW that will see the two organisations facilitate a regular civil law service provided by Legal Aid NSW (the 'Duty Service'). The service will provide advice about complaints and proceedings arising from the *Anti-Discrimination Act 1977*.

Memorandum of understanding with NSW Fair Trading

On 31 August 2015 the ADB signed a memorandum of understanding (MOU) with the NSW Office of Fair Trading that will enable the two organisations to more actively address discrimination against Aboriginal and Torres Strait Islander people by the real estate industry.

The ADB's staff have worked with NSW Fair Trading for many years to provide training for real estate agents and landlords, and collaborated in the Good Service Mob, which provides general consumer information for Aboriginal and Torres Strait Islander communities.

Under the MOU, information from the ADB's enquiries and complaint processes will be used to identify problem areas of discrimination by real estate agencies, and to address these through Fair Trading's compliance requirements.

Chapter 3: Court and tribunal modernisation

Delivering a court and tribunal system that provides fair, fast and responsive outcomes and decisions

Improving access and participation through technology

Court performance and productivity

Reinvesting in court infrastructure

The *Department of Justice Strategic Plan 2015-19* prioritises modernising courts and tribunals in NSW. We aim to deliver a court and tribunal system that provides fair, fast and responsive outcomes and decisions.

This year the NSW Supreme Court and the NSW Local Court performed well in the Productivity Commission's Report on Government Services. The Supreme Court delivered 'clearance rates' above 100% and the Local Court remained the best performing local court jurisdiction in NSW. In the 2015-16 financial year the NSW Government allocated significant additional resources to the NSW District Court to address the criminal caseload and trial backlog in that jurisdiction.

The Department of Justice contributes to the NSW Government priority of 70% of government transactions to be conducted via digital channels by 2019. Throughout 2015-16 the Department of Justice continued the strategy to improve access to and participation in the justice process through technology-enabled services. The department aims to improve the experience of people who use the court and tribunal system by making appropriate court and tribunal services and processes available electronically, and accessible at court users' preferred time from their preferred location.

During 2015-16 court and tribunal programs including the Justice Online Project that incorporates the Online Registry and Online Court, the Digital Court Results application for Local Court Registrars and the continuing Audio-Visual Link Consolidation Project contributed to achieving this goal.

The delivery of an efficient court and tribunal system relies on physical assets, including courthouses. In 2015-16 capital expenditure across the Courts and Tribunal Services Division of the department was \$67.8 million. Major court infrastructure projects in 2015-16 included completing the new Newcastle Courthouse, the Wollongong Courthouse upgrade, the new Coffs Harbour Courthouse and Stage 1 of the Wagga Wagga Courthouse upgrade.

Improving access and participation through technology

During 2015-16 the Courts and Tribunal Services Division of the department continued its strategy to make appropriate court and tribunal services and processes available electronically, improving the experience of court and tribunal users and enabling them to access justice services more efficiently: at their preferred time, from their preferred location.

The Justice Online Project

In the 2015-16 financial year \$3.5 million was allocated to complete the \$9.2 million Justice Online Project, to improve and expand the range and utilisation of online self-service access to justice applications and services.

The Online Registry

The Online Registry is a key component in the Justice Online Project. The Online Registry is a virtual registry that allows registered parties in the NSW Supreme, Land and Environment, District and Local Courts to view case information, publish and search probate notices, download documents, file a wide range of forms, check judgments and search court lists online – rather than by visiting a court registry.

In the 2015-16 financial year, on average almost 5,000 forms were lodged through the Online Registry website each week. Eighty-two civil forms and seven crime forms are now available on the site. Seventy-seven per cent of the forms that are available on the Online Registry are now lodged electronically.

The Online Registry also contains 20 instructional videos to aid registered users of the site. These videos have been viewed almost 50,000 times.

In May 2016 the Land and Environment Court (LEC) was added to the jurisdictions on the Online Registry. This introduced 41 LEC forms that can be filed online, including 22 existing Local, District and Supreme Court forms that were expanded to encompass the LEC, as well as 19 new forms that are specific to the LEC.

The Online Court

The Online Court is an electronic service that enables legal practitioners and registrars to manage and process preliminary orders without having to enter the courtroom. Registered parties can make requests, reviews and orders, and communicate with the other parties at a time and place that suits them.

In the first quarter of 2016 the Online Court was implemented in the Supreme Court for the Corporations Registrar's Directions List. In May 2016 the Land and Environment Court (LEC) moved to the Online Court and all civil lists in the LEC are now managed in the Online Court. After a successful pilot in the Local Court's General Division, the Online Court was implemented in that jurisdiction in May 2016.

JusticeLink

In the first quarter of 2016 the Industrial Relations Commission began using the JusticeLink case management system, and in the second quarter of the year the Land and Environment Court began using the system. For the Land and Environment Court, this coincided with the transition to the Online Registry and the Online Court.

Digital court results for the Local Court

In the first quarter of 2016 Courts and Tribunal Services implemented the Digital Court Results application in eight court locations.

Digital Court Results (DCR) is a service that provides Local Court Registrars with a way to record their criminal call-over court results electronically via touch-screen, and it replaces hand-written paper ‘bench sheets’. About 80% of call-over outcomes in the eight DCR locations are being recorded using the new service.

The DCR application is integrated with the JusticeLink electronic case management system. Results recorded through DCR are loaded into JusticeLink in almost real time, ensuring court outcomes are received by the court’s partner agencies in a timely manner.

The Audio-Visual Link Consolidation Project

In the 2015-16 financial year \$10 million was allocated to continue the \$40 million Justice Audio-Visual Link (AVL) Consolidation Project.

The AVL Consolidation Project is expanding and enhancing the network connections in courts, prisons and police stations. Creating audio-visual links between justice facilities aims to reduce, wherever practical, the cost and risk associated with transporting accused and convicted people between facilities. Audio-visual links enable connections between people in custody and their legal representatives and family members, and allow police, civilian and expert witnesses to appear in court proceedings from locations other than the court room. In 2015-16 214 courtrooms at 73 locations had AVL facilities.

Stage 1 of the AVL Consolidation Project is complete, with installations and upgrades in 53 courtrooms, 31 legal court suites (in courthouses), 34 NSW Police Force local area commands, 12 Corrective Services NSW suites, five Legal Aid NSW centres, four Juvenile Justice suites, and one office of the Office of the Director of Public Prosecutions.

Stage 2 of the project will see a significant increase in the AVL facilities available in correctional premises, police in-custody areas, Office of the Director of Public Prosecutions offices, Legal Aid NSW offices and Juvenile Justice suites. The mobile platform will also be implemented in Stage 2.

Commercialisation of the Jury Management System

In February 2014 the Department of Justice implemented a state-of-the-art electronic jury management system (JMS).

Subsequently, NSW agreed a memorandum of understanding with the Victorian and Queensland Governments to configure and customise the JMS for their jurisdictions. In the second quarter of 2016 a fully customised version of the JMS went live for Court Services Victoria. Work has commenced on customising the JMS for Queensland, and several other Australian states have expressed interest in acquiring the system.

The JMS allows jurors to log into their personal online profile via smartphone, tablet or computer to update contact and banking details, apply to be excused from jury service, nominate dates they are not available for service, and request court attendance reminders. The JMS has helped reduce waiting times in jury assembly rooms and has enabled electronic payments to jurors rather than costly cheque payments.

Court performance and productivity

Court clearance rates

The court ‘clearance rate’ is a measure of productivity that compares the number of cases finalised in a court with the number of cases filed in a court in the same period. Court clearance rates are reported annually in the Australian Government Productivity Commission’s Report on Government Services (ROGS). The report published in January 2016 reports data from 2014-15.

According to ROGS 2016, the Supreme Court of NSW had the highest criminal non-appeal, appeal and overall criminal clearance rate compared to the supreme courts in other jurisdictions. This was the first time in over five years that all areas of the NSW Supreme Court delivered clearance rates above 100%.¹ This demonstrates the continued excellent work of the Supreme Court.

The NSW District Court had the second-lowest criminal non-appeal clearance rate and the third-lowest overall criminal clearance rate compared to other jurisdictions.

Data published in the 2016 report shows that, for the second consecutive year, the overall NSW Local Court clearance rate exceeded 100%.¹ Combined with the continuing excellent Local Court backlog performance, NSW remained the best performing local court jurisdiction in Australia.

NSW also had the third-lowest 12-month backlog in the Coroner’s Court.

Addressing the District Court trial backlog

The increasing demands and pressure on the NSW criminal court system since 2011 have resulted in delays finalising serious criminal cases, and a growing backlog of criminal trials pending in the District Court.

In 2015-16 the NSW Government allocated additional funding to the District Court to address the criminal caseload and trial backlog. In December 2015 the Attorney General announced \$20 million to fund a program of initiatives to alleviate pressure in the District Court in the short term and allow the Department of Justice and key stakeholders to work on systemic reform to reduce pressure for the longer term.

The \$20 million plan included:

- ▲ Provision for additional sitting weeks in Western Sydney and regional courts
- ▲ The appointment of two additional judges
- ▲ The appointment of acting judges and two public defenders
- ▲ Special call-overs to identify matters that can quickly be resolved with an early guilty plea
- ▲ Pre-trial conferencing for trials set to last longer than 20 days, to ensure earlier resolutions

¹ A clearance rate above 100% means that more cases were finalised by the court in the reporting period than were filed in the court during the same period.

A working group convened by the Chief Judge of the District Court formulated a program of initiatives to deal with the court's backlog. The Department of Justice is developing a range of policy responses and has consulted extensively with justice agencies and the wider legal profession on reforms including:

- ▲ Including additional offences in Schedule 1 of the *Criminal Procedure Act 1986*, allowing a small number of less serious indictable offences, which would otherwise be heard by the District Court, to be dealt with by the Local Court

and potential reforms including:

- ▲ Recommendations of the NSW Law Reform Commission in *Report 141: Encouraging Appropriate Early Guilty Pleas*
- ▲ Statutory review of the *Criminal Procedure Amendment (Pre-trial Disclosure) Act 2001*
- ▲ Reforms to criminal appeals, including the recommendations of the NSW Law Reform Commission in *Report 140: Criminal Appeals*

In the 2016-17 budget the NSW Government announced a further \$39 million over the next two years to address the District Court backlog, including funding for an additional three District Court judges and associated justice agencies to ensure they are able to service the work created in the courts; an additional two public defenders; and a number of special case management initiatives including a continuation of the special call-overs, targeting of long trials and an extension of the 'rolling list' court.

Reinvesting in court infrastructure

NSW courts and tribunals operate from more than 160 locations across the state. The Department of Justice recognises that the effective and efficient operation of the court system relies on physical assets, including courthouses, to deliver fast, fair and accessible justice for the NSW community.

The department's Asset Management Branch's investment in court infrastructure ensures court assets function effectively, efficiently and are fit for delivering contemporary justice services.

In 2015-16 capital expenditure across the Courts and Tribunals Division was \$67.8 million. More than \$17 million was spent on maintenance of court and tribunal facilities across the state.

Major court infrastructure projects in 2015-16 included:

- ▲ Wagga Wagga Courthouse Stage 1: \$12.224 million was spent in 2015-16 to complete the first of two construction stages on the \$19.5 million upgrade to the Wagga Wagga Courthouse
- ▲ Wollongong Courthouse upgrade: \$9.423 million was spent in 2015-16 to complete construction on the \$17.5 million upgrade to the Wollongong Courthouse
- ▲ Coffs Harbour Justice Precinct: \$0.332 million was spent in 2015-16 to complete construction of the \$71 million Coffs Harbour Justice Precinct, including a new \$51 million courthouse and \$20 million police station
- ▲ Newcastle Courthouse: \$18.62 million was spent in 2015-16 to complete construction of the \$90 million Newcastle Courthouse
- ▲ Sydney Children's Court: construction of the \$31.1 million Sydney Children's Court in Surry Hills commenced in 2015-16

Chapter 4: Advanced offender management system

Achieving an advanced and integrated correctional system that protects the public and contributes to a reduction in reoffending

Managing offenders in custody

Managing offenders in the community

Reducing adult reoffending in NSW

Reducing reoffending through targeted intervention programs

Services for offenders

Education, training and employment for inmates

Corrective Services NSW systems and services

Improving legislative frameworks for correctional management

Independent advice and oversight

The Department of Justice is committed to achieving an advanced and integrated correctional system that protects the public and contributes to a reduction in reoffending. The *Department of Justice Strategic Plan 2015-19* makes this goal a priority.

The Department of Justice and agencies in the wider Justice Cluster are leaders in the NSW Government's priority of reducing adult reoffending by 5% by 2019.

Corrective Services NSW manages adult offenders in custody and the community, and delivers intervention and treatment programs that address the offending-related risks and needs of offenders to reduce their risk of reoffending, and to enhance community safety.

This year the Offender Programs and Services Branch completed the transition to the EQUIPS moderate-intensity suite of four programs to reduce reoffending. EQUIPS stands for explore, question, understand, investigate, practice, and succeed, and is comprised of the general offender program EQUIPS Foundation, EQUIPS Aggression, EQUIPS Addiction, and EQUIPS Domestic Abuse.

In 2015-16 Corrective Services NSW continued to respond to unprecedented growth in inmate numbers with infrastructure and staffing initiatives. The NSW Government allocated \$46.815 million in this reporting year for the Prison Bed Capacity Program to increase correctional centre capacity and manage the growing numbers of offenders in custody.

Managing offenders in custody

The Corrective Services NSW (CSNSW) Custodial Corrections Branch delivers effective and efficient services to ensure the safe, secure and humane management of inmates in correctional centres and works towards achieving the NSW Government's State Priority reoffending reduction target.

The Custodial Corrections Branch supports the Commissioner of Corrective Services, the Secretary of the Department of Justice and the Minister for Corrections by analysing and reporting serious and critical incidents in correctional centres, and by providing strategic advice and performance reports about all operational activities.

Increasing correctional centre capacity

In 2015-16 the NSW Government allocated \$46.815 million for the Prison Bed Capacity Program to increase correctional centre capacity and manage the growing numbers of offenders in custody.

During this financial year major project expenditure of \$21.3 million was completed to increase prison bed capacity with projects including:

- ▲ Constructing modular cells at Cessnock, providing 20 additional beds
- ▲ Constructing modular cells at Dillwynia, providing 40 additional beds
- ▲ Progress towards an additional 60 cells at the Wollongong Community Offender Service Program Centre
- ▲ Completing a strategic land-use assessment and planning instruments that will be used to enable the delivery of longer-term prison bed expansion programs

The Prison Bed Capacity Unit was established in 2015-16 to manage the \$3.8 billion Prison Bed Capacity Program over the next four years.

Corrective Services NSW continued to respond to the unprecedented growth in inmate numbers with infrastructure and staffing initiatives. Custodial Corrections Branch created an additional 827 beds within existing correctional facilities and began several significant infrastructure projects in 2015-16.

These infrastructure projects include:

- ▲ Commissioning 667 additional beds through the use of multi-occupancy
- ▲ Commissioning an 80-bed modular maximum security unit at the Outer Metropolitan Multi-Purpose Correctional Centre
- ▲ Commissioning an 80-bed modular maximum security unit at Parklea Correctional Centre
- ▲ Recommissioning 3 and 4 Wings and the June Baker Centre at Grafton Correctional Centre
- ▲ Recommissioning Area 4 at the Metropolitan Special Programs Centre, Long Bay Correctional Complex
- ▲ Commencement of the 650-bed expansion of Parklea Correctional Centre
- ▲ Site selection for the new 1,700-bed correctional centre to be located at Grafton

Custodial corrections service measures 2015-16

ANNUAL TRENDS IN THE INMATE POPULATION

Financial year	Full-time custody daily average ¹	% Change in average from last year	Lowest daily total	Highest daily total	Difference between lowest and highest daily total	
					No.	% of average
2013-14	10,447	6.5%	9,925	11,021	1,096	10.5%
2014-15	11,011	5.4%	10,451	11,878	1,427	13.0%
2015-16	12,305	11.8%	11,856	12,737	881	7.2%

Notes: 1 Includes correctional centres, transitional centres and court cell complexes (24-hour and other)

NUMBER OF INMATE VISITS FROM FAMILIES AND FRIENDS

Category	2011-12	2012-13	2013-14	2014-15	2015-16
Number	193,262	180,382	187,840	197,648	214,087
Rate per 100 prisoner years	19.81	18.38	17.98	17.95	17.40

AVERAGE OUT-OF-CELL HOURS PER DAY

Classification	2011-12	2012-13	2013-14	2014-15	National average	
					2014-15	2015-16
Open	18.2	10.5	10.5	10.3	13.5	10.1
Secure	6.9	6.2	6.9	6.7	9.1	6.5
Total	11.0	7.8	8.2	8.0	10.1	7.8

COST OF CUSTODY SERVICES PER INMATE PER DAY (\$)

In 2015-16 the counting rule applied to calculate the cost per prisoner per day changed. The revised counting rule has been applied to the costs for 2011-12 to 2014-15 to provide a comparable time series. The data has also been revised to include the full cost of other operating expenses incurred directly by CSNSW, such as contract management services, and expenses incurred by other departments, agencies and service providers on behalf of CSNSW.

	2011-12	2012-13	2013-14	2014-15	2015-16
Cost	221.85	194.66	184.65	180.95	165.56

RATE OF CORRECTIONAL CENTRE UTILISATION

Category	2011-12	2012-13	2013-14	2014-15	National average	
					2014-15	2015-16
Open	93.4	91.9	107.5	106.2	97.2	108.0
Secure	97.0	99.5	110.5	115.5	109.3	128.2
Total	95.6	96.6	109.4	112.0	106.1	120.1

Managing offenders in the community

The Community Corrections Branch of CSNSW supervises offenders who are required to complete community-based orders and works towards orders being completed successfully. Community Corrections provides a range of community-based interventions that aim to address offending behaviour and reduce the impact of crime on the community. The branch partners with other government and non-government organisations to provide pre and post-sentence assessments to help offenders resettle in the community after a custodial sentence.

Community Corrections launched two new resources for community corrections staff in 2015-16. The *Community Corrections Officer Handbook* outlines key theory and skills required for Community Corrections Officers to be effective change agents for offending behaviour. A two-day staff seminar in 2015 reinforced the concepts addressed in the handbook. The *Practice Guide for Intervention* provides a clear, evidence-based structure for supervision and aims to improve the integration of supervision and the content of the EQUIPS¹ group programs. The practice guide was distributed to staff in June 2016.

In 2015-16 Community Corrections promoted the availability and use of Home Detention Orders with the NSW judiciary. The number of offenders who received Home Detention Orders increased from 166 offenders in 2014-15 to 203 in 2015-16.

Community-based orders in 2015-16

In 2015-16 Community Corrections:

- ▲ Managed an average of 17,450 offenders on community-based orders on any given day
- ▲ Provided over 22,800 pre-sentence reports to the courts
- ▲ Provided more than 3,600 pre-release reports to the State Parole Authority
- ▲ Conducted more than 3,700 Intensive Correction Order assessments and 500 home detention assessments

¹ EQUIPS is a suite of four programs to reduce reoffending. EQUIPS stands for ‘explore, question, understand, investigate, practice and succeed’.

Community corrections service measures 2015-16

MONTHLY AVERAGE NUMBER OF COMMUNITY-BASED OFFENDERS SUPERVISED

Order type	2011-12	2012-13	2013-14	2014-15	2015-16
Home Detention	92	84	84	97	104
Community Service Orders	2,831	2,692	2,892	2,866	2,866
Parole Orders	4,416	4,530	4,511	4,514	4,956
Probation Orders	9,683	9,549	9,464	9,061	9,654
Intensive Correction Orders	633	948	1,108	1,364	1,564
Extended Supervision Orders	37	40	43	53	60
Total offenders¹	16,373	16,411	16,493	16,391	17,450

Notes: 1 'Total offenders' is a unique count of offenders. As an individual offender may have an order in more than one category, this total figure is not equal to the sum of the individual order categories.

SUCCESSFUL COMPLETION RATE OF COMMUNITY-BASED ORDERS (%)

Order type	2011-12	2012-13	2013-14	National average		
				2013-14	2014-15	2015-16
Restricted movement ¹	90.51	88.52	90.48	75.56	91.06	90.04
Reparation ²	83.19	81.25	79.04	77.52	79.01	77.53
Supervision ³	78.65	76.88	72.86	70.10	75.01	73.67
Total	79.66	77.71	74.05	72.75	75.77	74.04

Notes: 1 Home Detention. 2 Community Service Orders. 3 Parole, Probation, Drug Court, Intensive Correction and Extended Supervision Orders.

COST OF COMMUNITY-BASED CORRECTIONAL SERVICES PER OFFENDER PER DAY (\$)

Item	2011-12	2012-13	2013-14	National average		
				2014-15	2015-16	
Cost per person per day (\$)	29.47	28.37	24.35	25.45	22.60	21.62

Notes: The figures have been adjusted by the annual gross domestic product deflator.

Partnerships in the community

Community Corrections builds partnerships with government and non-government organisations to establish strategic and innovative service delivery initiatives in community and custodial settings.

In 2015-16 the Partnerships and Community Engagement Unit managed 18 agreements with 15 non-government organisations under the Funded Partnerships Initiative (FPI) that commenced in September 2014. The initiative engages non-government organisations to provide pre and post-release support for high-risk offenders that aims to reduce reoffending and improve public safety. Services provided through FPI agreements also include support for offenders' families and children, services for victims of crime and property storage assistance for inmates. The total of all FPI agreements is \$13 million.

Community Corrections issued a tender for two new support services including Transitional Supported Accommodation that targets high-risk parolees who are leaving custody, and a Volunteer Mentoring Service to help offenders who have higher risks or needs and have no family to support their transition from custody to the community. These two support services will be implemented in 2016-17.

Reducing adult reoffending in NSW

The Justice Cluster is a lead on the NSW Government's State Priority of reducing adult reoffending by 5% by 2019. Progress towards this target requires a system-wide approach that focuses on higher-risk offenders who are responsible for a disproportionate amount of crime.

Sometimes these offenders do not receive the offending-related interventions or treatments they need until they are imprisoned. Targeting this priority cohort earlier and continually through their contact with the justice system will have the greatest impact on reoffending, and in turn on reducing reoffending and increasing community safety.

Rates of reoffending in NSW

The NSW Reoffending Database

The NSW Reoffending Database (ROD) contains information about each person who has been convicted of a criminal offence since 1994. The NSW Bureau of Crime Statistics and Research (BOCSAR) uses ROD to determine the proportion of offenders who have been convicted for a further offence. For the purposes of the State Priority to reduce adult reoffending, 'reconviction within 12 months' is used as a proxy for 'reoffending'.

Because this measure for reoffending is a retrospective measure based on reconviction, there is discontinuity between reoffending measured this way and activity the Department of Justice has undertaken during 2015-16 to reduce reoffending. Reconvictions are recorded over the 12-month period after sentencing, or in the case of prisoners, 12 months after the prisoner is released from custody. An additional four months must also elapse to provide sufficient time for the majority of matters to be finalised in court. This means a delay of at least 16 months (12 months plus four months) before reoffending results can be reported accurately. Therefore, the reoffending rate for offenders discharged from prison or convicted in courts in 2015-16 will not be available until late 2017.

The two progress measures for reoffending have shown small increases in reconvictions over the last available 12-month reporting period:

- ▲ The rate of reconviction for offenders sentenced to non-custodial sentences in 2013-14 increased to 17.1% from 16.8% in the previous year
- ▲ The rate of reconviction for prisoners within 12 months of release in 2013-14 increased from 36.7% to 37.0%

It is not possible to determine whether these increases are due to increased effectiveness of policing giving rise to more arrests and convictions, or a net increase in reoffending by these cohorts.

The reconviction rate for adult offenders sentenced in 2014-15 or released from prison during this period is expected to be released after publication of this annual report.

PERCENTAGE OF ADULTS RELEASED FROM PRISON RECONVICTED WITHIN 12 MONTHS

Year of release from prison	2011 -12	2012 -13	2013 -14	2014- 15
Percentage reconvicted within 12 months	34.2	35.9	36.6	Not available

PERCENTAGE OF ADULTS CONVICTED BY ANY COURT RECONVICTED WITHIN 12 MONTHS

Year of index offence	2011 -12	2012 -13	2013 -14	2014- 15
Percentage reconvicted within 12 months	15.1	16.4	16.8	Not available

Report on Government Services

The federal Productivity Commission's Report on Government Services (ROGS) uses alternative measures for reoffending, for the purposes of national comparisons. These measures report specific cohorts of offenders managed by correctional agencies who return to correctional agency management after a reconviction.

The 2016 ROGS showed reoffending rates have increased in NSW. Reoffending is defined by ROGS as the proportion of adults released from prison who returned to CSNSW, for either custodial or community supervision, within two years.

In NSW, the ROGS rate of prisoners returning to prison increased from 48.1% in 2012-13 to 50.7% in 2013-14. The national rate for 2012-13 was 44.3%. The increase in NSW over these two periods and the difference between NSW and the national average may be due to factors including more effective policing and the tough sentencing regime in NSW, aligning to community expectations.

In NSW, the rate of prisoners returning to either prison or community supervision increased from 52.9% in 2012-13 to 55.1% in 2013-14. The rate at which offenders returned to community corrections with a new correctional sanction increased slightly, from 22.6% to 23.4%.

RATES OF OFFENDERS RETURNING TO CORRECTIVE SERVICES WITH A NEW CORRECTIONAL SANCTION WITHIN TWO YEARS

Year discharged from community corrections order or released from prison	2011-12	2012-13	National average	2013-14
			2012-13	
Offenders returning to community corrections	11.6	12.7	13.4	12.1
Offenders returning to Corrective Services	21.5	22.6	21.5	23.4
Prisoners returning to prison	45.8	48.1	44.3	50.7
Prisoners returning to Corrective Services ¹	50.3	52.9	51.1	55.1

Notes: 1 Includes a prison sentence or community-based order

Reducing reoffending through targeted intervention programs

Corrective Services NSW delivers and oversees a vast range of targeted treatment programs and interventions that address the factors that place an offender at risk of reoffending. Treatment and intervention programs are delivered in both custodial and community settings following assessment of an offenders' specific offending-related risks and needs.

Offender assessment and case management

Across all custodial and community locations, CSNSW staff conduct risk, need and clinical assessments of offenders and are involved in case management throughout an offender's sentence. In 2015-16 88,881 risk and needs assessments were carried out.

In 2015-16 there were 17,188 custody inmates screened within 36 hours of arriving in a correctional centre. This initial screening is to ensure that inmates are safe and that immediate risks such as self-harm or urgent needs are identified.

In 2015-16 the Intake Screening Questionnaire was redeveloped in line with the State Priorities and changes to the areas of disability, Work and Development Orders, domestic violence and gambling. Changes were made to the inmate induction process and new policies were developed to improve intake processes.

'Level of Service Inventory – Revised' assessments

Corrective Services NSW uses the Level of Service Inventory – Revised (LSI-R) to determine an offender's risk of reoffending and their treatment and intervention needs.

In 2015-16 CSNSW developed a new LSI-R policy to ensure risk assessment is conducted consistently. In this reporting year 28,998 offenders received an LSI-R assessment.

LSI-R risk assessments and results

LSI-R RISK ASSESSMENTS AND RESULTS (NUMBER OF INMATES)

LSI-R assessed risk level	2014-15	2015-16
Low	4,476	4,589
Low-Medium	7,903	8,251
Moderate	9,799	10,540
Medium-High	4,199	4,658
High	831	960
Total assessments	27,208	28,998

Community Impact Assessments

In 2015-16 Community Corrections Officers completed 23,361 Community Impact Assessments, an increase from 22,754 in 2014-15.

COMMUNITY IMPACT ASSESSMENTS AND RESULTS 2015-16 (2014-15) (NUMBER OF ASSESSMENTS)

Monitoring Level (Tier) ¹	Intervention Level		
	Low	Med	High
3	865 (793)	1,049 (962)	1,266 (1,118)
2	2,099 (1,906)	2,478 (2,137)	1,938 (1,610)
1	7,055 (6,650)	5,570 (5,404)	2,237 (1,998)

Notes: 1 Tier 3 offenders warrant the highest levels of monitoring. 2 When combined with the LSI-R, the Community Impact Assessment figures provide a clear indication of the required mixture of intervention and supervision. The figures are also used to inform resource allocation.

Sex offender assessments

Sex offenders require specialist risk assessments. Corrective Services NSW uses the STATIC-99R and the STABLE 2007 assessments to assess sex offenders' risk of reoffending.

In 2015-16 821 sex offenders were assessed for their risk of reoffending.

STATIC-99R SEX OFFENDER REOFFENDING RISK ASSESSMENTS AND RESULTS (NUMBERS OF OFFENDERS)

Risk of sexual reoffending	2014-15	2015-16
Low	283	198
Medium-Low	237	253
Medium-High	227	236
High	131	134
Total assessments	878	821

In 2015-16 CSNSW introduced STABLE 2007 as an additional sex offender dynamic risk assessment tool. The combination of STATIC and STABLE allows CSNSW to better assess the risk of long term and dynamic changes in behaviour, and to better address current risks of sex offenders. A total of 690 offenders were subject to both assessments in 2015-16.

General assessments

Offenders are assessed for a wide range of needs and risks including problems with alcohol and other drugs, brain injuries and other disabilities, mental health, literacy and numeracy, personality and cognitive deficits, and issues that are specific to particular offences.

Corrective Services NSW uses the Corrections Victoria Treatment Readiness Questionnaire (TRQ) to assess an offender's readiness for, and responsiveness to, interventions. Participants' readiness and likely responsivity are important factors in participation, completion and success of offender programs. In 2015-16 CSNSW completed 1,417 TRQs. Twenty-four per cent (334) of the assessed offenders needed special preparation before they were assigned to a program.

Case management and planning

In 2015-16 the Assessment and Case Management Support Team (ACMST) worked to reform the case management model, reintroducing case plan and case management audits to improve compliance and quality in inmates' case management. An internal audit of CSNSW case management produced recommendations to better meet the needs of inmates and staff involved in custodial case management teams.

During 2015-16 the ACMST audited 195 case plans, conducted 1,882 ‘desk audits’ of case management operations and provided 29 on-site support days for correctional centre staff. The team adopted a new approach to case management training to prioritise the correctional centres most in need. The team trained 1,355 CSNSW and GEO Group community corrections staff, custodial officers, psychologists, and service and programs staff in the key areas of case management and assessment.

Programs addressing offending-related risks and needs

During 2015-16 17,538 offenders participated in at least one rehabilitative program, an overall increase of 11% from the previous year.

In 2015-16 CSNSW maintained the focus on increasing program completion rates, an important factor in program effectiveness. The overall completion rate for programs across custodial and community locations in 2015-16 was 64%: 70% in custodial corrections and 58% in community corrections locations.

During 2015-16 the CSNSW Offender Services and Programs Branch transitioned completely to ‘EQUIPS’, the moderate-intensity suite of four programs to reduce reoffending that was introduced in 2014-15.

EQUIPS, which stands for explore, question, understand, investigate, practice, and succeed, is comprised of the general offender program EQUIPS Foundation, EQUIPS Aggression, EQUIPS Addiction, and EQUIPS Domestic Abuse. Each program has 20 two-hour sessions and all modules target empirically derived risk factors for offending. Every offender who participates in an EQUIPS program develops a specific offence map and self-management plan. An offender may complete one or multiple EQUIPS programs, depending on the offender’s risk of reoffending and treatment needs.

General offending programs

The EQUIPS Foundation program is available to all offenders assessed as having a medium to high risk of reoffending. EQUIPS Foundation replaces a number of ‘readiness’ programs that were designed to motivate and prepare an offender for treatment.

EQUIPS Foundation can run as a stand-alone program or in combination with other EQUIPS programs, depending on an offender’s needs. High-risk offenders can complete multiple EQUIPS programs to meet the intensity of treatment required to reduce their risk of reoffending.

In 2015-16 1,229 offenders attended the EQUIPS Foundation program in custodial or community settings. This was a 97% increase in program participation from 2014-15: a 53% increase in custodial settings and a 237% increase in community settings. Participation in general offending and aggression and violence programs is expected to continue to increase.

Aggression and violence programs

The completion rates for standard² aggression and violence programs decreased overall in the last financial year, with 60% of all participants completing a program in this category. The completion rate in custodial corrections was 69% and in community corrections the completion rate was 55%. The completion rates for the EQUIPS Domestic Abuse program and the EQUIPS Aggression program were 67% and 68%, respectively.

² A standard program contains a fixed number of sessions. An open and/or rolling group has no fixed start or end date and the duration is tailored to the individual need of the participant. Therefore Violent Offenders Therapeutic Program completions are recorded separately.

Participation in the EQUIPS Domestic Abuse program showed an overall increase of 54% on the previous financial year: 140% in custodial locations and 34% in community locations. The EQUIPS Aggression program showed an increase in participation of 115%.

Sex and Violent Offender Therapeutic Program

The high-intensity Sex and Violent Offender Therapeutic Program prioritises the highest risk and need offenders for treatment, particularly those who may be subject to an order under the *Crimes (High Risk Offenders) Act 2006*. Two senior specialist psychologists were employed in sunset positions in 2015-16 to prepare risk assessment reports for the court and to provide program and risk management advice for offenders in high-risk offender matters.

Violent Offenders Therapeutic Program

In 2015-16 47 offenders completed the Violent Offenders Therapeutic Program (VOTP), a 12 to 14-month custody-based, high-intensity therapeutic program for violent male offenders who have a medium/high to high risk of reoffending and treatment needs. Of those who commenced the rolling group during the financial year, 49 offenders are still participating in the program.

The VOTP recorded a 44% increase in participation this year, building on last year's increase of 30%. The completion rate for the VOTP in 2015-16 was 90%.

Two offenders completed the Self-Regulation Program for Violent Offenders (SRPVO). This is an 18-month custody-based, high-intensity program for cognitively impaired offenders with histories of serious violence. Seven participants are continuing the program into the new financial year. The completion rate in this reporting year was 67%.

Alcohol, drugs and addiction programs

Participation in alcohol, drugs and addiction programs in custody showed a slight decline in 2015-16 compared with 2014-15. In contrast, there was a significant increase in the number of sessions attended: a 30% increase in custodial locations and a 20% increase in community locations.

The completion rate for alcohol, drugs, and addiction programs in 2015-16 was 67%: 71% in custodial corrections and 62% in community corrections.

Because addiction is only one of numerous offending-related needs and can be addressed as part of other general or more intensive programs, it is anticipated the level of participation in addiction support programs overall will decrease. This may particularly be the case in the community, where support for addiction issues may be provided by external agencies.

Intensive Drug and Alcohol Treatment Program

The Intensive Drug and Alcohol Treatment Program (IDATP) is a cognitive-behavioural program that offers group involvement, peer support, education and vocational training, and other assistance to offenders who return to the mainstream correctional centre environment or resettle in the community.

In 2015-16 the IDATP delivered operations at the John Morony Correctional Complex for male and female offenders.

The IDATP for women, Yallul Kaliarna, was further embedded at Dillwynia Correctional Centre and became fully operational. The program's capacity is 111 participants, with an increase to 150 concurrent treatment places scheduled for 2016-17 and more than 300 treatment spaces available in the annual cycle.

In 2015-16 there was a 10% increase in IDATP participation. Two hundred and thirteen offenders participated in IDATP and 158 new participants entered the program, resulting in a total of 9,375 sessions attended. In total, 61 offenders completed the treatment components of the program, graduated and progressed to maintenance programs in other correctional centres or on supervised parole.

Treatment practice was improved so that a reintegration plan is developed in the first four weeks of the program. On successful treatment completion, participants move into the final phases of the program. Male participants can access the 50-bed Honour House at the Outer Metropolitan Multi-Purpose Correctional Centre, and female participants have access to the Bolwara Transitional Centre that assists in testing their behaviour change in a staged way in the community.

Post-treatment support is provided by CSNSW staff and in partnership with other organisations. Telephone support is provided to individuals who are placed in other centres or in the community. In total 72 offenders commenced IDATP Throughcare and Placement whilst in custody. Twelve additional offenders were supported via community outreach.

An 18-week pilot program to formally involve families in offender case management at the IDATP and at the Bolwara Transitional Centre was completed this year. Five female residents at Bolwara and 10 inmates managed by IDATP staff were selected to participate in the pilot. Feedback from participating inmates and their families indicated “an overall improvement in their relationships”. Families’ understanding of correctional centre programs and objectives increased, as did offenders’ understanding of the impact of offending and incarceration on their loved ones. These outcomes are important as they can sustain the effectiveness of intervention and treatment programs.

In 2015-16 the CSNSW Corrections Research, Evaluation and Statistics Unit commenced an implementation evaluation of the IDATP and provided advice about program statistics and data collection. The NSW Bureau of Crime Statistics and Research is working with CSNSW to determine the best methodology for further evaluation of the program.

During 2015-16 the IDATP provided primary training to custodial staff about alcohol and other drugs, and worked closely with the Assessment and Case Management Team to ensure timely and appropriate access to addiction-related services.

Compulsory Drug Treatment Orders

In 2015-16 the Drug Court of NSW received 71 referrals from local and district courts for Compulsory Drug Treatment Order (CDTO) assessments. Fifty-two offenders met the eligibility criteria for a CDTO and 41 offenders were assessed as suitable for a CDTO.

Participants spend more than six months in each of the three stages of the Compulsory Drug Treatment Program. Throughput increased in 2015-16, with more participants successfully completing each stage than in previous years. Five additional participants were progressing to parole in July 2016.

Mandatory drug testing is conducted throughout the program and is a measure of program integrity. The detection rate across 6,926 samples was 1.15% for illicit drug use and a total of 1.46% with all drugs detected.

Sex offender programs

The overall participation rate across the suite of sex offender programs showed an increase of 3% in 2015-16.

Over the year, 36 offenders completed the intensive Custody-Based Intensive Treatment (CUBIT) program, a six-to-ten month treatment program for male inmates who have sexually abused adults or children and are at a moderate-to-high risk of reoffending. In 2015-16 the completion rate for the CUBIT program was 88%.

In 2015-16 22 inmates completed the CUBIT OutReach (CORE Moderate) program, a six-month custody-based treatment program for male inmates who have sexually abused adults or children and are a moderate risk of reoffending. The completion rate for the CORE program was 100%.

Seven offenders completed the Self-Regulation Program for Sexual Offenders (SRPSO), an 18-month custody-based, high-intensity program for cognitively impaired offenders. The completion rate for the SRPSO was 88%.

During 2015-16 nine offenders participated in the Deniers Program, a custody-based treatment program for male inmates who have sexually abused adults or children and maintain they were wrongfully accused or falsely identified. All these participants have since completed the program: a 100% completion rate.

In 2015-16 95 offenders were engaged in community-based sex offender programs. Seventeen completed the program in this period and 59 have continued treatment into the next reporting period. The completion rate was 77%.

Young adult programs

A suite of young adult offender programs is provided to male and female offenders aged between 18 and 25 years to specifically target factors associated with their risk of reoffending.

In 2015-16 the completion rate for the 16-week Gurnang Life Challenge at Oberon Correctional Centre for male young adult inmates decreased from 71% in 2014-15 to 65%. The completion rate for the five-day Adventure Based Challenge conducted four times a year between Oberon and Dillwynia Correctional Centres for female young adult inmates was 100%.

The new EQUIPS program is being incorporated into the Gurnang Life Challenge and the Adventure Based Challenge.

Wellbeing programs

Wellbeing programs address factors that may affect the effectiveness of a treatment program or intervention for a particular inmate, before the inmate takes part in the treatment or intervention program.

In 2015-16 323 individuals participated in the suite of Wellbeing programs that includes RUSH (Real Understanding of Self-Help), Mothering at a Distance, Out of the Dark, Seasons for Growth and Dads and Family. The completion rate for Wellbeing programs was 66%.

Health promotion programs

In 2015-16 11,737 inmates participated in the Health Survival Tips Program, an increase of 224% compared with 2014-15. This program is an important part of the strategy to prevent the transmission of communicable diseases, especially blood-borne viruses such as Hepatitis B and C and HIV. The program is a major contributor to enhancing the safety of both inmates and staff.

Reintegration interventions

In 2015-16 6,416 inmates participated in interventions that reconnect them to the community. These inmates attended a NEXUS session, which triages inmates in the last six to three months of a sentence to determine whether they need release-planning assistance. In this reporting year there was a 60% increase in NEXUS program participation.

Eighty-one per cent of the inmates who requested help received the assistance requested. Areas of assistance included accommodation providers, housing agencies, alcohol and other drug rehabilitation services, proof of identity issues, relationships, federal entitlements, clothing and transport, cultural support and debt management.

Services for offenders

In addition to therapeutic treatment and intervention programs that address offending-related risks and needs, CSNSW provides offender services including crisis support, psychology and mental health, and services for offenders with disability or specific needs.

In 2015-16 Alcohol and Drug Workers, Services and Programs Officers and Welfare Officers delivered 165,017 occasions of service to 21,566 individuals. These were increases of 18% and 11% on 2014-15 figures, respectively.

A total of 23,645 occasions of service in 2015-16 (14% of all 'compendium' services) directly supported the delivery of programs to reduce reoffending. A total of 16,586 occasions of service (10% of all 'compendium' services) directly targeted people with mental health or cognitive impairments or those in crisis. This was an increase of 72% from 2014-15.

The majority of 'compendium' services were delivered in the area of 'fundamental support'. These services were 70% of the services provided and included 28,161 occasions involving

family and community engagement support, and 24,609 occasions involving finances and money support. Addictions services represented 11% of fundamental support services and 8% of all offender services.

In 2015-16 there was a 21% increase in the number of program-related services for offenders and a 15% increase in the number of fundamental support services delivered, compared with 2014-15.

Psychology services

Registered psychologists provide services in community and custodial locations in suicide and self-harm, situational aggression and immediate harm to others, mental health impairments, challenging behaviours, offending risk and needs, readiness for treatment and intervention programs, and transition, coping and adjustment.

During 2015-16 52,346 occasions of psychology services were delivered: 41,055 in custodial corrections and 11,291 in community corrections. This was an overall increase of 110% on 2014-15, with a 121% increase in custodial locations and a 78% increase in community locations.

In custodial settings, services for mental health impairments were the largest proportion of psychology services provided, at 48%. Of these, 61% were direct assessment and intervention with inmates. Suicide and self-harm services represented 17% of all psychology services provided in custody. Fourteen per cent of all psychology services in custody were for follow-up services for transition, coping and adjustment. Risk of reoffending treatment and needs assessments were 8% of psychology services in custody. Of these, 28% were specific to sex offenders.

In community settings, risk of reoffending treatment and needs assessments were 74% of all psychology services. Of these, 47% were assessments and 41% were subsequent expert consultations with other case management staff. Thirty-five per cent of occasions of service were specific to sex or violent offenders. Eleven per cent of psychology services provided in community related to offenders with mental health impairments. Of these, 41% involved expert consultation with other case management staff.

Specific needs services

State-wide Disability Services

In 2015-16 State-wide Disability Services (SDS) trained and supported 843 staff to effectively identify and provide access to services for offenders who have disability, across community and custodial locations.

The SDS received 1,356 referrals for 1,210 individuals with a range of possible impairments. Seven-and-a-half per cent of referrals were for female offenders (the same proportion as the general offender population) and 25.6% of referred offenders identified as Aboriginal (very slightly higher than the general offender population).

PRIMARY REASONS FOR REFERRAL TO DISABILITY SERVICES (NUMBER OF REFERRALS)

Possible disability or impairment	2014	2015
Suspected intellectual disability or borderline cognitive functioning	461	613
Suspected cognitive impairment including acquired brain injury	290	294
Suspected hearing impairment	85	83
Suspected vision impairment	50	66
Suspected mobility or physical impairment	180	205

In 2015-16 there were slightly more referrals for each type of impairment compared with 2014-15, apart from hearing impairment. The significant increase in referrals for suspected intellectual disability or borderline cognitive functioning will have significant implications as the National Disability Insurance Scheme is implemented. As the prison population increases the proportion of people with disability similarly increases.

On any given day in 2015-16 there were an average of 695 inmates with cognitive impairment in custody, an increase of 68 from the previous financial year. While the increase is in line with the increase in the prison population, the increase in the number of people with cognitive impairment in contact with CSNSW is concerning.

In 2015-16 SDS delivered 5,933 specific need service occasions for inmates with disability. The majority of these (34.7%) provided advice to help staff manage inmates with disability or make decisions about placement in Additional Support Units (ASUs) or other correctional centre locations.

Sixty-three referrals were made to Ageing, Disability and Home Care in 2015-16, resulting in 26 offenders being accepted for disability services for the first time.

Additional Support Units

Additional Support Units (ASUs) house inmates with cognitive impairments who are at a higher risk of reoffending or otherwise need to be placed away from mainstream correctional centres.

In 2015-16 ASUs housed up to 57 inmates daily and received 152 admissions. Forty inmates participated in EQUIPS programs while in the ASU. Of these, seven participated in EQUIPS Foundation, nine in EQUIPS Aggression and 28 in EQUIPS Addiction. Ten inmates participated in the RUSH program (Real Understanding of Self-Help).

Participation in education and psycho-education courses for inmates with disability increased in the ASUs from the previous financial year.

Ninety-three assessments were conducted on inmates with sensory and mobility impairments to assist with case planning, especially for high-risk inmates who require specific supports to attend and complete intervention programs.

Personality and Behavioural Disorders Service

The Personality and Behavioural Disorder Service (PBDS) is a mobile team that provides high-level psychological, behavioural and custodial support to correctional centres that manage inmates with a severe personality disorder and challenging behaviours.

In 2015-16 the PBDS provided training to 109 staff across CSNSW and Justice Health and Forensic Mental Health Network in Managing Offenders with Complex Personality Traits. The PBDS provided general awareness training about challenging behaviours to all CSNSW Service and Program Officers.

The PBDS provided 1,650 occasions of specialist service to 33 individual inmates.

Mental Health Screening Units

The purpose of the two Mental Health Screening Units (MHSUs) is to ensure comprehensive assessment, treatment and management of individuals with mental illness. Corrective Services NSW runs the MHSUs jointly with the Justice Health and Forensic Mental Health Network, using a multidisciplinary approach.

The MHSU at the Metropolitan Remand and Reception Centre houses up to 43 male inmates. In 2015-16 338 inmates were admitted to the male MHSU, with an average stay of 41.1 days. Admissions ranged between 0 and 208 days.

The MHSU at Silverwater Women's Correctional Centre houses up to 10 female inmates. In 2015-16 126 inmates were admitted to the

female MHSU, with an average stay of 25.81 days. Admissions ranged between one and 176 days. Nineteen female inmates participated in the RUSH program in the MHSU 'step-down' unit.

The MHSUs provided 878 occasions of psychology services, primarily about mental health impairment (74%). Service and Programs Officers provided 1,648 service occasions: 69% concerned fundamental supports and 26% concerned disability-related issues including mental health.

Acute Crisis Management Units

Acute Crisis Management Units (ACMUs) accept referrals for inmates at acute risk of suicide or self-harm who cannot be managed at the correctional centre at which they are classified to be housed. There are two ACMUs for male inmates, at the Metropolitan Special Purpose Centre at Long Bay, and at Bathurst Correctional Centre. The ACMUs provide assessment, stabilisation, review, and discharge management plans to be implemented at the inmate's correctional centre of classification.

In 2015-16 the ACMUs were used primarily for inmates with ongoing self-harm who could not be managed locally. Consequently, few inmates (20) were admitted to the ACMU program but the units were also used to house inmates who self-harmed but weren't on the ACMU program.

Inmates in the ACMUs were able to attend group-based programs to develop self-management skills. In addition, ACMUs provided 1,552 occasions of psychology service, primarily about suicide and self-harm (78%) and mental health impairments (17%).

Victims services for inmates

In 2015-16 the Custodial Corrections Branch continued to facilitate inmates' access to the Royal Commission into Institutional Responses to Child Sexual Abuse. The Royal Commission visited inmates for private information-sharing sessions. It is expected that this project will be finalised in September 2016.

Work and Development Orders

Work and Development Orders allow offenders to satisfy debts with the State Debt Recovery Office by participating, under the supervision of an approved organisation, in treatment or intervention programs, or by performing community service.

At the end of the 2015-16 financial year CSNSW reported 563 active Work and Development Orders with a combined value of \$3,256,820. During the reporting period, 1,785 WDOs were closed, with a combined value of \$2,854,228. Sixty-seven per cent of these were as a result of the WDO being satisfied or the related program or treatment being completed. The other 33% were closed for reasons including non-compliance or changed circumstances.

Services for female offenders

Female offenders in custody and the community

At 30 June 2016 there were 949 women in correctional centres in NSW, or 7.5% of the total inmate population. This is an increase from 862 in the same period last year (7.3% of the inmate population). The number of Aboriginal female inmates increased from 299 in 2014-15 (35% of the total female inmate population) to 310 in 2015-16 (32.7% of the total female inmate population).

At 30 June 2016 2,777 female offenders were supervised in the community, or 15.2% of all offenders under supervision. This is an increase from 2,425 in 2014-15. Of the female offenders under community supervision:

- ▲ 32 were on home detention (up from 17 women in 2014-15)
- ▲ 442 were on Community Service Orders (up from 406 in 2014-15)
- ▲ 379 were on court-based parole and 130 were on State Parole Authority parole orders
- ▲ 3 were on bail supervision (down from 12 in 2014-15)
- ▲ 50 were Drug Court participants
- ▲ 205 were on Intensive Correction Orders
- ▲ 1,482 were on good behaviour bonds (up from 1,284 in 2014-15)
- ▲ 407 had received suspended sentences (up from 327 in 2014-15)

Victims services for female offenders

Evidence published by the CSNSW Women's Advisory Council in the report *Women as Offenders – Women as Victims – the role of corrections in supporting women with histories of sexual abuse* showed that offenders' exposure to sexual and physical violence in childhood, adolescence and adulthood contributes to a high prevalence of anxiety disorders and post-traumatic stress disorder.

In 2015-16 a partnership between CSNSW and the Department of Justice's Victims Services Branch commenced to enable the future rollout of Trauma Informed Practice Training (TIP) to frontline staff.

The Approved Counselling Service, which provides free counselling to victims of violent crimes that have occurred in NSW, is available at Dillwynia and Wellington Correctional Centres for inmates who were victims of a violent crime as a child or as an adult prior to their incarceration.

In 2015-16 CSNSW and the Victims Services Branch continued the work to roll the Approved Counselling Service out across the state, which will allow inmates to access a vital service that was previously not available in custody.

A history of victimisation is a likely contributing factor to offending behaviour, and inmates can commence counselling in custody and continue counselling after release back to the community if needed.

Programs addressing risks of reoffending

In 2015-16, with the rollout of the suite of four EQUIPS Programs, EQUIPS Aggression was made available to female offenders. The EQUIPS Foundation, Addiction and Aggression programs represent the first opportunity for women to participate in a moderate-intensity suite of programs to reduce their risk of reoffending by targeting many offending-related needs in addition to substance use.

In 2015-16 508 women in custody attended programs, an increase from 428 in 2014-15. Of these, 170 (33% of all program participants) were Aboriginal women. The highest attendance was for EQUIPS Addiction, followed by the Intensive Drug and Alcohol Treatment Program (IDATP) 'Pathways' and IDATP 'RUSH'. The average completion rate for all programs was 65% for the general female population in custody, and 63% for Aboriginal women.

In 2015-16 346 community-based female offenders attended programs, an increase from 301 in 2014-15. Of these, 130 were Aboriginal women, 38% of all program participants. The highest attendance was for EQUIPS Addiction, followed by the Sober Driver Program. Both programs address offences related to use of alcohol and other drugs. The average completion rate for all programs was 57% for the general female population under supervision, and 46% for Aboriginal women.

Transitioning from custody to community

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

Bolwara provides female inmates who have entrenched issues with alcohol and other drugs and who are in custody for serious offences with a structured environment in which to address their offending behaviour. Corrective Services NSW staff work with external agencies to refer Bolwara residents to appropriate treatment programs, external work release, voluntary work and education.

At 30 June 2016 there were 12 women at Bolwara, eight of whom were Aboriginal. This was a decrease from 16 women at 30 June 2015, 13 of whom were Aboriginal.

In 2015-16 27 new applicants were accepted into the program; 24 completed the program successfully and were released to parole. In 2015-16 12 women were involved in external work release, nine attended voluntary work in the community and 13 were enrolled in educational courses. Three women qualified for day/weekend release.

In 2015-16 18 new applicants were accepted into the Parramatta Transitional Centre (PTC). Sixteen successfully completed the program and were released to parole (15 with supervision and one without supervision). This was an increase from 2014-15, in which 12 women were accepted into the PTC, with 11 completions. One woman was transferred to a correctional centre in Queensland for family reasons in March 2015. Two residents were returned to a mainstream correctional centre in NSW due to revocation.

Alternatives to custody

Miruma is a residential facility at Cessnock that provides a diversionary program for women with co-existing mental health disorders and long-term alcohol and other drugs issues. In 2015-16 56 women participated in the Miruma program, an increase from 45 participants in 2014-15. Sixty-eight per cent of participants were released to stable accommodation.

Mothering at a Distance

Mothering at a Distance (MAAD) is an educational program developed by Tresillian Family Care Centres in collaboration with CSNSW. The MAAD program aims to enhance the mother-child relationship and increase the mother's knowledge and skills to care for her child.

In 2015-16 the Mothering at a Distance (MAAD) program was delivered at Dillwynia, Emu Plains, Wellington and Mid-North Coast Correctional Centres. There were a total of 62 participants and an average completion rate of 81%. Twenty-six women were Aboriginal; the completion rate among Aboriginal women was 79%.

Mothers and Children's Program

The Mothers and Children's Program operates at Emu Plains Correctional Centre, Jacaranda Cottages and the Parramatta Transitional Centre to give pregnant inmates or women with children under 12 years of age an opportunity to remain with their child while incarcerated. Paramount consideration is given to the child's social and emotional development and continuity of care.

In the 2015-16 185 referrals were received from inmates, CSNSW staff, Justice Health and Forensic Mental Health Network and external sources. Twenty-nine women and 45 children participated in the Mothers and Children's Program. At the end of the 2015-16 financial year, a further 47 applicants were registered to participate and five applications were awaiting approval.

In 2015-16:

- ▲ 312 occasions of service were delivered by psychologists: 73% concerned mental health impairments and the remainder were about transition, coping and adjustment.
- ▲ Pregnant women attended the High-Risk Antenatal Clinic at Dillwynia Correctional Centre that was facilitated by specialist staff from Nepean Hospital.
- ▲ Resident mothers participated in activities at Jacaranda cottages including: the Early Childhood Clinic facilitated by the Sydney West Area Health Service; the Parent Infant Families Australia playgroup; Circle of Security facilitated by Relationships Australia; a weekly Mothers Group facilitated by Wesley Mission.
- ▲ Resident children participated in external social and developmental activities at Kindy Gym, took part in swimming lessons and attended community pre-school.
- ▲ Resident mothers and children participated in a range of external excursions and activities to normalise their community exposure, maintain community identity and support women to engage with community agencies.
- ▲ Wesley Mission assessed all resident mothers and registered those eligible for Brighter Futures, a Wesley Mission program that works alongside families where there is an identified risk that is impacting a child's safety, welfare or wellbeing. The Brighter Futures team facilitated a playgroup for full time resident mothers every Friday at their Penrith office.
- ▲ Blissful Babies, a parenting advisory service based in Penrith, provided one-on-one mothercraft assistance for women identified by the Department of Family and Community Services as requiring additional support. This service is provided on a fee-for-service basis and is paid for by participating mothers using their Centrelink and Family Assistance benefits.

The Mum Shirl Unit

The Mum Shirl Unit (MSU) is a purpose-built high-dependency women's mental health unit to address offending risks and needs of female inmates. The 19-bed unit provides safe and secure housing for female inmates with complex personality, developmental, psychological and psychiatric issues. The MSU uses multi-disciplinary assessment, management and treatment.

In 2015-16 inmates in the MSU were able to attend group-based programs to assist in the development of self-management skills. Seventeen inmates participated in the RUSH program (Real Understanding of Self-Help). The MSU provided 775 occasions of psychology services to inmates, primarily about self-harm (37%) and challenging behaviours (30%).

Services for Aboriginal offenders

The CSNSW Aboriginal Advisory Council (AAC) is a forum for CSNSW to engage with Aboriginal people of significant standing in the community and with professionals who have expertise in social justice and the legal system.

In November 2015 the Commissioner of Corrective Services appointed Shane Hamilton, Chief Executive Officer of the Aboriginal Housing Office in the Department of Family and Community Services, as Chair of the council. Mr Hamilton replaced Phil Naden who resigned as Chair to take up the role of Chief Executive Officer of the Aboriginal Health Service in Bourke. Mr Naden remains a member of the AAC.

The AAC focuses on initiatives which support the implementation of the *Strategy for Supporting Aboriginal Offenders to Desist from Reoffending*.

Aboriginal Cultural Awareness Training

In 2015-16 Aboriginal Cultural Awareness Training was updated by Aboriginal staff in the Aboriginal Strategy and Policy Unit (ASPU) to reflect contemporary issues facing Aboriginal offenders. The training is delivered to custodial and community corrections staff to enhance staff members' knowledge and skills relating to Aboriginal offenders. Corrective Services NSW is exploring options to ensure adequate resources are available to meet the requirements of delivering this training.

National Aboriginal and Islanders Day Observance Committee celebrations

In 2015-16 Aboriginal staff including Regional Aboriginal Project Officers worked with correctional centre management to host National Aboriginal and Islanders Day Observance Committee (NAIDOC) Day celebrations. Aboriginal Elders, community leaders, mentors and local service providers attended celebrations which included inmates performing traditional dances, exhibiting their artworks and participating in sports competitions such as touch football.

Bundian Way Project

The Bundian Way is a significant Aboriginal walking trail of more than 360km from Eden to Mt Kosciuszko. Under a service partnership agreement between CSNSW and the Eden Local Aboriginal Lands Council (ELALC), selected Aboriginal inmates assist with the establishment and restoration of the Bundian Way, focusing on culture and connection with Aboriginal communities. The ELALC developed a cultural program about the Bundian Way and its significance to Yuin people. In June 2016, six female inmates from Bolwara Transitional Centre (BTC) camped at Eden and carried out clearing and track redevelopment work for a week. More inmate work teams are scheduled.

Clean Slate Without Prejudice Program

Corrective Services NSW has a memorandum of understanding with the Clean Slate Without Prejudice program of the Tribal Warrior Association. The program is delivered at the National Centre for Indigenous Excellence (NCIE) and is affiliated with the Redfern Local Area Command of the NSW Police Force. The program specifically targets young Aboriginal people who are in constant contact with police because of criminal behaviour.

Corrective Service NSW engaged with Clean Slate Without Prejudice in August 2015. In 2015-16 eight Aboriginal inmates who want to reside in Redfern on their release from custody were assessed and selected to participate in the program. The participants were given the opportunity to:

- ▲ Engage in training and skills development for future employment prospects
- ▲ Participate in the development of community projects in the Redfern area
- ▲ Access individual interventions addressing social, emotional and wellbeing needs and promoting healthy lifestyles through a mentoring model
- ▲ Maintain connection to family for identity and community resettlement planning
- ▲ Sustain Aboriginal cultural connection and learning

Aboriginal Offender Interagency Forum

In February 2016 CSNSW collaborated with the Department of the Prime Minister and Cabinet to establish the CSNSW Aboriginal Offender Interagency Forum. The objective of the forum is to coordinate the efforts and resources of the state and federal government agencies that share Aboriginal clients with CSNSW in order to improve post-release employment outcomes,

develop referral pathways from custody into the community, and improve education and support while in custody to better support transition back to the community.

Dubay Gunyah

In 2015-16 CSNSW commenced a partnership agreement with the Aboriginal Housing Office, MTC Australia (a social enterprise) and Illawarra Aboriginal Corporation to support Aboriginal women exiting custody with medium-term housing. This includes mentoring, job seeking and wrap-around services to transition into stable, long-term accommodation.

The Gundji Program

Gundi, which means 'shelter', is a construction program, predominantly for Aboriginal male offenders, to improve reintegration through inmate participation in 'real world' construction work that has a community focus. Corrective Services NSW participates in the Gundji Program in partnership with the Aboriginal Housing Office, and the former Department of Education, Employment and Workplace Relations.

Specialist service providers offer employment readiness skills, pre-release employment pathways and post-release planning and mentoring. Gundji Program participants have constructed eight homes for Aboriginal families in remote communities. Through the Aboriginal Housing Office a further two houses are under construction and will be placed in Collerenebri.

Aboriginal program participation

ABORIGINAL PARTICIPATION IN CUSTODIAL PROGRAMS

Compendium area	ALL participants commenced	Aboriginal & Torres Strait Islander participants commenced	Percentage of Aboriginal & Torres Strait Islander participation against all	All participants completion rate	Aboriginal & Torres Strait Islander participants completion rate
Addiction	2,906	921	32%	71%	64%
Aggression	1,300	504	39%	70%	67%
Sex offender	193	38	20%	92%	85%
General offending	731	202	28%	70%	62%
Wellbeing	323	140	43%	66%	74%
Young adult offender	346	84	24%	74%	80%
Pre-release strategy	6,416	2,020	31%	N/A	N/A
Health promotion	11,737	2,940	25%	N/A	N/A
Total	23,952	6,849	27%	70%	66%

ABORIGINAL PARTICIPATION IN COMMUNITY PROGRAMS

Compendium area	ALL participants commenced	Aboriginal & Torres Strait Islander participants commenced	Percentage of Aboriginal participation against all	All participants completion rate	Aboriginal & Torres Strait Islander participants completion rate
Addiction	1,639	432	26%	62%	51%
Aggression	1,442	476	33%	55%	50%
Sex offender	195	25	13%	77%	100%
General offending	499	136	27%	42%	40%
Total	3,775	1,069	28%	66%	55%

Education, training and employment for inmates

Corrective Services NSW provides inmates with opportunities to participate in education and vocational training courses and programs, and in real work opportunities through Corrective Services Industries.

Education and vocational training

In 2015-16 CSNSW moved to a more needs-based model for inmate education and training. Inmates with the highest risk of reoffending and the highest learning need were prioritised.

The combination of the needs-based model and the increase in inmate population resulted in a slightly lower overall participation rate in education and vocational training in 2015-16 compared with 2014-15.

In 2015-16:

- ▲ 8,320 inmates enrolled in one or more education and/or vocational training course. This is a 2.9% decrease on the previous year.
- ▲ 28.1% of those inmates who had access to education and vocational training courses participated in such courses. This represents an 11% decrease from the previous year.
- ▲ 1,996 Aboriginal and/or Torres Strait Islander inmates participated in education and vocational training. This represents 24% of all inmates who participated in education and vocational training, consistent with participation rates in 2014-15.

- ▲ 952 female inmates participated in education and vocational training. This represents 11.5% of all inmates who participated in education and vocational training and is a 4.5% increase from 2014-15. Twenty-three per cent of these women were Aboriginal and/or Torres Strait Islander.

Intensive Learning Centres

Full-time learning programs are delivered at Intensive Learning Centres at Wellington, South Coast, Lithgow and Mid-North Coast Correctional Centres for inmates assessed as having low literacy and numeracy skills. These inmates complete a qualification in the Access Employment Education and Training Framework.

In 2015-16 there were 424 enrolments in Intensive Learning Centres, with 1,539 units of competency completions and 92 certificate completions. Although the number of enrolments is significantly higher than in 2014-15 (209), this reflected a high turnover of participation in the Intensive Learning Centre programs due to operational placement and accommodation pressures arising from increased demand for prison beds. These factors resulted in lower completion rates (10%).

Adult Education and Vocational Training Institute

The CSNSW Adult Education and Vocational Training Institute provides accredited courses and training package qualifications to inmates in CSNSW-operated correctional centres.

In 2015-16 the training institute delivered programs to develop the literacy, language and numeracy skills of all inmates to a level equivalent to the Australian Core Skills Framework Level 3, and to provide vocational training for inmates to improve post-release employment opportunities.

ADULT EDUCATION AND VOCATIONAL TRAINING INSTITUTE ENROLMENTS

Course type	Enrolments	Unit of Competency Completions	Certificate Completions
Access to Education, Employment & Training	5,492	6,362	246
Courses in English Language	300	336	31
Information Technology	1,669	968	45
Construction	436	401	2
Agriculture, Horticulture, Conservation	188	104	5
Small Business Management	104	116	20
Visual Arts	1,214	213	5
Music	153	76	5
Total	9,556	8,576	359

Vocational training

In 2015-16 vocational training programs were delivered under the ongoing memorandum of understanding between CSNSW and TAFE NSW.

Vocational training programs, including General Induction Training, Forklift Licences, Food Handling and Electrical Test and Tag were provided to meet the regulatory needs of Corrective Services Industries (CSI) when inmates are employed in CSNSW business units and construction sites. These vocational training programs improve inmates' post-release employment opportunities.

In 2015-16:

- ▲ 2,978 inmates participated in one or more vocational training programs.
- ▲ 655 Aboriginal inmates participated in one or more vocational training programs. This represents 22% of all participants in vocational training.
- ▲ 138 Aboriginal inmates participated in Aboriginal-specific education, including Aboriginal languages, art and music.

Inmate Traineeship Program

In 2015-16 the CSNSW Inmate Traineeship Program continued under the auspices of the NSW Department of Industry's State Training Services, as part of the Commonwealth Australian Apprenticeship Program.

In 2015-16:

- ▲ 480 inmates engaged in a traineeship, a decrease of 20% from 2014-15
- ▲ 222 inmates completed a traineeship, an increase of 15% from 2014-15
- ▲ 60 traineeships were cancelled for operational and institutional reasons, representing a 12% decrease in cancellations from 2014-15
- ▲ 292 inmates are continuing a traineeship
- ▲ 57 Aboriginal inmates participated in the Inmate Traineeship Program, representing 12% of all participants
- ▲ 21 female inmates participated in the Inmate Traineeship Program, representing 4% of all participants

Distance education

In 2015-16 150 inmates participated in external education programs provided by higher education institutions. As online participation and assessment have made it increasingly difficult for inmates to participate in distance education, CSNSW and the University of Southern Queensland (USQ) are considering ways of continuing to facilitate distance education programs.

Future delivery of education and vocational training programs

On 23 March 2016 the Expenditure Review Committee of the NSW Cabinet approved a new model for the delivery of education services in Corrective Services NSW. From February 2017 education and vocational training services will be provided by an external service provider. Corrective Services NSW will maintain responsibility for front-end assessment, coordination and planning, and teaching at the four Intensive Learning Centres.

Inmate employment

In 2015-16 Corrective Services Industries (CSI) continued to support CSNSW in its objectives of reducing reoffending by providing real work opportunities to inmates. Corrective Services Industries operates in 109 commercial business units and 62 service industries in 30 correctional centres, preparing inmates for working life after release.

During 2015-16 CSI:

- ▲ Continued the Prefabricated Modular Cell manufacturing program that gave over 350 inmates the opportunity to gain market-related skills and qualifications whilst delivering additional bed capacity for 220 inmates.
- ▲ Made and installed more than 300 beds and two kilometres of security fences for several correctional centres.
- ▲ Commissioned an engineering business unit at Kirkconnell Correctional Centre that provided employment and training opportunities for 60 inmates, manufacturing products required for the Operational Bed Capacity Program. Plans are underway to establish a small motors repair and training workshop at this correctional centre.
- ▲ Expanded its self-sufficiency operations, with a new food services business unit at the Mid-North Coast Correctional Centre and a new textiles business unit at the Goulburn Correctional Centre. Operations provide approximately 1,700 inmates with opportunities to gain skills and qualifications in warehousing and logistics, laundry operations, clothing production and food processing. The goods and services produced save CSNSW more than \$6 million per year that would otherwise be spent with external service providers.
- ▲ Finalised the tender for a cook-freeze food manufacturing plant and appointed a contractor to construct a facility at the Outer Metropolitan Multi-Purpose Correctional Centre that will employ 75 inmates and produce up to 15,000 meals per day using the latest equipment and systems.
- ▲ Delivered a corporate office for CSI in response to the government's decentralisation strategy.
- ▲ Delivered new technologies, including thermal imaging, in response to a commission for upgraded, state of the art security systems for two correctional centres that improve CSNSW's detection capabilities.
- ▲ Progressed development of the Offender Employment Portal that will provide suitable inmates with job-seeking support including developing résumés and identifying training needs. The portal will link inmates with employment agencies six months before release.

- Began an initiative to source post-release employment for inmates, hosting employer groups including Lend Lease and Spotless Group to promote understanding of inmate education and employment programs.

Employment rates

In 2015-16 80.4% of the eligible inmate population was employed. This compared well with the national average of 74.8%. The average employment rate for inmates in CSNSW publicly-operated correctional centres through CSI was 84.6% in 2015-16.

RATES OF EMPLOYMENT IN CORRECTIONAL CENTRES

Measure	National average		
	2014-15	2014-15	2015-16
Inmates employed	5,442	N/A	5,676
Percentage of eligible inmates employed	76.1	74.8	80.4

Notes: Figures in the table include private centres.

Commercial performance

In 2015-16 CSI provided sales of \$113.1 million, representing a 1.7% increase on the previous year's sales of \$111.2 million. The gross return to CSNSW was \$45.6, an increase from \$40.6 million in 2014-15.

Corrective Services NSW systems and services

Standards for community and correctional centre operations

In 2015-16 CSNSW reviewed and updated the *Custodial Corrections Operations Procedures Manual* to ensure compliance with current legislation and work practices that inform the *Standards for Public Correctional Centre Operations*.

Community operations

Community-based operational performance reviews were conducted in regional and metropolitan locations against the *Standards for Community Operations*, as was a state-wide review of offenders subject to Community Service Orders. Thematic reviews of community offenders who represent a high risk of reoffending commenced in 2015-16 and will continue throughout 2016-17.

Correctional centre operations

Ongoing monitoring and reporting of contractual compliance against the 'management agreements' for the privately operated correctional centres continued under a *Contract Management Framework* meeting the requirements of the 'Justice Procurement Accreditation Stipulation – Custodial Outsourcing Category'. This contract management model provides a risk-based approach to scheduling and planning compliance review activities in key operational areas.

In 2015-16 biannual assessment reports were provided by CSNSW Monitors which detailed the performance and compliance results of Parklea and Junee Correctional Centres' operations against the requirements for the 'Performance Linked Fees (Key Performance Indicators)'. This included validation of data provided by the GEO Group Australia Pty Ltd (GEO Group), as specified in the Management Agreements. Assessments were conducted against various operating specifications at both correctional centres during 2015-16.

Junee Correctional Centre

Performance Assessment Report

It was determined that 96.5% of the Performance Linked Fees (PLF) funds be paid to the GEO Group for the 2015-16 contract year for the operation of Junee Correctional Centre.

Minimum Standards (Operating Specifications)

The Junee Correctional Centre was assessed as meeting the stated performance outcomes of the minimum standards that were reviewed during the contract year. The GEO Group met its contractual obligations for operating Junee Correctional Centre for the contract year 2015-16.

Parklea Correctional Centre

Performance Assessment Report

It was determined that 98% of the PLF funds be paid to the GEO Group for the operation of Parklea Correctional Centre for the 2014-15 contract year. The PLF payment for the current contract year of 2015-16 is yet to be determined.

Minimum Standards (Operating Specifications)

The Parklea Correctional Centre was assessed as meeting the stated performance outcomes of the minimum standards that have been reviewed during the current contract year so far.

Risk and business continuity management

The risk management framework and policy are key components of CSNSW's governance structure. In 2015-16 CSNSW developed high-level risk registers for each of its six branches and for the Operational Prison Bed Capacity Program.

In 2015-16 CSNSW developed business continuity plans for the Forensic Psychology Services and the Blacktown Sydney West Community Corrections Office (which includes the Drug Court team, the Extended Supervision Order (ESO) Team and the ESO Police Team).

In 2015-16 54 of the 81 CSNSW business units' business continuity plans (67%) were reviewed and tested using disaster scenarios that severely 'interrupted' business-as-usual for each of the 54 units tested.

Organisational learning and culture

Brush Farm Corrective Services Academy

The Brush Farm Corrective Services Academy maintained its Registered Training Organisation status in 2015-16, complying with the national Vocational Education and Training standards. The academy issued nationally recognised qualifications to CSNSW staff as well as staff in other divisions of the Department of Justice. In 2015-16 the academy implemented a new organisation structure and management team that enhanced the operational training available to frontline and support staff.

During 2015-16 the academy delivered 435,868 hours of training, an increase on the 338,929 hours delivered in 2014-15. Over the course of the year 19,758 participants completed training: 15% at the academy; 12% regionally; and 73% completed training online, or in a blended format.

Training for custodial corrections staff

In 2015-16 801 Casual Correctional Officers and CSI Overseers were trained in Certificate III in Correctional Practice. Bridging courses and Recognition of Prior Learning processes were conducted for former Correctional Officers who returned to CSNSW as Casual Correctional Officers to ensure that their skills were updated as required.

Total enrolments for custodial training programs conducted at the academy, in regional locations and online in 2015-16 were 3,961. Regional training locations were used for over 40% of all face-to-face training. This training included blended learning courses such as the Certificate III and IV in Correctional Practice, Security Awareness and First Aid training.

The Custodial Training Unit (CTU) enhanced the holistic, integrated training approach that develops custodial officers' skills in motivational interactions, understanding and preventing suicide, and managing domestic violence offenders. This approach brings the training elements together into several critical incident scenarios. Training provided by CTU addresses operational issues identified by correctional centres to optimise the security and safety of all staff and inmates.

Training for community corrections staff

In 2015-16 75 Community Corrections Officers completed their primary training with the Operational Community Programs Training Unit (OCPTU) at the Brush Farm Corrective Services Academy and commenced the Certificate IV in Correctional Practice. A further 68 Community Corrections Officers were awarded the Certificate IV in Correctional Practice. Seventeen Offender Services and Programs staff attained the Certificate IV in Correctional Practice, and a further 30 staff enrolled in this qualification. More than 3,000 staff enrolled in operations-focused training courses facilitated by the OCPTU.

In October 2015 the OCPTU redeveloped the Advanced Diploma in Correctional Management course. The qualification is offered to CSNSW staff and to participants of the annual Australian Correctional Leadership Program that is held at the academy.

In 2015-16 514 CSNSW staff across the state completed a two-day Working with Domestic Violence Offenders course. Corrective Services NSW made the program a mandatory part of the primary training for both community and custodial corrections, in response to the Premier's Priority of reducing the proportion of domestic violence perpetrators reoffending within 12 months by 5%.

e-Learning

The academy continued its focus on consolidating e-learning opportunities in 2015-16. Sixty-six courses were available in the learning management system, which received more than 39,600 logins per month over the year.

Training staff in program facilitation

During 2015-16 the State-wide Programs Team had 733 CSNSW staff and external facilitators participate in programs training, a 25% increase on the previous year. One hundred and sixty three staff were trained in basic or advanced group facilitation skills and 570 staff were trained in program content training.

Research consistently demonstrates that for programs to be effective in reducing reoffending, program delivery needs to be facilitated by trained and skilled staff.

Developing workplace culture

In partnership with the Strategic Human Resources Branch of the Department of Justice, Custodial Corrections Branch introduced a pilot workplace culture development program at the St Heliers Correctional Centre in the Hunter Valley. The pilot was deemed successful and the program will be introduced to all correctional centres in the next financial year.

The Aboriginal Staff Network

In August 2015 CSNSW held the two-day Aboriginal Staff Network Conference at the National Centre for Indigenous Excellence in Redfern. More than 100 Aboriginal staff attended the conference, which focused on supporting the implementation of the *Strategy for Supporting Aboriginal Offenders to Desist from Reoffending*.

The conference is a forum for Aboriginal staff to share skills, knowledge and experiences with their colleagues and discuss issues relating to their roles, and CSNSW program practices. Expert speakers addressed desistance, cultural competence, community engagement and trauma-informed practice.

Several respected Aboriginal community members with expertise in particular fields shared their career pathway experiences. Professor Mick Dodson from the Australian National University spoke about justice reinvestment. Children from Darlinghurst Public School performed contemporary Aboriginal dance in conjunction with a cultural ceremony.

Video conferencing appearances and visits

Court and parole appearances

In 2015-16 CSNSW facilitated 54,456 court and NSW State Parole Authority (SPA) appearances by video conferencing, which constituted 64.4% of all court appearances for the financial year

and 100% of SPA appearances for inmates in custody. These volumes were an increase of more than 21% from 2014-15.

More than 31,200 legal and associated professional interviews were scheduled using the electronic Video Conferencing Scheduling System (VCSS) in 2015-16. This is an increase of 57% from the previous year. In the same period, legal interviews scheduled for video conferencing represented approximately 63% of all legal visits with adult detainees.

In February 2016 CSNSW installed video conferencing facilities in three meeting rooms in the CSNSW head office, bringing the number of video conferencing facilities at that location that can be booked by solicitors to five. Corrective Services NSW facilitated 20 private legal practitioners interviewing clients in custody from tablets in their own offices.

In July 2016 two further video conferencing facilities were installed at the Metropolitan Remand and Reception Centre, allowing remand inmates to access their legal representatives at dedicated days and times.

Family video visits

Family video contact can make it easier for inmates to maintain connections with their families and loved ones while in custody. In 2015-16 86 Family Video Contact sessions were organised in collaboration with support agencies such as the Community Restorative Centre. Sessions were facilitated at courthouses in Moree, Wagga Wagga, Walgett, Batemans Bay, Wyong, Bourke and the Community Restorative Centre offices in Sydney.

Security and safety of inmates

Corrective Services NSW maintains data on inmate escapes from custody, assaults between and by inmates, and apparent unnatural deaths in custody.

Escapes from custody

ESCAPE RATE (PER 100 INMATES) – NATIONAL CORRECTIONAL INDICATOR

Classification	2011-12	2012-13	2013-14	2014-15	National average 2014-15	2015-16
Open	0.34	0.17	0.31	0.13	0.43	0.23
Secure	0.06	0.02	0.06	0.03	0.01	0.05

Notes: Rates are calculated with National Correctional Indicators counting rules.

NUMBER OF ESCAPES – NATIONAL CORRECTIONAL INDICATOR

Classification	2011-12	2012-13	2013-14	2014-15	2015-16
Open	12	6	12	5	10
Secure	4	1	4	2	4

Notes: Numbers are calculated with National Correctional Indicators counting rules.

Assaults by inmates

PRISONER-ON-OFFICER ASSAULTS (PER 100 PRISONERS)

Category	2011-12	2012-13	2013-14	2014-15	National average	
					2014-15	2015-16
- Serious	0.02	0.01	0.00	0.00	0.05	0.00
- Assaults	0.65	0.58	0.55	0.51	0.89	1.95

Notes: 1 This data is not strictly comparable with the national average because other jurisdictions may define assaults differently than NSW. 2 The assault rate is calculated as the number of victims of violence physical attacks reported over the year, divided by the annual average prisoner or detainee population, multiplied by 100.

PRISONER-ON-PRISONER ASSAULTS 2011-16 (PER 100 PRISONERS)

Category	2011-12	2012-13	2013-14	2014-15	National average	
					2014-15	2015-16
- Serious	0.19	0.28	0.36	0.56	1.11	0.59
- Assaults	12.27	14.86	14.20	15.07	9.64	23.68

Notes 1 This data is not strictly comparable with the national average because other jurisdictions may define assaults differently than NSW. 2 The assault rate is calculated as the number of victims of violence physical attacks reported over the year, divided by the annual average prisoner or detainee population, multiplied by 100.

Unnatural deaths in custody

In 2015-16 the CSNSW Management of Deaths in Custody Committee (MDICC) responded to formal recommendations handed down in three coronial inquests. The MDICC noted that 12 other inquests were finalised by the Coroner without formal recommendations being handed down to CSNSW where CSNSW was an interested party to the proceedings.

In 2015-16 the MDICC responded to 22 CSNSW investigation reports into deaths in custody.

The Custodial Corrections Branch continued to manage an extensive capital works project of removing obvious hanging points in cells that house inmates who are at risk of self-harm or suicide. The project is in line with Coroner's recommendations and proactive measures in identifying, managing and monitoring the psychological wellbeing of inmates at risk.

The Offender Management and Programs, Governance and Continuous Improvement and Custodial Corrections Branches continued to jointly manage the Review of Risk Intervention Team protocols for inmates considered to be at risk of self-harm or suicide. The review is in line with Coroner's recommendations and proactive measures of coordinating management plans for such inmates, particularly following the release or discharge from a Risk Intervention Team protocol.

APPARENT UNNATURAL DEATHS IN CORRECTIONAL CUSTODY

Aboriginal and Torres Strait Islander status	2011-12	2012-13	2013-14	2014-15	2015-16
Indigenous	1	-	-	-	1
Non-Indigenous	5	8	4	2	5
Total	6	8	4	2	6

Notes: 1 The number and rates of deaths may change from previous years where the apparent causes are amended following coronial inquiries. 2 Previous year figures have been amended in some cases to align with national counting rules.

RATE OF APPARENT UNNATURAL DEATHS IN CORRECTIONAL CUSTODY (PER 100 INMATES)

Aboriginal and Torres Strait Islander status	2011-12	2012-13	2013-14	2014-15	National Average 2014-15	2015-16
					2014-15	
Indigenous	0.05	0.00	0.00	0.00	0.04	0.03
Non-Indigenous	0.07	0.11	0.05	0.02	0.05	0.05
Total	0.06	0.08	0.04	0.02	0.05	0.05

Notes: 1 The number and rates of deaths may change from previous years where the apparent causes are amended following coronial inquiries. 2 Previous year figures have been amended in some cases to align with national counting rules.

Improving legislative frameworks for correctional management

In 2015-16 the Department of Justice continued work to improve the legislative frameworks that apply to correctional services and offender management in NSW.

The department began a statutory review of the *Crimes (High Risk Offenders) Act 2006* and public consultation commenced in early 2016. The Act provides for the extended supervision and continuing detention of high-risk sex offenders and high-risk violent offenders to ensure the safety and protection of the community. The final report of the review is due to be tabled in parliament in March 2017.

A new ‘national security interest’ (NSI) designation for inmates commenced on 30 October 2015. Under the arrangements, the Corrective Services Commissioner may designate an inmate as an NSI inmate if there is a risk that the inmate may engage in, or incite other persons to engage in, activities that constitute a serious threat to the peace, order or good government of the state or any other place.

The circumstances when force can be used on inmates and detainees were clarified this year. Amendments to the *Crimes (Administration of Sentences) Regulation 2014* and the *Children (Detention Centres) Regulation 2015* commenced on 19 February 2016. The amendments provide clarification about the use of force in correctional centres and juvenile detention centres, as well as provide a more efficient operating system.

The department clarified how the existing scheme for continued detention and extended supervision applies to violent offenders. Amendments to the *Crimes (High Risk Offenders) Act 2006* that clarify the application of the Act commenced on 7 June 2016. The amendments provide that applications to the Supreme

Court can be made for extended supervision or continuing detention for high-risk violent offenders imprisoned for the following offences:

- ▲ Wounding with intent to cause grievous bodily harm
- ▲ Manslaughter by unlawful and dangerous act
- ▲ Murder that occurs in the course of committing another serious crime (referred to as 'constructive murder')

Independent advice and oversight

Inspector of Custodial Services

The Inspector of Custodial Services provides independent scrutiny of the conditions, treatment and outcomes for adults and young people in custody and promotes excellence in staff professional practice.

The Inspector is able to examine correctional and juvenile justice facilities at any time and make recommendations about issues of concern.

Inspections may be instigated by the Inspector or at the request of the Minister for Corrections or a Parliamentary Joint Committee or any public authority or public official.

The Inspector reports to parliament and is subject to oversight by the Parliamentary Committee on the Ombudsman, the Police Integrity Commission, and the Crime Commission. Administration of the office of the Inspector resides in the Department of Justice.

In 2015-16 the Inspector of Custodial Services delivered two reports.

Old and Inside: Managing aged offenders in custody examines the management and care of aged inmates in NSW correctional centres and includes 22 recommendations.

Lifers: Classification and regression examines the security reclassification of 12 life sentenced inmates and includes four recommendations.

The Inspector coordinates the Official Visitor scheme. There are 65 official visitors who visit adult correctional centres, court cells and juvenile justice centres throughout New South Wales on a regular basis, to hear and resolve complaints from staff and inmates at the local level.

Chapter 5: Supervising and caring for young offenders

Providing services to young offenders that reduce reoffending by addressing offending behaviour and promoting successful return to the community

Young offenders in the community

Young offenders in custody

Juvenile Justice systems and services

Independent advice and oversight

Young offenders who receive community-based orders or custodial sentences from the courts are supervised by the Juvenile Justice Division of the Department of Justice.

Juvenile Justice helps young people aged 10 to 18 years, and up to 21 years in some cases, with programs and services that aim to reduce the risk of reoffending by addressing underlying issues and behaviours that contribute to offending behaviour.

Juvenile Justice operates under the terms of the *Children (Detention Centres) Act 1987*, the *Children (Community Service Orders) Act 1987*, the *Young Offenders Act 1997* and the *Children (Interstate Transfer of Offenders) Act 1988*.

Juvenile Justice is a key partner in diverting young people away from the criminal justice system and reducing juvenile reoffending. In 2015-16 Juvenile Justice continued to provide access to community and custody-based programs that give young offenders the opportunity to choose positive alternatives to offending behaviour and successfully return to their communities when they leave detention.

Young offenders in the community

Juvenile Justice has 35 community offices in NSW that are responsible for providing supervision for young offenders who receive community-based orders from the court.

Juvenile Justice staff provide targeted interventions that address a young person's offending-related needs based on a 'Risk Need Responsivity' model. Juvenile Justice staff also engage with the young person's family and other services to support case management and foster ongoing relationships to support their eventual transition away from supervision.

Community supervision services measures 2015-16

Service measure	Number
Background reports and assessments completed for young offenders appearing at court	4,610
Community-based orders commenced	4,560
Individual young offenders commencing supervision in the community	1,740
Community-based orders completed	4,796
Hours of community service work allocated to young offenders	13,611
Bail supervisions	563
Remand interventions	2,851

Source: DJ/JJ Strategic Information System (SIS): Effective date 2 July 2016.

Bail and remand

Juvenile Justice provides services that help young people meet their bail conditions and to remain out of custody. In 2015-16 there were 67 remand stays of young people who were granted conditional bail and were unable to meet their bail conditions, and had no other custodial order.

Remand interventions

Juvenile Justice staff conduct 'remand interventions' to assist young people in custody on remand to meet their bail conditions. Remand intervention workers provide structured intervention services and assistance to the courts. Their work includes:

- ▲ Providing immediate information to the court about supports available for a young person who is granted bail
- ▲ Assisting the young person to find suitable accommodation if required
- ▲ Referring the young person to an alcohol or other drug rehabilitation service

In 2015-16 Juvenile Justice conducted 2,851 remand interventions.

The Bail Assistance Line

The Bail Assistance Line (BAL) is a state-wide after hours bail assessment service for children and young people when police are considering remand after an arrest. The BAL can arrange emergency accommodation and referrals for young people to help them to meet their bail conditions and remain out of custody. The BAL also coordinates all admissions to Juvenile Justice Centres outside normal office hours.

In 2015-16 the BAL received 231 calls for assistance from sources including police, Family and Community Services (FACS), Juvenile Justice case workers and Juvenile Justice Centres. The BAL facilitated 20 emergency accommodation placements and accommodation assistance for eight clients on ‘section 28s’, for whom suitable accommodation is a condition of their bail.

Juvenile Justice signed service agreements with Coast Shelter on the Central Coast, Varitas House in Bathurst, Lithgow and Orange, Platform Youth Services Penrith, Katoomba and Richmond, Positive Care Solutions and Wundarra Youth Services at Coffs Harbour.

The BAL is funded until June 2017 and will continue to offer training to police and non-government organisations to achieve positive outcomes for Juvenile Justice clients.

Juvenile Justice Funded Services Program

The Juvenile Justice Funded Services Program (FSP) aims to reduce juvenile reoffending by funding non-government organisations to provide evidence-based programs that address risk factors that influence offending behaviour.

In September 2015 Juvenile Justice implemented the Funded Services Policy that provides the strategic framework for the Funded Services Program.

Joint Support Program

The Joint Support Program (JSP) is a program within the Funded Services Program that targets young people who are under the supervision of Juvenile Justice in the community who have been assessed as having a medium to high level of offending-related risk and need.

The current contracts for providing the JSP concluded on 30 June 2016 and the Funded Services Unit completed a competitive tender process to award new three-year contracts from 1 July 2016. The JSP was reviewed before the tender process commenced and service types were updated. The service types provided through the program from 1 July 2016 will be:

- ▲ Casework support
- ▲ Short-term crisis accommodation
- ▲ Long-term accommodation support
- ▲ Job readiness, employment placement and support
- ▲ Relationship intervention
- ▲ Mentoring

Rural Residential Rehabilitation Services

Through the Funded Services Program, Juvenile Justice funds the Rural Residential Rehabilitation Services in Dubbo and Coffs Harbour. These services provide a comprehensive treatment program for 13 to 18 year old adolescents who are clients of Juvenile Justice and have drug and alcohol-related problems. Up to eight adolescents can participate at any one time, in each location.

Mission Australia has operated the services in both locations since 2011 and, through a competitive tender process in 2015, was awarded the contracts to operate the services for a further three years until 30 June 2018.

Legal assistance

The Funded Services Program funds Legal Aid NSW to provide legal assistance to young people in custody through the visiting Children’s Legal Service. The service informs young people about their legal rights and responsibilities, and ensures they have access to appropriate, timely support and representation.

Juvenile Justice Community Office community partnerships

Juvenile Justice Community Offices continued to develop partnerships with local community organisations, funded services and government agencies in this reporting year. The partnerships aim to improve case management of young people in the community.

Shoalhaven

In the Shoalhaven, Juvenile Justice established the Juvenile Justice Partnership Group (JJPG) of more than 20 organisations. The JJPG examines issues and trends for young people and ways of providing sustainable services. In response to the group's work, a local Aboriginal community organisation developed a program that addresses health and wellbeing issues of young female clients. The group increased involvement with Shoalhaven City Council, which now participates in outcome plans in Youth Justice Conferences. The group increased referrals to counselling services and improved relationships between services including Family and Community Services (FACS), NSW Health, the NSW Department of Education and the NSW Police Force.

Wollongong

The Wollongong Juvenile Justice Community Office developed a partnership with Lake Illawarra Police Citizens Youth Club (PCYC). The partnership facilitates information sharing, risk assessment of residences of new clients, referral to lifestyle and offending-based programs, and Community Service Order placements. Some PCYC programs are used as part of Youth Justice Conference outcome plans, and for low-level diversion at court: first-time offenders may be offered a caution on successful completion of a PCYC program during a court adjournment, for example.

Far North Coast

Juvenile Justice Far North Coast established a partnership with Housing NSW to address accommodation and support needs of young people leaving Acmena Juvenile Justice Centre in South Grafton. Housing NSW and the government-funded Specialist Homelessness Services, OnTrack Community Programs and the Northern Rivers Social Development Council agreed to provide a special referral pathway into transitional housing for young people aged 16 to 21 who are leaving Acmena with control orders and live on the Far North Coast. The service includes physical assistance as well as living and budgeting skills, and assistance maintaining their tenancy during the vulnerable post-release period. Under the partnership, the Specialist Homelessness Services agreed to respond to requests from Juvenile Justice clients as an urgent priority. This enables Juvenile Justice to assist clients who are at risk of homelessness at any point in their supervision period.

Work and Development Orders

Juvenile Justice is one of the largest participating organisations in the Work and Development Orders (WDO) that provide a non-monetary way for people to reduce their fine-related debt.

Young people under community supervision and in custody are screened for outstanding fines and assessed for their eligibility and suitability to complete a WDO to satisfy their debt. Young people eligible to participate in the WDO scheme include those with mental illness, an intellectual disability or cognitive impairment, a serious addiction to drugs, alcohol or volatile substance, and those who are experiencing homelessness or acute financial hardship.

Satisfactory participation in alcohol and other drugs treatment, financial or other counselling, or educational, vocational or life skills courses can count towards meeting WDO requirements. Young people can also participate in community service work to pay down their fines.

In 2015-16 Juvenile Justice clients in the community and in custody completed 475 WDOs, repaying fines valued at \$300,490.

Young offenders in custody

Juvenile Justice's custodial centres provide secure and safe care of young offenders who are sentenced to custody by the courts or who are remanded in custody pending the finalisation of their court matters.

In 2015-16 there were seven juvenile justice centres in NSW. All juvenile justice custodial facilities provide:

- ▲ Counselling and programs to enable young people to address their offending behaviour and other related issues, such as abuse of alcohol or other drugs
- ▲ A full range of health services provided by the Justice Health and Forensic Mental Health Network, including identifying disabilities
- ▲ Educational and vocational programs in partnership with the Department of Education
- ▲ Individual case management, which includes assessing a young person's offending-related risk and needs and identifying programs to address those issues and plan their eventual reintegration into the community

Custody service measures 2015-16

Service measure	Number
Average daily number of young people in custody	292
Average daily number of young women in custody	21
Average daily number of young people of Aboriginal and/or Torres Strait Islander background in custody	158
Average daily number of young people serving custodial sentences	135
Average daily number of young people remanded in custody awaiting court proceedings to be finalised	157

Source: DJ/JJ Strategic Information System (SIS): Effective date 6 July 2016.

Juvenile Justice Centre significant achievements

In 2015-16 Juvenile Justice Centres (JJC) developed a range of initiatives to engage and inform detainees, and in some instances, custodial staff. A selection of initiatives undertaken in 2015-16 is provided here.

Reiby JJC

Reiby JJC collaborated with the National Institute of Dramatic Arts (NIDA) on a project that directly addresses the disempowerment of institutionalised youth by exploring detainees' artistic voices. This project was conducted through the development of a short film of two to seven minutes' duration, in which detainees learned all facets of film making.

Acmena JJC

In 2016 Aboriginal staff at the Acmena JJC developed the Acmena Cultural Awareness Package to educate non-Aboriginal custodial staff about Aboriginal history and the local nations' characteristics. Juvenile Justice anticipates that the program will be used in custodial and community settings when its development is complete.

Cobham JJC

In 2015 Cobham JJC facilitated an event to improve awareness of domestic and family violence by providing a variety of workshops for detainees. External organisations including Silent Anger and Relationships Australia attended the event, which focused on White Ribbon, the male-led campaign to prevent men's violence against women.

Frank Baxter JJC

Detainees at the Frank Baxter JJC developed a weekly charity drive through the Girrakool Student Values Committee to support Coast Shelter, a Central Coast-based not-for-profit group that provides accommodation and support programs for people who are homeless or at risk of homelessness. Detainees may donate to the charity drive some or all of their incentive items, such as shampoo, deodorant and toothpaste.

Orana JJC

In August 2015 the Governor-General, His Excellency, General the Honourable Sir Peter Cosgrove AK MC (Retd), visited the Orana JJC with Her Excellency Lady Cosgrove. The Governor-General and Lady Cosgrove met a representative group of detainees and were escorted on a tour of the centre and school classrooms. The detainees presented the Governor-General with a didgeridoo and Lady Cosgrove with an emu caller, both handmade by young people at Orana.

Riverina JJC

In collaboration with Shepherds Park School, Riverina JJC delivered the My Journey, My Life mentoring program. Six young people completed the program, in which a local community elder shared her knowledge of local Aboriginal history and traditions.

Juniperina JJC

The Juniperina JJC continued a radio program for female detainees to learn about radio broadcast and presentation skills. Detainees volunteered for the program, wrote scripts and presented the program that was aired throughout the centre.

Juvenile Justice Centre community partnerships

Juvenile Justice Centres (JJC) develop partnerships with external agencies and organisations to offer a variety of educational and vocational programs to young people. A selection of programs provided in 2015-16 at each Juvenile Justice Centre is provided here.

Reiby JJC Aboriginal Learning Circle

The Aboriginal Learning Circle is an ongoing collaboration with the Department of Education's Dorchester School and the NSW National Parks and Wildlife Service. The Aboriginal Learning Circle teaches young people the importance of their culture and how they use it in everyday life and decision making.

Acmena JJC Aunties Group

The Aunties Group is made up of local Aboriginal Elders who spend quality time with detainees and yarn about life, family, culture, spirituality, country, choices and consequences, future aspirations, connection with family and support now and for the future. The aunties are role models and mentors, and provide a women's perspective on Aboriginal culture.

Cobham JJC and the World Vision Young Mob Leadership Program

The World Vision Young Mob Leadership Program is a four-day intensive program for male detainees. The program has a cultural focus on 'shame' and learning to become confident in a public speaking setting. In 2015-16 a four-day intensive program for male detainees with a cultural focus on 'shame' and learning to become confident in a public speaking setting.

Frank Baxter JJC and North Entrance Surf Life Saving Club

Frank Baxter Juvenile Justice Centre has developed a partnership with Surf Life Saving at the North Entrance Surf Life Saving Club. Detainees who have completed Certificate II in Public Safety (Aquatic Rescue) actively patrol the beach, use rescue equipment and learn to communicate effectively with other patrol members and members of the public. In February 2016 three detainees were involved in the rescue of two people caught in rough seas at the North Entrance Beach.

Orana JJC, the Lincoln School and TAFE Western

Orana JJC partnered with the Lincoln School and TAFE Western to raise funds for the Dubbo Pink Angels, a care and support service for breast cancer patients. Detainees at Lincoln School, within the JCC, constructed a cubby house that will be raffled to support the Pink Angels' activities.

Riverina JJC and the Wagga Wagga Community College Living Skills

The Living Skills program teaches detainees skills to help them reintegrate into the community when they leave the JJC. The skills include budgeting, food handling and preparing meals.

Juniperina JJC and Karitane

Juniperina continued its partnership with Karitane to provide parenting advice for young female detainees. Karitane also worked with the young women in custody to keep in contact with their children at home by creating DVD messages.

Providing care before and after release

Juvenile Justice takes a case management approach that addresses offending risks and behaviour, and plans for young offenders' reintegration into the community. Programs are available to detainees close to their release to aid the reintegration process; other programs address support needs following a young person's release from custody.

Waratah Pre-Release Unit

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

In 2015-16 staff and detainees from the Waratah Unit participated in several volunteer community partnerships, including building a pergola and decking at a local women's domestic violence centre, maintenance at the Campbelltown Paediatric Ward, voluntary work at a local St Vincent's soup kitchen, and graffiti removal and garden maintenance at a local high school.

Community Integration Teams

The Community Integration Team (CIT) is a pre and post-release program of the Justice and Forensic Mental Health Network that offers a continuum of care to young people who have been recently released from custody and who have an emerging or serious mental illness and/or problematic drug use or dependence. The CIT program runs in Dubbo, Wagga Wagga, Gosford, Sydney, Fairfield, Penrith, Newcastle, Wollongong, Kempsey, Grafton and Tamworth.

The CIT involves continual, extensive liaison with stakeholder organisations including mental health and drug and alcohol services. Teamwork and partnerships with Juvenile Justice NSW and other community health services have been integral to the success of the program.

In 2015-16 the CIT program received 667 referrals; 28 of these were generated by Juvenile Justice.

Aboriginal and Torres Strait Islander young people

Juvenile Justice is committed to improving the social, educational, health and justice outcomes for the Aboriginal population. There are many diverse and complex challenges in supporting the rehabilitation of Aboriginal young offenders.

Aboriginal and Torres Strait Islander young people consistently represent almost half of the Juvenile Justice custodial client base. Juvenile Justice recognises the importance of continuing to improve knowledge and capacity to respond to the needs of Aboriginal and Torres Strait Islander young people.

The Aboriginal and Torres Strait Islander annual strategic direction

The Aboriginal Strategic Direction (ASD) replaced the Aboriginal Strategic Plan 2011-13.

The ASD focuses efforts to deliver better outcomes for young offenders in custody and in the community by:

- ▲ Building an evidence base of ‘what works’ with Aboriginal clients to reduce reoffending
- ▲ Rolling out the Juvenile Justice Cultural Respect Training Package to staff
- ▲ Examining the effectiveness of Juvenile Justice funded services for Aboriginal clients
- ▲ Aiming to increase the number of Aboriginal staff acting in higher positions and transitioning between community, custody and central office roles
- ▲ Identifying best practice for Aboriginal young people participating in Youth Justice Conferences and for completing conference outcome plans

The ASD report for the 2015-16 reporting year was released in August 2016.

The Aboriginal Strategic Advisory Committee

The Aboriginal Strategic Advisory Committee (ASAC) was established for Aboriginal and Torres Strait Islander staff to provide advice and guidance to the Juvenile Justice executive about policy, programs and issues related to Aboriginal people and juvenile justice.

Committee representatives are elected for a two-year term by Aboriginal and Torres Strait Islander staff in their region. The committee is sponsored by the Executive Director of Juvenile Justice and meets quarterly to discuss major issues impacting on the agency, our clients and staff.

Admissions of Aboriginal and Torres Strait Islander young people to Juvenile Justice

Juvenile Justice order	2013-14	2014-15	2015-16
Attending a Youth Justice Conference	364	323	351
Under community supervision	2,108	2,162	2,250
Remanded in custody	1,310	1,118	1,093
Sentenced to detention	292	249	272

Source: DJ/JJ Strategic Information System (SIS). Effective date 2 July 2016.

Education and training in Juvenile Justice Centres

The NSW Department of Education administers Education and Training Units (ETUs) in all juvenile justice centres (JJC). At each centre, Juvenile Justice and ETU staff have regular meetings to ensure cohesive planning and risk assessment for detainees, and coordinated educational, vocational and juvenile justice centre programs.

Enrolment in education programs

This table shows key measures for enrolment in education programs for the school years 2014-16.

ENROLMENT IN EDUCATIONAL PROGRAMS

Education program	2014 ¹	2015 ¹	2016 ²
Total Education and Training Unit enrolments	1,642	1,672	809
TAFE enrolments	660	400	228
Awarded Record of School Achievement (ROSA)	89	67	N/A
Enrolments in the Record of School Achievement (ROSA)	N/A	N/A	238
Awarded year 11 Record of Achievement (ROA)	69	46	N/A
Year 11 single subject completions	25	69	N/A
Year 11 single subject enrolments	N/A	N/A	125
Year 12 single subject completions	59	51	N/A
Year 12 single subject enrolments	N/A	N/A	45
Enrolments in the Higher School Certificate	N/A	N/A	7

Notes:

- Figures for complete school year January to December.
- Figures for young people enrolled in courses up to 30 June 2015. Completion figures not available until school year completed.
- Enrolment data includes enrolment data for detainees who enrolled multiple times during the year.
- Total enrolment data for 2015 and 2016 include Sunning Hill School (at the Juniperina JJC) however they are not included in the outcomes data for 2015 and 2016.

Juvenile Justice systems and services

Consolidating service delivery improvements

In 2015-16 Juvenile Justice focused on building on the structural improvements arising from the 2014 community review. The review consolidated the roles of Juvenile Justice Officer, Youth Justice Conferencing Officer and Counsellor into the role of Juvenile Justice Caseworker, and reassessed the allocation of staff and managers in Juvenile Justice Community Offices based on caseload trends, young peoples' needs and community growth areas.

To support these service model changes, in 2015-16 Juvenile Justice developed an evidence-based practice framework, supported by a strengthened focus on case planning, transition and exit planning. The framework provides a robust structure for Juvenile Justice Caseworkers to deliver the best possible service to children and young people.

The framework will be delivered in the 2016-17 reporting year and signals the conclusion of the review and development of case management practices that align to the practice framework.

Quality assurance, safety and security

The quality assurance framework

The Juvenile Justice Quality Assurance Framework applies to all operational areas of Juvenile Justice including detention centres, community services, Youth Justice Conferencing and court logistics and transport.

The framework requires staff to continuously improve service delivery across a wide spectrum including safety and security, behaviour management, the use of force, family contact, incident reporting, programs and case management.

In 2015-16 Juvenile Justice revised and enhanced the Juvenile Justice Centre Security Review and incorporated it into the Quality Assurance Framework. The revised Security Review provides evidence-based and streamlined quality assurance processes for measuring safety and security compliance in juvenile justice centres. The security review commenced in March 2016 and was completed successfully.

During 2015-16 Juvenile Justice developed a Community Compliance Plan that will be implemented in 2016-17. The plan addresses areas including administration review, case management, conformity with the risk-needs-responsivity Schedule of Standards (breach action), the CHART program (Changing Habits and Reaching Targets), and effective practice.

In 2015-16 Juvenile Justice redesigned the workplace health and safety (WHS) food safety audit, with a comprehensive user guide aligned with the Work Health and Safety Australian Standard (AS4801). In June 2016 the audits commenced for custody operations. A regionalised WHS Audit framework for community will continue to be developed and implemented in 2016-17.

Classification and transport of detainees

The Classification and Placement Unit is responsible for the security classification of young offenders in custody. The unit uses the Objective Classification System, which assigns a security rating to a detainee's assessed level of risk. The unit also coordinates the placement of all young offenders in juvenile justice centres, as well as transfers between Juvenile Justice and Corrective Services NSW.

In 2015-16 2,732 detainees were classified; 1,378 of these classifications were the initial classification of a young offender entering the juvenile justice system.

A detainee's classification may be reviewed if there is a change in his or her legal status, as the result of an incident or intelligence, due to critical dates, or following a scheduled review. During 2015-16 the unit completed 1,354 review classifications.

The Court Logistics Unit coordinates and transports young offenders for court appearances at the Children's, District and Supreme Courts. The unit staffs the Bidura Children's Court in Glebe, Campbelltown Children's Court, Parramatta Children's Court, Broadmeadow Children's Court and Woy Woy Children's Court. The unit also coordinates and undertakes the state-wide secure transportation of young offenders between juvenile justice centres and from juvenile justice centres to adult correctional centres.

In 2015-16 there were 2,400 transport movements, involving 3,870 young people. For some court matters the Court Logistics Unit managed video conferencing. There were 4,570 video conferencing matters in 2015-16. Just over 63% of all court matters were heard by audio-visual link, an increase from 52% in 2014-15.

The Chisholm Behaviour Program

The Chisholm Behaviour Program (CBP) was developed to facilitate the transfer of responsibility for managing juvenile detainees with an A1 classification from Corrective Services NSW to Juvenile Justice NSW. This change in responsibility, as well as the physical location, provided an opportunity to introduce a new approach to working with high-risk young offenders.

The CBP catered for young males between the age of 16 and 21 years with an A1(B) or A1(O) classification. Young people in custody with an A1 classification who were assessed as posing increased safety risks to themselves, and/or requiring additional security measures to address these risks, were eligible for the program.

In May 2016 the CBP closed as the transition from Kariong was complete. Detainees formerly housed at Kariong are now managed in the general juvenile justice population.

Security and intelligence

The Security and Intelligence Unit gathers, analyses and disseminates intelligence information to guide operational activities. The unit develops preventative strategies for potential critical incidents and the entry of contraband into juvenile justice centres.

The NSW Police Force's Computerised Operational Policing System (COPS) and Corrective Services NSW's Offender Information Management System (OIMS) are valuable sources of information for key stakeholders in Juvenile Justice, ensuring that relevant, timely information is provided for juvenile justice centre and community office staff.

Radicalisation, violent extremism and terrorism

In May 2016 Juvenile Justice introduced a new policy for working with children and young people who are vulnerable to the message of radicalisation and violent extremism. The policy aims to provide awareness of Juvenile Justice's position, and equip workers with relevant information and resources.

In 2015-16 Juvenile Justice had the responsibility of supervising four young people with terrorism offences, in custody and community. Juvenile Justice's existing service system sufficiently responds to the needs and risks of this cohort. Resources are in place for supervision and management of these young people including assessment, program provision, and psychological services. The Security and Intelligence Unit provides intelligence regarding any concerns that may exist and liaises with other law enforcement agencies.

Searches, testing and contraband

A total of 4,949 young people were searched in 2015-16. There were 4,511 room searches and 801 visitors were screened. Five visitors were refused entry for not meeting visiting requirements. Overall, 18 instances of contraband were found during searches. Objects seized included cannabis and other prohibited items.

During 2015-16 127 K9 (canine) searches were conducted in juvenile justice centres.

In June 2016 the Detainee Drug and Alcohol Testing Policy was developed and implemented. Random and targeted testing for alcohol and or drugs is conducted in all juvenile justice centres. The enhancement of the urinalysis and alcohol-testing program includes saliva testing and the use of breath testing units in all juvenile justice centres. This is a less intrusive way of testing detainees, with instant results.

During 2015-16 559 random tests and 137 targeted tests were conducted under the urinalysis program.¹ Of these samples, 16 tested positive.

Safety and security breaches

The following table shows the rate of safety or security breaches per 1,000 admissions from 2011-12 to 2015-16.

RATE OF SAFETY OR SECURITY BREACHES PER 1,000 ADMISSIONS

Indicator	2011 -12	2012 -13	2013 -14	2014 -15	2015 -16
Deaths in custody	-	-	-	-	-
Self-harm incidents	43	54	57	138	108
Detainee assaults on staff	4	5	5	10	12
Detainee assaults on other detainees	60	57	59	86	80
Escapes from secure perimeter	-	-	-	-	-
Security breaches ¹	17.1	22.0	15.5	29.2	30

Source: DJ/JJ RPELive Database. Extracted 4 July 2016. Data is from a live database and figures are subject to change.

Notes: 1 This is the rate of incidents involving telephone threats, unauthorised entry, refuse direction and disturbances per 1,000 admissions to custody. Previously reported was the rate of participants of all security breach incidents per 1,000 admissions to custody.

¹ The number of tests conducted was lower for this reporting period because there were fewer young people in custody.

Transfer of Juniperina Juvenile Justice Centre to Corrective Services NSW

Because of a decline in the number of young people in custody and increase in the adult inmate population, on 8 April 2016 it was announced that the Juniperina Juvenile Justice Centre in Lidcombe would be transferred to Corrective Services NSW for use as a correctional centre for adults.

In 2015-16 the number of young female detainees in the Juniperina JJC fluctuated from eight to 28. Two units at the Reiby JJC were refurbished to house female detainees. Routines and procedures mean that all detainee movements at Reiby are risk-assessed and can be made without mixing the populations.

The Justice Health and Forensic Mental Health Network and the Department of Education transferred female-appropriate programs to Reiby JJC. Juvenile Justice staff from Juniperina were relocated to other centres in the greater metropolitan region, based on expressions of interest.

Decommissioning of Juniperina as a Juvenile Justice site was completed on 8 July 2016 and Corrective Services NSW began managing the site from that date.

Operational training and community education

The Juvenile Justice Operational Training Unit is based in the Yasma Training Facility in Haberfield in Sydney's inner west.

The unit delivers the 28-day Youth Officer Induction Training and Assessment Program, the core induction program for new custodial staff. In 2015-16 115 participants completed the program.

Frontline community staff continued to be trained in programs to help them deliver effective interventions for young people. In 2015-16:

- ▲ 204 employees were trained in Core Effective Practice Skills
- ▲ 64 employees were trained in Changing Habits and Reaching Targets (CHART)
- ▲ 62 employees were trained in Core Alcohol and Other Drug Skills
- ▲ 44 employees were trained in motivational interactions
- ▲ 202 employees attended X-Roads training
- ▲ 17 employees attended a Youth Level of Service/Case Management Inventory (YLS/CMI) 'train the trainer' program

Yasma is a centrally located training venue for custodial, community and other training for Juvenile Justice, as well as for other divisions of the Department of Justice and Justice Cluster agencies including the NSW Police Force and Fire and Rescue NSW. In 2015-16 2,038 participants attended Yasma.

Juvenile Justice partners with the Sydney Institute of Criminology to conduct seminars about the juvenile justice system, as part of the Juvenile Justice Community Engagement Program. In 2015-16 the institute hosted two seminars: 'Family Comes First: Implementing Family Intervention in Juvenile Justice' and 'Children and the law: children's representation and their voice in the legal system'.

Independent advice and oversight

The Serious Young Offenders Review Panel

Pursuant to Part 4B of the *Children (Detention Centres) Act 1987*, the Serious Young Offenders Review Panel provides independent advice to the Minister responsible for juvenile justice and the Executive Director, Juvenile Justice on issues relating to serious violent offenders detained in juvenile justice centres.

In 2015-16 the review panel met on 10 occasions and dealt with 45 cases. On one occasion the review panel did not meet as scheduled. As there was only one application for this meeting, the Executive Director made the decision about that application.

The review panel considered 15 applications for reclassification, resulting in nine (60%) of the juvenile offenders being reclassified. The Executive Director adopted 14 (93%) of the review panel's recommendations for reclassification.

The review panel considered 31 cases for leave: 84% from regional juvenile justice centres and 16% from metropolitan centres. The Executive Director adopted 29 (94%) of the review panel's recommendations for leave.

The Inspector of Custodial Services

The Inspector of Custodial Services provides independent scrutiny of the conditions, treatment and outcomes for adults and young people in custody and promotes excellence in staff professional practice.

The Inspector is able to examine correctional and juvenile justice facilities at any time and make recommendations about issues of concern. Inspections may be instigated by the Inspector or at the request of the Minister for Corrections or a Parliamentary Joint Committee or any public authority or public official.

The Inspector reports to parliament and is subject to oversight by the Parliamentary Committee on the Ombudsman, the Police Integrity Commission, and the Crime Commission. Administration of the office of the Inspector resides in the Department of Justice.

In 2015-16 the Inspector of Custodial Services delivered two reports.

Old and Inside: Managing aged offenders in custody examines the management and care of aged inmates in NSW correctional centres and includes 22 recommendations.

Lifers: Classification and regression examines the security reclassification of 12 life sentenced inmates and includes four recommendations.

The Inspector coordinates the Official Visitor scheme. There are 65 official visitors who visit adult correctional centres, court cells and juvenile justice centres throughout New South Wales on a regular basis, to hear and resolve complaints from staff and inmates at the local level.

Chapter 6: Sustainable service models

Reforming service delivery to maximise public benefit

The Victims Support Scheme

The Legal Profession Admission Board

The NSW Registry of Births, Deaths and Marriages

Transforming the NSW Trustee and Guardian

Reforming service delivery in liquor, gaming and racing

Providing services for clients with diverse needs

The *Department of Justice Strategic Plan 2015-19* prioritises sustainable services models that reform the way services are provided, to maximise public benefit. The department contributes to the NSW Government priorities of improving customer satisfaction with key government services and achieving the goal of 70% of government transactions being conducted via digital channels by 2019.

In 2015-16 the department undertook service delivery reforms and reviews in several areas of its operations. The Victims Support Scheme, which aimed to provide support to eligible victims more quickly than was the case under the previous Victims Compensation Scheme, achieved an average of 26 days from a claim being lodged to determination of financial assistance. Nearly 92% of claims were successful in receiving some kind of financial support.

The Legal Profession Admission Board launched online reenrolment for students of the board's Diploma in Law course and conducted a comprehensive review of the rules that govern the Diploma in Law course, aiming to make the rules easier to understand and simpler to administer.

The NSW Trustee and Guardian commenced a transformation program to introduce a service delivery model that standardises service delivery, ensuring clients receive a consistent, reliable and efficient service.

The regulation of liquor, gaming and racing in NSW was reformed in 2015-16 with the establishment of Liquor and Gaming NSW on 1 February 2016 and the separate Office for Racing.

The Department of Justice and agencies in the wider Justice Cluster prepared for the commencement of the rollout of the National Insurance Disability Scheme in NSW this year, advocating strongly for the needs of people with disability who come into contact with the criminal justice, guardianship and financial management systems, including existing clients of the department.

The Victims Support Scheme

The *Victims Rights and Support Act 2013* established the Victims Support Scheme. The goal of the new scheme was to ensure eligible victims received support more quickly than was the case under the previous Victims Compensation Scheme.

Five kinds of support are available under the Victims Support Scheme: information, referral and support; counselling; financial support for immediate needs, including relocation costs, urgent medical expenses and funeral costs; financial support for economic loss, including loss of earnings and medical expenses; and recognition payment to recognise the violence and trauma the victim has experienced.

During 2015-16, on average, determination of financial assistance for victims of crime took 26 days from the lodgement of a claim. Nearly 92% of claims were successful in receiving some kind of financial support.

In 2015-16 the Victims Access Line telephone service received a record 102,291 calls and 16,182 people applied for support. This was an increase of more than 28% on the 2014-15 financial year. Under the Victims Support Scheme, a victim may claim numerous kinds of support in their application, and in 2015-16 there were 9,204 applications for recognition payments; 5,325 applications for financial assistance and 12,176 applications for counselling.

The Legal Profession Admission Board

Online enrolments for the Diploma in Law

In April 2016 the LPAB launched online enrolment for students of the board's Diploma in Law course. Students are now able to nominate their subjects and pay their fees online. Online enrolment is a precursor to a student portal with a wide range of functions and benefits that is expected to come online in the 2016-17 reporting year.

In preparation for the student portal the LPAB conducted a comprehensive review of the rules that govern the Diploma in Law course, the NSW Admission Board Rules 2015. The board expects to finalise updated rules that are easier to understand and simpler to administer by the end of 2016.

Examination policy changes

In 2015-16 the LPAB announced changes to its examination policy. From September 2016 closed book exams will be introduced for most subjects and past examination papers will no longer be published. These changes reflect increased attention across the tertiary education sector to maintaining the integrity of student assessment processes.

The NSW Registry of Births, Deaths and Marriages

The NSW Registry of Births, Deaths and Marriages (BDM) administers the *Births, Deaths and Marriages Registration Act 1995* and the *Commonwealth Marriage Act 1961*. The registry's role is to register NSW life events accurately and securely for all time, and to ensure their integrity and confidentiality.

In the 2015-16 financial year the registry reversed its financial position from incurring a \$3.9 million loss in 2014-15 to a profit of \$2.1 million. This financial turn-around is attributable to improvements in LifeLink, the registry's core business system, and internal business processes.

In September 2015 the registry closed its office in Hamilton, Newcastle. Service NSW provides extensive face-to-face services in the Newcastle area and the decision to close the Hamilton registry office was made to avoid duplication of service. All staff who were employed at the Hamilton office when it closed have since found employment in other NSW Government agencies. The closure of the Hamilton registry office has resulted in an estimated annual saving of \$331,000.

The registry is currently conducting a commercialisation review to ensure a sustainable future for the registry's service delivery and profitability.

Transforming the NSW Trustee and Guardian

The NSW Trustee and Guardian (NSWTG) works with the NSW community to provide security and certainty in giving effect to their will and preferences in the planning and management of their estate.

In October 2015 the NSW Government approved a plan to transform the NSW TG's organisation and service delivery model. At time of writing, NSW TG is part way through the transformation. The transformation impacts all areas of NSW TG and will create a unified, efficient organisation that will deliver improved client services in a financially sustainable way.

The transformation is necessary to meet the challenges of an expanding, ageing population and the high demand for trustee and financial management services that these circumstances bring. A range of social, economic and legal factors make it necessary to increase the uptake of pre-planning documents including wills, powers of attorney and enduring guardianship, and to decrease the ratio of clients who are directly managed to those who are privately managed.

In the new service delivery model, most clients are supported by a small team of Client Service Officers who are familiar with the client's circumstances. This is a change from an individual caseload model. Client Service Teams will be centralised in service centres and the number of NSW TG branches reduced from 19 to 10. The branches will focus on delivering outreach services to the community including preparing pre-planning documents, community education and stakeholder engagement.

This new operational model aims to standardise service delivery, ensuring clients receive a consistent, reliable and efficient service. Client access to NSW TG services will be improved by:

- ▲ Increased emphasis on outreach services through 'Planning Ahead Days' and community education
- ▲ An increase in transactions that can be completed online, including populating pre-planning documents
- ▲ Using Service NSW centres as document drop off, service information and referral points where required

Recommendations from the Independent Pricing and Regulatory Tribunal's 2015 review of NSW TG fees focused on a consistent approach in the fees charged across the client base and fees that better reflect the costs of the services NSW TG delivers. Fee changes will be implemented on 1 July 2016. Key changes include introducing upfront fees for drafting wills

and powers of attorney documents to reflect the cost of providing these services. Establishment and management fees for estate administration, trusts, and private and direct financial management were adjusted.

NSWTG notified their clients of the fee changes by letter; in the client newsletter, *TAGConnect*; on the NSWTG website; and in a series of stakeholder forums held between November 2015 and February 2016.

In January 2016 NSWTG set up a pilot of the new service delivery model to ensure a seamless transition to the new way of doing business, and to refine the proposed model. The NSWTG has made improvements to the proposed model as a result of the pilot. PriceWaterhouseCoopers is conducting an independent, third party review of the pilot and its report is due early in the 2016-17 financial year.

Reforming service delivery in liquor, gaming and racing

The development of the reform model for liquor and gaming regulation¹ was underpinned by stakeholder engagement. Community, industry and government stakeholders identified a number of process-related problems, including a lack of business certainty and predictability in decision making, and difficulty engaging with the licensing process.

The reforms implemented in liquor, gaming and racing service delivery in this reporting year aimed to address these concerns through a customer-centred focus that removes confusion, provides clarity in decision making, and includes new review processes.

The creation of a new website for Liquor and Gaming NSW (L&GNSW) – www.liquorandgaming.justice.nsw.gov.au – involved research with internal and external stakeholders that identified key needs for online information and service delivery. In response to these needs, the new website includes a section dedicated to compliance initiatives and outcomes, improved search functionality, an online resource library, and the ability to submit and track online application forms.

The website was launched in February 2016 and L&GNSW plans to further enhance the site in 2016-17 based on feedback from the site's stakeholders.

Providing services online

Anyone who sells, serves or supplies alcohol, and/or works with gaming machines in NSW is required to hold a valid 'RSA/RSG' competency card that must be renewed every five years.

In 2015-16 L&GNSW worked with Service NSW and the NSW Government's OneGov e-Government service delivery platform to provide online refresher training for holders of Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) competency cards. The online refresher course commenced on 21 June 2016 and provided a convenient, cost-effective means for RSA and RCG holders to keep their competency card up-to-date. Liquor and Gaming NSW also utilised Service NSW to accept payment for competency card renewals.

Refinements were introduced to payment processes and customer communications for the Annual Liquor Licence Fees in 2015-16, the fees' second year of operation. The annual fees ensure that those who benefit from being licenced to sell liquor make a contribution to the cost of liquor regulation.

¹ Read more about the new regulatory model for liquor, gaming and racing in NSW in 'Chapter 2: Civil justice'.

Notices to licence holders were automated via OneGov and provided well in advance of the notices' first due date, suspension date and cancellation date. In 2016 the notices were distributed by SMS as well as by email and paper. Licensees were given the ability to update their licence details online. To make it easier for licensees, and for the first time, L&GNSW introduced the BPay facility with links included in each SMS and email notice.

In 2016-17 L&GNSW plans to implement a customer relationship management system to better service and manage customer interactions.

Providing services for clients with diverse needs

Transitioning clients to the National Disability Insurance Scheme

The NSW rollout of the new National Disability Insurance Scheme (NDIS) to support people with disability, their families and carers commenced on 1 July 2016.

Since the announcement of the NDIS in 2012, agencies in the Justice Cluster have been working with other state government bodies to establish pathways into the NDIS for eligible participants. Justice agencies advocated strongly for the needs of people with disability who come into contact with the criminal justice, guardianship and financial management systems.

In 2015-16 the Department of Justice continued to prepare for the rollout of the NDIS to the department's clients who were receiving support services under the existing state-based system.

In conjunction with the Department of Premier and Cabinet, NSW Health, the Department of Education and Transport for NSW, the Department of Justice examined system changes that may need to be adopted to accommodate the way some services are delivered under the NDIS.

The Department of Justice developed an internal governance framework to help the department resolve issues in a timely manner, and a communications strategy to ensure agencies are advised about changes in the delivery of disability services.

Community advisory councils

In 2015-16 the Department of Justice established the new Justice Disability Advisory Council and the Justice Multicultural Advisory Council to ensure the department continues to engage with the disability and multicultural communities and better understands the communities' needs for services and information.

Chapter 7: Emergency management and resilience

Enhancing community resilience in preparing for and responding to emergencies

Implementing integrated, proactive emergency management and counter-terrorism policies and legislation

Ensuring operational readiness for natural disasters and counter terrorism

Improving emergency management planning and capacity

Ensuring rescue services are effective, efficient and state-wide

Enhancing links between emergency services

The Department of Justice is committed to building strong, safe, resilient communities in NSW. The Office of Emergency Management was established as a division of the department in 2015-16.

The *Department of Justice Strategic Plan 2015-19* prioritises enhancing community resilience in preparing for and responding to emergencies and in this reporting year the Office of Emergency Management conducted a range of programs and initiatives that reflect this significant goal.

The office developed a ‘Mass Care’ Guideline to inform response and recovery efforts in large-scale evacuations, began work on new laws to require rock fishers in high-risk locations to wear life jackets, bolstered the ‘External Surge Program’ that enables the office to call on staff from other government agencies to participate in response and recovery operations, and guided the implementation in NSW of the national ‘Register.Find.Reunite.’ program to locate and reconnect family, friends and loved ones after an emergency.

The Office of Emergency Management conducted several simulation exercises to improve emergency management planning and capacity, and began a whole-of-sector review to analyse the capabilities of current state-level coordination facilities for emergency operations.

Implementing integrated, proactive emergency management and counter-terrorism policies and legislation

'Mass Care' response and recovery

In 2015-16 the Disaster Welfare Services Branch of the Office of Emergency Management (OEM) developed the Mass Care Guideline that was endorsed by the State Emergency Management Committee (SEMC) on 2 June 2016.

Mass Care encompasses providing shelter, meals, emergency first aid, bulk distribution of emergency items and psychological support, as well as collecting and providing information to displaced residents and family members. The Mass Care Guideline will inform response and recovery actions in large-scale or protracted evacuations, or interstate or international events.

Detailed consultation is ongoing with key stakeholders, including the Sydney Olympic Park Authority, ANZ Stadium, All Phones Arena and the Royal Agricultural Society of NSW regarding activation of arrangements and agency roles. The consultation is informed by memoranda of understanding signed between the NSW Government and the venues. The arrangements have been exercised with the venues, SEMC and South West Metropolitan Regional Emergency Management Committee members.

Response to the Parliamentary and Coronial Inquiries into the Wambelong Fire

The OEM worked with the NSW Rural Fire Service, Office of the Environment of Heritage and other agencies to develop the NSW Government's response to the 52 recommendations arising from the Parliamentary and Coronial Inquiries into the Wambelong fire within and adjacent to the Warrumbungle National Park in January 2013.

Of the 52 recommendations, 42 were implemented in full or in part. Implementation of a number of the recommendations has already commenced. In response to the recommendations, the government has announced funding to support the engagement of 10 full time NSW Rural Fire Service bush fire mitigation crews to increase the level of hazard reduction works undertaken, as well as four regionally-based fire behaviour analysis and weather balloon kits and portable weather stations to improve fire prediction.

Life jackets for rock fishers

In February 2016 the NSW Government announced its intention to introduce new laws to require life jackets to be worn by people rock fishing in high risk locations as a measure to reduce rock fishing-related drownings. The OEM is developing the new laws in consultation with the Rock Fishing Working Group. The working group comprises representatives from government agencies including the Department of Primary Industries and the NSW Police Force, as well as non-government water safety organisations such as Surf Life Saving NSW and Royal Life Saving NSW. The working group is assisting government in implementing its commitment by identifying high-risk locations and advising on the most appropriate ways to communicate safety messages to rock fishers.

Countering terrorism and violent extremism

During 2015-16 the Office for Police, in conjunction with the NSW Police Force, maintained the Secure NSW website, www.secure.nsw.gov.au, which helps individuals prepare for and respond to terrorist incidents.

The Justice Strategy and Policy Division made significant contributions to the Premier's whole-of-government 'Countering Violent Extremism' initiative that was announced in August 2015.

Implementation of law enforcement recommendations arising from the joint federal and NSW review of the Martin Place siege is either complete or nearing completion. Focus areas included addressing illegal firearms, for which penalties were strengthened; improving investigations and rewards; and improving communication across law enforcement agencies.

Ensuring operational readiness for natural disasters and counter terrorism

The NSW State Crisis Centre

The OEM is responsible for maintaining and operating the NSW State Crisis Centre (SCC). This is the high-level strategic coordination centre for NSW during times of crisis, such as terrorist attacks or significant natural disasters.

In 2015-16 OEM undertook a program of liaison officer briefing and familiarisation sessions to increase interagency familiarity with NSW crisis management arrangements. Thirty-nine liaison officers from various NSW Government agencies participated in the program.

Response and recovery capacity

The Response and Recovery Branch of the OEM continued to meet with non-government agencies to establish and develop memoranda of understanding that formalise roles and responsibilities during recovery operations.

The OEM has two small operational teams that are deployed in the event of a disaster: 'Disaster Welfare' and 'Response and Recovery'. While additional internal support is provided, the redeployment of staff from across OEM is not sustainable in the long term.

The External Surge Program provides capacity-building across the NSW Government sector and supports the immediate needs of OEM in disaster response and recovery by enabling additional staffing resources to be secured from other NSW Government agencies. Participating staff are provided with briefing and training sessions, along with on-the-job training when deployment is required.

The Response and Recovery Branch has registered 140 interagency 'surge' participants to assist in recovery operations. The branch has commenced a project to develop enhanced recovery arrangements in response to catastrophic events, and is engaging with agencies in NSW as well as interstate.

Register.Find.Reunite.

The Welfare Services Functional Area (WSFA) is a network of government and non-government agencies that is coordinated at state level by the OEM. The WSFA chairs a working group of the SEMC that is guiding the implementation in NSW of the national emergency registration system, developed by Australian Red Cross. Register.Find.Reunite. has replaced the National Registration and Inquiry System.

Register.Find.Reunite. registers, finds and reunites family, friends and loved ones after an emergency. People can register online from any device. With consent, information can be shared across approved agencies, and the system enhances the reporting, matching and reconnecting of people who have evacuated during an emergency event.

The system's functionality is a critical asset in major events where paper-based registration is inadequate. It will also facilitate immediate welfare response and longer-term recovery processes. Agreement has been reached for all NSW Police Force officers to adopt the Register.Find.Reunite. registration form and share data with the WSFA.

The NSW Natural Disaster Resilience Program

In May 2016 the Premier signed the 2015-17 *National Partnership Agreement on Natural Disaster Resilience*. The agreement is for two years, ending 30 June 2017. Under the agreement, \$27.1 million of joint NSW and federal funding finances the NSW Natural Disaster Resilience Program.

The NSW Natural Disaster Resilience Program provides funds to support the management of significant risks from specific hazards, such as the Floodplain Risk Management Grants Scheme for floods and the Bush Fire Risk Management Grants Scheme for bush fires.

Funding is allocated under the State Emergency Management Projects for significant state-level natural disaster resilience projects. The Emergency Volunteer Support Scheme and the Community Partner Volunteers Training Scheme fund activities for projects that support recruitment, retention and training of emergency management volunteers. The Community Resilience Innovation Program builds disaster resilience within communities through activities that identify community needs, mobilise partners and create innovative solutions that can be grown, sustained and replicated through the state.

During 2015-16 \$8.37 million was expended on mitigation and resilience projects. Details of all the projects funded under the Natural Disaster Resilience Program are available online at www.emergency.nsw.gov.au/emsector/funding-programs

The Community Resilience Innovation Program

The Community Resilience Innovation Program (CRIP) is a scheme under the Natural Disaster Resilience Program, funded by the New South Wales and Federal Governments through the *National Partnership Agreement on Natural Disaster Resilience*.

The CRIP supports a broad range of community-led projects designed to increase all-hazard disaster preparedness and build community capacity and resilience. Community Resilience Innovation Program projects are based on collaboration and partnership between local community organisations and emergency services agencies.

Several CRIP projects were finalised in 2015–16, including the Australian Red Cross ‘Beyond the Emergency Assembly Point’ workshops for providers of children’s services. All children’s services are required to have an emergency management plan under the Education and Care Services National Regulations. The bushfires in the Blue Mountains highlighted that while services had evacuation plans they were not sufficiently comprehensive to assist in responding to complex emergencies.

Red Cross conducted five workshops, in Lithgow, Concord, Lakemba, Windsor and Sydney city, to increase understanding among children’s service workers of risks during disasters. An important message was that children’s services may have to respond initially without assistance from emergency services agencies. One hundred and one people attended the workshops.

Making strong, resilient communities

The Resilient Australia Awards

The Resilient Australia Awards are sponsored by the federal Attorney-General’s Department in conjunction with state and territory governments. The awards recognise innovative practices and achievements that are making our communities safer, stronger, more resilient and better prepared to manage any emergency situation.

Nominations for the five categories of awards for 2016 were open between March and June 2016.

The OEM coordinates the NSW awards, which culminate in a ceremony at Parliament House to recognise highly recommended entries and winners of the community, business, government and school awards.

The Get Ready Community Award

The Get Ready Community Award introduced in 2015 recognises a local community that has done exceptional work to make their community more prepared and better able to recover from disaster.

The inaugural award winner was Uranquinty Community Safety Group for their community-led town emergency plan. The Uranquinty Community Safety Group is among the leaders in making NSW disaster-resilient, having taken ownership of safety of the Uranquinty community.

The Get Ready Community Award was presented by the Minister for Emergency Services at a ceremony at Parliament House on 13 October 2015. Nominations for the 2016 award were accepted from March until June 2016.

Recognising the need to Get Ready

As part of a communication strategy to emphasise the importance of preparing for disasters, and to promote disaster preparedness initiatives to the NSW community, the Get Ready logo and branding guidelines were established this year. The Get Ready logo can be tailored to encourage participation in disaster preparedness activities in specific locations, or in the face of specific hazards. The ultimate aim of the Get Ready initiative is to improve the disaster resilience of people in NSW.



The Community Engagement Stakeholder Group

In 2015-16 the Resilience and Planning Branch continued to convene the Community Engagement Stakeholder Group comprised of senior representatives from emergency services agencies, the NSW Police Force, NSW Health, the Australian Red Cross, the NSW Department of Primary Industries and Local Government NSW. The group functions as an expert panel on community resilience and engagement, it informs the development of policy, programs and tools, and it provides advice about state and national resilience and community engagement matters.

Enlisting and informing community service organisations

The OEM recognises the important connections people have with service providers in their community.

In 2015-16, in conjunction with the Australian Red Cross, the OEM developed an online resource for the community sector called Preparing Your Clients for Emergencies. The resource aims to inform the community sector about emergency management arrangements in NSW and to provide tips on helping clients prepare for disasters. The information is specially designed for community workers who provide services to clients including the elderly, people with disability, and people from multicultural communities through home care, neighbourhood centres, group homes and other services.

Preparing Your Clients for Emergencies is available at www.emergency.nsw.gov.au/community-service-workers.

Improving emergency management planning and capacity

Emergency management exercises

NSW Government crisis management responsibilities

In 2015-16, following terrorist attacks in Paris, France, the Department of Justice undertook an exhaustive briefing program to ensure the NSW Government was familiar with its crisis management responsibilities.

This program concluded with a major exercise of the NSW State Crisis Centre in March 2016, involving full participation by essential NSW Government agencies and the Crisis Policy Committee, which is chaired by the Premier and includes key ministers and department heads.

The exercise was thoroughly evaluated and the government is currently implementing recommendations.

Evacuation centres

The Disaster Welfare Services Branch conducted three interagency exercises in 2015-16 to inform and refine evacuation centre processes and service delivery responsibilities. More than 170 people participated in the exercises, which involved the key agencies that support evacuation centres. The exercise locations of Wyong, Bankstown and Glen Innes were selected due to particular needs including vulnerability to hazards, isolation, or reduced service availability.

Further exercises are planned for 2016-17.

Emergency management plans

The SEMC continually reviews and updates the sub-plans and supporting plans that support the *State Emergency Management Plan* so that emergency services can maintain visibility over the plans, exercise those plans, and ensure they remain current and appropriate. The sub-plans and supporting plans detail the response to specific hazards and the roles and responsibilities of specific New South Wales Government agencies.

The Emergency Management Policy and Coordination Branch of the OEM provides secretariat support services to the SEMC and the State Rescue Board.

In 2015-16 the following plans were reviewed and updated:

- ▲ *NSW Counter Terrorism Plan*: updated in April 2016
- ▲ *Hawkesbury Nepean Flood Emergency Sub-Plan*: updated in September 2015
- ▲ *NSW State Storm Plan*: updated September 2015
- ▲ *Kooragang Precinct Emergency Sub-Plan*: endorsed August 2015

Implementation of the emergency management planning review that began in June 2013 continued this year, focusing largely on local emergency management plans. Local EMPLANS relate to the prevention of, preparation for, response to and recovery from emergencies in a local government area.

At the end of the reporting period 47 (40%) of local EMPLANS have been reviewed and endorsed in accordance with the new process and templates that arose from the emergency management planning review.

A review of regional emergency management planning also commenced in 2015-16. Several workshops were conducted and Regional

Emergency Management Committees consulted. The SEMC will endorse a revised planning process and templates in late 2016.

Strategic Review of Emergency Operations Centres

In June 2016 the SEMC endorsed the report of the Strategic Review of the Emergency Operations Centres that was conducted in the previous 12 months. A working group was established with membership from key combat agencies¹, functional areas and stakeholders.

The review was initiated to enhance multi-agency Emergency Operations Centre (EOC) arrangements and provide a greater understanding of the resources available, resources required and a best practice model that is sustainable. The review examined arrangements in NSW as well as in other jurisdictions at local, regional and state levels. Issues such as ownership and responsibility of EOCs, EOC activation frequency, duration and the frequency of EOC exercises were examined.

A revised EOC model has been recommended in conjunction with 32 recommendations in the areas of governance, contemporary EOC requirements, funding and quality assurance that will be necessary to facilitate its implementation. The future model will aim to deliver EOC facility options with a high degree of capability and reliability across metropolitan and regional NSW. In 2016-17 work will be undertaken to plan and execute the recommendations, under the stewardship of the SEMC.

¹ A ‘combat agency’ is an agency with the specific expertise and equipment to deal with the effects of designated hazards.

Emergency risk management

In December 2015 the Resilience and Planning Branch of the OEM began a review of emergency risk management (ERM). The review aimed to:

- Assess the current arrangements within NSW in identifying, prioritising, articulating and managing the natural disaster risks it faces across state, regional and local levels
- Identify options and costings for NSW to adopt an ERM approach across state, regional and local levels

A comprehensive literature review and in-depth consultation process have been conducted. The consultation included an online survey, interviews, and engagement with the community and government. The final report is due in August 2016.

In 2015-16 the State Mitigation Sub-Committee of the SEMC was reconstituted. The committee's purpose was revised such that the committee is to:

... provide advice, coordination and recommendations to the State Emergency Management Committee on matters relating to emergency risk management, disaster mitigation and resilience, and funded programs.

The work of the State Mitigation Sub-Committee will support key emergency management planning and capacity building into 2017.

The Disaster Welfare Assistance Line

The Disaster Welfare Assistance Line (DWAL) is a public inquiry telephone line for people seeking information and advice on disaster welfare assistance.

In autumn 2016 20 participants attended two sessions of a new orientation program for staff from the central office of the NSW Department of Family and Community Services (FACS) who work as call operators for the DWAL during operations. Following training about the NSW Disaster Relief Grants Scheme, many of the participants in the new orientation program provided support to the DWAL during the severe weather event of 3 June 2016.

The FACS staff are highly skilled in crisis intervention and brief assessment, they manage high call volumes efficiently and demonstrate a professional approach to their work.

In 2015-16 the capacity of the DWAL call centre was increased to 20 call operators, with enhanced software for call management, recording and analysis. Escalation models to manage surges in call volumes are being examined, including negotiations with the NSW Rural Fire Service.

Managing the NSW Disaster Relief Grants Scheme

In 2015-16 the OEM conducted a 'proof of concept' and business requirements project to scope a cloud-based system to replace the manual database for the NSW Disaster Relief Grants Scheme. The proposed system will facilitate online application and automated processes that will streamline workflows, increase accuracy and deliver a better service to grant applicants.

Personal support outreach programs

Support outreach programs provide personal support and recovery information to households that are impacted by disasters, and help identify people who require additional assistance in their recovery.

In 2015-16 an in-house review of the Welfare Services Functional Area's (WSFA) personal support outreach services made recommendations that were incorporated into WSFA outreach services during the severe weather event of June 2016. The recommendations contributed to strengthening the program and providing the level of support that is appropriate for community needs.

Ensuring rescue services are effective, efficient and state-wide

In 2015-16 the State Rescue Board (SRB) established the Capability Matrix Working Group to examine existing land rescue arrangements and identify any areas of improvement to enhance current service delivery across NSW.

The Capability Matrix Working Group undertook an extensive review and will report its recommendations to the SRB in 2016-17. The OEM is providing support to the working group for this work to be completed.

Enhancing links between emergency services

State-level operations centres

In 2015-16 the OEM began a whole-of-sector review that included analysing the purpose, condition, capability and future suitability of state-level operations centres for all emergency service and public safety organisations. The review analysed the capabilities of current state-level coordination facilities for emergency operations.

The work undertaken by OEM in 2015-16 resulted in funding being provided to continue the review in 2016-17.

Sharing data and systems

In 2015-16 the Response and Recovery Branch managed the Impact Assessment Data Sharing Project. The project aims to create a whole-of-government approach to the collection and use of impact assessment data during both the response and recovery phases of an emergency operation.

The project's advisory group is comprised of representatives of all combat agencies and functional areas. The intended project outcome is to have more accurate, timely data on which to base decisions about the best ways to support communities after a disaster.

The Emergency Management Operations System (EMOS), a web-based information system for local and regional Emergency Operations Centres in NSW, was launched in early 2015. The system provides robust, mobile technology to support local and regional emergency management committees, which have continued to implement the EMOS as their capacity has allowed. In 2015-16 the EMOS supported 30 operations.

Minor system performance and functionality enhancements were implemented during this financial year. Phase 2 of the EMOS will significantly enhance the system's capability at the end of 2016 and in 2015-16 there was considerable focus on building business requirements in consultation with the system's stakeholders.

Emergency management training and exercises

Over this reporting a year a new Disaster Recovery Overview e-learning module was developed for launch in September 2016. The e-learning modules Emergency Management Overview and Welfare Services Overview continue to be well subscribed.

In 2015-16 1,127 participants attended 66 face-to-face training activities including the new course Design and Manage Exercises. The aim of Design and Manage Exercises is to build capability and capacity, and to develop a cohort of exercise managers across NSW to design, manage and evaluate multi-agency emergency exercises at local, regional and state levels.

In total, 2,389 people from government and non-government organisations with an emergency management responsibility participated in emergency management training in this financial year.

In consultation with other agencies, the OEM developed a suite of submission templates for exercise funding proposals and reporting. The templates were endorsed by the SEMC and are available online at www.emergency.nsw.gov.au.

Eight state and regional emergency management and rescue exercise proposals were funded through the SEMC's Emergency Management Exercise Working Group during 2015-16.

Chapter 8: Leadership in arts and culture

Ensuring NSW is Australia's leading state for arts, screen and culture

Implementing arts and cultural policy for NSW

Championing the success of arts and culture initiatives

Developing and managing arts infrastructure projects

Growing arts and cultural industries in NSW

Strengthening arts and culture in Western Sydney and regional NSW

Assisting, promoting and strengthening the screen industry in NSW

On 1 July 2015 the Department of Justice welcomed Arts NSW and Screen NSW into the department. The *Department of Justice Strategic Plan 2015-19* acknowledges that communities are stronger when they participate in and celebrate arts and culture, and we aim to make NSW Australia's leading state for arts, screen and culture.

In 2015-16 the Arts and Culture Division made significant progress towards achieving the vision of art and culture being central to the life of our state.

Investment in arts and culture in Western Sydney and regional NSW was strengthened; \$139 million was committed to the development of the Walsh Bay Arts Precinct at Sydney Harbour, and \$202 million was committed to the renewal of the Sydney Opera House. The government allocated \$10 million over two years to plan for the relocation of the Powerhouse Museum to Parramatta and the establishment of the Parramatta Cultural Precinct.

Arts NSW continued to support Aboriginal arts and culture through the *NSW Aboriginal Arts and Cultural Strategy 2015-18, Connection, Culture, Pathways*, and facilitated collaboration between the NSW state cultural institutions to enhance their Aboriginal collections and programming. Arts NSW and Screen NSW supported artists with disability with funding of works as well as profile-building programs.

During 2015-16 Screen NSW attracted several international feature film projects to NSW and hosted production of several more. Major films including Sir Ridley Scott's *Alien: Covenant*, Mel Gibson's *Hacksaw Ridge*, Jackie Chan's *Bleeding Steel* and Animal Logic's *Peter Rabbit* contributed or will soon contribute significant expenditure and employment to the NSW economy.

Implementing arts and cultural policy for NSW

The NSW arts and cultural policy framework, *Create in NSW*, is a 10-year strategy that sets a vision for NSW in which arts and culture are central to the life of the state. The Arts and Culture Division of the Department of Justice made significant progress towards achieving the *Create in NSW* vision in 2015-16.

Free entry to the Powerhouse Museum and the Australian Museum for young people under 16 years old was introduced this reporting year. In 2015-16 attendance at these two museums by people under 16 increased by 63% on the previous year, from 252,382 visitors under 16 to 413,256.

Investment in arts and culture in Western Sydney was strengthened this year. Planning commenced for the relocation of the Powerhouse Museum (a part of the Museum of Applied Arts and Sciences (MAAS)) to Parramatta, to create a vibrant cultural hub at the centre of a Parramatta Cultural Precinct. Live music initiatives have been supported through the allocation of \$225,000 over two years; a Western Sydney Fellowship that enables an artist or arts and cultural worker from Western Sydney to undertake a self-directed professional development program was introduced; and a 'Western Sydney Roundtable' was established to provide local cultural leaders with the opportunity to inform policymaking.

The planning and development of the Walsh Bay Arts Precinct at Sydney Harbour was supported through the commitment of \$139 million, and \$202 million was committed to the renewal of the Sydney Opera House.

Arts NSW continued to build strategic partnerships across government to integrate arts and culture into urban renewal projects. Arts and culture are becoming embedded in the design and delivery of health services through the *NSW Health and The Arts Framework*.

The development of regional talent was bolstered with the creation of 100 Young Regional Artist Scholarships and 10 regional fellowships for professional artists over four years.

Championing the success of arts and culture initiatives

Supporting Aboriginal arts and culture

The *Create in NSW* arts and cultural policy framework and the *NSW Aboriginal Arts and Cultural Strategy 2015-18, Connection, Culture, Pathways*, provide strategic and policy direction for Arts NSW's support of Aboriginal arts and culture.

In 2015-16 Arts NSW championed and enabled Aboriginal arts and culture initiatives including:

- ▲ Targeted funding of \$966,375 for Aboriginal arts and culture
- ▲ Thirty-nine projects that support training, career development and marketing opportunities for Aboriginal artists, arts workers and young people across NSW
- ▲ Four employment placement opportunities for Aboriginal arts professionals at leading arts organisations
- ▲ Continued investment in 'ArtsReady' traineeships at Information and Cultural Exchange in Parramatta

Arts NSW continued to facilitate collaboration between the NSW state cultural institutions to enhance those institutions' Aboriginal collections and programming.¹ Arts NSW also contributed to progressing developing an Aboriginal and Torres Strait Islander Employment Strategy to promote career pathways and work environments that are culturally supportive.

Supporting artists with disability

This year the NSW Arts and Disability Partnership, a program administered by Arts NSW and Screen NSW and funded by the NSW Department of Family and Community Services, provided \$475,000 to develop and deliver four strategic programs that increase the profile of NSW artists with disability.

Support under the partnership for artists with disability in 2015-16 included:

- ▲ Production of up to 14 short films from metropolitan Sydney, Western Sydney and regional NSW
- ▲ Exhibition and professional development opportunities for artists with disability at Studio A in northern Sydney
- ▲ Two theatre and dance productions to premiere at Carriageworks art centre in Sydney's inner west in the second half of 2016
- ▲ A program by Artbank to commission and acquire works by early to mid-career contemporary NSW artists with disability

In 2015-16 Arts NSW also administered \$670,000 from Lifetime Care, part of Insurance and Care NSW (icare), for 15 professional arts projects in all art forms to increase participation of people with disability, including artists with disability.

¹ The NSW state cultural institutions are the Australian Museum, the Art Gallery of NSW, Sydney Living Museums, the Museum of Applied Arts and Sciences and the Sydney Opera House.

Developing and managing arts infrastructure projects

Relocation of the Powerhouse Museum to Parramatta

The Premier and Deputy Premier announced that the Powerhouse Museum will be relocated to Parramatta as part of a Parramatta Cultural Precinct. The government allocated \$10 million over two years (2015-16 and 2016-17) to plan for the relocation of the museum and the establishment of the precinct. The relocation is supported by *Rebuilding NSW – State Infrastructure Strategy 2014*.

In April 2016, following a site feasibility study and preliminary business case, the Premier and Deputy Premier announced the Riverbank Site (the former site of the David Jones car park) as the museum's new location. The site will provide a vibrant, exciting community hub that can be easily accessed and enjoyed day and night. The Powerhouse Museum will be the anchor tenant for the new precinct.

Detailed planning and design for the new museum is well underway; the final business case is scheduled for completion in late 2016.

The Walsh Bay Arts Precinct

Developing a world-class arts and cultural precinct at Sydney's Walsh Bay is a NSW Government priority under *Rebuilding NSW – State Infrastructure Strategy 2014*. The development at Walsh Bay will double the arts and cultural offering at the precinct, including adaptive re-use of Pier 2/3 to allow for three new resident companies and an upgrade to facilities in Wharf 4/5.

During 2015-16 Arts NSW, in partnership with Infrastructure NSW, made significant progress on planning work for the precinct,

with the appointment of a new architectural team and completion of preliminary detailed designs. Revised plans have been provided to future tenants for consultation and will be refined in the lead up to submission of Stage 2 State Significant Development Application in late 2016. Consultation with future tenants, relevant government authorities and the broader community is ongoing.

The infrastructure support program

Arts NSW manages a property portfolio of eight properties in and around the Sydney central business district. These facilities include theatres, exhibition spaces, rehearsal facilities, creative space, offices and storage. The properties accommodate more than 30 arts organisations with affordable spaces to support program delivery.

Key outcomes of the infrastructure support program during 2015-16 included:

- ▲ Refurbishment of the Arts Exchange building in The Rocks, Sydney, as a new ‘Festival House’. This work was completed in November 2015 and co-located Sydney’s key festivals. The project is part of Arts NSW’s strategic work to create hubs and precincts by locating similar organisations together.
- ▲ Completed the second year of the two-year heritage restoration of the Arts Exchange building with restoration of the George Street façade and earthquake stabilisation of the historic brick chimney. Arts NSW secured partnership funding with the NSW Government Centenary Stone Program for two consecutive years for this work; the Hickson Road façade work was carried out in 2014-15.

- ▲ Pier 2/3 at Walsh Bay was a prime venue for the Sydney Writers’ Festival for the fourth consecutive year and continued to be available as a cultural facility for short-term hire, attracting 100,000 visitors each year.
- ▲ Carriageworks at the old Eveleigh Rail Yards in the Redfern Waterloo precinct and ArtSpace in The Gunnery in Woolloomooloo, two of Arts NSW’s high profile property tenants, were ‘embassies’ for the 20th Biennale of Sydney in the second quarter of 2016.

Growing arts and cultural industries in NSW

Arts NSW invests strategically in arts and culture businesses and careers, and in quality work and ideas to increase the reach of that work.

Arts NSW offers direct funding to artists, organisations and arts workers through the Arts and Cultural Development Program (ACDP). The ACDP funds a range of activities from multi-year programs and projects to professional development in visual arts, theatre, dance and other mediums. Arts NSW creates additional funding opportunities through strategic partnerships and initiatives.

In 2015-16 the ACDP provided more than \$51 million in support to the NSW arts and cultural sector. This was an increase of \$2.4 million from the \$48.6 million allocated in 2014-15. The investment in 2015-16 supported 300 organisations and individuals with more than 360 arts and cultural activities across the state. Supported projects included the programs of 11 major performing arts companies (\$11 million); two state significant organisations: Carriageworks and the Museum of Contemporary Art

(\$6.6 million); and the three key festivals: Biennale of Sydney, Sydney Festival and the Sydney Writers' Festival (\$6.3 million).

Arts NSW estimates that the NSW Government's investment of \$51 million through the ACDP contributes to a total related expenditure of over \$500 million per annum.

Strengthening arts and culture in Western Sydney and regional NSW

Arts NSW's investment in Western Sydney and regional NSW in 2015-16 was a significant increase on 2014-15 funding levels. Funding increased by more than \$1.4 million in Western Sydney and by \$1 million in regional NSW.

Western Sydney

The 2015-16 increase in the ACDP includes \$1 million as the first year of an additional \$7.5 million over four years that the NSW Government committed to increase strategic investment in Western Sydney.

In 2015-16 Arts NSW engaged SGS Economics and Planning to map arts and culture in Western Sydney, to inform the strategies and investment required to support arts and cultural practice and participation in the region. The report will provide an evidence base and options to guide the region's strategic direction and capacity building. Through the ACDP, Arts NSW invested more than \$4.4 million in Western Sydney in 2015-16.

A new Western Sydney Arts Fellowship valued at \$50,000 was offered for the first time in 2015-16. It was awarded to Khaled Sabsabi, a Western Sydney-based artist and arts worker, who will develop a digital monograph of his works that will become a central document for showcasing and positioning his work for future opportunities.

In 2015-16 Arts NSW convened three meetings of the Western Sydney Arts and Culture Roundtable, which is comprised of 11 arts and cultural leaders from the region and chaired by Elizabeth Ann Macgregor, the Premier's Cultural Ambassador for Western Sydney. The roundtable discussed broad-ranging issues including Aboriginal arts and culture and how to change perceptions of the region.

Screen NSW in Western Sydney

In 2015-16 the NSW Government invested more than \$1.8 million for screen productions, festivals and industry projects that had some activity in Western Sydney.

Screen NSW funded projects in Western Sydney with:

- ▲ \$1.6 million from the Production Finance Program that provides funding for projects produced or post-produced in NSW
- ▲ \$179,000 from the Industry and Audience Development Programs

The Industry Development Program provides funds to organisations that create professional development opportunities for NSW screen practitioners at various stages of their careers. The Audience Development Program supports public screenings, festivals or tours that provide opportunities for audiences to see and experience quality screen content and innovative practice, and one-off or annual events including those in single or multiple venues.

- ▲ \$10,000 from the Strategic Opportunities Program that supports individual initiatives and events that demonstrate long-term benefits to the NSW screen industry
- ▲ \$50,000 through the NSW Department of Family and Community Services for an Arts and Disability project

Regional NSW

In regional NSW, Arts NSW invested more than \$9.3 million in arts and cultural activity through the ACDP in 2015-16. In addition to support for program delivery and development of new contemporary projects, this investment included supporting professional development and career pathways.

Arts NSW supported regional artists through three Regional Artist Fellowships valued at \$50,000 and 25 Young Regional Artist Scholarships valued at \$10,000 each.

The 2015-16 ACDP maintained a strong regional focus through targeted funding categories including Regional Capital, Regional Partnerships and Performing Arts Touring.

Screen NSW in regional areas

The NSW Government has invested more than \$2 million for screen productions, festivals and industry projects that had some activity in regional NSW.

Screen NSW funded projects in regional NSW with:

- ▲ \$1.65 million from the Production Finance Program and the Regional Filming Fund

The Production Finance Program provides funding for projects produced or post-produced in NSW. The Regional Filming Fund offsets costs associated with shooting in regional areas of NSW.

- ▲ \$221,000 from the Industry and Audience Development Programs

The Industry Development Program provides funds to organisations that create professional development opportunities for NSW screen practitioners at various stages of their careers. The Audience Development Program supports public screenings, festivals or tours that provide opportunities for audiences to see and experience quality screen content and innovative practice, and one-off or annual events including those in single or multiple venues.

- ▲ \$127,000 from the Strategic Opportunities Program that supports individual initiatives and events that demonstrate long-term benefits to the NSW screen industry
- ▲ \$50,000 from the NSW Department of Family and Community Services for an Arts and Disability project

Assisting, promoting and strengthening the screen industry in NSW

Screen NSW continues promote and strengthen the NSW screen industry by investing in the development and production of local screen content.

In 2015-16 Screen NSW committed \$4.6 million to support screen production in the state, including more than \$4.35 million to 44 new screen projects, and additional Regional Filming Fund grants of \$311,000 for five projects. This direct support for the NSW screen industry is estimated to leverage production expenditure in NSW of more than \$136 million, and to create an estimated 9,265 NSW jobs.

NSW has been a hive of production activity over the past year, attracting some of the biggest names in the industry and showcasing NSW to the world, including:

- ▲ *Alien: Covenant*, directed by Sir Ridley Scott and filmed in locations around central and Western Sydney, brought more than \$60 million in production expenditure to NSW. The project created over 600 jobs for cast, crew and extras.
- ▲ *Hacksaw Ridge*, directed by Mel Gibson, was funded in 2014-15 and production took place in 2015-16. Significant amounts of the project were filmed in Western Sydney and regional NSW. It is estimated that the project contributed more than \$26 million to the NSW economy and created more than 720 local jobs for cast, crew and extras.
- ▲ *Bleeding Steel*, the latest feature film for actor Jackie Chan, begins filming in and around Sydney in July 2016. It is estimated that the project will create more than \$20 million in production expenditure in NSW and create more than 240 jobs for cast, crew and extras.
- ▲ *Peter Rabbit*, a new feature film based on the iconic Beatrix Potter tale and combining live action and animation, will be produced by Animal Logic in NSW. The project is expected to spend more than \$50 million on production in NSW and create more than 900 jobs for cast, crew and extras.

As well as supporting the screen production industry to make high-quality, job-creating projects that grow stable businesses in NSW, Screen NSW:

- ▲ Provides advice and information to improve capability in the sector and enable industry practitioners to participate in the global industry
- ▲ Collaborates with industry to create opportunities
- ▲ Markets NSW and facilitates all aspects of filming in NSW to make it the most attractive state for screen production – nationally and internationally

On 8 June 2016 the NSW Government announced that it had committed \$20 million over two years, starting in 2016-17, for Screen NSW to increase funding to the sector for the production of major TV drama, and the attraction of significant international screen projects to NSW.

Support for large-scale international screen projects was previously committed through the State Investment Attraction Scheme. These projects will now be supported directly by Screen NSW through the Made in NSW Program. International large-scale projects leverage considerable direct investment in the state and create hundreds of highly skilled and highly creative jobs, strengthening the skills base of the screen sector in NSW.

Chapter 9: Organisational modernisation

Improving corporate practices and business systems to better support service delivery

The Corporate Shared Services Transformation Program

Managing assets and fleet

Optimising information and communications technology

Supporting organisational reform

Providing legal advice and assistance

The *Department of Justice Strategic Plan 2015-19* prioritises organisational modernisation to improve corporate practices and business systems to better support service delivery across the department.

In 2015-16 the department continued the comprehensive Corporate Shared Services Transformation Program that is delivering an enterprise resource planning system that will bring employee and financial data from numerous legacy systems into a single system, Justice SAP.

The Business Support Centre was established to support the implementation and use of Justice SAP, providing a single service point for a range of human resources and finance transactional and operational services, in conjunction with triage services for more complex or specialist requests.

The Department of Justice *Total Asset Management Plan 2016-17 – 2025-26* was approved this year, and was instrumental in obtaining more than \$2 billion in new major capital funding for a range of construction and technology projects over the next four years.

The Information and Communications Technology (ICT) Branch completed the second year of a program to implement the five-year Consolidation, Optimisation, Remediation and Enhancement (CORE) Program that addresses critical ICT infrastructure, application and information management risks in key areas of the department.

The incorporation of liquor, gaming and racing regulation into the Department of Justice in 2015-16 involved transitioning corporate practices and business systems. The Office of General Counsel integrated a regulatory prosecution practice into its operations this reporting year, primarily in respect of liquor and gaming offences.

The Corporate Shared Services Transformation Program

The objective of the Corporate Shared Services Transformation Program (CSSTP) that began in late 2014 is to implement an integrated model for the efficient delivery of human resources (HR), payroll, finance and purchasing services.

A key part of the program is delivering an enterprise resource planning (ERP) system to consolidate the department's employee and financial data from numerous legacy systems into a single system. This system, Justice SAP, aims to:

- ▲ Streamline the way the department manages records, workflows and services
- ▲ Provide a single source of accurate, timely data to enhance business decision making
- ▲ Introduce system-controlled workflows and delegations that facilitate greater compliance with, and consistency in, HR, finance and purchasing processes across the department

As business units and branches move to Justice SAP, they have worked with the Business Support Centre (BSC) to adopt a new delivery model for HR and finance services. The new service delivery model is based on self-service: a central service desk for transactional (and some operational) services, and expert teams providing services in partnership with strategic advisors in the HR and finance business areas.

In 2015-16 Justice SAP and the Business Support Centre (BSC) service delivery model was implemented for more than 1,500 staff. In October 2015 700 staff adopted Justice SAP for HR and payroll functions as a 'proof of concept' group. Findings from the proof of concept informed the system and change management for the group of 800 staff that was moved into

Justice SAP in March 2016. This second group adopted Justice SAP for HR, payroll and some finance functions.

During this financial year a significant part of the work to transition a further 4,500 staff to Justice SAP was completed. This group adopted Justice SAP for HR, payroll, finance and purchasing in July 2016. The remaining Department of Justice staff will move to Justice SAP in two groups in the coming year; the CSSTP will be complete in the first half of 2017.

Supporting human resources and finance operations

The department's BSC was established as a single service point for a range of human resources and finance transactional and operational services. Providing these services efficiently and at a high standard is important in ensuring core justice programs and services are delivered.

During 2015-16 a service desk and service management software system were established that enable service requests to be captured, managed and tracked; and for service levels and performance reporting to be conducted. To ensure efficiency and quality of service, some services can be accessed and approved via self-service: the service desk assists staff in using self-service systems and provides back-office support and the most complex service requests are referred to specialist operational teams.

The BSC service model is customer-centred. The BSC's staff continue to be trained in customer experience, service management and new enterprise systems including SAP, ServiceNow and HP Records Manager (formerly known as TRIM). More than half of the Department of Justice is now using the new systems and service desk. It is intended that a further three divisions of the department will be moved to the new service model in 2016-17.

Managing assets and fleet

The Department of Justice *Total Asset Management Plan 2016-17 – 2025-26* was approved in December 2015. The plan was instrumental in obtaining more than \$2 billion in new major capital funding for a range of construction and technology projects over the next four years.

In 2015-16 the Asset Management Branch conducted 100 separate office accommodation relocations involving more than 3,000 staff. This program of work was part of the NSW Government's Decade of Decentralisation policy and achieved a 6,000 square metre reduction in office accommodation leased in the Sydney central business district.

On 1 July 2016 StateFleet, a central government provider of fleet services that operated in the Department of Finance, Services and Innovation, was decommissioned. Before StateFleet was decommissioned, a new leasing model was developed that introduced competition between fleet leasing and fleet management service providers. The Asset Management Branch appointed SG Fleet to manage the Justice fleet from 4 July 2016.

In the 2015-16 financial year leases across the Justice Cluster totalled approximately \$950,000. Based on savings to date, an initial saving of \$170,000 per annum is forecast.

Optimising information and communications technology

In 2015-16 the Information and Communications Technology (ICT) Branch completed the second year of a program to implement the *Department of Justice ICT Strategic Plan*. The five-year Consolidation, Optimisation, Remediation and Enhancement (CORE) Program addresses critical ICT infrastructure, application and information management risks in key areas of the department.

Stage 1 of the CORE Program was funded by NSW Treasury for \$13.8 million in 2014-15 and \$14.0 million in 2015-16, and was conducted within this budget allocation. Highlights of the CORE Program in 2015-16 included:

- ▲ Migrating shared Department of Justice 'cloud' services to the NSW Government Data Centres (GovDC)
- ▲ Consolidating three email systems to a Microsoft Office solution for the whole department that includes Microsoft Outlook for email
- ▲ Introducing National Broadband Network (NBN) links across NSW courts and correctional centres to remediate existing wide and local area network platforms
- ▲ Renewing legacy systems to provide more flexible data and information access options for staff and community members
- ▲ Remediating the desktop environment for the Juvenile Justice Division, including network, servers and desktop hardware, a standard Windows 7 operating system, and legacy systems
- ▲ Refreshing the infrastructure for the NSW Trustee and Guardian, including a standard Windows 7 operating system, Office 365, transitioning to GovDC, and new telecommunications systems

Supporting organisational reform

In 2015-16 the regulation of liquor, gaming and racing in NSW was reformed. Liquor and Gaming NSW (L&GNSW) and the Office of Racing were established as new entities in the Department of Justice.

Creating the new structure and bringing liquor, gaming and racing regulation into the Department of Justice involved transitioning corporate practices and business systems. Liquor and Gaming NSW has incrementally joined the department's frameworks for human resources, finance and procurement. The full transition to Department of Justice systems is expected to be complete at the end of 2016.

In 2015-16 planning to transform information and communications technology began. The transformation will provide for better service delivery by updating telecommunications, hardware, infrastructure and business applications. The focus for 2016-17 will be the rollout of systems throughout L&GNSW.

Providing legal advice and assistance

The Office of the General Counsel (OGC) provides legal advice and assistance to agencies in the Department of Justice, and to the Attorney General as First Law Officer of the Crown. The OGC provides support services to enable the Attorney General to fulfil her legislative and advisory responsibilities to the parliament and to cabinet.

The Office of the General Counsel provided advice and assistance on a broad range of legal matters during 2015-16 including the current statutory review of the *Government Information (Public Access) Act 2009*.

Legal representation

In 2015-16 the OGC represented the Department of Justice before the Independent Commission Against Corruption (ICAC) in relation to Operation Yancey (ongoing).

The office represented the Commissioner of Corrective Services in relation to 21 inquests, with 48 ongoing matters. The OGC has recently assumed a role in hearings in the State Parole Authority on behalf of the Commissioner of Corrective Services. The OGC has appeared in 27 matters and briefed a further six matters to the Crown Solicitor's Office.

The OGC integrated a regulatory prosecution practice into its operations this reporting year, primarily in respect of liquor and gaming offences.

The Legal Representation Office provided assistance to 48 new clients: 39 in ICAC; five in the Police Integrity Commission; and four in relation to the Ombudsman's Inquiry into Operation Prospect and the Parliamentary Inquiry into Operation Prospect.

Applications and requests

In 2015-16 the OGC dealt with more than 620 formal applications for information under the *Government Information (Public Access) Act 2009*. The office also dealt with 1,072 subpoenas, summonses and other requests for access to information. The volume of requests received this year was a 9% increase from 2014-15.

The OGC enhanced *guardian ad litem* panel services, providing 55 court or tribunal-ordered appointments and eight memorandum of understanding appointments. The OGC conducted three training sessions for *guardian ad litem* professional development and continued the Aboriginal Cultural Advisors measures, providing cultural advice in matters involving indigenous 'subject persons'.

In this reporting year the OGC implemented a process to consider applications for the extinguishment of historical homosexual convictions and dealt with eight such applications.

In 2014-15 the workload relating to the *Crime (High Risk Offenders) Act 2006* increased significantly and this increase was maintained in 2015-16. This reporting year more than 100 new files were opened in relation to possible applications under the Act, breaches of orders, or legal advice on matters relating to high-risk offenders. The OGC played a significant role in the development of important legislative amendments regarding the definition of “serious violent offence” and continues to be involved in making submissions as part of the statutory review of the Act.

During 2015-16 greater scrutiny was given to cases before the Mental Health Review Tribunal involving forensic patients seeking leave or release, leading to the Attorney General appearing and making submissions in a number of cases. In 2015-16 the OGC opened nine files in relation to possible applications to the Supreme Court under the *Mental Health (Forensic Provisions) Act 2009* for an extension order in relation to a forensic patient subject to a limiting term where the person represented an unacceptable risk to the community.

Advices and agreements

In 2015-16 the OGC assisted the Office of the State Coroner in eight new inquests and inquiries and 26 ongoing matters.

The OGC worked on numerous commercial advices, contracts, agreements, memoranda of understanding, service level agreements and tenders. These pieces of work included fleet management, funding agreements for the Community Safety Fund for the Justice Strategy and Policy Division, procurement for the Australian Museum to engage a transport supplier, an Energy Saving Scheme, and funding agreements between the Juvenile Justice Division and non-government organisations.

The OGC provided many legal advices to operational areas of the department, including to the community and custodial corrections areas of Corrective Services NSW, and to the Registry of Births, Deaths and Marriages.

The State Copyright Unit conducted a survey of parts of the Justice, Health and Transport Clusters in 2015 to estimate the quantity of copying of works. More than 23,000 responses were received and a more detailed survey of 9,000 respondents commenced in May 2016 for completion in August 2016. Negotiations continue with Copyright Agency for a new remuneration agreement.

Also on copyright, the OGC prepared a submission to the Productivity Commission supporting copyright law reform. The OGC consulted other government departments and provided recommendations to address issues the government faces under the existing statutory framework for copyright.

Chapter 10: People and capabilities

Creating an engaged and capable workforce with a shared vision and purpose that is underpinned by agreed values and behaviours

Fostering a values-led culture

Developing talent and leadership

The People Matter Employee Survey 2016

The successful delivery of the Department of Justice's services, information and programs relies on an engaged, capable workforce with a shared vision for the department. The *Department of Justice Strategic Plan 2015-19* priorities building people and capabilities, underpinned by agreed values and behaviours.

In 2015-16 the department introduced the Justice Values, the core of the *Justice Values and Behaviour Strategy* to foster a values-led culture for the department's workplaces. The five values of Service, Trust, Accountability, Integrity and Respect guide how people in the department behave and make decisions. During 2015-16 the Strategic Human Resources Branch of the department developed and implemented programs and policies to embed the Justice Values into our work, including Just Talk, a tool to help plan respectful conversations between colleagues.

This year the Strategic Human Resources Branch focused on developing talent and leadership in the department, delivering capabilities that align with the department's needs. Implementation of the My Performance performance management and development framework commenced; the *Justice Recognition and Awards Framework* to encourage formal and informal acknowledgement and recognition of employees' valuable contributions commenced; and a new training and development model, '70–20–10' was introduced.

In May 2016 the Department of Justice participated in the public sector-wide People Matter Employee Survey, achieving a response rate of 66.2%, well up on the 2014 response rate of 19.8%, and above the 2016 goal of 60%.

Fostering a values-led culture

The Department of Justice Strategic Human Resources Branch is leading the *Justice Values and Behaviour Strategy* that aims to embed a values-led culture throughout the department's workplaces.

The 'machinery of government' changes that brought new divisions and branches into the Department of Justice on 1 July 2015 contributed to the mix of organisational cultures in the department. A key objective for 2015-16 was to drive cultural change across the department and align staff in ways of working, collaboration and communication.

The Justice Values

In 2015-16 the department established the Justice Values, a set of five key values that guide how people in the Department of Justice behave and make decisions. The Justice Values define expected and acceptable workplace behaviours.

The Justice Values are:

- ▲ Service
- ▲ Trust
- ▲ Accountability
- ▲ Integrity
- ▲ Respect

The Justice Values reflect the four NSW government sector core values that are enshrined in Part 2 of the *Government Sector Employment Act 2013*, and incorporate Respect.

During 2015-16 the Strategic Human Resources Branch developed an information kit for managers and information sessions for employees to explain the purpose and effect of the Justice Values as well as a values-led culture for the organisation. The branch began to embed the Justice Values in the department's people policies, programs and products, and this process will continue throughout 2016-17.

Just Talk

The Just Talk Project was developed as part of the Strategic Human Resources Branch's organisational culture initiatives.

Just Talk is a step-by-step planning tool to help all people in the Department of Justice plan respectful conversations about workplace behaviour. Just Talk can be used to plan conversations between colleagues, or between managers and staff.

The suite of Just Talk resources that were developed in 2015-16 are:

- ▲ The Just Talk planning tool
- ▲ An information kit for staff
- ▲ A video that explains how Just Talk can be used
- ▲ A training course
- ▲ Workshops for Strategic Human Resources staff

Just Talk will be refined and rolled out throughout the Department of Justice in 2016-17.

Developing talent and leadership

The Department of Justice *Talent and Leadership Strategy* is about delivering leadership and workforce capabilities that align with the department's current and future needs.

The *Justice Talent and Leadership Strategy* contains a framework for ensuring the department has the right talent in the right roles at the right time. The framework addresses attraction, development, leadership, performance and talent management. Developing talent and leadership capabilities and capacity for the department is underpinned by the Justice Values and the *Justice Values and Behaviour Strategy* that is embedding a values-led culture throughout the department's workplaces.

In 2015-16 the talent and leadership program developed a performance management system, a recognition and awards framework, and a training and development model.

My Performance

In 2015-16 the Strategic Human Resources Branch started implementing the My Performance performance management and development framework across the department.

My Performance is about planning for best performance, achieving goals and recognising achievements as they occur. My Performance is designed to open up continual communication to ensure capabilities, performance and goals remain on track during a 12-month cycle. The My Performance framework is underpinned by the Justice Values.

Implementation of My Performance is due to be complete in 2016-17.

Recognition and awards

In 2015-16 Strategic Human Resources launched the *Justice Recognition and Awards Framework*. The framework encourages recognition of employees for their valuable contributions through day-to-day feedback and acknowledgement as well as a formal system of awards. The Strategic Human Resources Branch developed a range of resources that provide ways to recognise peers or managers for their contributions, and ways managers can integrate recognition into everyday work.

Training and development

This year the Strategic Human Resources Branch launched a '70–20–10' approach to training and development. The 70–20–10 approach acknowledges research that shows:

- ▲ 70% of our knowledge comes from job-related experiences
- ▲ 20% of our knowledge comes from interactions with colleagues including our peers and managers
- ▲ 10% of our knowledge comes from structured learning and research

The training model includes resources that support opportunities for learning and professional development through all three channels.

Transitioning to new senior executive arrangements

In 2015-16 the department continued transitioning the senior executive to the single executive structure arrangements that were introduced in the *Government Sector Employment Act 2013*.

The department has transitioned six divisions to the new senior executive arrangements and the transition will be complete by February 2017. The six divisions that have the new senior executive arrangements in place are: Office of the Secretary, NSW Trustee and Guardian, Strategic Human Resources, Finance, Juvenile Justice and Corrective Services NSW.

The People Matter Employee Survey 2016

In May 2016 the Public Service Commission conducted the public sector-wide People Matter Employee Survey. The Department of Justice aimed to increase the survey response rate from the 2014 rate of 19.8% to 60% in 2016.

To encourage participation in the 2016 survey, the Secretary and the Executive Director, Strategic Human Resources visited nine Department of Justice workplaces in metropolitan and regional areas. At these 'People Matter Expos' the Secretary and the Executive Director presented departmental human resources initiatives that resulted directly from 2014 survey responses.

As a result of the survey communication and engagement campaign, the department achieved a 66.2% response rate to the 2016 survey.

Chapter 11: Independent Liquor and Gaming Authority

Promoting fair and transparent decision making under the *Gaming and Liquor Administration Act 2007*

Chairperson's report

Liquor and gaming reforms

Management and structure

Liquor operations

Gaming operations

The Independent Liquor and Gaming Authority (the Authority) is an independent statutory authority established under the *Gaming and Liquor Administration Act 2007*. The Authority holds a number of functions under liquor and gaming legislation, including:

- ▲ determining contentious licencing proposals
- ▲ determining disciplinary action taken against licensees and others, and
- ▲ reviewing certain delegated decisions made on its behalf by Liquor and Gaming NSW.

The Authority is responsible for licensing, approval and other regulatory functions under the *Liquor Act 2007*, *Gaming Machines Act 2001*, *Registered Clubs Act 1976* and related legislation. Under the *Casino Control Act 1992*, the Authority is responsible for the regulation of gaming and liquor matters at the Sydney casino, encompassing both licensing and enforcement functions.

The Authority's role is to promote fair and transparent decision making under the *Gaming and Liquor Administration Act 2007*. In undertaking its statutory functions, the Authority must:

- ▲ ensure it is accessible and responsive to persons it deals with
- ▲ promote fair and transparent decision making
- ▲ deal with matters in an informal and expeditious manner, and
- ▲ promote public confidence in its decision making and the conduct of its members.

Chairperson's report

With the introduction of the reforms to improve the regulation of the liquor and gaming industries, 2015-16 has been a year of significant change for the Authority. I'm very proud to have had a role in the implementation of these reforms and grateful to have a professional and committed team of board members also supporting these changes.

These reforms to liquor and gaming NSW are designed to improve transparency and processes and provide greater certainty for industry and the community. The Authority upholds these aims through operating in accordance with the required ministerial directions and since April 2016 has been meeting twice per month to ensure matters are considered as quickly as possible.

In 2015-16 we farewelled two longstanding members of the Authority – Mr Chris Sidoti and Mr Ken Brown. I would like to thank Mr Sidoti and Mr Brown for their knowledge, experience and contribution to the Authority during their tenure. I would also like to thank the Authority's staff team, led by the former Chief Executive, Mr Micheil Brodie, for the contribution they made to the work of the Authority.

Subsequently, we also welcomed four new members – Mr Craig Sahlin, Dr Nicky McWilliam, Mr Murray Smith and Mr Stephen Parbery. Each of these new board members are dedicated and have a wealth of knowledge and experience that enables them to make a valuable contribution to liquor and gaming regulation in NSW.

This financial year will be remembered as a year of significant change for the Authority. The new board members and the responsive and committed staff of Liquor and Gaming NSW are ready to meet the opportunities and challenges that lie ahead over the coming 12 months to cement the reforms of the liquor and gaming industry.

Philip Crawford

Liquor and gaming reforms

During 2015-16 the NSW Government undertook a reform to improve the regulation of the liquor and gaming industries.

As part of the reforms, the Authority was retained as an independent statutory decision maker, with a board having legislative responsibilities for liquor and gaming licensing and disciplinary decisions. However, the staffing agency for the Authority was abolished on 30 October 2015 and all staff were reassigned to the Department of Justice. The Authority's former administrative and processing functions were transferred to Liquor and Gaming NSW.

To ensure timely and transparent decision making, the Authority is subject to ministerial directions on administrative matters. As part of the ministerial directions, the Authority board can be directed on the frequency of meetings to allow them to make decisions quickly.

The work of the Authority has been refocused on high-risk licence applications, such as new bottle shops or night clubs, and disciplinary matters. All casino licensing and gaming machine entitlement decisions also remain with the Authority.

In addition, Liquor and Gaming NSW was established within the Department of Justice as a new fit-for-purpose regulator undertaking the work previously performed by the Office of Liquor, Gaming and Racing and Authority staff. Administrative and processing functions have been transferred to Liquor and Gaming NSW and the Authority has delegated low-risk, non-contentious decisions to Liquor and Gaming NSW.

As part of the reforms, community members affected by liquor licence decisions now have the ability to lodge an appeal. Appeals of Liquor and Gaming NSW decisions can be made to the Authority and appeals of the Authority decisions can be made to the NSW Civil and Administrative Tribunal.

Management and structure

Authority membership

The *Gaming and Liquor Administration Act 2007* provides that the Authority consists of members that are appointed by the Governor on the recommendation of the Minister.

During 2015-16 the Authority farewelled two longstanding board members, including Mr Chris Sidoti and Mr Ken Brown. As a consequence of

the reforms implemented in 2015-16, the position of Chief Executive Officer was no longer required under the Authority. Mr Micheil Brodie moved out of this role on 30 October 2015.

Five new board members were welcomed to the Authority in 2015-16, including Mr Philip Crawford, Mr Craig Sahlin, Dr Nicky McWilliam, Mr Stephen Parbery and Mr Murray Smith.

Authority Board Members 2015-16

Authority member	Date of first appointment	Appointment date of current term	Expiry of term	Qualifications
Mr Philip Crawford, Chairperson	17 March 2016	8 June 2016	7 June 2019	Bachelor of Laws and Bachelor of Arts
Mr David Armati, Deputy Chairperson (Casino Control Authority)	31 August 2011	31 August 2014	30 August 2018	LLB. Australian lawyer of at least seven years standing
Mr Craig Sahlin	17 March 2016	17 March 2016	16 March 2019	LLB and BA with first class honours in Anthropology/Comparative Sociology
Dr Nicky McWilliam	26 May 2016	26 May 2016	25 May 2019	PhD(Law), LLM, BA LLB
Mr Stephen Parbery	26 May 2016	26 May 2016	25 May 2019	Fellow of the Institute of Chartered Accountants, Registered Liquidator
Mr Murray Smith	26 May 2016	26 May 2016	25 May 2019	Bachelor of Business, Registered and official liquidator, Chartered Accountant
Ms Helen Morgan	11 October 2013	11 October 2011	10 October 2016*	Diploma of Laws
Mr Chris Sidoti, former Chairperson (Casino Control Authority)	1 January 2008	N/A	31 January 2016	BA LLB. Australian Lawyer of at least seven years standing
Mr Ken Brown	6 March 2006 (Casino Control Authority)	N/A	23 March 2016	FCPA
Mr Micheil Brodie, former Chief Executive Officer	7 July 2014	N/A	30 October 2015	Master of Business Administration, Executive Master of Public Administration, Graduate Certificate of Management, Fellow of the Australian Institute of Management

* Ms Morgan resigned from the Board on 27 July 2016.

Meetings held

The Authority held 15 ordinary meetings during the reporting period to transact business relating to casino, liquor and gaming. Meetings were held on a monthly basis between July 2015 and March 2016 and two meetings per month were held between April 2016 and June 2016.

Other face-to-face meetings were held by the Authority members and attendance was structured depending on the assignment of responsibilities among members. Several other meetings were conducted whenever required by telephone and email.

Meetings attended by Authority board members 2015-16

Name	Position	No of meetings whilst member	Authority meetings attended	Other meetings
Current Authority board members 2015-16				
Philip Crawford	Chairperson	5	5	0
David Armati	Deputy Chairperson	14	14	2
Craig Sahlin	Member	7	7	1
Nicky McWilliam	Member	3	3	0
Murray Smith	Member	3	3	1
Steve Parbery	Member	3	3	1
Helen Morgan	Member	9	9	6
Former Authority board members 2015-16				
Chris Sidoti	Authority Chair	7	7	2
Ken Brown AM	Member	8	8	2
Micheil Brodie	Chief Executive	10	10	5

Liquor operations

The Authority's principal liquor regulatory activities during the 2015-16 reporting period included:

- ▲ Determining applications for:
 - Packaged liquor licences
 - Hotel general bar licences
 - On-premises licences
 - Extended trading authorisations
- ▲ Reviewing certain delegated decisions made on its behalf by Liquor and Gaming NSW
- ▲ Reviewing the regulatory framework for the liquor industries

Reporting under the *Liquor Act 2007*

Section 156(a) - The number of licences in force in each Statistical Local Area determined by the Australian Bureau of Statistics (along with the total state-wide number of Licences) during the financial year

As at 30 June 2016 the total number of liquor licences in force in NSW was 15,369. Table 1 at Appendix A provides a breakdown of the number of licences in each local government area, including the total number of licences in NSW.

Section 156 (b) – The number of new licences granted by the Authority during the year

The Authority granted a total of 2,264 new liquor licences in the reporting period. Table 2 at Appendix A details the numbers of new liquor licences granted since the 2013-14 financial year. Note, this does include limited licences.

Section 156 (c) – The number of licences suspended or cancelled by the Authority during that year

In 2015-16 the Authority cancelled 3,010 liquor licences and 8 licences were suspended under section 144F(3)(a) of the *Liquor Act 2007*. In addition, 36 applications were refused and 345 were withdrawn by applicants.

The number of licences cancelled is high, due to changes that occurred as part of the inaugural Periodic Licensing Scheme. Licensees who had not paid their fees by 25 July 2015 went onto have their licence cancelled under the scheme.

Table 3 in Appendix A presents data since the 2013-14 reporting period.

Section 156 (d) – The number of authorisations, to which section 51 applies, granted by the Authority during that year

The Authority granted a total of 754 section 51 applications in the 2015-16 reporting period. Section 51 applications are licence-related authorisations, such as extended trading and primary service. Table 4 at Appendix A details the numbers of new liquor authorisations granted since the 2013-2014 financial year.

Section 156 (e) – The number of licences for which disciplinary action was taken by the Authority during that year and the nature of the disciplinary action taken

There were 15 disciplinary complaints determined during 2015-16:

- ▲ Three involved complaints made by the Secretary NSW Trade and Investment (now a function within the jurisdiction of the Secretary of the Department of Justice) under Part 9 of the *Liquor Act 2007*.
- ▲ Seven involved decisions made by the Authority under the supplementary disciplinary regime provided by Part 9A of the *Liquor Act 2007*.
- ▲ Four involved complaints determined under Part 6A of the *Registered Clubs Act 1976* during 2015-16.
- ▲ One complaint was made under Part 8 of the *Gaming Machines Act 2001*.

For the outcomes of all abovementioned complaints refer to: www.liquorandgaming.justice.nsw.gov.au/Pages/ilga/decisions-of-interest/decisions-of-interest.aspx

Review applications under section 36A of the *Gaming and Liquor Administration Act 2007*

During 2015-16 the Authority received four review applications under section 36A of the *Gaming and Liquor Administration Act 2007*.

Gaming operations

The Authority's principal casino regulatory activities during the 2015-16 reporting period include:

- ▲ Approving gaming equipment, rules of games and new games
- ▲ Monitoring compliance with the conditions of the casino licence and related legal agreements
- ▲ Licensing special employees through rigorous probity assessment procedures
- ▲ Taking disciplinary action against licensees under the *Casino Control Act 1992* when the prerequisite legislative grounds exist
- ▲ Investigating, monitoring and reviewing controlled contracts for the provision of goods and services to the casino and reviewing contract notifications
- ▲ Investigating close associates of the casino operator
- ▲ Assessing and collecting state revenue from casino operations
- ▲ Determining applications for review of exclusion orders issued against patrons of the casino
- ▲ Consenting to and monitoring building and development works in the casino complex

As part of the reforms to the Authority that took effect in 2015-16, Liquor and Gaming NSW assumed responsibility for compliance monitoring of the casino. Under the new approach, monitoring has shifted from permanent 24/7 on-site monitoring to a risk-based, intelligence-led compliance model. The adoption of this approach supports compliance and enforcement efforts to be undertaken at high-risk times, without compromising the integrity of random or covert inspections at the site.

Liquor and Gaming NSW maintains constant daytime operational presence at the casino during the week. The NSW Police Force

continues to be responsible for taking action in relation to criminal activity detected at the casino and Liquor and Gaming NSW works closely with the NSW Police Force and the Authority.

Reporting under the *Casino Control Act 1992*

Section 154 (a) – Details of any casino licence granted during the year

No casino licences were granted in 2015-16.

Section 154 (b) – Number of licences granted under Part 4 of the *Casino Control Act 1992* ('Licensing of casino employees')

The Authority granted 505 provisional special employee licences and 708 full special employee licences (including 130 renewals). One application was refused. Twenty-nine provisional licences were surrendered because the applicants either did not wish to proceed further with their application, or did not meet the competency criteria to carry out the licensed functions.

Section 154 (c) – Details of any changes to the conditions of a licence made by the Authority during the year

No changes were made to the licence conditions during 2015-16.

Section 154 (d) – Details of any disciplinary action taken by the Authority against the casino operator during the year

Where significant incidents of non-compliance of the approved games' rules and procedures occur, recommendations are made for the Authority to institute prosecution or disciplinary action against the casino operator, special employee licence-holders, or other relevant individuals.

A total of six matters that resulted in disciplinary action were taken against the casino operator under section 23 of the *Casino Control Act 1992*.

In five of the referrals, the Authority determined to take disciplinary action, with four matters resulting in a monetary penalty and one matter resulting in a letter of censure. The Authority determined that the casino operator showed cause in one of the matters and did not take any action.

Section 154 (e) – Summary of any disciplinary action taken by the Authority against persons licensed under Part 4 of *Casino Control Act 1992* ('Licensing of casino employees')

Section 59(1) of the *Casino Control Act 1992* sets out the nature and grounds for disciplinary action that the Authority may take in relation to persons licensed under Part 4 of the *Casino Control Act 1992*. Section 59(2) provides that the Authority may make such inquiries as it thinks fit into the question of whether there are grounds for disciplinary action against a licensee. The Authority considers the results of the inquiries and any submissions made by the licensee in defence or mitigation of the circumstances surrounding disciplinary proceedings.

During the 2015–16 reporting period one disciplinary matter relating to special employees was dealt with by the Authority. This action was investigated on the grounds that the special employee failed to notify the Authority of an arrest and conviction within the prescribed timeframe. The Authority decided to cancel the employee's special employee license as a result of this action.

Section 154 (f) – Details of any directions given by the Minister under section 5 ('Directions by the Minister to protect integrity of casino gaming')

No relevant directions were given during 2015-16.

Section 154 (g) – Summary of outcome of any investigation or inquiry

No investigation/inquiry was carried out by the Authority, or continued, during 2015–16.

Gaming-related approvals

Approved games

During the 2015-16 reporting period, the Authority approved:

- ▲ No new casino table games
- ▲ Three new multi terminal table game
- ▲ 17 amendments to various rules of games
- ▲ 12 gaming machines including new gaming machine games
- ▲ 11 software upgrades for gaming machines and multi terminal table games
- ▲ Five software upgrades for the casino's gaming management system
- ▲ 13 items of gaming equipment
- ▲ Two 'How to Play' brochures
- ▲ 70 casino floor layout and table configurations

Approved operational arrangements

A new general standard casino floor and table game layout configuration has been established that allows the Star to move gaming equipment within specified boundaries without approval. However notification must be given to Liquor and Gaming NSW in the event there are any requirements to be adopted associated with surveillance.

Penalty Infringement Notices and prosecutions

In 2015-16 inspectors investigated 105 incidents of individuals allegedly breaching section 87 of the *Casino Control Act 1992* (cheating in the casino) issuing 73 Penalty Infringement Notices and 32 warning letters.

A total of 10 Penalty Infringement Notices were issued by inspectors for minors using false evidence of age to attempt to enter casino licensed premises. Nine Penalty Infringement Notices were issued for minors entering or remaining on licensed premises.

Conduct of gaming complaints

During 2015-16 inspectors received 42 enquiries which could have resulted in formal complaints about the conduct of gaming under section 33 of the *Gaming and Liquor Administration Act 2007*.

The 42 enquiries relate to: electronic gaming (9); poker (8); roulette (2); baccarat (7); blackjack (4); other games (4); and non-gaming related (8).

Investigation of these matters resulted in 28 matters being finalised with no further action required. Nine of the complaints appeared to involve dealer error and were resolved by the operator to the patron's satisfaction. Five complaints progressed to formal section 33 complaints, with each being finalised with no further action as they did not establish a breach of game rules or approved internal controls.

Excluded persons entering the casino

In 2015-16 on a total of 853 occasions persons contravening their exclusion orders were detected in the casino. Of these, 512 were self-excluded persons who were detected in the casino and 341 were non-voluntary re-entries. Seventy-three penalty infringement notices and 32 warning letters were issued to non-voluntarily excluded patrons in 2015-16.

Reviews of exclusion orders

During 2015-16 the Authority received 80 requests from persons seeking to have their exclusion orders reviewed. The Authority determined:

- ▲ 56 exclusion orders were to stand
- ▲ Five exclusion orders were overruled
- ▲ 17 applications for review of exclusion orders were received out of time
- ▲ Two applications for review remain to be determined

Audit activities

During 2015-16 six special audits were completed. Exceptions, areas of weakness and opportunities for improvement observed during these audits have been referred to the casino operator for action. Follow-up reviews are undertaken to ensure that effective corrective measures have been implemented.

Casino-related licensing

Controlled contracts

During the 2015-16 reporting period three controlled contracts were lodged with the Authority. The Authority determined that no associates of parties entering into the controlled contract needed apply for a special employee licence.

Liquor licensing applications

The *Casino Control Act 1992* effectively deems the casino complex to 'stand-alone' in relation to the operation of the *Liquor Act 2007*, as modified to apply under the *Casino Control Regulation 2009*. During the 2015-16 reporting period one application for approval to manage liquor licensed premises (The Star) was approved.

Casino and liquor licence boundaries

During the 2015-16 reporting period seven applications to redefine the casino boundary were approved.

Department of Justice Financial Statements 2015-16

Contents

Financial Statements Summary	146
Financial Performance	146
Net Result for the Year	147
Revenue	147
Expenses	147
Assets	147
Liabilities	147
Statement of Opinion	148
Independent Auditor's Report	149
General Purpose Financial Statements	151
Statement of Comprehensive Income	151
Statement of Financial Position	152
Statement of Changes in Equity	153
Statement of Cash Flows	154
Service Group Statements	155
Summary of Compliance with Financial Directives	164
Notes to and forming part of the financial statements	165
1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES	165
2. EXPENSES EXCLUDING LOSSES	182
3. REVENUE	185
4. GAIN / (LOSS) ON DISPOSAL	188
5. OTHER GAINS / (LOSSES)	188
6. CONDITION ON CONTRIBUTIONS	188
7. SERVICE GROUPS OF THE DEPARTMENT	188
8. CASH AND CASH EQUIVALENTS	190
9. RECEIVABLES	191
10. INVENTORIES	193

11.	PROPERTY, PLANT AND EQUIPMENT	194
12.	INTANGIBLES	197
13.	FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS	198
14.	PAYABLES	200
15.	BORROWINGS	201
16.	PROVISIONS	202
17.	OTHER LIABILITIES	204
18.	INCREASE / (DECREASE) IN NET ASSETS FROM EQUITY TRANSFERS	204
19.	COMMITMENTS FOR EXPENDITURE	206
20.	CONTINGENT LIABILITIES AND CONTINGENT ASSETS	207
21.	BUDGET REVIEW	210
22.	RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT	212
23.	FINANCIAL INSTRUMENTS	212
24.	TRUST FUNDS	218
25.	ADMINISTERED ASSETS AND LIABILITIES	219
26.	VICTIMS SUPPORT FUND	219
27.	CORRECTIONAL MEDICAL SERVICES	220
28.	SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES	220
29.	EVENTS AFTER THE REPORTING PERIOD	230

Financial Statements Summary

Financial Performance

The Department of Justice (the Department) is a NSW government department. The Department is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The Department as a reporting entity incorporates:

- employee related transactions and balances of the NSW Trustee and Guardian (including the Office of the Public Guardian),
- employee related transactions and balances of the Legal Profession Admission Board
- Corrective Services NSW (including Corrective Services Industries)
- Juvenile Justice NSW
- Arts NSW and Screen NSW*
- the Office of Liquor, Gaming and Racing*
- the Independent Liquor and Gaming Authority Staff Agency*
- the former Ministry for Police and Emergency Services*
- 52.5% of all transactions and balances of Law Courts Ltd by Joint Arrangement etc.

*As a consequence of the Administrative Arrangements (Administrative Changes – Public Service Agencies) Order (No 2) 2015 effective from 1 July 2015:

- the Ministry for Police and Emergency Services was abolished and its staff, functions, assets and liabilities became a new division of the Department
- Liquor & Gaming NSW was created as a new division within the Department, to undertake work formerly performed by the Office of Liquor, Gaming & Racing and the Independent Liquor and Gaming Authority (ILGA) staff
- Arts NSW became a division of the Department. As part of this, the persons employed in the Department of Trade and Investment, Regional Infrastructure and Services who were principally involved in the administration of legislation allocated to the Minister for the Arts, were transferred to the Department
- persons employed in the Department who were principally involved in the administration of the Professional Standards Act 1994 transferred to the Department of Finance, Services and Innovation.

The Department's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting interpretations);
- the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the NSW Treasurer.

Net Result for the Year

The net result for the year ended 30 June 2016 was a deficit of \$169.9 million, compared with a budgeted surplus of \$18.1 million.

Revenue

Revenue totalling \$6,454 million was higher than budget by \$50.5 million. This was mainly attributable to increases in Business and Personnel Services revenue (\$106.7 million) and Acceptance by the Crown Entity revenue (\$32.4 million), offset by reduced Recurrent and Capital Appropriations (\$60.5 million), Sales of Goods and Services revenue (\$33.7 million) and Other revenues (\$5.2 million).

Expenses

Expenditure totalling \$6,598 million was higher than budget by \$212.6 million. This was mainly attributable to increases in Employee Related Expenses (\$101.3 million), Other Operating Expenses (\$101.1 million), and Other Expenses (\$245.1 million), offset by reduced Grants and Subsidies expenditure (\$240.4 million) and Depreciation and Amortisation expenses (\$6.3 million).

Assets

Total assets were higher than budget by \$395.4 million, mainly attributable to increases in Receivables (\$104.5 million) and Fixed Assets (\$262.1 million) which included Machinery of Government transfers into the Department of \$252.4 million.

Liabilities

Total liabilities exceeded budget by \$295.7 million, mainly attributable to increases in Payables (\$50.2 million) and Provisions (\$254.2 million).

Statement of Opinion

for the year ended 30 June 2016

Pursuant to Section 45F of the *Public Finance and Audit Act 1983*, I state that

- a) The accompanying financial statements have been prepared in accordance with the applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2015*, the *Financial Reporting Directions* published in the Financial Reporting Code for NSW General Government Sector Entities, the Treasurer's Directions and NSW Treasury Circulars.
- b) The financial statements exhibit a true and fair view of the financial position as at 30 June 2016 and financial performance of the Department for the year then ended.
- c) As at the date of this statement, I am not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Andrew Cappie-Wood

Secretary

16 September 2016



INDEPENDENT AUDITOR'S REPORT

Department of Justice

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Department of Justice (the Department), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2016, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of the Department in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Secretary's Responsibility for the Financial Statements

The Secretary is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Secretary determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary must assess the Department's ability to continue as a going concern unless the Department's operations will cease as a result of an administrative restructure. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting'.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Department carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



Margaret Crawford
Auditor-General of NSW

21 September 2016
SYDNEY

General Purpose Financial Statements

for the year ended 30 June 2016

Statement of Comprehensive Income

	Notes	Actual 30 June 2016 \$'000	Budget 30 June 2016 \$'000	Actual 30 June 2015 \$'000
Expenses excluding losses				
Operating expenses				
Employee related expenses	2(a)	1,572,538	1,471,232	1,408,154
Other operating expenses	2(b)	606,529	505,398	466,650
Depreciation and amortisation	2(c)	203,869	197,605	185,692
Grants and subsidies	2(d)	3,920,174	4,160,647	3,570,999
Finance costs	2(e)	7,772	8,485	8,566
Other expenses	2(f)	286,646	41,523	117,914
Total expenses excluding losses		6,597,528	6,384,890	5,757,975
Revenue				
Recurrent appropriations	3(a)	5,648,793	5,677,850	5,166,749
Capital appropriations	3(b)	194,564	226,000	214,247
Sale of goods and services	3(c)	249,478	283,168	205,054
Investment revenue	3(d)	1,832	2,139	4,195
Retained taxes, fees and fines	3(e)	15,369	11,900	24,185
Grants and contributions	3(f)	55,218	47,614	43,349
Personnel services	3(g)	106,727	-	68,818
Acceptance by the Crown Entity of employee benefits and other liabilities	3(h)	129,063	96,693	112,068
Other revenue	3(i)	53,042	58,194	35,507
Total revenue		6,454,086	6,403,558	5,874,172
Gain / (loss) on disposal	4	(7,305)	10	(2,132)
Other gains / (losses)	5	(19,177)	(504)	46
Net result		(169,924)	18,174	114,111
Other comprehensive income				
<i>Items that will not be reclassified to net result</i>				
Net increase in property, plant and equipment revaluation surplus		173,328	-	241,765
Superannuation actuarial gains/(losses)		(36,120)	-	(7,776)
Total other comprehensive income		137,208	-	233,989
Total comprehensive income		(32,716)	18,174	348,100

The accompanying notes form part of these financial statements.

Statement of Financial Position

	Notes	Actual 30 June 2016 \$'000	Budget 30 June 2016 \$'000	Actual 30 June 2015 \$'000
Assets				
Current assets				
Cash and cash equivalents	8	135,636	85,445	95,067
Receivables	9	146,040	89,304	109,058
Inventories	10	15,186	11,644	13,910
Other financial assets		-	20,964	-
Total current assets		296,862	207,357	218,035
Non-current assets				
Receivables	9	135,645	87,877	102,243
Property, plant and equipment				
Land and buildings	11	3,978,092	3,887,587	3,578,594
Plant and equipment	11	215,074	187,524	238,956
Land and buildings under finance lease	11	184,327	-	184,574
Total property, plant and equipment		4,377,493	4,075,111	4,002,124
Intangible assets	12	195,426	235,671	184,050
Other		-	4,056	-
Total non-current assets		4,708,564	4,402,715	4,288,417
Total assets		5,005,426	4,610,072	4,506,452
Liabilities				
Current liabilities				
Payables	14	168,263	118,105	145,522
Borrowings	15	4,859	4,095	5,515
Provisions	16	340,020	217,985	235,649
Other	17	8,351	17,330	-
Total current liabilities		521,493	357,515	386,686
Non-current liabilities				
Borrowings	15	73,804	74,320	77,663
Provisions	16	249,935	117,743	131,568
Total non-current liabilities		323,739	192,063	209,231
Total liabilities		845,232	549,578	595,917
Net assets		4,160,194	4,060,494	3,910,535
Equity				
Reserves		1,047,465	949,709	874,933
Accumulated funds		3,112,729	3,110,785	3,035,602
Total equity		4,160,194	4,060,494	3,910,535

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

	Notes	Accumulated funds \$'000	Assets revaluation surplus \$'000	Total \$'000
Balance at 1 July 2015		3,035,602	874,933	3,910,535
Net result for the year		(169,924)	-	(169,924)
Other comprehensive income:				
Net increase/(decrease) in property, plant and equipment		-	173,328	173,328
Superannuation actuarial gains / losses		(36,120)	-	(36,120)
Transfer of asset revaluation reserve on disposal		796	(796)	-
Total other comprehensive income		(35,324)	172,532	137,208
Total comprehensive income for the year		(205,248)	172,532	(32,716)
 Transactions with owners in their capacity as owners				
Increase in net assets from equity transfers	18	282,375	-	282,375
Balance at 30 June 2016		3,112,729	1,047,465	4,160,194
 Balance at 1 July 2014		2,931,186	633,168	3,564,354
Net result for the year		114,111	-	114,111
Other comprehensive income:				
Net increase in property, plant and equipment		-	241,765	241,765
Superannuation actuarial gains/(losses)		(7,776)	-	(7,776)
Total other comprehensive income		(7,776)	241,765	233,989
Total comprehensive income for the year		106,335	241,765	348,100
 Transactions with owners in their capacity as owners				
Decrease in net assets from equity transfers	18	(1,919)	-	(1,919)
Balance at 30 June 2015		3,035,602	874,933	3,910,535

The accompanying notes form part of these financial statements.

Statement of Cash Flows

	Actual 30 June 2016 Notes	Budget 30 June 2016 \$'000	Actual 30 June 2015 \$'000
Cash flows from operating activities			
Payments			
Employee related	(1,478,126)	(1,374,929)	(1,349,625)
Grants and subsidies	(3,918,289)	(4,160,647)	(3,569,757)
Finance costs	(34,730)	(8,485)	(8,566)
Other	(741,662)	(624,720)	(691,683)
Total payments	(6,172,807)	(6,168,781)	(5,619,631)
Receipts			
Recurrent appropriations	5,648,793	5,677,850	5,175,776
Capital appropriations (excluding equity appropriations)	202,915	226,000	214,247
Sale of goods and services	253,530	282,656	223,786
Interest received	1,832	638	4,195
Retained taxes, fees and fines	15,113	47,306	14,972
Cash reimbursements from the Crown Entity	3,684	-	61,084
Other	263,929	149,081	164,542
Total receipts	6,389,796	6,383,531	5,858,602
Net cash flows from operating activities	22	216,989	214,750
			238,971
Cash flows from investing activities			
Proceeds from sale of land and buildings and plant and equipment	131	10	(63)
Purchases of land and buildings and plant and equipment	(188,968)	(211,891)	(224,909)
Net cash flows from/(used in) investing activities	(188,837)	(211,881)	(224,972)
Cash flows from financing activities			
Proceeds from borrowings and advances	-	-	41
Repayment of borrowings and advances	(3,433)	(1,812)	(3,857)
Net cash flows from/(used in) financing activities	(3,433)	(1,812)	(3,816)
Net increase/(decrease) in cash	24,719	1,057	10,183
Opening cash and cash equivalents	95,067	84,388	84,884
Cash transferred in/(out) as a result of administrative restructuring	15,850	-	-
Closing cash and cash equivalents	8	135,636	85,445
			95,067

The accompanying notes form part of these financial statements

Service Group Statements

		Service Group 1 Legal Policy and Regulatory Services*	Service Group 2 Courts and Tribunal Services*	Service Group 3 Crime Prevention and Community Services*	Service Group 4 Registry of Births, Deaths and Marriages*
Expenses and Income	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000
Expenses excluding losses					
Operating expenses					
Employee related expenses	38,969	35,786	389,415	371,771	22,246
Other operating expenses	65,024	9,781	110,760	119,315	11,175
Depreciation and amortisation	969	1,626	69,189	76,645	1,080
Grants and subsidies	7,625	349	1,927	5,803	5,723
Finance costs	53	82	4,007	4,401	60
Other expenses	4,779	7,499	25,105	21,093	252,287
Total expenses excluding losses	117,419	55,123	600,403	599,028	292,571
Revenue					
Recurrent appropriation	-	-	-	-	-
Capital appropriation	-	-	-	-	-
Sale of goods and services	80	583	127,659	124,551	90
Investment revenue	-	142	1,315	2,441	-
Retained taxes, fees and fines	-	-	(10)	-	15,379
Grants and contributions	1,289	2,221	30,812	32,565	1,433
Personnel services revenue	-	-	-	-	1,241
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	-	-
Other revenue	6,895	10,650	12,672	7,729	1,056
Total revenue	8,264	13,596	172,448	167,286	17,958
Gain/(loss) on disposal	(1)	(8)	(148)	(102)	(1)
Other gains / (losses)	-	59	(684)	-	(13)
Net result	(109,156)	(41,476)	(428,787)	(431,844)	(274,614)
Other comprehensive income					
Increase in asset revaluation reserve	-	-	64,937	136,752	-
Superannuation actuarial gains/(losses)	(376)	111	(450)	111	-
Total other comprehensive income	(376)	111	64,487	136,863	-
TOTAL COMPREHENSIVE INCOME	(109,532)	(41,365)	(364,300)	(294,981)	(274,614)
					119,876
					(4,222)
					(836)

* The names and purposes of each service group are summarised in Note 7. Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the “Not attributable” column. Cluster grant funding is also not attributable to individual service groups. Consequently, cluster grant funding is included in the ‘Cluster Grant Funding’ column.

	Service Group 5 Business and Personnel Services*			Service Group 6 Corrective Services*			Service Group 7 Juvenile Justice*			Service Group 8 Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services*		
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Expenses and Income												
Expenses excluding losses												
Operating expenses												
Employee related expenses	66,923	61,939	847,036	754,976	145,331	141,482	11,464	-	-	-	-	-
Other operating expenses	-	-	333,359	279,404	32,822	33,494	12,524	-	-	-	-	-
Depreciation and amortisation	-	-	109,675	91,600	15,714	11,687	726	-	-	-	-	-
Grants and subsidies	-	-	5,590	6,508	6,587	9,634	68,752	-	-	-	-	-
Finance costs	-	-	3,581	3,812	22	-	1	-	-	-	-	-
Other expenses	-	-	201	78	4,275	-	(3)	-	-	-	-	-
Total expenses excluding losses	66,923	61,939	1,299,442	1,136,378	204,751	196,297	93,464	-	-	-	-	-
Revenue												
Recurrent appropriation	-	-	-	-	-	-	-	-	-	-	-	-
Capital appropriation	-	-	-	-	-	-	-	-	-	-	-	-
Sale of goods and services	-	-	50,619	49,209	361	-	22	-	-	-	-	-
Investment revenue	-	-	113	550	-	737	13	-	-	-	-	-
Retained taxes, fees and fines	-	-	-	-	-	-	-	-	-	-	-	-
Grants and contributions	-	-	11,623	4,267	127	3,055	9,895	-	-	-	-	-
Personnel services revenue	96,463	68,818	-	-	-	-	-	-	-	-	-	-
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	-	-	-	6,662	-	-	-	-	-
Other revenue	-	-	27,630	13,007	1,338	3,356	859	-	-	-	-	-
Total revenue	96,463	68,818	89,985	67,033	1,826	13,810	10,789	-	-	-	-	-
Gain/(loss) on disposal	-	-	(7,124)	(1,551)	(31)	(461)	-	-	-	-	-	-
Other gains / (losses)	-	-	(18,493)	-	-	-	-	-	-	-	-	-
Net result	29,540	6,879	(1,235,074)	(1,070,896)	(202,956)	(182,948)	(82,675)	-	-	-	-	-
Other comprehensive income												
Increase in asset revaluation reserve	-	-	76,058	96,846	13,749	6,909	-	-	-	-	-	-
Superannuation actuarial gain/(losses)	(29,540)	(6,879)	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income	(29,540)	(6,879)	76,058	96,846	13,749	6,909	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	-	-	(1,159,016)	(974,050)	(189,207)	(176,039)	(82,675)	-	-	-	-	-

* The names and purposes of each service group are summarised in Note 7. Appropriations are made on an entity basis and not to individual service groups. Consequently, appropriations are included in the "Not attributable" column. Cluster grant funding is also not attributable to individual service groups. Consequently, cluster grant funding is included in the 'Cluster Grant Funding' column.

	Service Group 9 The Arts, Hospitality and Racing*		Service Group 10 Cluster Grant Funding*		Service Group 11 Not Attributable*		Total 2015 \$'000
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	
Expenses and Income							
Expenses excluding losses							
Operating expenses							
Employee related expenses	37,002	-	-	-	-	-	1,408,154
Other operating expenses	26,258	-	-	-	-	-	466,650
Depreciation and amortisation	3,750	-	-	-	-	-	203,869
Grants and subsidies	63,088	-	3,760,866	3,531,155	-	-	3,920,174
Finance costs	5	-	-	-	-	-	8,566
Other expenses	1	-	-	-	-	-	286,646
Total expenses excluding losses	130,104	-	3,760,866	3,531,155	-	-	6,597,528
Revenue							
Recurrent appropriation	-	-	-	5,648,793	5,166,749	5,648,793	5,166,749
Capital appropriation	-	-	-	194,564	214,247	194,564	214,247
Sale of goods and services	38,467	-	-	-	-	249,478	205,054
Investment revenue	391	-	-	-	-	-	4,195
Retained taxes, fees and fines	-	-	-	-	-	15,369	24,185
Grants and contributions	26	-	-	-	-	55,218	43,349
Personnel services revenue	10,264	-	-	-	-	106,727	68,818
Acceptance by the Crown Entity of employee benefits and other liabilities	-	-	-	129,063	105,406	129,063	112,068
Other revenue	2,163	-	-	-	-	53,042	35,507
Total revenue	51,311	-	-	5,972,420	5,486,402	6,454,086	5,874,172
Gain/(loss) on disposal	-	-	-	-	-	(7,305)	(2,132)
Other gains	-	-	-	-	-	(19,177)	46
Net result	(78,793)	-	(3,760,866)	(3,531,155)	5,972,420	5,486,402	(169,924)
Other comprehensive income							
Increase in asset revaluation reserve	18,089	-	-	-	-	173,328	241,765
Superannuation actuarial gains/(losses)	-	-	-	-	-	(36,120)	(7,776)
Total other comprehensive income	18,089	-	-	-	-	-	137,208
TOTAL COMPREHENSIVE INCOME	(60,704)	-	(3,760,866)	(3,531,155)	5,972,420	5,486,402	(32,716)

* The names and purposes of each service group are summarised in Note 7. Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations are included in the “Not attributable” column. Cluster grant funding is also not attributable to individual service groups. Consequently, cluster grant funding is included in the ‘Cluster Grant Funding’ column.

	Service Group 1 Legal Policy and Regulatory Services*	Service Group 2 Courts and Tribunal Services*	Service Group 3 Community Services*	Service Group 4 Registry of Births, Deaths and Marriages*
Assets and liabilities	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	890	2,631	10,216	31,953
Receivables	4,548	2,522	43,690	44,632
Inventories	-	-	-	-
Total current assets	5,438	5,153	53,906	76,585
Non-current assets				
Receivables	436	293	4,636	3,334
Property, plant and equipment	3,740	6,457	1,698,205	1,597,852
Intangibles	7,348	3,776	122,767	116,173
Total non-current assets	11,524	10,526	1,825,608	1,717,359
Total assets	16,962	15,679	1,879,514	1,793,944
LIABILITIES				
Current liabilities				
Payables	18,157	3,552	63,467	39,059
Borrowings	-	-	3,497	3,269
Provisions	7,747	3,556	70,586	40,503
Other	959	-	6,433	-
Total current liabilities	26,863	7,108	143,983	82,831
Non-current liabilities				
Borrowings	-	-	12,020	15,516
Provisions	2,877	1,674	26,702	19,063
Total non-current liabilities	2,877	1,674	38,722	34,579
Total liabilities	29,740	8,782	182,705	117,410
Net assets/(liabilities)	(12,778)	6,897	1,696,809	1,676,534

* The names and purposes of each service group are summarised in Note 7.

Assets and liabilities	Service Group 5 Business and Personnel Services*		Service Group 6 Corrective Services*		Service Group 7 Juvenile Justice*		Service Group 8 Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services*	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
ASSETS								
Current assets								
Cash and cash equivalents	-	-	550	19,020	6,224	29,787	88,898	-
Receivables	30,283	27,985	53,520	22,942	901	1,539	1,708	-
Inventories	-	-	14,915	13,910	-	-	-	-
Total current asset	30,283	27,985	68,985	55,872	7,125	31,326	90,606	-
Non-current assets								
Receivables	111,862	80,099	-	-	-	-	-	-
Property, plant and equipment	-	-	2,052,643	2,022,258	355,589	354,074	2,571	-
Intangibles	-	-	34,088	35,589	6,492	7,755	9	-
Total non-current assets	111,862	80,099	2,086,731	2,057,847	362,081	361,829	2,580	-
Total assets	142,145	108,084	2,155,716	2,113,719	369,206	393,155	93,186	-
LIABILITIES								
Current liabilities								
Payables	753	1,718	32,310	75,313	(5,685)	11,100	28,246	-
Borrowings	-	-	1,362	1,246	-	-	-	-
Provisions	30,167	26,852	91,337	109,814	13,518	14,171	988	-
Other	-	-	-	-	-	-	-	-
Total current liabilities	30,920	28,570	125,009	186,373	7,833	25,271	29,234	-
Non-current liabilities								
Borrowings	-	-	60,702	62,147	-	-	1,082	-
Provisions	111,225	79,513	-	-	1,429	1,522	544	-
Total non-current liabilities	111,225	79,513	60,702	62,147	1,429	1,522	1,626	-
Total Liabilities	142,145	108,083	185,711	248,520	9,262	26,793	30,860	-
Net assets	-	1	1,970,005	1,865,199	359,944	366,362	62,326	-

* The names and purposes of each service group are summarised in Note 7.

	Service Group 9 The Arts, Hospitality and Racing*		Service Group 10 Cluster Grant Funding*		Service Group 11 Not Attributable*		Total
Assets and liabilities	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2015 \$'000
ASSETS							
Current assets							
Cash and cash equivalents	21,134	-	-	-	-	-	95,067
Receivables	2,254	-	-	-	-	-	109,058
Inventories	271	-	-	-	-	-	13,910
Total current asset	23,659	-	-	-	-	-	218,035
Non-current assets							
Receivables	-	-	-	-	-	-	135,645
Property, plant and equipment	249,486	-	-	-	-	-	4,002,124
Intangibles	2,221	-	-	-	-	-	184,050
Total non-current assets	251,707	-	-	-	-	-	4,288,417
Total assets	275,366	-	-	-	-	-	4,506,452
LIABILITIES							
Current liabilities							
Payables	3,233	-	-	-	-	-	145,522
Borrowings	-	-	-	-	-	-	5,515
Provisions	2,530	-	-	-	-	-	235,649
Other	-	-	-	-	-	-	-
Total current liabilities	5,763	-	-	-	-	-	386,686
Non-current liabilities							
Borrowings	-	-	-	-	-	-	77,663
Provisions	74	-	-	-	-	-	131,568
Total non-current liabilities	74	-	-	-	-	-	209,231
Total liabilities	5,837	-	-	-	-	-	595,917
Net assets	269,529	-	-	-	-	-	3,910,535

* The names and purposes of each service group are summarised in Note 7.

	Service Group 1 Legal Policy and Regulatory Services*		Service Group 2 Courts and Tribunal Services*		Service Group 3 Crime Prevention and Community Services*		Service Group 4 Registry of Births, Deaths and Marriages*	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Administered expenses and income								
Transfer payments	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Administered Expenses	-	-	-	-	-	-	-	-
 Administered Income								
Transfer receipts	-	-	-	-	-	-	-	-
Consolidated Fund								
Taxes, fees and fines	-	-	13,353	13,303	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Administered Income	-	-	13,353	13,303	-	-	-	-
Administered income less expenses	-	-	13,353	13,303	-	-	-	-

* The name and purpose of each service group is summarised in Note 7.

	Service Group 5 Business and Personnel Services*		Service Group 6 Corrective Services*		Service Group 7 Juvenile Justice*		Service Group 8 Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services*	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Administered expenses								
Transfer payments	-	-	-	-	-	-	891,585	-
Other	-	-	-	-	-	-	-	-
Total Administered Expenses	-	-	-	-	-	-	891,585	-
 Administered Income								
Transfer receipts	-	-	-	-	-	-	891,585	-
Consolidated Fund								
Taxes, fees and fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Administered Income	-	-	-	-	-	-	891,585	-
Administered income less expenses	-	-	-	-	-	-	-	-

* The name and purpose of each service group is summarised in Note 7.

	Service Group 9 The Arts, Hospitality and Racing*		Service Group 10 Cluster Grant Funding*		Service Group 11 Not Attributable*		Total
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2015 \$'000
Administered Expenses	-	-	-	-	-	-	891,585
Transfer payments	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Administered Expenses	-	-	-	-	-	-	891,585
Administered Income	-	-	-	-	-	-	891,585
Transfer receipts	-	-	-	-	-	-	-
Consolidated Fund	-	-	-	-	-	-	13,353
Taxes, fees and fines	-	-	-	-	-	-	13,303
Other	-	-	-	-	-	-	-
Total Administered Income	-	-	-	-	-	-	904,938
Administered income less expenses	-	-	-	-	-	-	13,303

* The name and purpose of each service group is summarised in Note 7. Administered assets and liabilities are disclosed in Note 25.

Summary of Compliance with Financial Directives

			2016		2015
	Recurrent appropriation \$'000	Expenditure / net claim on Consolidated Fund \$'000	Capital appropriation \$'000	Expenditure / net claim on Consolidated Fund \$'000	Recurrent appropriation \$'000
ORIGINAL BUDGET APPROPRIATION					
Appropriation Act	5,677,850	5,670,698	226,000	194,564	5,256,142
	-	-	-	-	5,166,749
					276,421
					214,247
OTHER APPROPRIATIONS / EXPENDITURE					
s 26 PF&AA – Commonwealth specific purpose payments	-	-	-	-	-
s 24 PF&AA – transfers from another agency	-	-	-	-	11,440
s 32 Appropriation Act – transfers from another agency	6,977	-	-	-	534
	6,977	-	-	-	11,974
					14,612
Total appropriation / expenditure net claim on Consolidated Fund (includes transfer payments)	5,684,827	5,670,698	226,000	194,564	5,268,116
					5,166,749
					291,033
					214,247
Amount drawn down against Appropriation	-	5,648,793	-	202,915	-
Liability to Consolidated Fund*	-	-	(8,351)	-	-

The Summary of Compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

* The Liability to Consolidated Fund represents the difference between the amount drawn down against "Appropriation" and the "Total Expenditure/Net Claim on Consolidated Fund".

Notes to and forming part of the financial statements

for the year ended 30 June 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Reporting entity

The Department of Justice (the Department) is a NSW government department. The Department is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The Department as a reporting entity incorporates:

- employee related transactions and balances of the NSW Trustee and Guardian (including the Office of the Public Guardian),
- employee related transactions and balances of the Legal Profession Admission Board
- Corrective Services NSW (including Corrective Services Industries)
- Juvenile Justice NSW
- Arts NSW and Screen NSW*
- the Office of Liquor, Gaming and Racing*
- the Independent Liquor and Gaming Authority Staff Agency*
- the former Ministry for Police and Emergency Services*
- 52.5% of all transactions and balances of Law Courts Ltd by Joint Arrangement etc.

*As a consequence of the Administrative Arrangements (Administrative Changes – Public Service Agencies) Order (No 2) 2015 effective from 1 July 2015:

- the Ministry for Police and Emergency Services was abolished and its staff, functions, assets and liabilities became a new division of the Department
- Liquor & Gaming NSW was created as a new division within the Department, to undertake work formerly performed by the Office of Liquor, Gaming & Racing and the Independent Liquor and Gaming Authority (ILGA) staff
- Arts NSW became a division of the Department. As part of this, the persons employed in the Department of Trade and Investment, Regional Infrastructure and Services who were principally involved in the administration of legislation allocated to the Minister for the Arts, were transferred to the Department
- persons employed in the Department who were principally involved in the administration of the Professional Standards Act 1994 transferred to the Department of Finance, Services and Innovation.

In the process of preparing the financial statements for the economic entity consisting of the divisions and offices, all intra-entity transactions and balances have been eliminated.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The Administrative Arrangements (Administrative Changes—Liquor and Gaming) Order 2015, resulted in staff employed by ILGA transferring to the Department from 1 November 2015.

These financial statements for the year ended 30 June 2016 have been authorised for issue by the Secretary on 16 September 2016, after recommendation by the Department's Audit and Risk Committee.

b. Basis of preparation

The Department's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting interpretations);
- the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the NSW Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention, except where otherwise stated.

Judgements, key assumptions and estimations that management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, except for:

1. written notes that accompany the main notes to the financial statements which are expressed in millions of Australian dollars to one decimal place;
2. the detailed actuarial reports on superannuation are provided by Pillar Administration and reported in single Australian dollars (refer Note 28);

c. Statement of Compliance

The Department's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

d. Administered activities

The Department administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the administered activities are not recognised as the Department's income, expenses, assets and liabilities, but are disclosed in the accompanying schedule as "Administered Assets and Liabilities" in Note 25.

The accrual basis of accounting and all applicable accounting standards have been adopted.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

e. Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Comments regarding the accounting policies for the recognition of income are discussed below.

i) Parliamentary appropriations and contributions

Except as specified below, parliamentary appropriations and contributions from other bodies (including grants and donations) are recognised as income when the Department obtains control over the assets comprising the appropriations / contributions. Control over appropriations and contributions are normally obtained upon the receipt of cash.

The Department as the principal department within the Justice cluster receives appropriations from NSW Treasury. The agencies within the Justice cluster which receive their funding by way of grants from the Department are the NSW Police Force, Fire and Rescue NSW, Information and Privacy Commission, Legal Aid Commission of NSW, Office of the NSW State Emergency Services, Office of the NSW Rural Fire Service, NSW Crime Commission, Art Gallery of NSW, State Library of New South Wales, Sydney Opera House, Museum of Applied Arts and Sciences, and Australian Museum and the Independent Liquor and Gaming Authority. These amounts are shown as 'Grants Budget Dependent Agencies in the financial statements of the Department (refer Note 2(d)). The activities of these agencies are otherwise not reported.

Appropriations are not recognised as income when unspent. Unspent appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount must be repaid to the Consolidated Fund.

The liability is disclosed in Note 17 as part of other current Liabilities. The amount will be repaid and the liability will be extinguished next financial year.

ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the Department transfers the significant risks and rewards of ownership of the assets.

iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

iv) Retained fees

Retained fees comprise monies due from individuals relating to matters dealt with by the Victims Compensation Tribunal, monies due from the confiscation of crime proceeds and levies raised by the Courts on perpetrators of acts of violence. The revenue is recognised when restitution orders are made or confirmed by the Tribunal or when payment arrangements between the Director or Registrar and defendants are entered into.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

v) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rental revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

vi) Grants and contributions

Grants and contributions comprise monies received from outside entities, including budget sector agencies, relating to specific services provided by the Department. These monies are recognised as income when the Department gains control over them, irrespective of whether restrictions or conditions are imposed on their use.

vii) Other revenue

Other revenue comprises monies received from outside entities not categorised in the revenue headings mentioned above. The revenue is recognised when the fee in respect of services provided is receivable.

viii) Personnel services revenue

Personnel services revenue relates to the provision of personnel services to the NSW Trustee and Guardian, including the Office of the Public Guardian, the Legal Profession Admission Board and the Independent Liquor and Gaming Authority. These entities are statutory bodies, which the Department does not control.

f. Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit NSW General Government Sector (GGS) entities.

g. Insurance

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

h. Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that the:

- amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the cost of acquisition of an asset or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the ATO, are classified as operating cash flows.

i. Assets

i) Acquisition of assets

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (See also assets transferred as a result of an equity transfer – Note 1(m)).

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$10,000 and above individually (or forming part of a network costing more than \$10,000) are capitalised.

iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Property, plant and equipment are measured at the highest and best use by market participants that are physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 11 and 13 for further information regarding fair value.

Revaluations shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Department conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment. The last comprehensive revaluation was completed on 30 June 2015 and was based on an independent assessment.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. An interim (management) revaluation was completed on 31 March 2016 as a result of an increase in indicators of 4.32%. The Department used an external professionally qualified valuer to provide index factors for NSW land and building assets as at the 31 March 2016.

The Department mainly owns specialised assets, including heritage assets, such as court houses, correctional centres and juvenile justice centres, which are valued using the depreciated replacement cost method.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as an approximation for fair value. The Department has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For Law Courts Limited, land is measured at fair value based on the market comparable approach that reflects recent transaction prices for similar properties. Buildings are measured at fair value less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair values are recognised in the financial statements, and are reviewed at the end of each reporting period to ensure that the carrying value of the land and buildings is not materially different from their fair values.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

For other assets using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued and is disposed of, any balance remaining in the asset revaluation surplus in respect of that asset is transferred to accumulated funds.

iv) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

The depreciation / amortisation rates used for each class of assets are as follows:

Property, plant and equipment	30 June 2016	30 June 2015
Land & Buildings		
Buildings at valuation	Estimated useful life	Estimated useful life
Buildings at cost	2%	2%
Air conditioning	10%	10%
Infrastructure	5%	5%
Land and buildings under finance lease	Over term of finance lease	Over term of finance lease
Plant & Equipment		
Make good assets	Over term of operating lease	Over term of operating lease
Computer equipment, voice and data communications	25 %	25%
Computer equipment, voice and data communications acquired after 1 July 2012	20%	20%
Desktop PCs	20%	20%
Furniture and fittings	10%	10%
Correctional centre equipment, including CCTV, and industrial plant and equipment used by Corrective Services Industries	10%	10%
Other plant and equipment	20%	20%
Leasehold improvements	Over term of the lease	Over term of the lease
Transport equipment	14%	14%
Motor Vehicles	20%	20%
Intangible assets		
Software	20% – 25%	20% – 25%
Software – major projects	10%	10%
For Law Courts Limited, the following depreciation rates apply:		
Buildings	2.5% – 11%	2.5% – 11%
Buildings (Plant component)	2.5% – 10%	2.5% – 10%
Furniture, fixtures and fittings	6.7% – 10%	6.7% – 10%

vi) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

vii) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or a component of an asset, in which case the costs are capitalised and depreciated. Maintenance costs include an amount of \$0.8 million (2015: \$0.3 million) concerning heritage program services provided free of charge by the Department of Finance, Services and Innovation (DFSI).

viii) Leased assets

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and rewards.

Where a non-current asset is acquired by means of a finance lease, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

ix) Intangible assets

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Department's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

The Department's intangible assets are amortised using the straight-line method over a period from four to ten years.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than the carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

x) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

With regard to Victim's Compensation Fund debtors and Criminal Injury Compensation debtors, debts are recognised based on average cash receipts over a five year period to 30 June 2016. (Refer to Note 9(b) for further details)

With regard to certain Court debtors held at the State Debt Recovery Office, debts are recognised based on average cash receipts over a three year period to 30 June 2016. (Refer to Note 9(a) for further details)

xii) Inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the Department would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

xiii) Impairment of financial assets

All financial assets, except those measured at fair value through the statement of comprehensive income, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, where there is objective evidence. Reversal of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

xiii) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Department transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the Department has not transferred substantially all the risks and rewards, if the Department has not retained control.

Where the Department has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Department's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

xiv) Trust funds including inmate funds

The Department receives monies in a trustee capacity for various trusts as set out in Note 24. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial statements.

In addition to the above, the Department holds monies outside of the Public Monies Account and invests them in accordance with various Court rules and orders.

xv) Other Assets

Other assets are recognised on a historic cost basis.

j. Liabilities

i) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts. Payables are recognised initially at fair value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

ii) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest rate method (refer Note 15). Gains or losses are recognised in the net result for the year on de-recognition.

Finance lease liabilities are determined in accordance with AASB 117 Leases.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

iii) Financial Guarantees

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder (the Department) for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. The Department is the holder of one financial guarantee, which is disclosed as a contingent asset in Note 20.

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued and initially recognised at fair value plus, in the case of financial guarantees not at fair value through profit or loss, directly attributable transaction costs, where material. After initial recognition, the liability is measured at the higher of the amount determined in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised, less accumulated amortisation, where appropriate.

The Department has reviewed its financial guarantees and determined that there is no material liability to be recognised for financial guarantee contracts as at 30 June 2016 and as at 30 June 2015. However, refer to Note 20 regarding disclosures on contingent liabilities.

iv) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Department has assessed the actuarial advice based on the Department's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability, as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(b) Long service leave and superannuation

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Department accounts for the liability as having been extinguished; resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of Employee Benefits and Other Liabilities'. The following are not assumed by the Crown: the former Compensation Court (closed in December 2003), the costs of which are recouped from the Workcover Authority; the Residual Court, the costs of which are recouped from Coal Services Pty Ltd; the Dust Diseases Tribunal, the costs of which are recouped from the Dust Diseases Board; the Legal Services Tribunal, the Legal Professional Advisory Council and the Office of the Legal Services Commissioner, the costs of which are recouped from the Public Purpose Fund, administered by the NSW Law Society. Liabilities for long service leave and superannuation in respect of the Registry of Births, Deaths and Marriages, the NSW Trustee and Guardian and the Legal Profession Admission Board are not assumed by the Crown Entity.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The Registry of Births, Deaths and Marriages, the NSW Trustee and Guardian, the Office of the Public Guardian and the Legal Profession Admission Board contribute to the NSW Non Budget Long Service Leave Pool Account held by NSW Treasury. The Treasury "pool" account administers the long service leave provision for agencies and commercial activities whose liabilities were previously assumed by the Crown Entity due to being part of the Budget Sector. Contributions made to NSW Treasury are included in Employee Related Expenses. The Department recognises a receivable amount from the Long Service Leave Pool.

SUPERANNUATION LIABILITIES ASSUMED BY CROWN

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (that is, Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e., State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

SUPERANNUATION LIABILITIES NOT ASSUMED BY CROWN

Superannuation is actuarially assessed prior to each reporting date and is measured at the present value of the estimated future payments. The amount recognised is the net total of the present value of the defined benefit obligation at the reporting date, minus the fair value at the date of any plan assets out of which the obligation is to be settled directly.

The actuarial assessment of superannuation uses the Projected Unit Credit Method and reflects estimated future salary increases and the benefits set out in the terms of the plan. The liabilities are discounted using the market yield rate on government bonds of similar maturity to those obligations. Actuarial assumptions are unbiased and mutually compatible and financial assumptions are based on market experience for the period over which the obligations are to be settled.

All remeasurements arising from defined benefit plans are recognised in other comprehensive income in the year in which they occur.

(c) Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

(d) Other provisions

Other provisions exist when: the Department has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. Other provisions include a provision for Victims Support Fund – unpaid pending claims.

Any provisions for restructuring are recognised only when the Department has a detailed formal plan and the Department has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at 2.49%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

k. Fair value hierarchy

A number of the Department's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*, the Department categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Department recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Refer Note 11 and 13 for further disclosures regarding fair value measurements of land, buildings and finance leases.

l. Equity and reserves

i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the Department's policy on the revaluation of property, plant and equipment as discussed in Note 1(i) (iii).

ii) Accumulated funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

m. Equity transfers

The transfer of net assets between agencies as a result of an administrative restructure, transfers of programs / functions and parts thereof between NSW public sector agencies and 'equity appropriations' (refer Note 18) are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit and for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the Department recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the Department does not recognise that asset.

n. Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (for example, adjustments for transfer of functions between entities as a result of Administrative Arrangement Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements explained in Note 21.

o. Changes in accounting policy, including new or revised Australian Accounting Standards

i) Effective for the *first* time in 2015-16

The accounting policies applied in 2015-16 are consistent with those of the previous financial year except as a result of new accounting standards that have been applied for the first time in 2015-16.

ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following relevant Accounting Standards have not been applied and are not yet effective, as per NSW Treasury Circular TC 16/02:

- AASB 9 and 2014-7 regarding financial instruments
- AASB 14 and AASB 2014-1(Part D) regarding Regulatory Deferral Accounts
- AASB 15, AASB 2014-5 and AASB 2015-8 regarding Revenue from Contracts with Customers
- AASB 16 regarding Leases
- AASB 1056 *Superannuation Entities*
- AASB 1057 and AASB 2015-9 *Application of Australian Accounting Standards*
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-6 regarding bearer plants
- AASB 2014-9 regarding equity method in separate financial statements
- AASB 2014-10 and AASB 2015-10 regarding sale or contribution of assets between investor and its associate or joint venture

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 (disclosure initiatives)
- AASB 2015-5 *Amendments to Australian Accounting Standards – Investment Entities: Applying the Consolidation Exception*
- AASB 2015-6 *Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities*
- AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities.*

The Department has assessed the impact of the new standards and interpretations on issue but not effective where relevant and considers the impact to be not material except for AASB 116 Leases.

AASB 16 is applicable to annual reporting periods beginning on or after 1 January 2019. For leases where the Department is the lessee, AASB 16 will require the Department to recognise assets and liabilities on the Statement of Financial Position where the lease term is for more than 12 months unless the underlying asset is of low value. There will be no impact on the total amount of cash flows reported.

p. Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous financial year for all amounts reported in the financial statements.

q. Law Courts Ltd – Joint Arrangement

The NSW Government entered into an arrangement with the Commonwealth in 1977. That arrangement was set out in a general letter between the parties, which was confirmed in a letter dated 13 August 2008, co-signed by the Secretary, Federal Attorney General's Department and the Director General, NSW Attorney General's Department (now part of the Department of Justice), which confirmed ownership and funding arrangements of Law Courts Limited.

Law Courts Limited is located at Level 3, Law Courts Building, Queen's Square, Sydney, NSW 2000, and its principal activity is the provision of accommodation for Courts, Court registries and support services at a standard that is suitable and available for occupation. The NSW State Government's investment comprises 52.5 % (2015 – 52.5 %) of the net assets of Law Courts Limited. Both Governments, however, have equal representation on the Board of Directors and in the membership of Law Courts Limited, with all decisions requiring unanimous consent.

As the Department has in substance rights to Law Courts Limited's assets, and obligations for its liabilities, it must recognise 52.5% of the assets and liabilities of Law Courts Limited on its Statement of Financial Position and 52.5% of the revenues and expenditure on its Statement of Comprehensive Income. The accounting treatment adopted complies with the requirements of AASB 11 *Joint Arrangements*.

2. EXPENSES EXCLUDING LOSSES

a. Employee related expenses

	30 June 2016 \$'000	30 June 2015 \$'000
Salaries and wages (including recreation leave)*	1,232,764	1,104,621
Superannuation – defined benefit plans	51,179	43,678
Superannuation – defined contribution plans	84,665	80,206
Long service leave	82,973	68,427
Workers' compensation insurance	27,261	30,018
Payroll tax and fringe benefit tax	81,172	74,269
Redundancy payments	12,488	6,877
Other	36	58
	1,572,538	1,408,154

* The amount of employee related costs that have been capitalised to the fixed assets register and therefore excluded from salaries and wages (including recreation leave) is \$0.931m (\$2.513m – 14/15).

2. EXPENSES EXCLUDING LOSSES (cont'd)

b. Other operating expenses

	30 June 2016 \$'000	30 June 2015 \$'000
Auditor's remuneration – audit of the financial statements	996	973
Auditor's remuneration – internal	814	949
Rental expenses relating to buildings – minimum lease payments	34,936	33,580
Consultancy costs	7,824	3,730
Contractors	35,985	27,530
Fees for services rendered	34,357	21,006
Insurance	9,702	10,932
Property and plant outgoings	40,565	49,296
Motor vehicle expenses	16,693	17,091
Inmate education and welfare	19,698	22,288
Rates and charges	11,101	8,459
Catering – inmates and juveniles	29,289	25,442
Stores, stationery and materials	4,286	3,609
Other expenses	2,628	7,861
Prison hospital service fee	2,440	2,277
Out-sourced services	3,280	3,634
Publications	4,051	3,811
Correctional centre management	75,707	69,314
Corrective Services Industries (refer Note 2(b) – Note B below)	28,603	27,105
Staff uniform, travel & development	20,315	18,201
Telecommunications	25,858	15,992
General administration*	99,507	30,675
Repairs and routine maintenance (refer Note 2(b) – Note A below)	97,894	62,895
	606,529	466,650

* General administration expenses includes claims for Natural Disasters of \$77.4m managed by the Office of Emergency Management.

	30 June 2016 \$'000	30 June 2015 \$'000
<i>Note A – Reconciliation – Total maintenance</i>		
Maintenance expense – contracted labour and other (non-employee related) as above	97,894	62,895
Total maintenance expenses included in Note 2(b)	97,894	62,895
<i>Note B – Total Cost of Goods Sold is as follows</i>		
Direct cost as reported above (Note 2 (b))	28,603	27,105
Indirect costs – determined on a pro rata basis comprising salaries and wages, property outgoings, repairs and maintenance and depreciation	11,431	11,941
	40,034	39,046

c. Depreciation and amortisation expense

	30 June 2016 \$'000	30 June 2015 \$'000
Depreciation		
Buildings	112,696	102,319
Plant and equipment	48,070	45,504
Infrastructure systems	1,915	1,377
Leased assets	6,633	6,140
Law Courts Limited – joint arrangement	-	8,093
Total depreciation	169,314	163,433
Amortisation:		
Intangibles	34,555	22,259
Total amortisation	34,555	22,259
Total depreciation and amortisation	203,869	185,692

d. Grants and subsidies

	30 June 2016 \$'000	30 June 2015 \$'000
Religious attendance on inmates	3,063	2,857
Corrective Services NSW – prisoner after care activities (including community grants)	3,919	3,624
Other grants	5,682	2,778
Grants to arts organisations	68,088	-
Grants to other organisations	25,563	6,512
Contributions to other bodies	141	72
Grants – non-budget dependent agencies	6,794	2,584
Grants – budget dependent agencies – refer note below	3,789,291	3,534,625
Grants issued by Juvenile Justice	9,320	9,634
Grants issued by other divisions of the Department	8,313	8,813
	3,920,174	3,570,999

Note:	2016	2015
NSW Police	3,090,864	3,121,340
Cultural Institutions	249,947	-
Emergency Services	157,232	185,602
Legal Aid	227,451	195,894
Other Agencies	63,797	31,789
Total	3,789,291	3,534,625

2. EXPENSES EXCLUDING LOSSES (cont'd)

e. Finance costs

	30 June 2016 \$'000	30 June 2015 \$'000
Finance lease interest charge	7,411	7,749
Other borrowing costs	28	79
Unwinding of discount rate	333	738
	7,772	8,566

f. Other expenses

	30 June 2016 \$'000	30 June 2015 \$'000
Other	372	2,558
Ex gratia payments	14	16
Legal costs	55,813	52,022
Contribution to Law Courts Limited	1,470	1,388
Arbitration fees and inquest fees	6,234	6,150
Jury costs	13,872	12,059
Crown Solicitor's Office disbursements	530	224
Victims compensation costs	208,341	43,497
	286,646	117,914

3. REVENUE

a. Recurrent appropriations

	30 June 2016 \$'000	30 June 2015 \$'000
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	5,648,793	5,166,749
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	5,648,793	5,166,749
Comprising:		
Recurrent appropriations (per Statement of Comprehensive Income) (refer Note 1(e)(i))	5,648,793	5,166,749
	5,648,793	5,166,749

b. Capital appropriations

	30 June 2016 \$'000	30 June 2015 \$'000
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	202,915	214,247
Less: Liability to Consolidate Fund (per Summary of Compliance)	(8,351)	-
Total capital drawdowns from NSW Treasury (per Summary of Compliance)	194,564	214,247
Comprising:		
Capital appropriations (per Statement of Comprehensive Income)	194,564	214,247
	194,564	214,247

3. REVENUE (cont'd)

c. Sale of goods and services

	30 June 2016 \$'000	30 June 2015 \$'000
Corrective Services Industries	44,733	41,415
Canteen sales	1,201	1,220
Certificates	32,008	30,059
Rent of premises	451	511
Minor usage charges	4,181	4,601
Family Law Court fees	430	639
Sheriffs fees	2,758	3,037
Other fees	5,203	1,986
License fees	14,901	-
Liquor license fees	18,249	-
Transcription services	2,144	2,838
Sale of publications	90	140
Management fees	3,795	5,978
Other court fees	42,654	40,780
Filing fees	24,025	24,183
Filing fees probate	36,518	33,464
Statement of claims	16,137	14,203
	249,478	205,054

d. Investment revenue

	30 June 2016 \$'000	30 June 2015 \$'000
Interest revenue from financial assets not at fair value through profit or loss	126	1,287
Rents	1,342	1,358
TCorp – short term deposits	364	1,550
	1,832	4,195

e. Retained taxes, fees and fines

	30 June 2016 \$'000	30 June 2015 \$'000
Restitution orders raised	4,630	13,897
Confiscation proceeds of crime	1,529	939
Victims compensation levies	9,210	9,349
	15,369	24,185

3. REVENUE (cont'd)**f. Grants and contributions**

	30 June 2016 \$'000	30 June 2015 \$'000
Department of Health	1,682	1,662
Grants from other agencies	29,846	25,354
Department of Family and Community Services	-	378
Department of Education and Communities	3	129
Contributions from Dust Diseases Board	5,070	5,272
Roads and Maritime Services	637	779
Other	15,614	8,491
NSW Treasury	2,366	1,284
	55,218	43,349

g. Personnel services revenue

	30 June 2016 \$'000	30 June 2015 \$'000
Personnel services revenue from statutory bodies (NSW TC 15/07)	106,727	68,818
	106,727	68,818

h. Acceptance by the Crown Entity of employee benefits and other liabilities

	30 June 2016 \$'000	30 June 2015 \$'000
Superannuation – defined benefit	44,303	42,305
Long service leave	82,308	67,492
Payroll tax	2,452	2,271
	129,063	112,068

i. Other revenue

	30 June 2016 \$'000	30 June 2015 \$'000
Insurance hindsight adjustments	24,622	14,153
Sundry income	7,800	2,210
Other miscellaneous	792	1,668
Commission	122	78
Senior Executive Service and judicial motor vehicle contributions	2,007	2,075
Law Society contributions	7,110	6,772
Services provided	10,589	8,551
	53,042	35,507

4. GAIN / (LOSS) ON DISPOSAL

	30 June 2016 \$'000	30 June 2015 \$'000
Gain/(loss) on disposal of land and buildings, plant and equipment		
Proceeds from disposal	131	-
Written down value of assets disposed	(7,436)	(2,132)
Net gain/(loss) on disposal of plant and equipment	(7,305)	(2,132)

5. OTHER GAINS / (LOSSES)

	30 June 2016 \$'000	30 June 2015 \$'000
Gain/(loss) on impairment	(684)	46
Write down of Work in Progress	(18,493)	-
Total other gains / (losses)	(19,177)	46

6. CONDITION ON CONTRIBUTIONS

- a. There were contributions of \$0.4 million (2015: \$0.4 million) recognised as revenue during the current financial year, which were obtained for expenditure in future year.
- b. There were contributions of \$0.4 million (2015: \$0.2 million) recognised as revenue during the previous financial year, which were obtained for expenditure in respect of the current financial year.

Contributions received have been for specific project objectives. Funds can only be expended on these programs over the nominated period. Any balance outstanding is refundable.

7. SERVICE GROUPS OF THE DEPARTMENT

a. Service Group 1 – Legal Policy and Regulatory Services

Objective: This service group covers the provision of advice to the Government on law and justice and the development and implementation of legislation, legal reforms, evidence-based policies and justice programs. It also covers the regulation of the activities of professional groups, collection of statistical information and research on crime, privacy services, legal assistance and representation, and investigation and resolution of complaints.

b. Service Group 2 – Court and Tribunal Services

Objective: This service group covers the administration of, and support services to, NSW Courts, tribunals and community justice centres. It also covers the Office of the Sheriff and transformational reform programs.

7. SERVICE GROUPS OF THE DEPARTMENT (cont'd)

c. Service Group 3 – Crime Prevention and Community Services

Objective: This service group covers the development of evidence-based policies and programs to prevent crime and reduce re-offending, to reduce Aboriginal representation in criminal justice processes and to promote anti-discrimination and equal opportunity principles and policies. It also provides support to victims of crime by providing access to services and entitlements to assist in their recovery.

d. Service Group 4 – Registry of Births, Deaths and Marriages

Objective: This service group covers the provision of an accurate, consistent, equitable and secure system for the registration of births, deaths and marriages in New South Wales. Information recorded in the system is used to provide a range of certificates, products and information services, including reliable data for planning and research.

e. Service Group 5 – Business and Personnel Services

Objective: This service group covers the provision of personnel services to the NSW Trustee and Guardian, Office of the Public Guardian, Independent Liquor and Gaming Authority and the Legal Profession Admission Board.

f. Service Group 6 – Corrective Services

Objective: This service group covers the management of inmates and the supervision of offenders in the community. It covers the delivery of services to offenders with a range of special needs, including age-specific, health-related and Aboriginal inmate needs, therapeutic treatment for violent and sex offenders and the delivery of programs and services aimed at reducing re-offending. The group also covers secure escort services, advice to courts and releasing authorities, and security in courts and police/court cells.

g. Service Group 7 – Juvenile Justice

Objective: This service group covers the supervision of young offenders in custody and in the community, the administration of Youth Justice Conferences, management of the Youth on Track service, the provision of court reports, and support for young people seeking bail and court-ordered supervision of young offenders on bail. It also covers the provision of interventions to address young offenders' risk of re-offending.

h. Service Group 8 – Natural Disaster Resilience, Counter Terrorism and Police and Emergency Services

Objective: This service group provides independent policy advice on issues affecting the Police and Emergency Services portfolio and the relevant Ministerial and Parliamentary functions of the Minister for Justice and Police and the Minister for Emergency Services. It also has operational roles during natural disasters and terrorist attacks and is responsible for managing the State's natural disaster funding arrangements.

7. SERVICE GROUPS OF THE DEPARTMENT (cont'd)

i. Service Group 9 – The Arts, Hospitality and Racing

Objective: This service group covers supporting the arts and cultural sectors, and regulating and advising the hospitality and racing industries.

j. Service Group 10 – Cluster Grant Funding

Objective: This service group covers the provision of grant funding to agencies within the Justice cluster. Refer Note 2 (d).

8. CASH AND CASH EQUIVALENTS

	30 June 2016 \$'000	30 June 2015 \$'000
Cash at bank	135,129	94,450
Cash on hand	507	601
Short-term deposits – TCorp	-	16
	135,636	95,067

Cash at bank and on hand

Cash comprises cash on hand, bank balances held through Westpac within the NSW Treasury banking system and cash held at Law Courts Limited. Interest earnings on eligible bank balances are calculated under the Treasury Cash Management System.

The cash and cash equivalent assets recognised in the Statement of Financial Position are also applied to the Statement of Cash Flows.

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:

	30 June 2016 \$'000	30 June 2015 \$'000
Cash and cash equivalents (per statement of financial position)	135,636	95,067
Closing cash and cash equivalents (per statement of cash flows)	135,636	95,067

Refer Note 23 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

9. RECEIVABLES

	30 June 2016 \$'000	30 June 2015 \$'000
Current receivables		
Sale of goods and services	59,597	36,551
Victims Compensation Fund / Criminal Injuries Compensation debtors	4,589	4,538
Goods and Services Tax recoverable from the Australian Taxation Office	18,594	19,813
Prepayments	8,809	13,538
Personnel services	9,458	9,635
Other receivables	20,003	1,894
Receivables – long service leave	24,990	23,089
Total current receivables	146,040	109,058
 Non-current receivables		
Personnel services	111,799	79,831
Prepayment of employee entitlements	3,540	3,794
Receivables – long service leave	1,947	466
Victims Compensation Fund / Criminal Injuries Compensation debtors	18,359	18,152
Total non-current receivables	135,645	102,243
Total receivables	281,685	211,301
 Movements in the allowance for impairment		
Balance at 1 July	10,322	10,899
Amounts written off during the year	(21)	(272)
Increase/(decrease) in allowance recognised in profit or loss	659	(305)
Balance at 30 June	10,960	10,322

Details regarding credit risk, liquidity risk and market risk, including financial assets (receivables) that are either past due or impaired, are disclosed in Note 23.

9. RECEIVABLES (cont'd)

a. Sale of goods and services debtors

Sales of goods and services debtors are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2016 \$'000	30 June 2015 \$'000
Amounts receivable from the sale of goods and services	126,906	98,060
Less:		
Amounts receivable that do not meet the asset recognition criteria	56,349	51,186
Allowance for impairment	10,960	10,323
	59,597	36,551

Certain court debtors held at the State Debt Recovery Office are recognised based on average cash receipts for the three years ended 30 June 2016. The balance of the court debts held at the State Debt Recovery Office, which are not recognised, are shown above as "Amounts receivable that do not meet the asset recognition criteria".

b. Retained fees – Victims Support Fund debtors

Victims Support Fund debtors are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2016 \$'000	30 June 2015 \$'000
Amounts receivable from restitution orders made or confirmed by the Victims Compensation Tribunal	266,347	258,156
Less:		
Amounts receivable that do not meet the asset recognition criteria	243,421	235,466
Victims Compensation Fund Debtors	22,926	22,690
This is represented by:		
Current	4,585	4,534
Non-current	18,341	18,135
	22,926	22,669

9. RECEIVABLES (cont'd)

c. Retained fees – Criminal Injuries Compensation

Criminal Injuries Compensation debtors under the former Criminal Injuries Compensation Act 1967 are recognised for accounting purposes only when they comply with established asset recognition criteria.

	30 June 2016 \$'000	30 June 2015 \$'000
Amounts receivable from restitution orders made or confirmed under the Criminal compensation Act 1967	144	144
Less:		
Amounts receivable that do not meet the asset recognition criteria	122	123
Criminal Injuries Compensation debtors	22	21
This is represented by:		
Current	4	4
Non-current	18	17
	22	21

* The Department has raised the profile of its debt and revenue management activities in order to reduce credit risk. The Department is aware of its increased exposure to impaired debt and has established a more structured debt management facility, which liaises with approved debt collection agencies to maximise revenue through debt recovery and minimise impaired debt. Monthly debtor reporting has raised the profile of the debt management facility, with business centre managers having greater involvement in this process.

10. INVENTORIES

	Note	30 June 2016 \$'000	30 June 2015 \$'000
Raw materials – at cost		7,103	1,345
Work in progress – at cost		1,725	3,798
Finished goods – at cost		3,441	6,362
Livestock – At net realisable value	(i)	2,917	2,405
TOTAL		15,186	13,910

i) Professional valuations have been obtained to determine fair value, less cost to sell, of all livestock held at the end of the reporting period.

11. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings*	Plant and equipment*	Land and buildings under finance lease*	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2015 – fair value				
Gross carrying amount	5,423,870	491,514	262,908	6,178,292
Accumulated depreciation and impairment	(1,845,276)	(252,558)	(78,334)	(2,176,168)
Net carrying amount	3,578,594	238,956	184,574	4,002,124
At 30 June 2016 – fair value				
Gross carrying amount	6,132,646	480,856	272,402	6,885,904
Accumulated depreciation and impairment	(2,154,554)	(265,782)	(88,075)	(2,508,411)
Net carrying amount	3,978,092	215,074	184,327	4,377,493

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and buildings*	Plant and equipment*	Land and buildings under finance lease*	Total
	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2016				
Net carrying amount at start of year	3,578,594	238,956	184,574	4,002,124
Additions	92,691	36,439	91	129,221
Disposals	(3,265)	(3,396)	-	(6,661)
Net revaluation increment less revaluation decrements	167,354	(321)	6,295	173,328
Assets transferred in / (out) as a result of administrative restructure	248,078	5,066	-	253,144
Depreciation expense (note 2 (c))	(114,611)	(48,070)	(6,633)	(169,314)
Write down of work in progress	(1,951)	(2,731)	-	(4,682)
Other movements – work in progress transfers	11,202	(10,869)	-	333
Net carrying amount at end of year	3,978,092	215,074	184,327	4,377,493

* Includes amounts relating to joint arrangement with Law Courts Ltd.

11. PROPERTY, PLANT AND EQUIPMENT (cont'd)

	Land and buildings*	Plant and equipment*	Land and buildings under finance lease*	Total
	\$'000	\$'000	\$'000	\$'000
At 1 July 2014 – fair value				
Gross carrying amount	5,237,077	461,948	259,364	5,958,389
Accumulated depreciation and impairment	(1,887,406)	(227,457)	(93,275)	(2,208,138)
Net carrying amount	3,349,671	234,491	166,089	3,750,251
 At 30 June 2015 – fair value				
Gross carrying amount	5,423,870	491,514	262,908	6,178,292
Accumulated depreciation and impairment	(1,845,276)	(252,558)	(78,334)	(2,176,168)
Net carrying amount	3,578,594	238,956	184,574	4,002,124

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the prior reporting period is set out below:

	Land and buildings*	Plant and equipment*	Land and buildings under finance lease*	Total
	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2015				
Net carrying amount at start of year	3,350,193	233,969	166,089	3,750,251
Additions	125,449	52,650	-	178,099
Additions (non-cash)	-	1,669	-	1,669
Disposals	(804)	(1,153)	-	(1,957)
Net revaluation increment less revaluation decrements	217,164	(24)	24,625	241,765
Assets transferred in / (out) as a result of administrative restructure	(1,919)	-	-	(1,919)
Depreciation expense (note 2 (c))	(111,388)	(45,905)	(6,140)	(163,433)
Other movements – work in progress transfers	(101)	(2,250)	-	(2,351)
Net carrying amount at end of year	3,578,594	238,956	184,574	4,002,124

* Includes amounts relating to joint arrangement with Law Courts Ltd.

11. PROPERTY, PLANT AND EQUIPMENT (cont'd)

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 13.

Land and buildings comprise land and buildings. Plant and equipment comprises computer equipment, furniture and fittings, plant, equipment, make-good assets, leasehold improvements, voice communications, and data communications. The value of Works in Progress relating to land and buildings and plant and equipment is \$150.650m (\$210.451m – June 2015).

Revaluation of Land and Buildings

Each class of physical non-current assets is revalued at least every 5 years. Land and buildings were revalued as at 30 June 2015 for the Department (31 March 2014 for land and buildings relating to Arts NSW transferred into the Department as at 1 July 2015) by an independent registered valuer. Buildings and improvements have been valued at the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having similar service potential or future economic benefit to the existing asset. Land has been valued on an existing use basis. In accordance with AASB 116, *Property, Plant and Equipment*, when revaluing its land and buildings, the Department has applied the proportional gross restatement method to separately restate the gross amount and the related accumulated depreciation.

Land and Buildings under Finance Lease

The finance lease asset relates to an arrangement entered into to lease the John Maddison Tower constructed by a private sector company to house the District Court and the Dust Diseases Tribunal. The lease commenced on 1 July 1995, with a non-cancellable term of 25 years and provision for an option of a further 15 years. The building is constructed on land owned by the Department. Such land is already subject to a head lease from the Department to the private sector company. The head lease rental is \$1.08 million (2015: \$1.04 million) which the Department recovers in rental offsets. The finance lease was revalued as at 30 June 2015 by an independent registered valuer. The leasehold asset will be amortised over the remainder of the lease.

The finance lease of Corrective Services NSW relates to the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed and was revalued on 30 June 2015 by an independent registered valuer.

Write Down of Work in Progress

The Department has reduced the net carrying value of land and buildings and plant and equipment to reflect the write down of existing work in progress balances as at 30 June 2016.

12. INTANGIBLES

	Software \$'000	Total \$'000
At 1 July 2015		
At cost (gross carrying amount)	288,912	288,912
Accumulated amortisation and impairment	(104,862)	(104,862)
Net Carrying Amount	184,050	184,050
At 30 June 2016		
At cost (gross carrying amount)	313,131	313,131
Accumulated amortisation and impairment	(117,705)	(117,705)
Net Carrying Amount	195,426	195,426
Year ended 30 June 2016		
Net carrying amount at start of year	184,050	184,050
Additions	59,747	59,747
Disposals	(776)	(776)
Impairment loss	-	-
Assets transferred in / (out) as a result of administrative restructure	730	730
Amortisation (Refer to Note 2(c))	(34,555)	(34,555)
Write down of work in progress	(13,810)	(13,810)
Other movements – transfers to property, plant and equipment	40	40
Net carrying amount at end of year	195,426	195,426
At 1 July 2014		
At cost (gross carrying amount)	240,551	240,551
Accumulated amortisation and impairment	(84,007)	(84,007)
Net Carrying Amount	156,544	156,544
At 30 June 2015		
At cost (gross carrying amount)	288,912	288,912
Accumulated amortisation and impairment	(104,862)	(104,862)
Net Carrying Amount	184,050	184,050
Year ended 30 June 2015		
Net carrying amount at start of year	156,544	156,544
Additions	47,558	47,558
Disposals	(112)	(112)
Impairment loss	(29)	(29)
Amortisation (Refer to Note 2(c))	(22,259)	(22,259)
Other movements	2,348	2,348
Net carrying amount at end of year	184,050	184,050

Write Down of Work in Progress

The Department has reduced the net carrying value of software to reflect the write down of existing work in progress balances as at 30 June 2016.

13. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

i) Fair value hierarchy

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
2016				
Land and buildings	-	726,720	3,509,641	4,236,361
	-	726,720	3,509,641	4,236,361
2015				
Land and buildings	-	653,527	3,273,429	3,926,956
Total Fair value measurement of non-financial assets	-	653,527	3,273,429	3,926,956

There were no transfers between level 1 or 2 during the periods.

ii) Valuation techniques, inputs and processes

Land, Buildings and Finance Leases

The Department owns land and buildings such as court houses, prisons and juvenile justice centres which are specialised public sector assets and are rarely traded. Comparisons with similar assets can be rarely made, given the specialised nature of these assets.

Because the Government's mandate specifies that services are provided to the public via the use of these assets, restrictions are imposed on the sale or use of these assets, because the Department is unable to sell them or change their use, unless approved by the Government. These restrictions on the use and disposal of these public sector assets are a characteristic of these assets.

Generally speaking, specialised buildings are assessed as a level 3 input of the fair value hierarchy at depreciated replacement cost, due to a lack of market evidence for specialised buildings. Level 3 inputs are unobservable inputs for which market data are not available and are developed using the best information available about the assumptions that market participants would use when pricing such assets.

The Department's land assets, valued using market evidence, are usually measured using the market approach (that is, based on a market selling price), with an adjustment for condition, location, comparability, and are therefore categorised at Level 2. The market approach will usually be available even where the land has no feasible use.

The Direct Comparison Method has been utilised as the primary method of valuation. In this approach, the relative merits of the subject property and each of the sales are analysed and compared, having regard to matters such as location, aspect, topography, size of land, shape of land, size and quality of the improvements, features and condition of the improvements and current market sentiment.

When the valuer values any piece of land, regardless of the size, shape, zoning and use, there is reliance upon comparable market evidence. Hence the most appropriate method to value land is via the Direct Comparison Approach.

13. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (cont'd)

Ultimately the valuer makes a judgement call when comparing sales to the subject property. Standard percentage adjustments are not always applicable.

The valuer considers the sales are “observable inputs” and have tried to maximise the use of observable inputs in accordance with the spirit of AASB 13 *Fair Value Measurement*. In summary, the valuer has not applied a percentage adjustment but rather made judgement decisions.

In the case of the Department’s land, which are specialised assets, the valuer has considered the current use of the land and also work on the basis the current use is in fact the highest and best use given there is no other feasible alternate use.

Where there are natural, legal, financial or socio-political restrictions on use and disposal of land such that there is no feasible alternative use in the relatively near future, such land should be valued at fair (market) value for its existing use.

Plant and Equipment

These assets are classified as non-specialised assets. For non-specialised assets with short useful lives, recognition at depreciated historical costs as an acceptable surrogate for fair value is allowed. Historical cost is an appropriate surrogate because any difference between fair value and depreciated historical cost is unlikely to be material.

(iii) Reconciliation of recurring Level 3 fair value measurements

	Buildings \$'000	Finance Leases \$'000	Total \$'000
2016			
Fair value as at 1 July 2015	3,089,255	184,573	3,273,828
Additions	94,181	-	94,181
Revaluation increments/decrements recognised in Net result – included in the line item 'Other gains/ (losses)'	56,376	2,298	58,674
Revaluation increments/ decrements recognised in other comprehensive income – included in line item Net increase / (decrease) in property, plant and equipment revaluation surplus	63,091	3,999	67,090
Assets transferred in / (out) as a result of administrative restructure	136,640	-	136,640
Transfers from Level 2	2,514	-	2,514
Transfers to Level 2	(2,651)	-	(2,651)
Disposals	(892)	-	(892)
Depreciation	(113,472)	(6,271)	(119,743)
Fair value as at 30 June 2016	3,325,042	184,599	3,509,641

Transfers to/from Level 2 relate to work in progress that has been re-categorised upon completion of the projects.

13. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (cont'd)

	Buildings	Finance Leases	Total
2015	\$'000	\$'000	\$'000
Fair value as at 1 July 2014	2,892,329	166,088	3,058,417
Additions	123,692	-	123,692
Revaluation increments/decrements recognised in Net result – included in the line item 'Other gains/ (losses)'	167,808	24,625	192,433
Revaluation increments/ decrements recognised in other comprehensive income – included in line item Net increase / (decrease) in property, plant and equipment revaluation surplus	14,983	-	14,983
Transfers from Level 2	4,130	-	4,130
Transfers to Level 2	(1,492)	-	(1,492)
Disposals	(804)	-	(804)
Depreciation	(111,790)	(6,140)	(117,930)
Fair value as at 30 June 2015	3,088,856	184,573	3,273,429

Transfers to/from Level 2 relate to work in progress that has been re-categorised upon completion of the projects.

14. PAYABLES

	30 June 2016 \$'000	30 June 2015 \$'000
Payables		
Accrued salaries, wages and on-costs	21,131	45,083
Creditors	57,575	58,269
Accruals	89,557	42,170
	168,263	145,522

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 23.

Payables include accruals for claims relating to the Victims Support Fund totalling \$9.1 million (2015: \$8.6 million).

15. BORROWINGS

	30 June 2016 \$'000	30 June 2015 \$'000
Current borrowings		
Borrowings	127	1,133
Finance leases (see Note 19(d))	4,732	4,382
	4,859	5,515
Non-current borrowings		
Borrowings	702	912
Finance leases (see Note 19(d))	73,102	76,751
	73,804	77,663
Finance Lease		
The Department has entered into two finance leases. At reporting date the value of the lease liability is:		
Gross value of lease	169,425	189,643
Less: future finance charges	(91,591)	(108,510)
Lease liability	77,834	81,133
Repayment of finance leases		
Not later than one year	4,732	4,382
Between one and five years	17,652	21,384
Later than five years	55,450	55,367
Total – finance leases	77,834	81,133
Gross commitments		
Not later than one year	15,246	15,134
Between one and five years	53,407	60,538
Later than five years	100,772	113,971
Less: Future finance charge	(91,591)	(108,510)
Present value of minimum lease payments	77,834	81,133

The finance leases relate to the John Maddison Tower and the Long Bay Forensic and Prison Hospitals. The lease liability is the present value of the minimum lease payments.

Borrowings		
Repayment of borrowings		
Not later than one year	127	1,133
Between one and five years	448	588
Later than five years	254	324
Total	829	2,045

The loan relating to Registry of Births, Deaths and Marriages was received from T-Corp to fund the Lifelink software project. The loan is at a fixed rate of 6% with a maturity date of 30 June 2016.

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above borrowings are disclosed in Note 23.

16. PROVISIONS

	30 June 2016 \$'000	30 June 2015 \$'000
Current		
Employee benefits and related on-costs		
Recreation leave	122,318	112,942
Sundays and public holidays	3,444	3,460
Payroll tax	16,597	15,088
Fringe benefits tax	219	484
Annual leave loading	15,246	10,141
Long service leave	60,759	52,097
Other employee benefits and related on-costs	16	21
Total current employee benefits and related on-costs	218,599	194,233
Current		
Other provisions		
Restoration	6,021	6,816
Victims Support Fund – pending victims' compensation claims	115,400	34,600
Total other provisions	121,421	41,416
Total current provisions	340,020	235,649
Non-current		
Employee benefits and related on-costs		
Long service leave	4,273	2,225
Superannuation*	134,518	95,366
	138,791	97,591
Non-current		
Other provisions		
Restoration	7,844	7,077
Victims Support Fund – pending victims' compensation claims	103,300	26,900
Total non-current other provisions	111,144	33,977
Total non-current provisions	249,935	131,568
Aggregate employee benefits and related on-costs		
Provisions – current	218,599	194,233
Provisions – non-current	138,791	97,591
Accrued salaries, wages and on-costs (Note 14)	21,131	45,083
	378,521	336,907

*Reconciliation to Note 28 – Superannuation Position – Defined Benefit Scheme – AASB 119 Disclosures

Non-current Superannuation Position	134.518m
Less: Prepayment of superannuation	3.495m
Net Superannuation Position	131.023m

16. PROVISIONS (cont'd)

Movements in provisions (other than employee benefits)

	Restoration	Pending victims' compensation claims	Total
2016	\$'000	\$'000	\$'000
Carrying amount at the beginning of financial year	13,893	61,500	75,393
Additional provisions recognised	(908)	207,400	206,492
Amounts transferred in / (out) as a result of administrative restructure	428	-	428
Amounts used	(185)	(45,300)	(45,485)
Unused amounts reversed	275	-	275
Unwinding/change in the discount rate	362	(4,900)	(4,538)
Net carrying amount at end of the year	13,865	218,700	232,565

Restoration provision

Restoration provisions represent estimated restoration costs that the Department is obliged to incur to restore premises to an acceptable condition as agreed with the owners of the premises, upon expiry of operating lease arrangements.

Unpaid pending claims

The provision for pending victims' compensation claims is an actuarial assessment of the value of outstanding victims' compensation claims as at 30 June 2016.

With regard to pending victims' support claims, the recommended liabilities are accounted for by way of a provision and comply with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

The provision:

1. Is only in respect of lodged but unresolved claims, hence no provision has been made for any acts of violence that may have already occurred but have not yet been lodged (IBNR) (refer Note 20).
2. Contains an allowance for the time value of money. Claims costs have been discounted back to the valuation date using risk free discount rates.
3. Includes claims costs, such as staff costs, that may be incurred as a result of processing these claims.
4. Is a central estimate and does not include any additional risk margin related to the uncertainty of estimates.

The actuarial Professional Standard 300 "Valuation of General insurance Claims" (PS 300) applies to actuaries undertaking a valuation of General Insurance Claims for an entity. While the claims being valued are not General Insurance Claims as defined under PS 300, there are some similarities in the characteristics of this valuation when compared to PS 300 valuations. Thus PS 300 has been used as a proxy for determining provisions in this valuation.

17. OTHER LIABILITIES

	30 June 2016 \$'000	30 June 2015 \$'000
Current		
Liabilities to Consolidated Fund	8,351	-
	8,351	-

18. INCREASE / (DECREASE) IN NET ASSETS FROM EQUITY TRANSFERS

The following table discloses the increase in net assets relative to the functions transferred in/out of the Department from 1 July 2015, with the exception of the Independent Liquor and Gaming Authority staff which transferred to the Department from 1 November 2015. Further details are provided in note 1(a).

	30 June 2016 \$'000	30 June 2015 \$'000
Assets		
Current assets		
Cash and cash equivalents	15,850	-
Receivables	22,871	-
Total Current assets	38,721	-
Non-current assets		
Receivables	1,081	
Land and Buildings	248,078	(1,919)
Property, plant and equipment	5,066	
Intangibles	730	-
Total non-current assets	254,955	(1,919)
Total Assets	293,676	(1,919)
Liabilities		
Current liabilities		
Payables	(3,672)	
Provisions	(2,928)	
Total current liabilities	(6,600)	-
Non-current liabilities		
Provisions	(3,620)	
Payables	(1,081)	
Total non-current liabilities	(4,701)	-
Total liabilities	(11,301)	-
Net assets	282,375	(1,919)

* 2014/15: The Norma Parker Correctional Centre was closed and transferred from the Property NSW in November 2014.

18. INCREASE / (DECREASE) IN NET ASSETS FROM EQUITY TRANSFERS (cont'd)

	Transfer in Arts NSW, Screen NSW and Office of Liquor, Gaming and Racing	Transfer in Former Ministry of Police and Emergency Services	Transfer in Former Independent Liquor and Gaming Authority	Transfer out Professional Standards Council	Total
	1/7/2015	1/7/2015	1/11/2015	1/7/2015	
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	-	15,850	-	-	15,850
Receivables	20,240	3,519	-	(888)	22,871
Total current assets	20,240	19,369	-	(888)	38,721
Non-current assets					
Receivables	-	1,082	-	-	1,082
Property, plant and equipment					
Land and buildings	248,078	-	-	-	248,078
Plant and equipment	1,964	3,102	-	-	5,066
Property, plant and equipment	250,042	3,102	-	-	253,144
Intangibles	2,396	17	-	(1,684)	729
Total non-current assets	252,438	4,201	-	(1,684)	254,955
Total assets	272,678	23,570	-	(2,572)	293,676
Liabilities					
Current liabilities					
Payables	(1,918)	(1,995)	-	241	(3,672)
Provisions	(91)	(1,346)	(1,611)	120	(2,928)
Total current liabilities	(2,009)	(3,341)	(1,611)	361	(6,600)
Non-current liabilities					
Payables	-	(1,081)	-	-	(1,081)
Provisions	(3,164)	(458)	-	2	(3,620)
Total non-current liabilities	(3,164)	(1,539)	-	2	(4,701)
Total liabilities	(5,173)	(4,880)	(1,611)	363	(11,301)
Net assets	267,505	18,690	(1,611)	(2,209)	282,375

19. COMMITMENTS FOR EXPENDITURE

	30 June 2016 \$'000	30 June 2015 \$'000
(a) Capital commitments		
Aggregate capital expenditure for the acquisition of property, plant and equipment contracted for at reporting date and not provided for:		
Not later than one year	60,716	67,840
Total including GST	60,716	67,840
(b) Other Expenditure Commitments		
Aggregate other expenditure for operational expenditure, including maintenance contracts and correctional centre management fees contracted for at balance date and not provided for:		
Not later than one year	150,314	135,357
Later than one year and not later than five years	114,347	216,748
Total (including GST)	264,661	352,105
(c) Operating Lease Commitments		
Future non-cancellable operating lease rentals not provided for and payable		
Not later than one year	46,547	43,556
Later than one year and not later than five years	99,735	78,550
Later than five years	69,024	84,396
Total (including GST)	215,306	206,502

These operating lease commitments mainly relate to leases currently held in relation to the occupancy of office premises by the Department in metropolitan and regional areas. At 30 June 2016, there are a number of leases where occupancy of the premises is on a month to month basis. These leases are not included in the above amounts, as no commitment exists as at 30 June 2016.

The total "Capital Commitments", "Other Expenditure Commitments", "Operating Lease Commitments", leases on a month to month basis and cancellable operating leases (motor vehicles) above include input tax credits of \$49.9 million (2015: \$53.8 million) that are expected to be recoverable from the ATO.

19. COMMITMENTS FOR EXPENDITURE (cont'd)

	30 June 2016 \$'000	30 June 2015 \$'000
(d) Finance Lease Commitments		
Minimum lease payment commitments in relation to finance leases payable as follows:		
Not later than one year	15,246	15,134
Later than one year and not later than five years	53,407	60,538
Later than five years	100,772	113,971
Minimum lease payments	169,425	189,643
Less: future finance charges	(91,591)	(108,510)
Present value of minimum lease payments	77,834	81,133

The present value of finance lease commitments is as follows:

Not later than one year	4,732	4,382
Later than one year and not later than five years	17,652	21,384
Later than five years	55,450	55,367
	77,834	81,133
Classified as:		
Current (Note 15)	4,732	4,382
Non-current (Note 15)	73,102	76,751
	77,834	81,133

In 2006/07, the former Department of Corrective Services engaged a private sector company, PPP Solutions (Long Bay) Pty Limited, to finance, design, construct and maintain the Long Bay Forensic and Prison Hospitals at Long Bay under a Project Deed. The asset was delivered via finance lease. The Department recognises a finance lease liability for the duration of the term until May 2034.

The Department also entered into a finance lease arrangement to lease the John Maddison Tower from a private sector company to house the District Court. The lease commenced on 1 July 1995, with a non-cancellable lease of 25 years and provision for an option of a further 15 years. The building is constructed on land owned by the Department.

20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent liabilities

Suitors' Fund

There are 29 claims: estimated at \$0.260 million (2015: 16 claims: \$0.080 million) pending on the Suitors' Fund as at 30 June 2016. The Suitors' Fund is established under Section 3 of the Suitors' Fund Act 1951 to support the payment of costs for certain appeals relating to the Supreme Court (on a question of law or fact) or the High Court (from a decision of the Supreme Court on a question of law). Contributions to the fund are specially appropriated from Consolidated Revenue based on a percentage of court fees collected by the Department.

20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS (cont'd)

Current litigation

There are various matters involving the Crown Solicitor and other General Counsel, which do not have a current year financial impact (2015: \$3.775 million). Claims made against the Department in respect of compensation and litigation from normal operations is fully covered by the NSW Treasury Managed Fund.

Victims Support Scheme – Incurred But Not Reported (IBNR) Claims

The Victims Support Scheme (the VSS) was created on 3 June 2013 through legislation known as the Victims Rights and Support Act 2013. This act replaced the Victims Compensation Scheme (the VCS), legislated through the Victims Support and Rehabilitation Act 1996, that was closed to new applications for support on 7 May 2013.

The VSS provides victims of violent crime, upon application after 7 May 2013 and within an eligibility period of 2 to 10 years from the date of the occurrence of a violent act of crime, support in the form of counselling services, financial assistance and recognition payments. Violent acts can include assault, sexual assault, child sexual assault, domestic violence, robbery, homicide and other eligible violent acts.

The Department has obtained actuarial advice from an independent Actuary to determine a liability provision as at 30 June 2016 in respect to Lodged But Unresolved Claims (refer to Note 16). However, reliable estimates, which could be included in the liability provision, of the amount attributable for Incurred but Not Reported (IBNR) claims are unable to be made by the Actuary. The reasons noted by the Actuary are:

- The VSS is relatively immature, having been in operation for approximately 3 years. There is limited evidential experience under the VSS, with claim characteristics continuing to change and evolve as participants become more accustomed to the features of the VSS. Additionally, the benefit structures of the VSS are very different to the VCS, thus making evidential experience under the VCS not relevant when selecting IBNR assumptions to apply to the VSS.
- Future payments in respect to child sexual assault claims have accounted for the majority of the range of IBNR liabilities. The reporting of child sexual assault claims has increased in recent years, due to a shift in societal attitudes and increased awareness from the Royal Commission into Institutional Responses to Child Sexual Abuse. This has exacerbated the uncertainties surrounding the estimates of IBNR liabilities for this category of crime.
- The number of domestic violence claims has changed significantly over the last couple of years, mainly driven by an increased media focus on family violence which may increase awareness and usage of assistance from the VSS, and also other initiatives aimed at helping domestic violence victims gain direct access to the Victims Services section of the Department.

20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS (cont'd)

- The plausible scenarios determined by the Actuary do not represent an upper or lower limit as to what the potential IBNR liability could be. Rather, each represents the Actuary's view of a particular plausible scenario depending on the valuation parameters used, and it is possible for combinations of scenarios to occur that would increase the range of outcomes.
- Probabilities attributable to each plausible scenario to determine a weighted average are unable to be determined due to the subjective nature of the valuation parameters and limited empirical evidence available to support actuarial assumptions.

Given the range of key uncertainties described above, the amount attributable to Incurred But Not Reported (IBNR) liabilities under the VSS could reasonably lie within the range of \$160 million to \$405 million (2015: \$140 million to \$340 million). As the VSS matures, the Department's Actuary will be able to determine a more reliable estimate to be used in future liability provisioning.

Other Matters

- i) There is a potential liability on compliance issues regarding the placement of forensic patients in the correctional facilities. Following a court decision in the case of the State of NSW v TD 2013 NSWCA32, the State and Corrective Services NSW are exposed to liability in relation to further claims for damages arising from non-compliance with the lawful orders of a Court or the Mental Health Review Tribunal. At this point the amount of the contingent liability for damage claims is being assessed by the State-wide Administrative Sentences and Orders Branch. The matter is subject to further appeal.
- ii) The liability for the development of the Long Bay Hospital is based on a financing arrangement involving floating interest rate bank debt. An interest rate adjustment will be made in accordance with interest rate movements over the project term. The estimate value of the contingent liability cannot be fully determined because of uncertain future events.

Contingent assets

Guarantee undertaking

The Department has engaged Brookfield Multiplex Pty Limited to manage a facilities management contract. This contract is underpinned by a guarantee undertaking of \$0.38 million with QBE Insurance (Australia) Limited, which expires at 4pm on 31 March 2017.

Bank guarantee

The Department held a bank guarantee of \$1.1 million relating to the performance of work Argus Global Pty Limited and its potential supply of biometric readers. This bank guarantee has been paid to the Department during 2015/16.

21. BUDGET REVIEW

Net result for the year

The actual net result was unfavourable to budget by \$188.1m, primarily due to:

Expenses unfavourable to budget by \$212.6m, driven by:

- | | |
|-----------|--|
| +\$101.3m | Employee related expenses – partly due to actuarial valuation adjustment to long service leave liability and over expenditures in Courts and Tribunal Services (Court backlog), Correctives Services (Inmate capacity) and Business Personnel Services (offset by an equivalent revenue amount). |
| +\$101.1m | Other operating expenses – mainly in repairs & maintenance of assets, contractors, consultancy, telephone and other miscellaneous expenses. |
| +\$245.1m | Other expenses – largely due to actuarial adjustment to provision for outstanding claims for victim compensation. There is a misalignment of budget and actuals against Grants and Subsidies – net effect +\$1.0 m. |
| -\$240.4m | Grants & Subsidies – mainly due to grants to Cluster agencies, Disaster Response expenditure underspend and the misalignment of budget and actuals against Other Expenses – net effect -\$1.0 m. |
| -\$6.3m | Depreciation & amortisation |

Revenue \$50.5m favourable to budget, driven by:

- | | |
|-----------|---|
| +\$106.7m | Business and Personnel Services – unbudgeted revenue due to actuarial adjustment to personnel services revenue for NSW Trustee & Guardian and inclusion of Independent Liquor and Gaming Authority. |
| +\$32.4m | Acceptance by the Crown Entity of employee benefits and other liabilities |
| -\$29.1m | Recurrent appropriations – additional approved Treasury appropriations |
| -\$31.4m | Capital appropriations – additional approved Treasury appropriations |
| -\$33.7m | Sale of goods and services – being lower than budget |
| -\$5.2m | Other revenue |

Other gains & losses unfavourable to budget by \$25.9m, driven by:

- | | |
|----------|---|
| -\$7.3m | Losses on disposal of assets |
| -\$18.7m | Other losses relating to impairment of assets |

22. BUDGET REVIEW (cont'd)

Assets and liabilities

The major variances arising on the Statement of Financial position are noted below:

Assets

- +\$50.2m Cash – refer Statement of Cash Flows.
- +\$104.5m Receivables – Sale of goods and services including increase in Courts debts, Personnel Services following end of year actuarial valuations.
- +\$262.1m Fixed assets – Includes Machinery of Government transfer in from Department of Industry \$252.4m after the setting of the 2015-16 Budget and in year new Capital expenditure approvals for Corrective Services capacity.

Liabilities

- +\$50.2m Payables – Current payables for operating expenditure change from the Budget setting for 2015-16 and the actual position in 2014-15.
- +\$254.2m Provisions – Independent Valuation of Reassessment of Victims Claims election commitment \$124.4m and new scheme provision.

Cash flows

Cash flows from operating activities – Under the Financial Reporting Code for Budget Dependent General Government Agencies, the actual cash flows from operating activities are prepared inclusive of GST, whereas the budget is prepared in accordance with NSW Treasury guidelines and are exclusive of GST. As a consequence, budget variances are overstated by the GST amount. Net cash flows from operating activities were higher than budget by \$5.1 million. The major variances are noted below:

- +\$15.9m Machinery of Government transfer in of cash assets.
- +\$5.9m Finalisation of Machinery of Government Transfer.
- +\$/41.7m In year Capital expenditure Corrective Services capacity approvals funded by Appropriation.
- +\$/41.5m In year Victims Claims Provision funded by Appropriation.
- +\$6.2m Other in year approvals funded by Appropriation.
- \$50.5m In year approvals not funded by Appropriation.
- \$12.1m Corrective Service capacity in year approval of Capital carry forward to 2016-17.

22. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

	30 June 2016 \$'000	30 June 2015 \$'000
Net cash inflow from operating activities	216,989	238,971
Depreciation and amortisation	(203,869)	(185,692)
Decrease/(increase) in provisions	(184,930)	44,546
Increase/(decrease) in prepayments and other assets	57,360	10,701
Decrease/(increase) in creditors	(29,676)	6,969
Impairment of Works in Progress	(18,493)	-
Net gain/(loss)	(7,305)	(1,384)
Net result	(169,924)	114,111

23. FINANCIAL INSTRUMENTS

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations or are required to finance the Department's operations. The Department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Secretary has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit and Risk Committee on a regular basis.

23. FINANCIAL INSTRUMENTS (cont'd)

i) Financial instrument categories

Financial Assets	Note	Category	30 June 2016	30 June 2015
Class:				
\$'000				
Cash and cash equivalents	8	N/A	135,636	95,067
Receivables 1	9	Loans and receivables (at amortised cost)	55,048	170,609
			190,684	265,676
Financial Liabilities	Note	Category	30 June 2016	30 June 2015
Class:				
\$'000				
Payables 2	14	Financial liabilities measured at amortised cost	147,687	132,535
Borrowings	15	Financial liabilities measured at amortised cost	829	2,045
Finance leases	15	Financial liabilities measured at amortised cost	77,834	81,133
			226,350	215,713

During the year ended 30 June 2016, there were no defaults on any loans payable (2015:\$ nil).

1. Excludes statutory receivables and prepayments (that is, not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (that is, not within scope of AASB 7).

(ii) Credit risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash, receivables and authority deposits. No collateral is held by the Department. The Department has not granted any financial guarantees.

Debtors are recognised for accounting purposes only when they comply with established asset recognition criteria, where debts can be reliably measured and provide a future economic benefit. This rationale applies to trade debtors and other debtors, including Victims Support Fund debtors (refer Note 9(b)), where debts are recognised on the basis of average receipts for the five years ended 30 June 2016. This represents the Department's best estimate in accordance with accounting standards. For Victims Support Fund debtors, for example, although the total amounts receivable from restitution orders or confirmed by Victims Services is \$264.5 million (2015: \$258.2 million), only \$22.9 million (2015: \$22.7 million) are recognised (refer Note 9).

The Department has raised the profile of its debt and revenue management activities in order to minimise credit risk. Comprehensive monthly debtor reporting occurs throughout the Department. Business centre managers must manage their debt to minimise impaired debt, with debtors over 90 days generally deemed to be subject to impairment testing.

23. FINANCIAL INSTRUMENTS (cont'd)

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The NSW Treasury Corporation Hour Glass cash facility is discussed below.

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date in accordance with the asset recognition criteria. Collectability of trade debtors is reviewed on an ongoing basis. The Debt Recovery Unit manages the procedures for collecting debt through approved debt collection agencies to collect debt that are deemed to be subject to impairment testing. Debts, which are known to be uncollectible, are written off, only after all avenues of debt collection have been exhausted. An allowance for impairment is raised when there is objective evidence that the Department will not be able to collect all amounts due. This evidence includes past experience, current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2016: \$13.4 million; 2015: \$15.1 million) and less than six months past due (2016: \$11.6 million; 2015: \$9.1 million) are not considered impaired and together these represent 70 percent (2015 – 67 per cent) of the total trade debtors. There are no debtors, which are currently not past due or impaired whose terms have been renegotiated.

	Total 1,2 \$'000	Past due but not impaired 1,2 \$'000	Considered impaired 1,2 \$'000
2016			
< 3 months overdue	24,514	24,253	261
3 months – 6 months overdue	665	-	665
> 6 months overdue	24,041	14,007	10,034
2015			
< 3 months overdue	24,236	24,015	221
3 months – 6 months overdue	4,400	3,593	807
> 6 months overdue	23,645	14,358	9,287

1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position.

23. FINANCIAL INSTRUMENTS (cont'd)

(iii) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. As a budget dependent agency, the Department continuously manages risk through monitoring future cash flows, which coordinates the payment of creditors with cash inflows from the Crown Entity and cash receipts from debtors.

NSW Treasury has included the Department's bank accounts in the Treasury Performance Incentive Scheme, which charges interest penalties where large variations occur between actual cash balances and forecast balances.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the payment of simple interest is at the discretion of the Secretary. The rates of interest applied were 10.15% per annum for the quarter ended 30 September 2015, 10.14% per annum for the quarter ended 31 December 2015, 10.22% for the quarter ended 31 March 2016 and 10.28% for the quarter ended 30 June 2016 .

During the current year and prior year, there were no defaults of loans payable. No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

23. FINANCIAL INSTRUMENTS (cont'd)

Maturity analysis and interest rate exposure of financial liabilities

	Weighted average effective interest rate	Nominal Amount \$'000	Fixed Interest Rate \$'000	Variable Interest Rate \$'000	Non- interest bearing \$'000	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000
2016								
Payables:								
Accrued salaries, wages and on-costs	-	21,131	-	-	21,131	21,131	-	-
Creditors	-	53,457	-	-	53,457	53,457	-	-
Other accruals	-	116,803			116,803	116,803		
Borrowings:								
TCorp borrowings	6	829	829	-	-	127	448	254
Finance leases	8.66	169,425	169,425	-	-	15,246	53,407	100,772
		361,645	170,254	-	191,391	206,764	53,855	101,026
2015								
Payables:								
Accrued salaries, wages and on-costs	-	42,595	-	-	42,595	42,595	-	-
Creditors	-	9,229	-	-	9,229	9,229	-	-
Other accruals	-	81,418	-	-	81,418	81,418	-	-
Borrowings:								
TCorp borrowings	3.0	2,045	2,045	-	-	1,133	588	324
Finance leases	6.88	18,785	18,785	-	-	3,268	15,517	-
Finance leases	10.44	144,847	144,847	-	-	7,668	30,673	106,506
		298,919	165,677	-	133,242	145,311	46,778	106,830

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Department can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

(iv) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department's exposures to market risk are primarily through interest rate risk on the Department's borrowings. The Department has no exposure to foreign currency risk and does not enter into commodity contracts.

23. FINANCIAL INSTRUMENTS (cont'd)

The effect on operating performance and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (that is, until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position date. The analysis is performed on the same basis as for 2015. The analysis assumes that all other variables remain constant.

(v) Interest rate risk

Exposure to interest rate risk arises primarily through the Department's interest bearing liabilities. This risk is minimised by having in place fixed rate borrowings being a finance lease with a private sector company. The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1 per cent is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

	Carrying amount	Impact of 1% Increase		Impact of 1% decrease		
		Profit	Equity	Profit	Equity	
		\$'000	\$'000	\$'000	\$'000	
2016						
<i>Financial assets</i>						
Cash and cash equivalents	135,636	-	-	-	-	
Receivables	55,048	-	-	-	-	
<i>Financial liabilities</i>						
Payables	147,687	-	-	-	-	
Borrowings	829	(8)	(8)	8	8	
Finance lease	77,834	(778)	(778)	778	778	
	(35,666)	(786)	(786)	786	786	
2015						
<i>Financial assets</i>						
Cash and cash equivalents	95,067	-	-	-	-	
Receivables	170,609	-	-	-	-	
<i>Financial liabilities</i>						
Payables	132,535	-	-	-	-	
Borrowings	2,045	(20)	(20)	20	20	
Finance lease	81,133	(811)	(811)	811	811	
	481,389	(831)	(831)	831	831	

23. FINANCIAL INSTRUMENTS (cont'd)

(vi) Fair value compared to carrying amount

Financial instruments are generally recognised at cost. In 2014/15 cash and cash equivalents included NSW Treasury Corporation investments which are assessed at fair value (refer Note 8). The amortised cost of financial instruments recognised in the Statement of Financial Position approximates the fair value, because of the short term nature of many of the financial instruments.

24. TRUST FUNDS

The Department holds monies in trust, which represent funds belonging to parties involved in court cases, or amounts held in trust for third parties, including inmates. These monies are excluded from the financial statements, as the Department cannot use them for the achievement of its objectives. Fees are held in public monies accounts on behalf of inmates. Interest earned is brought to account in the financial statements and used for the benefit of inmates. The following is a summary of the transactions in the trust accounts:

	30 June 2016 \$'000	30 June 2015 \$'000
Cash balance at the beginning of the financial year	49,094	28,060
Cash transferred in as a result of administrative restructure	1,527	-
Add: Receipts	779,608	701,996
Less: Expenditure	(793,812)	(680,962)
Cash balance at the end of the financial year	36,417	49,094

For the Supreme Court, an amount of \$84.4 million (2015: \$81.7 million) is held outside the Department's Public Monies Account for Supreme Court matters and is invested with NSW Trustee and Guardian. These amounts are not included in the above figures.

For the District Court, an amount of \$17.1 million (2015: \$31.6 million) is held outside the Department's Public Monies Account for District Court matters, being invested with NSW Trustee and Guardian, and represents suitors' monies that the District Court has ordered the Registrar to invest on behalf of the parties concerned and for the sole benefit of those parties. This amount is not included in the above figures.

Bail securities other than cash, are held by the Supreme Court, District Courts and Local Courts. The Bail Act, 2013, does not define security, so many things are put forward by persons as security, for example, land title documents, jewellery, motor vehicles, bills of sale, bank guarantees.

25. ADMINISTERED ASSETS AND LIABILITIES

	30 June 2016 \$'000	30 June 2015 \$'000
Administered Assets		
Receivables	77,274	13,123
Less:		
Allowance for impairment	(40,682)	(2,357)
Total administered assets	36,592	10,766

26. VICTIMS SUPPORT FUND

The Victims Support Fund (previously named the Victims Compensation Fund) was constituted with an effective date of 1 February 1990, for the purpose of compensating victims for injuries resulting from acts of violence, witnesses to such acts, close relatives of deceased victims and to law enforcement victims. The affairs of the Victims Support Fund are managed by the Secretary, Department of Justice. The Victims Support Fund Scheme focuses on the immediate and ongoing support and treatment of victims, with minimal reliance upon lump sum payments. It provides support to victims of crime when they need it most and addresses support holistically.

Under the Victims Support Fund Scheme, clients are able to claim for various types of practical and financial support for a period of up to 5 years. The Victims Support Scheme is focused on building a package of care which may include some or all of the following:

1. Information, referrals and support
2. Counselling
3. Financial assistance for immediate needs up to \$5,000
4. Financial assistance for economic loss up to \$30,000
5. Recognition payment based on the nature of the offence.

All transactions relating to victims support, as reflected in these financial statements, flow through the Victims Support Fund. Total payment to victims of crime for the year ended 30 June 2016 was \$45.3 million (2015: \$60.4 million), including an accrual of \$8.4 million (2015: \$8.6 million).

- Collections payable to the Fund include:
- Restitution payments by offenders
- Monies collected under the *Confiscation of Proceeds of Crime Act, 1989*
- Monies required to be credited to the *Fund under the Criminal Assets Recovery Act 1990*
- Victims' support levies collected under section 106 of the *Victims Rights and Support Act 2013* by the Supreme Court, Drug, Local and Children's Courts, Land and Environment Court and the Industrial Relations Commission.

27. CORRECTIONAL MEDICAL SERVICES

Justice Health is administered under the Health Services Act 1987 through the Department of Health.

The cost of medical services provided to offenders for the year ended 30 June 2016 is estimated to be \$123.9 million (2015: \$113.8 million). This amount is not included in the Department's operating result for the year.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES

Superannuation position as at 30 June 2016

	SASS 30-Jun-16	SANCS 30-Jun-16	SSS 30-Jun-16	TOTAL 30-Jun-16
Member Numbers				
Contributors	73	108	35	
Deferred benefits	0	0	12	
Pensioners	2	0	154	
Pensions fully commuted	0	0	35	
Superannuation Position for AASB 119 purposes				
Accrued liability (Note 1)	30,709,571	7,289,704	224,303,409	262,302,684
Estimated reserve account balance	(25,010,519)	(5,443,540)	(100,861,792)	(131,315,851)
1. Deficit/(surplus)	5,699,052	1,846,164	123,441,617	130,986,833
2. Future Service Liability (Note 2)	4,748,094	2,224,681	3,830,027	10,802,802
3. Surplus in excess of recovery available from schemes (- 1. – 2. and subject to a minimum of zero)	0	1,750	34,724	36,474
4. Net (asset)/liability to be recognised in statement of financial position (1. + 3.)	5,699,052	1,847,914	123,476,341	131,023,307

Note 1:

The accrued liability includes a contribution tax provision. This is calculated based on grossing up the deficit/ (surplus) less the allowance for past service expenses and insurable death and disability liabilities at a contribution tax rate of 15%.

Note 2:

The Future Service Liability (FSL) does not have to be recognised by an employer. It is only used to determine if an asset ceiling limit should be imposed (AASB 119 para 64). Under AASB 119, any prepaid superannuation asset recognised cannot exceed the present value of any economic benefits that may be available in the form of refunds from the plan or reductions in future contributions to the plan. Where the “surplus in excess of recovery” is zero, no asset ceiling limit is imposed. (Note: this also includes a contribution tax provision).

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Nature of the benefits provided by the fund

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- Police Superannuation Scheme (PSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS).

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal.

All the Schemes are closed to new members.

Description of the regulatory framework

The schemes in the Pooled Fund are established and governed by the following NSW legislation: Superannuation Act 1916, State Authorities Superannuation Act 1987, Police Regulation (Superannuation) Act 1906, State Authorities Non-Contributory Superannuation Act 1987, and their associated regulations.

The schemes in the Pooled Fund are exempt public sector superannuation schemes under the Commonwealth Superannuation Industry (Supervision) Act 1993 (SIS). The SIS Legislation treats exempt public sector superannuation funds as complying funds for concessional taxation and superannuation guarantee purposes.

Under a Heads of Government agreement, the New South Wales Government undertakes to ensure that the Pooled Fund will conform with the principles of the Commonwealth's retirement incomes policy relating to preservation, vesting and reporting to members and that members' benefits are adequately protected.

The New South Wales Government prudentially monitors and audits the Pooled Fund and the Trustee Board activities in a manner consistent with the prudential controls of the SIS legislation. These provisions are in addition to other legislative obligations on the Trustee Board and internal processes that monitor the Trustee Board's adherence to the principles of the Commonwealth's retirement incomes policy.

An actuarial investigation of the Pooled Fund is performed every three years. The last actuarial investigation was performed as at 30 June 2015. The next actuarial investigation will be performed at 30 June 2018.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Description of other entities' responsibilities for the governance of the fund

The Fund's Trustee is responsible for the governance of the Fund. The Trustee has a legal obligation to act solely in the best interests of fund beneficiaries. The Trustee has the following roles:

- Administration of the fund and payment to the beneficiaries from fund assets when required in accordance with the fund rules;
- Management and investment of the fund assets; and
- Compliance with other applicable regulations.

Description of risks

There are a number of risks to which the Fund exposes the Employer. The more significant risks relating to the defined benefits are:

- *Investment risk* – The risk that investment returns will be lower than assumed and the Employer will need to increase contributions to offset this shortfall.
- *Longevity risk* – The risk that pensioners live longer than assumed, increasing future pensions.
- *Pension indexation risk* – The risk that pensions will increase at a rate greater than assumed, increasing future pensions.
- *Salary growth risk* – The risk that wages or salaries (on which future benefit amounts for active members will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional employer contributions.
- *Legislative risk* – The risk is that legislative changes could be made which increase the cost of providing the defined benefits.

The defined benefit fund assets are invested with independent fund managers and have a diversified asset mix. The Fund has no significant concentration of investment risk or liquidity risk.

Description of significant events

There were no fund amendments, curtailments or settlements during the year.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Reconciliation of the Net Defined Benefit Liability/(Asset)

	SASS Financial Year to 30 June 2016	SANCS Financial Year to 30 June 2016	SSS Financial Year to 30 June 2016	Total Financial Year to 30 June 2016
	A\$	A\$	A\$	A\$
Net Defined Benefit Liability/(Asset) at start of year	2,465,857	1,090,466	88,161,240	91,717,563
Current service cost	987,345	258,728	466,454	1,712,527
Net Interest on the net defined benefit liability/(asset)	65,739	30,434	2,663,363	2,759,536
Past service cost	-	-	-	-
(Gains)/losses arising from settlements	-	-	-	-
Actual return on Fund assets less Interest income	(27,246)	(10,297)	(98,913)	(136,456)
Actuarial (gains)/losses arising from changes in demographic assumptions	183,776	(182,698)	5,514,365	5,515,443
Actuarial (gains)/losses arising from changes in financial assumptions	1,756,231	528,492	30,896,614	33,181,337
Actuarial (gains)/losses arising from liability experience	859,859	304,858	(3,490,431)	(2,325,714)
Adjustment for effect of asset ceiling	-	(5)	(113,385)	(113,390)
Employer contributions	(592,509)	(172,065)	(522,967)	(1,287,541)
Effects of transfers in/out due to business combinations and disposals	-	-	-	-
Net Defined Benefit Liability/(Asset) at end of year	5,699,052	1,847,913	123,476,340	131,023,305

Reconciliation of the Fair Value of Fund Assets

	SASS Financial Year to 30 June 2016	SANCS Financial Year to 30 June 2016	SSS Financial Year to 30 June 2016	Total Financial Year to 30 June 2016
	A\$	A\$	A\$	A\$
Fair value of Fund assets at beginning of the year	25,440,096	5,686,525	102,956,581	134,083,202
Interest income	736,950	165,143	3,028,213	3,930,306
Actual return on Fund assets less Interest income	27,246	10,297	98,913	136,456
Employer contributions	592,509	172,065	522,967	1,287,541
Contributions by participants	372,176	-	364,817	736,993
Benefits paid	(2,012,869)	(539,251)	(6,254,784)	(8,806,904)
Taxes, premiums & expenses paid	(145,588)	(51,239)	145,085	(51,742)
Transfers in/out due to business combinations and disposals	-	-	-	-
Contributions to accumulation section	-	-	-	-
Settlements	-	-	-	-
Exchange rate changes	-	-	-	-
Fair value of Fund assets at end of the year	25,010,520	5,443,540	100,861,792	131,315,852

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Reconciliation of the Defined Benefit Obligation

	SASS Financial Year to 30 June 2016	SANCS Financial Year to 30 June 2016	SSS Financial Year to 30 June 2016	Total Financial Year to 30 June 2016
	A\$	A\$	A\$	A\$
Present value of defined benefit obligations at beginning of the year	27,905,953	6,775,288	190,974,068	225,655,309
Current service cost	987,345	258,728	466,454	1,712,527
Interest cost	802,689	195,526	5,687,220	6,685,435
Contributions by participants	372,176	-	364,817	736,993
Actuarial (gains)/losses arising from changes in demographic assumptions	183,776	(182,698)	5,514,365	5,515,443
Actuarial (gains)/losses arising from changes in financial assumptions	1,756,231	528,492	30,896,614	33,181,337
Actuarial (gains)/losses arising from liability experience	859,859	304,858	(3,490,431)	(2,325,714)
Benefits paid	(2,012,869)	(539,251)	(6,254,784)	(8,806,904)
Taxes, premiums & expenses paid	(145,588)	(51,239)	145,085	(51,742)
Transfers in/out due to business combinations and disposals	-	-	-	-
Contributions to accumulation section	-	-	-	-
Past service cost	-	-	-	-
Settlements	-	-	-	-
Exchange rate changes	-	-	-	-
Present value of defined benefit obligations at end of the year	30,709,572	7,289,704	224,303,408	262,302,684

Reconciliation of the effect of the Asset Ceiling

	SASS Financial Year to 30 June 2016	SANCS Financial Year to 30 June 2016	SSS Financial Year to 30 June 2016	Total Financial Year to 30 June 2016
	A\$	A\$	A\$	A\$
Adjustment for effect of asset ceiling at beginning of the year	-	1,703	143,754	145,457
Interest on the effect of asset ceiling	-	52	4,356	4,408
Change in the effect of asset ceiling	-	(5)	(113,385)	(113,390)
Adjustment for effect of asset ceiling at end of the year	-	1,750	34,725	36,475

The adjustment for the effect of asset ceiling has been determined based on the maximum economic benefit available to the entity in the form of reductions in future employer contributions.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Fair value of Fund assets

All Pooled Fund assets are invested by SAS Trustee Corporation (STC) at arm's length through independent fund managers, assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities.

As such, the disclosures below relate to total assets of the Pooled Fund.

Asset category	Total (A\$'000)	Quoted prices in active markets for identical assets	Significant observable inputs	Unobservable inputs
		Level 1 (A\$'000)	Level 2 (A\$'000)	Level 3 (A\$'000)
As at 30 June 2016				
Short Term Securities	2,050,414	2,044,454	5,960	–
Australian Fixed Interest	2,720,589	2,724	2,717,865	–
International Fixed Interest	834,373	(1,358)	835,731	–
Australian Equities	9,720,878	9,171,767	549,087	24
International Equities	12,093,667	9,026,207	2,078,766	988,694
Property	3,650,267	1,113,253	618,946	1,918,068
Alternatives	7,115,949	470,130	3,122,185	3,523,634
Total[^]	38,186,137	21,827,177	9,928,540	6,430,420

The percentage invested in each asset class at the reporting date is:

	As at	30-Jun-16
Short Term Securities		5.4%
Australian Fixed Interest		7.0%
International Fixed Interest		2.2%
Australian Equities		25.5%
International Equities		31.7%
Property		9.6%
Alternatives		18.6%
Total		100.0%

[^] Additional to the assets disclosed above, at 30 June 2016 the Pooled Fund has provisions for receivables/(payables) estimated to be around \$2.83 billion. This gives total estimated assets of \$41.01 billion.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Level 1 – quoted prices in active markets for identical assets or liabilities. The assets in this level are listed shares; listed unit trusts.

Level 2 – inputs other than quoted prices observable for the asset or liability either directly or indirectly. The assets in this level are cash; notes; government, semi-government and corporate bonds; unlisted trusts where quoted prices are available in active markets for identical assets or liabilities.

Level 3 – inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property; unlisted shares; unlisted infrastructure; distressed debt; hedge funds.

Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cashflow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such managers make limited use of derivatives.

Fair value of entity's own financial instruments

The disclosures below relate to total assets of the Pooled Fund.

The fair value of the Pooled Fund assets as at 30 June 2016 includes \$189.6 million in NSW government bonds.

Of the direct properties owned by the Pooled Fund:

- SAS Trustee Corporation occupies part of a property 100% owned by the Pooled Fund with a fair value of \$222 million (30 June 2015: \$159 million).- Health Administration Corporation occupies part of a property 50% owned by the Pooled Fund with a fair value of \$243 million (30 June 2015: \$204 million).

Significant Actuarial Assumptions at the Reporting Date

As at	30-Jun-16	30-Jun-15
Discount rate	1.99%	3.03%
Salary increase rate (excluding promotional increases)	2.50% 2016/2017 to 2018/2019; 3.50% 2019/2020 and 2020/2021; 3.00% pa 2021/2022 to 2025/2026; 3.50% pa thereafter	2.50% 2015/2016 to 2018/2019; 3.50% 2019/2020; 3.00% pa 2021/2022 to 2024/2025; 3.50% pa thereafter
Rate of CPI increase	1.5% 2015/2016; 1.75% 2016/2017; 2.25% 2017/2018; 2.50% pa thereafter	2.50% 2015/2016; 2.75% 2016/2017 & 2017/2018; 2.50% pa thereafter
Pensioner mortality	The pensioner mortality assumptions are as per the 2015 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.	The pensioner mortality assumptions are as per the 2012 Actuarial Investigation of the Pooled Fund. These assumptions are disclosed in the actuarial investigation report available from the trustee's website. The report shows the pension mortality rates for each age.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Sensitivity Analysis

The entity's total defined benefit obligation as at 30 June 2016 under several scenarios is presented below. The total defined benefit obligation disclosed is inclusive of the contribution tax provision which is calculated based on the asset level at 30 June 2016.

Scenarios A to F relate to sensitivity of the total defined benefit obligation to economic assumptions, and scenarios G and H relate to sensitivity to demographic assumptions.

	Base Case	Scenario A -1.0% discount rate	Scenario B +1.0% discount rate
Discount rate	1.99%	0.99%	2.99%
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	262,302,683	307,470,499	226,669,578
	Base Case	Scenario C +0.5% rate of CPI increase	Scenario D -0.5% rate of CPI increase
Discount rate	as above	as above	as above
Rate of CPI increase	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Salary inflation rate	as above	as above	as above
Defined benefit obligation (A\$)	262,302,683	281,219,014	245,301,471
	Base Case	Scenario E +0.5% salary increase rate	Scenario F -0.5% salary increase rate
Discount rate	as above	as above	as above
Rate of CPI increase	as above	as above	as above
Salary inflation rate	as above	above rates plus 0.5% pa	above rates less 0.5% pa
Defined benefit obligation (A\$)	262,302,683	264,346,554	260,356,221
	Base Case	Scenario G +5% pensioner mortality rates	Scenario H -5% pensioner mortality rates
Defined benefit obligation (A\$)	262,302,683	259,558,016	266,737,533

*Assumes the long term pensioner mortality improvement factors for years post 2021 also apply for years 2016 to 2021.

**Assumes the short term pensioner mortality improvement factors for years 2016-2021 also apply for years after 2021.

The defined benefit obligation has been recalculated by changing the assumptions as outlined above, whilst retaining all other assumptions.

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Asset-Liability matching strategies

The Trustee monitors its asset-liability risk continuously in setting its investment strategy. It also monitors cashflows to manage liquidity requirements. No explicit asset-liability matching strategy is used by the Trustee.

Funding arrangements

Funding arrangements are reviewed at least every three years following the release of the triennial actuarial review and was last reviewed following completion of the triennial review as at 30 June 2015. Contribution rates are set after discussions between the employer, STC and NSW Treasury.

Funding positions are reviewed annually and funding arrangements may be adjusted as required after each annual review.

Surplus/deficit

The following is a summary of the 30 June 2016 financial position of the Fund calculated in accordance with AAS 25 “Financial Reporting by Superannuation Plans”:

	SASS	SANCS	SSS	Total
	30-Jun-16	30-Jun-16	30-Jun-16	30-Jun-16
	A\$	A\$	A\$	A\$
Accrued benefits*	24,604,904	5,453,880	102,469,342	132,528,126
Net market value of Fund assets	(25,010,519)	(5,443,540)	(100,861,792)	(131,315,851)
Net (surplus)/deficit	(405,615)	10,340	1,607,550	1,212,275

*There is no allowance for a contribution tax provision within the Accrued Benefits figure for AAS 25. Allowance for contributions tax is made when setting the contribution rates.

Contribution recommendations

Recommended contribution rates for the entity are:

	SASS	SANCS	SSS
	multiple of member contributions	% member salary	multiple of member contributions
NSW Trustee & Guardian and Office of Protective Guardian	1.9	2.50%	1.6

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Economic assumptions

The economic assumptions adopted for the 30 June 2015 actuarial investigation of the Pooled Fund are:

Weighted-Average Assumptions

Expected rate of return on Fund assets backing current pension liabilities	7.8% pa
Expected rate of return on Fund assets backing other liabilities	6.8% pa
Expected salary increase rate (excluding promotional salary increases)	3.0% to 30 June 2019 then 3.5% pa thereafter
Expected rate of CPI increase	2.5% pa

Expected contributions

	SASS	SANCS	SSS	Total
	Financial Year to 30 June 2017			
	A\$	A\$	A\$	A\$
Expected employer contributions	529,283	167,700	476,760	1,173,743

Maturity profile of defined benefit obligation

The weighted average duration of the defined benefit obligation is 14.9 years.

Profit or Loss Impact

	SASS	SANCS	SSS	Total
	Financial Year to 30 June 2016			
	A\$	A\$	A\$	A\$
Current service cost	987,345	258,728	466,454	1,712,527
Net interest	65,739	30,434	2,663,363	2,759,536
Past service cost	0	0	0	0
(Gains)/Loss on settlement	0	0	0	0
Profit or loss component of the Defined Benefit Cost	1,053,084	289,162	3,129,817	4,472,063

28. SUPERANNUATION POSITION – DEFINED BENEFIT SCHEME – AASB 119 DISCLOSURES (cont'd)

Other Comprehensive Income

	SASS Financial Year to 30 June 2016	SANCS Financial Year to 30 June 2016	SSS Financial Year to 30 June 2016	Total Financial Year to 30 June 2016
	A\$	A\$	A\$	A\$
Actuarial (gains) losses on liabilities	2,799,865	650,652	32,920,549	36,371,066
Actual return on Fund assets less Interest income	(27,246)	(10,297)	(98,913)	(136,456)
Effects of transfers in/out due to business combinations and disposals	0	0	0	0
Adjustment for effect of asset ceiling	0	(5)	(113,385)	(113,390)
<i>Total re-measurement in Other Comprehensive Income</i>	<i>2,772,619</i>	<i>640,350</i>	<i>32,708,251</i>	<i>36,121,220</i>

29. EVENTS AFTER THE REPORTING PERIOD

There are no after period events to be reported.

END OF AUDITED FINANCIAL STATEMENTS

Independent Liquor and Gaming Authority Staff Agency

Financial Statements 2015-16

Contents

Statement in accordance with Section 41C (1B) of the Public Finance and Audit Act, 1983	232
Independent Auditor's Report	233
General Purpose Financial Statements	235
Statement of Comprehensive Income	235
Statement of Financial Position	236
Statement of Changes in Equity	237
Statement of Cash Flows	237
Notes to and forming part of the financial statements	238
1. Summary of Significant Accounting Policies	238
2. Acceptance by the Crown Entity of personnel benefits and other liabilities	241
3. Receivables	242
4. Payables	242
5. Provisions	242
6. Contingent Assets and Liabilities	242
7. Event after Reporting Period	242

Statement in accordance with Section 41C (1B) of the Public Finance and Audit Act, 1983

Pursuant to Section 41C of the *Public Finance and Audit Act 1983*, I state that:

- a) the accompanying financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the Public Finance and Audit Regulation 2015, the Treasurer's Directions and relevant Australian Accounting Standards;
- b) the financial statements and notes thereto exhibit a true and fair view of the financial position as at 30 October 2015 and the results of the operations for the period 1 July 2015 to 30 October 2015, given the required compliance with Australian Accounting Standards;
- c) at the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Philip Crawford
Chairperson

21 October 2016



Murray Smith
Board member



INDEPENDENT AUDITOR'S REPORT

Independent Liquor and Gaming Authority Staff Agency

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Independent Liquor and Gaming Authority Staff Agency (the Staff Agency), which comprise the statement of financial position as at 30 October 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the period 1 July 2015 to 30 October 2015, and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Staff Agency as at 30 October 2015, and of its financial performance and its cash flows for the period 1 July 2015 to 30 October 2015 in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of the Staff Agency in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

The Chairperson's Responsibility for the Financial Statements

The Chairperson is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the Chairperson determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Staff Agency carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



C J Giumelli
Director, Financial Audit Services

25 October 2016
SYDNEY

General Purpose Financial Statements

for the period from 1 July 2015 to 30 October 2015

Statement of Comprehensive Income

	Notes	Actual 30 Oct 2015 \$000	Actual 30 Jun 2015 \$000
Expenses			
Employee related expenses			
Salaries and wages (including recreation leave)		2,553	7,177
Superannuation – defined benefit plan		46	139
Superannuation – defined contribution plans		137	427
Long service leave		177	577
Workers' compensation insurance		--	20
Payroll tax		128	388
Fringe benefit tax		4	4
Total Expenses		3,045	8,732
Revenue			
Personnel Services		2,862	8,107
Acceptance by the Crown Entity of personnel benefits and other liabilities	2	183	625
Total Revenue		3,045	8,732
Net Result			
Other comprehensive income for the period		--	--
Total Comprehensive Income		--	--

The accompanying notes form part of these financial statements.

Statement of Financial Position

	Notes	Actual 30 Oct 2015 \$000	Actual 30 Jun 2015 \$000
ASSETS			
Current Assets			
Receivables	3	1,383	1,253
Total Current Assets		1,383	1,253
Total Assets		1,383	1,253
LIABILITIES			
Current Liabilities			
Payables	4	355	269
Provisions	5	1,007	964
Total Current Liabilities		1,362	1,233
Non-Current Liabilities			
Provisions	5	21	20
Total Non-Current Liabilities		21	20
Total Liabilities		1,383	1,253
Net Assets		--	--
EQUITY			
Accumulated funds		--	--
Total Equity		--	--

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

	Accumulated Funds	
	30 Oct 2015 \$000	30 Jun 2015 \$000
Balance at the beginning of the period	--	--
Net Result for the period	--	--
Total comprehensive income for the period		
Transactions with owners in their capacity as owners		
Increase(decrease) in net assets from equity transfers		
Balance at the end of the period	--	--

The accompanying notes form part of these financial statements.

Statement of Cash Flows

	Actual 30 Oct 2015 \$000	Actual 30 Jun 2015 \$000
Net Cash Flows from Operating Activities	--	--
Net Cash Flows from Investing Activities	--	--
Net Cash Flows from Financing Activities	--	--
NET INCREASE / (DECREASE) IN CASH	--	--
Opening cash and cash equivalents	--	--
CLOSING CASH AND CASH EQUIVALENTS	--	--

The accompanying notes form part of these financial statements.

Notes to and forming part of the financial statements

for the period from 1 July 2015 to 30 October 2015

1. Summary of Significant Accounting Policies

a. Reporting entity

The Independent Liquor and Gaming Authority Staff Agency (“Entity”) was established by Administrative Order on 24 February 2014, under the Government Sector Employment Act 2013 (GSE Act). The Entity was a not-for-profit entity, with the sole objective being to provide personnel services to the Independent Liquor and Gaming Authority (ILGA). The Entity was a reporting entity controlled by ILGA and these financial statements are consolidated into the financial statements of ILGA.

The Entity was abolished by Administrative Arrangements (Administrative Changes – Liquor and Gaming) Order 2015 on 28 October 2015 (effective from 30 October 2015), under the *Constitution Act 1902*. All the Entity personnel were transferred to the Department of Justice.

These financial statements for the period 1 July 2015 to 30 October 2015 have been authorised for issue by the ILGA Board on 21 October 2016.

b. Basis of preparation

The entity’s financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2010* and

Generally, the historical cost basis of accounting has been adopted and the financial statements do not take into account changing money values or current valuations.

The accrual basis of accounting has been adopted in the preparation of the financial statements.

Despite the abolishing of the Entity, the financial statements have been prepared on a going concern basis which assumes that repayment of debts will be met as and when they fall due, without any intention or necessity to liquidate assets or otherwise winding up operations.

Following the abolition of the Entity, all the normal operations continued within the Department of Justice, without the need to liquidate assets or wind-up operations.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

c. Comparative information

Current figures are for the period from 1 July 2015 to 30 October 2015, whilst the 2015 figures are for 1 July 2014 to 30 June 2015.

1. Summary of Significant Accounting Policies (cont'd)

d. Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

e. Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

f. Receivables

A receivable is recognised when it is probable that the future cash inflows associated with it will be realised and it has a value that can be measured reliably. It is derecognised when the contractual or other rights to future cash flows from it expire or are transferred.

A receivable is measured initially at fair value and subsequently at amortised cost using the effective interest method, less any allowance for impairment. A short-term receivable with no stated interest rate is measured at the original invoice amount where the effect of discounting is immaterial. All the receivables of the Entity are short-term.

If there is objective evidence at the year-end that a receivable may not be collectable, its carrying value is reduced by means of an allowance for impairment and the resulting loss is recognised in the income statement. Receivables are monitored during the year and bad debts written off all against the allowance when they are determined to be irrecoverable. Any other loss or gain arising when a receivable is derecognised is also recognised in the income statement.

g. Payables

Payables include accrued wages, salaries, and related costs (such as payroll tax, fringe benefits tax and workers compensation insurance) where there is certainty as to the amount and timing of settlement.

A payable is recognised when a present obligation arises under contract or otherwise. It is derecognised when the obligation expires or is discharged, cancelled or substituted.

A short-term payable with no stated interest rate is measured at historical cost if the effect of discounting is immaterial.

1. Summary of Significant Accounting Policies (cont'd)

h. Employee benefits, provisions and expenses

i) Employee expenses – salaries and wages, annual leave and on-costs

Salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised short-term and measured at undiscounted amounts based on amounts expected to be paid when the liabilities are settled.

It is unlikely that the annual leave benefit will be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As a result annual leave is likely to be a long term employee benefit which the Standard required to be measured at present value. If applicable, long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds are used to discount long-term annual leave.

However, the impact or reclassification from a short-term (undiscounted) employee benefit to a long-term employee benefit (present value) is immaterial. Actuarial advice supports the view that the impact of inflation and discounting is immaterial to annual leave.

As per Treasury Circular (NSW TC15/09) the annual leave liability is calculated at a factor of 7.9% of the nominal value of annual leave.

The outstanding amounts of payroll tax, workers compensation insurance premiums and fringe benefits tax, which are consequential to the provision of personnel services, are recognised as liabilities and expenses where the personnel services to which they relate have been recognised.

ii) Long Service Leave

The Crown assumes the liabilities for long service leave (LSL) and defined benefit superannuation. The Entity and ILGA do not recognise LSL liabilities in the financial statements. Consequently the Entity and ILGA account for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

1. Summary of Significant Accounting Policies (cont'd)

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions (NSW TC 14/05). The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

All annual leave and LSL on-costs (whether or not it is expected to be settled within 12 months) are presented as a current liability in the Statement of Financial Position in accordance with AASB 101 *Presentation of Financial Statements*.

iii) Consequential on costs

Consequential on-costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

I. Equity Transfers

The transfer of net assets between entities as a result of an administrative restructure, transfers of programs/functions, and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by Australian Accounting Standards to be treated as contributions by owners and recognised as an adjustment to 'Accumulated Funds'. This treatment is consistent with AASB 1004 Contributions and Australian Interpretation 1038 Contributions by Owners Made to Wholly Owned Public Sector Entities.

Transfers arising from the administrative restructure involving not-for-profit and for-profit government entities are recognised at an amount at which assets and liabilities were recognised by the transferor immediately prior to the restructure.

j. Accounting Standards issued but not yet adopted

The Entity did not early adopt any new accounting standards and interpretations that are not yet effective. The Entity has assessed the impact of all new standards and interpretations and considers that no standard that is significant to the Entity has been published.

2. Acceptance by the Crown Entity of personnel benefits and other liabilities

	30 Oct 2015 \$'000	30 Jun 2015 \$'000
Superannuation – defined benefit	46	139
Long service leave	134	478
Payroll tax	3	8
	183	625

3. Receivables

	30 Oct 2015 \$'000	30 Jun 2015 \$'000
Current		
Receivable from Independent Liquor and Gaming Authority	1,383	1,253
	1,383	1,253

4. Payables

	30 Oct 2015 \$'000	30 Jun 2015 \$'000
Current		
Accrued salaries & wages and on-costs	355	269
	355	269

5. Provisions

	30 Oct 2015 \$'000	30 Jun 2015 \$'000
Current provisions		
Provision for Annual leave	744	709
Provision for Long Service leave	263	255
Total current provisions	1,007	964
Non-current provisions		
Provision for Long Service leave	21	20
Total non-current provisions	21	20
Total Provisions	1,028	984

6. Contingent Assets and Liabilities

The Entity has no contingent assets and liabilities as at 30 October 2015 (nil in 2015).

7. Event after Reporting Period

There are no material subsequent events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

Independent Liquor and Gaming Authority Financial Statements 2015-16

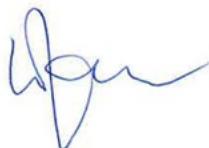
Contents

Statement in accordance with Section 41C (1B) of the Public Finance and Audit Act, 1983	244
Independent Auditor's Report	245
General Purpose Financial Statements	247
Statement of Comprehensive Income	247
Statement of Financial Position	248
Statement of Changes in Equity (Consolidated Entity and Parent Entity)	249
Statement of Cash Flows	250
Supplementary Financial Statements	251
Service Group Statements (Consolidated Entity)	251
Notes to and forming part of the financial statements	253
1. Summary of Significant Accounting Policies	253
2. Expenses (excluding losses)	262
3. Revenue	265
4. Current Assets – Cash and Cash Equivalents	266
5. Current Assets – Receivables	266
6. Non-Current Assets – Plant and Equipment (Consolidated and Parent Entity)	267
7. Intangibles (Consolidated and Parent Entity)	268
8. Fair value measurement of non-financial assets	269
9. Current Liabilities – Payables	269
10. Provisions for personnel services	270
11. Current Liabilities – Other	270
12. Commitments for Expenditure	271
13. Contingent Liabilities and Contingent Assets	271
14. Reconciliation of Cash Flows from Operating Activities to Net Result	271
15. Audit Remuneration	271
16. Administered Assets and Liabilities (Consolidated and Parent Entity)	272
17. Administered Revenue – Schedule of Uncollected Amounts (Consolidated and Parent Entity)	272
18. Administered Revenues (Consolidated and Parent Entity)	273
19. Financial Instruments	277
20. Budget Review	281
21. Services of the Independent Liquor and Gaming Authority	282
22. Event after Reporting Period	283

Statement in accordance with Section 41C (1B) of the Public Finance and Audit Act, 1983

Pursuant to Section 41C of the *Public Finance and Audit Act 1983*, I state that:

- a) the accompanying financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the provisions of the *Public Finance and Audit Act 1983*, the applicable clauses of the *Public Finance and Audit Regulation 2015*, and the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer;
- b) the accompanying financial statements exhibit a true and fair view of the financial position as at 30 June 2016 and financial performance of the Independent Liquor and Gaming Authority for the year then ended; and
- c) at the date of signing we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Philip Crawford
Chairperson

21 October 2016



Murray Smith
Board member



INDEPENDENT AUDITOR'S REPORT

Independent Liquor and Gaming Authority

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Independent Liquor and Gaming Authority (the Authority), which comprise the statement of financial position as at 30 June 2016, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows, and the service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information of the Authority and the consolidated entity. The consolidated entity comprises the Authority and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Authority and the consolidated entity as at 30 June 2016, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report.

I am independent of the Authority and the consolidated entity in accordance with the auditor independence requirements of:

- Australian Auditing Standards
- ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (the Code).

I have also fulfilled my other ethical responsibilities in accordance with the Code.

The PF&A Act further promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies, but precluding the provision of non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

The Chairperson's Responsibility for the Financial Statements

The Chairperson is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the Chairperson determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chairperson must assess the ability of the Authority and the consolidated entity to continue as a going concern unless operations will be dissolved by an Act of Parliament or otherwise cease. The assessment must include, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A further description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Authority or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.



C J Giumelli
Director, Financial Audit Services

25 October 2016
SYDNEY

General Purpose Financial Statements

for the year ended 30 June 2016

Statement of Comprehensive Income

Notes	Consolidated Entity			Parent Entity	
	Actual 2016 \$'000	Budget 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
EXPENSES excluding losses					
Operating expenses					
Personnel services	2(a)	10,918	9,209	259	13,963
Employee related	2(b)	3,045	--	8,732	--
Other operating expenses	2(c)	2,598	4,666	2,551	2,598
Depreciation and amortisation	2(d)	17	25	23	17
TOTAL EXPENSES excluding losses		16,578	13,900	11,565	11,565
REVENUE					
Sale of goods and services	3(a)	1,141	1,050	1,243	1,141
Investment revenue	3(b)	--	--	142	--
Retained taxes, fees and fines	3(c)	3,066	2,885	3,172	3,066
Grants and contributions	3(d)	12,816	9,225	8,016	14,079
Acceptance by the Crown Entity of personnel benefits and other liabilities	3(e)	1,263	530	625	--
TOTAL REVENUE		18,286	13,690	13,198	13,198
NET RESULT	14	1,708	(210)	1,633	1,708
Other comprehensive income		--	--	--	--
TOTAL COMPREHENSIVE INCOME		1,708	(210)	1,633	1,708
The accompanying notes form part of these financial statements.					

Statement of Financial Position

Notes	Consolidated Entity			Parent Entity	
	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000	Actual 2016 \$000	Actual 2015 \$000
	ASSETS				
Current Assets					
Cash and cash equivalent					
4	5,177	6,556	8,566	5,177	8,566
Receivables	5	6,036	422	837	6,036
Total Current Assets	11,213	6,978	9,403	11,213	9,403
Non-Current Assets					
Plant and equipment	6	36	93	32	36
Intangible assets	7	--	34	--	--
Total Non-Current Assets	36	127	32	36	32
Total Assets	11,249	7,105	9,435	11,249	9,435
LIABILITIES					
Current Liabilities					
Payables	9	2,440	599	1,073	2,440
Provisions	10(a)	--	1,178	964	--
Other	11	425	200	702	425
Total Current Liabilities	2,865	1,977	2,739	2,865	2,759
Non-Current Liabilities					
Provisions	10(b)	--	16	20	--
Total Non-Current Liabilities	--	16	20	--	--
Total Liabilities	2,865	1,993	2,759	2,865	2,759
Net Assets	8,384	5,112	6,676	8,384	6,676
EQUITY					
Accumulated funds		8,384	5,112	6,676	8,384
Total Equity		8,384	5,112	6,676	8,384

The accompanying notes form part of these financial statements.

Statement of Changes in Equity (Consolidated Entity and Parent Entity)

	Accumulated Funds \$000	Total \$000
Balance at 1 July 2015	6,676	6,676
Net result for the year	1,708	1,708
Total comprehensive income for the year	1,708	1,708
Balance at 30 June 2016	8,384	8,384
Balance at 1 July 2014	5,043	5,043
Net result for the year	1,633	1,633
Total comprehensive income for the year	1,633	1,633
Balance at 30 June 2015	6,676	6,676

The accompanying notes form part of these financial statements.

Statement of Cash Flows

Notes	Consolidated Entity			Parent Entity	
	Actual 2016 \$000	Budget 2016 \$000	Actual 2015 \$000	Actual 2016 \$000	Actual 2015 \$000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Personnel services	(14,007)	(8,672)	(8,312)	(14,007)	(8,312)
Other	(2,209)	(4,832)	(3,584)	(2,209)	(3,584)
Total Payments	(16,216)	(13,504)	(11,896)	(16,216)	(11,896)
Receipts					
Sale of goods and services	(505)	1,050	961	(505)	961
Interest received	75	108	146	75	146
Grants and contributions	9,225	9,225	7,837	9,225	7,837
Other	4,053	3,051	5,999	4,053	5,999
Total Receipts	12,848	13,434	14,943	12,848	14,943
NET CASH FLOWS FROM OPERATING ACTIVITIES	14	(3,368)	(70)	3,047	(3,368)
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchases of plant, equipment & intangible assets	(21)	(70)	(15)	(21)	(15)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(21)	(70)	(15)	(21)
NET CASH FLOWS FROM FINANCING ACTIVITIES		--	--	--	--
NET INCREASE / (DECREASE) IN CASH		(3,389)	(140)	3,032	(3,389)
Opening cash and cash equivalents	8,566	6,696	5,534	8,566	5,534
CLOSING CASH AND CASH EQUIVALENTS	4	5,177	6,556	8,566	5,177
The accompanying notes form part of these financial statements.					

Supplementary Financial Statements

for the year ended 30 June 2016

Service Group Statements (Consolidated Entity)

ENTITY'S EXPENSES & INCOME	Casino Control *		Liquor & Gaming Services *		Total	
	2016 \$000	2015 \$000	2016 \$000	2015 \$000	2016 \$000	2015 \$000
EXPENSES excluding losses						
Operating expenses						
Personnel services	4,743	259	6,175	--	10,918	259
Employee related	1,514	4,163	1,531	4,569	3,045	8,732
Other operating expenses	2,166	2,551	432	--	2,598	2,551
Depreciation and amortisation	17	23	--	--	17	23
TOTAL EXPENSES excluding losses	8,440	6,996	8,138	4,569	16,578	11,565
REVENUE						
Sale of goods and services	1,141	1,243	--	--	1,141	1,243
Retained taxes, fees and fines	--	--	3,066	3,172	3,066	3,172
Investment income	--	142	--	--	--	142
Grants and contributions	12,816	6,991	--	1,025	12,816	8,016
Acceptance by the Crown Entity of personnel benefits and other liabilities	741	253	522	372	1,263	625
TOTAL REVENUE	14,698	8,629	3,588	4,569	18,286	13,198
NET RESULT	6,258	1,633	(4,550)	--	1,708	1,633
Total Other Comprehensive Income	--	--	--	--	--	--
TOTAL COMPREHENSIVE INCOME	6,258	1,633	(4,550)	--	1,708	1,633

* Purpose of each service group are summarised in Note 21.

Independent Liquor and Gaming Authority Financial Statements 2015-16

ENTITY'S ASSETS & LIABILITIES	Casino Control *		Liquor & Gaming Services *		Total	
	2016 \$000	2015 \$000	2016 \$000	2015 \$000	2016 \$000	2015 \$000
ASSETS						
Current Assets						
Cash and cash equivalents	5,177	8,566	--	--	5,177	8,566
Receivables	6,036	837	--	--	6,036	837
Total current assets	11,213	9,403	--	--	11,213	9,403
Non-Current Assets						
Plant and equipment	36	32	--	--	36	32
Intangible assets	--	--	--	--	--	--
Total non-current assets	36	32	--	--	36	32
TOTAL ASSETS	11,249	9,435	--	--	11,249	9,435
LIABILITIES						
Current liabilities						
Payables	2,440	1,073	--	--	2,440	1,073
Provisions	--	964	--	--	--	964
Other	425	702	--	--	425	702
Total current liabilities	2,865	2,739	--	--	2,865	2,739
Non-Current liabilities						
Provisions	--	20	--	--	--	20
Total non-current liabilities	--	20	--	--	--	20
TOTAL LIABILITIES	2,865	2,759	--	--	2,865	2,759
NET ASSETS	8,384	6,676	--	--	8,384	6,676

* Purpose of each service group are summarised in Note 21.

ADMINISTERED REVENUES	Casino Control *		Liquor & Gaming Services *		Total	
	2016 \$000	2015 \$000	2016 \$000	2015 \$000	2016 \$000	2015 \$000
Administered Revenues						
Consolidated funds						
Casino duty & related fees	288,335	254,374	--	--	288,335	254,374
Casino licensing fees	337	341	--	--	337	341
Liquor licensing and other fees	--	--	1,531	1,525	1,531	1,525
Total Administered revenues	288,671	254,715	1,531	1,525	290,203	256,240

* Purpose of each service group are summarised in Note 21.

Administered assets, liabilities and revenues are disclosed in Notes 16, 17 and 18.

Notes to and forming part of the financial statements

for the year ended 30 June 2016

1. Summary of Significant Accounting Policies

a. Reporting entity

The Independent Liquor and Gaming Authority (“Authority”) is a reporting entity and is a NSW statutory body established under the *Gaming and Liquor Administration Act 2007* which constitutes the Authority as the licensing and regulatory authority for the purposes of the *Liquor Act 2007*, the *Casino Control Act 1992*, the *Gaming Machines Act 2001* and the *Registered Clubs Act 1976*.

The Authority changed its name from the Casino, Liquor and Gaming Control Authority to the Independent Liquor and Gaming Authority, effective from 1 March 2012. There were no changes to the structure and functions of the Authority as a result of changing its name.

The Independent Liquor and Gaming Authority Staff Agency (“Entity”) was established by Administrative Order on 24 February 2014, under the Government Sector Employment Act 2013 (GSE Act). The Entity’s sole objective being to provide personnel services to the Authority. The Entity was a reporting entity controlled by the Authority and these financial statements are consolidated into the financial statements of the Authority. The Independent Liquor and Gaming Authority Staff Agency was abolished on 30 October 2015 by Administrative Arrangements (Administrative Changes – Liquor and Gaming) Order 2015 dated 28 October 2015, under the *Constitution Act 1902*.

The Authority is a not-for-profit entity. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

These financial statements for the year ended 30 June 2016 have been authorised for issue by the Authority on 21 October 2016.

b. Basis of preparation

The Authority’s financial statements are general purpose financial statements which have been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

Plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

1. Summary of Significant Accounting Policies (cont'd)

c. Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

d. Administered activities

The Authority administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Authority's own objectives.

Transactions and balances relating to the administered activities are not recognised as the Authority's income, expenses, assets and liabilities, but are disclosed in Notes 16, 17 and 18 as 'Administered Income', 'Administered Expenses', 'Administered Assets' and 'Administered Liabilities'.

e. Insurance

The Authority's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claim experience.

f. Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by the Authority as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

1. Summary of Significant Accounting Policies (cont'd)

g. Income recognition

Income is measured at the fair value of the consideration or contribution received or receivable or casino special employee licence fees. Additional comments regarding the accounting policies for the recognition of income are discussed below.

i) Parliamentary appropriations and contributions and grants

Except as specified below, parliamentary appropriations and contributions from other bodies, including grants and donations, are generally recognised as income when the Authority obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

With effect from 1 July 2011, parliamentary appropriations to the Authority were discontinued. Instead, the Authority received grants from the Department of Justice in accordance with the approved budget.

ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the Authority transfers the significant risks and rewards of ownership of the assets.

iii) Rendering of services

Revenue is recognised when the service is provided or by reference to the stage of completion.

iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

v) Retained taxes, fees and fines

Liquor licensing and gaming revenue other than those relating to the casino precinct were managed and collected by the NSW Office of Liquor, Gaming and Racing which is part of the Department of Justice. Revenue is recognised when the service is provided.

vi) Grants

Grants for recurrent and capital expenditure purposes were received from the Department of Justice in accordance with the approved amount indicated in the Budget Papers for the financial year. Grants were recognised as income of the Authority upon receipt of the grants in cash.

1. Summary of Significant Accounting Policies (cont'd)

h. Assets

i) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Authority. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

ii) Capitalisation thresholds

Plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network or group costing more than \$5,000) are capitalised.

iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the ‘Valuation of Physical Non-Current Assets at Fair Value’ Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants’ perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 6 and Note 8 for further information regarding fair value.

The Authority-values each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

1. Summary of Significant Accounting Policies (cont'd)

When revaluing non-current assets using cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

iv) Impairment of plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

v) Depreciation of plant and equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Authority.

Depreciation rates by class of assets are:

- computer equipment 25% pa
- office equipment 25% pa
- office furniture and fitting 10% pa

vi) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

1. Summary of Significant Accounting Policies (cont'd)

vii) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

The Authority has no finance leases.

Operating lease payments are charged to the net results in the statement of comprehensive income in the periods in which they are incurred.

viii) Intangible assets

The Authority recognises intangible assets only if it is probable that future economic benefits will flow to the Authority and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

The Authority's intangible assets consisted of computer software only.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the Authority's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Authority's intangible assets are amortised using the straight line method over a period of four years (i.e. 25% pa).

Intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity, the Authority is effectively exempted from impairment testing.

ix) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net results for the year when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

All the receivables of the Authority are short-term.

x) Investments

The Authority has no investments other than the Authority's bank balances within the Treasury Banking System which earns interest.

1. Summary of Significant Accounting Policies (cont'd)

xii) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net results for the year.

Any reversals of impairment losses are reversed through the net results for the year, where there is objective evidence, except reversals of impairment losses on an investment in an equity instrument classified as "available for sale" which must be made through a reserve. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

xiii) De-recognition of financial assets and liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Authority transfers the financial asset:

- where substantially all the risks and rewards have been transferred or
- where the Authority has not transferred substantially all the risks and rewards, if it has not retained control.

Where the Authority has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Authority's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

i. Liabilities

i) Payables

These amounts represent liabilities for goods and services provided to the Authority and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method.

Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

1. Summary of Significant Accounting Policies (cont'd)

ii) Personnel services

The Authority received personnel services from the Entity and based on these arrangements, liabilities for personnel services at year end are stated as liabilities for the service provider, the Entity.

The personnel services liabilities included all employee benefits such as salaries and wages, recreation leave, long service leave, superannuation, workers' compensation insurance and payroll tax.

j. Fair value hierarchy

A number of the Authority's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Authority recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer Note 8 and Note 19 for further disclosures regarding fair value measurements of financial and non-financial assets.

k. Equity and reserves

i) Revaluation surplus

The Authority did not have any revaluation surplus.

ii) Accumulated funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

l. Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

1. Summary of Significant Accounting Policies (cont'd)

m. Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

n. New Australian Accounting Standards and Interpretation issued but not effective

NSW Public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

Accordingly, the Authority has not applied the following Australian Accounting Standards recently issued but not yet implemented:

- AASB 9 and AASB 2014-7 regarding financial instruments
- AASB 14 Regulatory Deferral Accounts
- AASB 1057 and AASB 2015-9 Application of Australian Accounting Standards
- AASB 2013-9 regarding the Conceptual Framework, Materiality and Financial Instruments (Parts B and C).
- AASB 2014-1 regarding amendments to Australian Accounting Standards
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-9 regarding equity method in separate financial statements
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities
- AASB 2015-9 Amendments to Australian Accounting Standards – Scope and Application Paragraphs
- AASB 2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128

While the impact of these standards in the period of initial application has not been specifically quantified, they are not expected to materially impact the financial statements.

2. Expenses (excluding losses)

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Personnel services expenses ¹				
Salaries and wages (including annual leave)	5,429	259	7,982	7,436
Superannuation – defined benefit plan	88	--	134	139
Superannuation – defined contribution plans	261	--	398	427
Long service leave	1,082	--	1,259	577
Redundancy payments	3,591		3,591	
Workers' compensation insurance	16	--	16	20
Payroll tax	453	--	581	388
Fringe benefit tax	(2)	--	2	4
	10,918	259	13,963	8,991
(b) Employee related expenses ²				
Salaries and wages (including annual leave)	2,553	7,177	--	--
Superannuation – defined benefit plan	46	139	--	--
Superannuation – defined contribution plans	137	427	--	--
Long service leave	177	577	--	--
Workers' compensation insurance	--	20	--	--
Payroll tax	128	388	--	--
Fringe benefit tax	4	4	--	--
	3,045	8,732	--	--

1. Including the amount reimbursed by Dept. of Justice/Crown for long service leave payment and superannuation-defined benefit plans

2. Including the amount reimbursed by the Entity/Crown for long service leave payment and superannuation-defined benefit plans.

The Independent Liquor and Gaming Authority Staff Agency ("Entity") was established by Administrative Order on 24 February 2014, under the Government Sector Employment Act 2013 (GSE Act). The Entity was a not-for-profit entity, with the sole objective being to provide personnel services to the Independent Liquor and Gaming Authority (ILGA). The Entity is a reporting entity controlled by ILGA and these financial statements are consolidated into the financial statements of ILGA.

The Entity was abolished by Administrative Arrangements (Administrative Changes – Liquor and Gaming) Order 2015 on 28 October 2015 (effective from 30 October 2015), under the Constitution Act 1902. All the Entity personnel were transferred to the Department of Justice.

2. Expenses (excluding losses) (cont'd)

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(c) Other operating expenses include the following:				
Auditor's remuneration – audit of the financial statements	100	92	100	92
Operating lease rental expense				
minimum lease payments	246	229	246	229
Insurance	4	3	4	3
Consultants [Note (c)(1)]				
Genting Hong Kong Ltd review	391	680	391	680
Crown Sydney Ltd review	124	163	124	163
Section 31 investigation [Note (c)(3)]	--	--	--	--
Section 143 inquiry	--	--	--	--
Other	301	335	301	335
Casino Project	43	61	43	61
Contractors [Note (c)(2)]				
Shared corporate services	131	131	131	131
Other contractors	--	9	--	9
Maintenance	25	32	25	32
Other – Casino licensing expenses	91	98	91	98
Legal fees	631	393	631	393
Travelling	54	36	54	36
Information technology	24	20	24	20
Other administration expenses	433	269	433	269
	2,598	2,551	2,598	2,551

- (c)(1) A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management.
- The Authority conducted and completed the review Crown Resorts Limited by 30 June 2013. The overall total costs of the investigation were \$4,100,000 over two years.
- The total consultant costs in 2016 also included \$391,034 (\$679,836 in 2015) on legal and other professional costs in connection with the review conducted on the Genting Hong Kong Limited by the Authority. This review was as a result of the Genting Hong Kong's application to acquire more than 10% of the shares in Echo Entertainment Ltd. All costs in connection with this review are covered from Genting Hong Kong Limited.
- The total consultant costs in 2016 also included \$123,549 (\$162,750 in 2015) on legal and other professional costs in connection with the review conducted on the Crown Sydney Limited by the Authority. This review was as a result of the Crown Sydney's application for a restricted gaming licence pursuant to Section 13 of the Casino Control Act 1992 (NSW).

2. Expenses (excluding losses) (cont'd)

- (c)(2) A contractor is any individual who is engaged to undertake operational work that would or could be regarded as normally undertaken by an employee, but internal expertise is not available. Contractors are free to decide the manner in which they will complete the task and achieve the desired result. Contractors are distinct from employees as they are engaged under a different set of legal arrangements.
- Contractor costs of \$131,448 in 2016 relate to charges by the NSW Department of Industry, Skills and Regional Development for providing corporate services to the Authority (\$131,448 in 2015).
- (c)(3) Under section 31 of the *Casino Control Act 1992*, the Authority, not later than 3 years after the grant of a casino licence and thereafter at intervals not exceeding 5 years, must investigate and form an opinion as to whether or not (a) the casino operator is a suitable person to continue to give effect to the casino licence and the Act, and (b) it is in the public interest that the casino licence should continue in force.
- The last section 31 investigation was completed and reported to the Minister on 15 December 2011. There was no Section 31 investigation conducted in 2012-13, 2013-14, 2014-15 or 2015-16.
- (c)(4) As noted in Note 2 (b) above, the Entity was a not-for-profit entity, with the sole objective being to provide personnel services to the Independent Liquor and Gaming Authority (ILGA). The Entity was abolished by Administrative Arrangements (Administrative Changes – Liquor and Gaming) Order 2015 on 28 October 2015 (effective from 30 October 2015), under the Constitution Act 1902. All the Entity personnel were transferred to the Department of Justice. Personnel Services costs relate to the services provided by the Dept. of Justice from 1 November 2015 to 30 June 2016.

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(d) Depreciation and amortisation expense:				
Office equipment	1	3	1	3
Office furniture and fittings	1	1	1	1
Depreciation	17	18	17	18
Amortisation – intangible assets	--	5	--	5
	17	23	17	23

3. Revenue

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Sale of goods and services				
Recovery of project management costs and certain other costs from the Star Pty Ltd under legal agreements between the Authority and them [see Note 2(c)(1)]	--	--	--	--
Recovery of expenses from Genting Hong Kong Limited in connection with the review on Genting Hong Kong Limited [see Note 2(c)(1)]	389	680	389	680
Recovery of expenses from Crown Sydney Limited in connection with a review of Crown Sydney Limited as a result of the Crown Sydney's application for a restricted gaming licence [see Note 2(c)(1)]	123	163	123	163
Recovery of expenses from CMS Licence	207	--	207	--
Casino Special Employee License fees [see Note 1 (g) and Note 17(vi)]	422	400	422	400
	1,141	1,243	1,141	1,243
(b) Investment revenue				
Interest revenue from financial assets not at fair value through profit or loss	--	142	--	142
	--	142	--	142
(c) Retained taxes, fees and fines				
Gaming machine evaluation fees	1,363	1,685	1,363	1,685
Licensing – Liquor revenue	1,703	1,487	1,703	1,487
Miscellaneous revenue	--	--	--	--
	3,066	3,172	3,066	3,172
(d) Grants and contributions				
Grants (recurrent) from the Department of Justice.	12,816	8,016	14,079	8,016
Other grants – Personnel Services. ¹	--	--	--	625
	12,816	8,016	14,079	8,641
1. Personnel services and liabilities provided free of charge by the Independent Liquor and Gaming Authority Staff Agency.				
(e) Acceptance by the Crown Entity of personnel benefits and other liabilities				
The following liabilities and / or expenses have been assumed by the Crown Entity:				
Superannuation – defined benefit	135	139	--	--
Long service leave	1,121	478	--	--
Payroll tax	7	8	--	--
	1,263	625	--	--

4. Current Assets – Cash and Cash Equivalents

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
	Cash at bank and on hand	5,177	8,566	5,177
		5,177	8,566	5,177
				8,566

For the purposes of the Statement of cash flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	5,177	8,566	5,177	8,566
Closing cash and cash equivalents (per statement of cash flows)	5,177	8,566	5,177	8,566

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

5. Current Assets – Receivables

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
	Other debtors	6,057	759	6,057
Less allowance for impairment	21			21
Interest receivable	--	75	--	75
Prepayments	--	3	--	3
	6,036	837	6,036	837

Movement in the allowance for Impairment

Balance at 1 July	--	--	--	--
Amounts written off during the year	--	--	--	--
Amounts recovered during the year	--	--	--	--
Increase / (decrease) in allowance	21	--	21	--
Recognised in profit or loss				
Balance at 30 June	21	--	--	--

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

6. Non-Current Assets – Plant and Equipment (Consolidated and Parent Entity)

	Computer Equipment \$'000	Office Equipment '\$000	Office Furniture & Fittings \$'000	Total \$'000
At 1 July 2015 – fair value				
Gross carrying amount	367	98	39	504
Accumulated depreciation and impairment	(360)	(92)	(20)	(472)
Net carrying amount	7	6	19	32
At 30 June 2016 – fair value				
Gross carrying amount	121	98	39	258
Accumulated depreciation and impairment	(108)	(93)	(21)	(222)
Net carrying amount	13	5	18	36
Reconciliation				
A reconciliation of the carrying amount of each class of plant and equipment at the beginning and end of the current reporting period is set out below:				
Year ended 30 June 2016				
Net carrying amount at start of year	7	6	19	32
Additions	21	--	--	21
Disposals/written off	--	--	--	--
Reclassification of intangibles	--	--	--	--
Depreciation expense	(15)	(1)	(1)	(17)
Net carrying amount at 30 June 2016	13	5	18	36
At 1 July 2014 – fair value				
Gross carrying amount	367	98	24	489
Accumulated depreciation and impairment	(346)	(89)	(19)	(454)
Net carrying amount	21	9	5	35
At 30 June 2015 – fair value				
Gross carrying amount	367	98	39	504
Accumulated depreciation and impairment	(360)	(92)	(20)	(472)
Net carrying amount	7	6	19	32
Reconciliation				
A reconciliation of the carrying amount of each class of plant and equipment at the beginning and end of the current reporting period is set out below:				
Year ended 30 June 2015				
Net carrying amount at start of year	21	9	5	35
Additions	--	--	15	15
Disposals/written off	--	--	--	--
Reclassification of intangibles	--	--	--	--
Depreciation expense	(14)	(3)	(1)	(18)
Net carrying amount at end of year	7	6	19	32

7. Intangibles (Consolidated and Parent Entity)

	Software \$'000	Total \$'000
At 1 July 2015 – fair value		
Gross carrying amount	224	224
Accumulated amortisation and impairment	(224)	(224)
Net carrying amount	--	--
At 30 June 2016 – fair value		
Gross carrying amount	224	224
Accumulated amortisation and impairment	(224)	(224)
Net carrying amount	--	--

Reconciliation

A reconciliation of the carrying amount of each class of intangibles at the beginning and end of the current reporting period is set out below:

Year ended 30 June 2016

Net carrying amount at the start of year	--	--
Amortisation	--	--
Net carrying amount at 30 June 2016	--	--

At 1 July 2014 – fair value

Gross carrying amount	224	224
Accumulated amortisation and impairment	(219)	(219)
Net carrying amount	5	5

At 30 June 2015 – fair value

Gross carrying amount	224	224
Accumulated amortisation and impairment	(224)	(224)
Net carrying amount	--	--

Reconciliation

A reconciliation of the carrying amount of each class of intangibles at the beginning and end of the current reporting period is set out below:

Year ended 30 June 2015

Net carrying amount at the start of year	5	5
Additions	--	--
Amortisation	(5)	(5)
Net carrying amount at end of year	--	--

8. Fair value measurement of non-financial assets

a. Fair value hierarchy

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Year ended 30 June 2016				
Plant and equipment (Note 6)				
Plant and equipment	--	36	--	36
	--	36	--	36
Year ended 30 June 2015				
Plant and equipment (Note 6)				
Plant and equipment	--	32	--	32
	--	32	--	32

All plant and equipment have been valued using market evidence with adjustment for condition, location and comparability and is therefore categorised as Level 2.

9. Current Liabilities – Payables

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Creditors	56	171	56	171
Accrued salaries, wages and on-costs				
Accrued salaries, wages and on-costs	--	323	--	323
Personnel services expenses	1,621	--	1,621	984
Accruals	763	579	763	579
	2,440	1,073	2,440	2,057

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

10. Provisions for personnel services

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
(a) Current				
Provision for Annual leave	--	709	--	--
Provision for Long Service leave	--	255	--	--
Total Current Provisions	--	964	--	--
(b) Non-current				
Provision for Long Service Leave	--	20	--	--
Total Current Provisions	--	20	--	--
Total Provisions	--	984	--	--
Aggregate employee benefits and related on-costs				
Personnel services liability	1,621	984	--	--
Accrued salaries, wages and on costs [note 9]	--	323	--	--
	1,621	1,307	--	--

11. Current Liabilities – Other

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Deposits held for Casino Special Employee Licensing application	40	40	40	40
Deposits from Genting Hong Kong Limited held for covering expenses in connection with the Authority's review of Genting Hong Kong Limited.	(26)	467	(26)	467
Deposits from Crown Sydney Limited held for covering expenses in connection with a review of the Crown Sydney's application for a restricted gaming licence.	--	--	--	--
Net GST payable	411	195	411	195
Liabilities to Consolidated Fund	--	--	--	--
	425	702	425	702

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 19.

12. Commitments for Expenditure

a. Capital Commitments

The Authority did not have any capital commitments as at 30 June 2016 (nil for 2015).

b. Operating Lease Commitments

The Authority did not have any operating lease commitments as at 30 June 2016 (nil for 2015).

c. Finance Lease Commitments

The Authority did not have any finance lease commitments as at 30 June 2016 (nil for 2015).

13. Contingent Liabilities and Contingent Assets

Contingent liabilities

The Authority has no contingent liabilities as at 30 June 2016 (nil for 2015).

Contingent Assets

The Authority has no contingent assets as at 30 June 2016 (nil for 2015).

14. Reconciliation of Cash Flows from Operating Activities to Net Result

	Consolidated Entity		Parent Entity	
	Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
	(3,368)	3,047	(3,368)	3,047
Net cash used on operating activities	(17)	(23)	(17)	(23)
Depreciation and amortisation	5,199	(135)	5,199	(135)
Increase/(decrease) in receivables	984	(1,566)	984	(1,566)
Increase/(decrease) in provisions	(1,090)	310	(1,090)	310
Increase/(decrease) in creditors				
Net result	1,708	1,633	1,708	1,633

15. Audit Remuneration

For the year ending 30 June 2016, the audit remuneration paid/payable to the Audit Office of NSW amounted to \$100,100 including GST (\$101,475 for 2015). The auditors received no other benefit.

16. Administered Assets and Liabilities (Consolidated and Parent Entity)

	2016 \$'000	2015 \$'000
Administered assets		
Receivable – Casino Duty	12,165	8,585
Receivable – Responsible Gambling Levy	195	433
Total Administered assets	12,360	9,018
Administered liabilities		
Deferred income – current	8,330	8,330
Deferred income – non current	19,860	28,190
Total Administered liabilities	28,190	36,520

17. Administered Revenue – Schedule of Uncollected Amounts (Consolidated and Parent Entity)

	Less than 30 days \$'000	30-90 days \$'000	Greater than 90 days \$'000	Total \$'000
2016				
Casino Duty	12,165	--	--	12,165
Responsible Gambling Levy	195	--	--	195
Total	12,360	--	--	12,360
2015				
Casino Duty	8,585	--	--	8,585
Responsible Gambling Levy	433	--	--	433
Total	9,018	--	--	9,018

18. Administered Revenues (Consolidated and Parent Entity)

The Authority administered the undermentioned Crown revenues to NSW Treasury. These revenues were not recorded in the financial statements of the Authority.

Administered revenues	2016 \$'000	2015 \$'000
i) Casino Duty	193,145	171,068
ii) Rebate player duty	60,834	50,131
iii) Responsible gambling levy	18,513	17,509
iv) Casino Regulatory and Compliance Deed payment	8,330	8,330
v) Casino Supervisory Levy	7,165	6,991
vi) Casino Rent	250	250
vii) Casino special employee licence fees	337	341
viii) Controlled contracts fees	8	13
ix) Fees for granting of liquor licences (casino precinct)	--	--
x) Others	90	82
xi) Liquor application/grant fees	883	886
xii) Gaming machine fees	648	639
Total Administered revenues	290,203	256,240

(i) Casino Duty

Pursuant to section 114 of the *Casino Control Act 1992*, a casino duty is to be paid to the Authority in respect of the casino licence. Duty is calculated and paid on a weekly basis. The Authority audited the weekly casino duty paid by The Star Pty Ltd. The duty was, at Treasury's direction, remitted directly to Treasury each week. The above revenues were remitted to Treasury in 2015-16.

(ii) Rebate Player Duty

Rebate Player Instalment Amounts

Subject to clause 3 of schedule 5 of the Amended and Restated Casino Duty and Responsible Gambling Levy Agreement dated 26 June 2008, the Licensee (The Star Pty Ltd) must pay to the Authority, at the discretion of the Treasurer, \$6,000,000 in each Calendar Year.

The Licensee must pay this amount via instalments on the following dates:

- a) \$3,000,000 on 1 January; and
- b) \$3,000,000 on 1 July.

A total amount of \$6 million was received in the financial year ended 30 June 2016. The instalment was not refundable in whole or in part.

18. Administered Revenues (Consolidated and Parent Entity) (cont'd)

Rebate Player Duty

Rebate player duty means casino duty calculated at the Rebate Player Duty Rate on non-NSW Gross Revenue in accordance with clause 4 of schedule 5 of the Amended and Restated Casino Duty and Responsible Gambling Levy Agreement.

Rebate Player Duty Rate is 10%.

Duty above the instalment amounts becomes payable when Rebate Player Gross Revenue exceeds \$60,000,000 in the Calendar Year.

The above revenues were remitted to Treasury in 2015-16.

GST Offset

Under clause 7 of schedule 5 of the Amended and Restated Casino Duty and Responsible Gambling Levy Agreement, the Treasurer must rebate GST offset payments to the casino licensee (The Star Pty Ltd).

(iii) Responsible Gambling Levy

Section 115 of the *Casino Control Act 1992* requires a responsible gambling levy to be paid by the casino licensee.

The Authority audited the weekly responsible gambling levy paid by The Star Pty Ltd which was remitted by the casino operator direct to NSW Treasury.

The above revenues were remitted to Treasury in 2015-16.

The money derived from payment of the responsible gambling levy is subject to the operation of a trust deed appointing trustees and containing provisions approved by the Minister to the expenditure of that money for the benefit of the community. Responsibility for providing administrative support and assistance to the trustees and the Minister in relation to the administration of the Fund and the operation of the trustees lies with the Department of Justice.

18. Administered Revenues (Consolidated and Parent Entity) (cont'd)

(iv) Casino Regulatory and Compliance Deed Payment

On 14 December 1994, in accordance with the *Casino Control Act 1992*, the Authority granted the Licensee a licence to operate a casino in NSW. On the same date, the Licensee also entered into an Exclusivity Agreement where damages were payable by the State of NSW if certain regulatory events occurred during the Exclusivity Period. The Original Exclusivity Agreement expired on or about 14 September 2007.

Following negotiations the State of NSW agreed to grant the Licensee (The Star Pty Ltd) a new Exclusivity Period and protection rights that apply from 14 November 2007 to 13 November 2019 for which The Star Pty Ltd agreed to pay \$100 million. Pursuant to the Casino Regulatory and Compliance Deed, this payment is required in two lump sums of \$50 million (plus GST).

The first instalment was received and remitted to Treasury in July 2009. The second instalment was received and remitted to Treasury in July 2010.

The total amount of \$100 million was considered as administered revenue over a period of 12 years commencing from 14 November 2007. Hence, there was an administered revenue of \$8,330,000 during 2016.

(v) Casino Supervisory Levy

The *Casino Control Amendment (Supervisory Levy) Regulation 2013* commenced in October 2013. The new regulation requires the casino operator (The Star Ltd) to pay a casino supervisory levy of \$7,165,310 for the 2015-16 financial year (\$6,990,500 in 2014-15). The levy, which is paid to the Authority, is treated as Consolidated Revenue and is passed onto to NSW Treasury.

(vi) Casino Rent

In accordance with the Permanent Site Lease, The Star Pty Ltd has to pay \$250,000 to the Authority being annual rent of the permanent casino site commencing from 14 December 1996. The money was received from The Star Pty Ltd on 27 January 2016 and was then remitted to Treasury.

(vii) Casino Special Employee Licensing Fees

Section 44 of the *Casino Control Act 1992* provides that a person must not exercise in or in relation to a casino any of the functions of a special employee except in accordance with the authority conferred on the person by a licence.

Staff of The Star Pty Ltd who are “Special Employees” under Section 43 of the *Casino Control Act 1992* must be licensed by the Authority. With effect from 1 May 2005 the licence application fee was \$500 for each casino special employee. From 1 May 2013 the fee is \$1,000 each.

Under Section 55 of the *Casino Control Act 1992* and with effect from 26 June 2009 these licences expire 5 years after being granted. The licensee may, under Section 56 of the Act, apply to the Authority for the licence to be renewed. With effect from 1 May 2005 the fee for a renewal of licence is \$350. From 1 May 2013, the renewal fee is \$1,000 each.

In the year ended 30 June 2016, the Authority collected and remitted to Treasury \$336,710 (\$341,336 in 2015) in respect of Casino Special Employee Licence application fees (including fees for renewal of licences).

18. Administered Revenues (Consolidated and Parent Entity) (cont'd)

(viii) Controlled Contracts Fees

Under Section 36 of the *Casino Control Act 1992*, a “controlled contract” means:

- a) a contract that relates to the supply or servicing of gaming equipment that has been approved by the Authority under section 68 (1), or
- b) a contract, or class of contracts, that, in the opinion of the Authority, is materially significant to the integrity of the operation of a casino and that the Authority declares, by notice in writing to the casino operator, to be a controlled contract.

Section 37 of the *Casino Control Act 1992* provides that the casino operator must not enter into or become a party to a controlled contract, or the variation of a controlled contract, relating to the casino until the operator has given the Authority written notice of the details of the proposed contract or variation of contract and the investigation time that the Authority is allowed by this section has elapsed. The contract notice must be accompanied by the prescribed fee of \$2,500.

In the year ended 30 June 2016, there was \$7,500 collected and remittance of controlled contract fees (\$12,500 in 2015).

(ix) Fees for Granting of Liquor Licences (casino precinct)

The fees for liquor licensing and associated matters are prescribed in the *Liquor Regulation 2008*.

In the financial year ended 30 June 2016, there were no fees for granting of liquor licences (casino precinct) (nil in 2015).

(x) Others

In the financial year ended 30 June 2016, other revenues received included:

- a) A total of \$40,000 of infringement notices (\$33,000 in 2015) pecuniary penalty on The Star during the period. These relate to the following section breaches of the *Casino Control Act 1992*:
 - section 94(1) \$40,000 (\$28,000 in 2015);
 - section 163 Nil (\$5,000 in 2015);
- b) A total of \$49,512 (\$49,050 in 2015) in connection with infringement notices issued to persons for breaches of the Casino Control Act or Regulation.

The above revenues were remitted to Treasury.

18. Administered Revenues (Consolidated and Parent Entity) (cont'd)

(xi) Liquor application/grant fees

In accordance with the *Liquor Act 2007* and *Liquor Regulation 2008* the Authority received fees for the granting of a new liquor licence and for a change to an existing liquor licence. The fees were collected by the Department of Justice on behalf of the Authority. They included:

- Liquor – Club Licence fees
- Liquor – Hotel Licence fees
- Liquor – Limited Licence fees
- Liquor – On Premises Licence fees
- Liquor – Packaged Liquor Licence fees
- Liquor – Producer Wholesaler Licence fees

The revenue figure was provided by the NSW Department of Industry, Skills and Regional Development.

(xii) Gaming machine fees

In accordance with the *Gaming Machines Act 2001* and *Gaming Machines Regulation 2010*, the Authority received fees for the granting and renewal of gaming-related licences and work permits. The fees were collected by the Department of Justice on behalf of the Authority. They included:

- Gaming Machine Licence fees
- Gaming Machine Technicians fees

The revenue figure was provided by the NSW Department of Industry, Skills and Regional Development.

19. Financial Instruments

The Authority's principal financial instruments are outlined below. These financial instruments arise directly from the Authority's operations or are required to finance the Authority's operations. The Authority does not enter into or trade financial instruments, including derivative instruments, for speculative purposes.

The Authority's main risks arising from financial instruments are outlined below, together with the Authority's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Authority Board and the Authority Audit, Risk and Corporate Governance ("ARCG") Committee have overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management is established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks. Risk management is reviewed by the ARCG Committee and the Authority's internal auditors on a continuous basis.

19. Financial Instruments (cont'd)

a. Financial instrument categories

		Consolidated Entity		Parent Entity	
		Actual 2016 \$'000	Actual 2015 \$'000	Actual 2016 \$'000	Actual 2015 \$'000
Note	Category	Carrying Amount	Carrying amount	Carrying amount	Carrying Amount
Financial Assets					
Class:					
Cash and cash equivalents	4	N/A	5,177	8,566	5,177
Receivables	5	Loans and receivables (at amortised cost)	5,976	835	2,385
Financial Liabilities					
Class:					
Payables	9	Financial liabilities measured at amortised cost	2,440	867	2,440
Other	11	Financial liabilities measured at amortised cost	12	507	12

The financial instruments excluded statutory receivables and payables, prepayment and unearned revenues as these were not within the scope of AASB 7 *Financial Instruments: Disclosures*.

b. Credit Risk

Credit risk arises when there is the possibility of the Authority's debtors defaulting on their contractual obligations, resulting in a financial loss to the Authority. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Authority, including cash and receivables. No collateral is held by the Authority. The Authority has not granted any financial guarantees.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the Authority will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions. No interest is earned on trade debtors.

19. Financial Instruments (cont'd)

	Past due but not impaired \$000	Considered Impaired \$000
2016		
<3 months overdue	8	--
3 months – 6 months overdue	--	--
>6 months overdue	--	21
2015		
<3 months overdue	26	--
3 months – 6 months overdue	--	--
>6 months overdue	33	--

c. Liquidity Risk

Liquidity risk is the risk that the Authority will be unable to meet its payment obligations when they fall due. The Authority continuously manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets.

The Authority's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Authority may automatically pay the supplier simple interest.

In the year ended 30 June 2016 the Authority was not required to pay any interest for late payment (nil for 2015).

19. Financial Instruments (cont'd)

The table below summarises the maturity profile of the Authority's financial liabilities:

	Consolidated entity			Parent Entity		
	Maturity Dates			Maturity Dates		
	<1 year \$'000	1-5 years \$'000	>5 years \$'4000	<1 year \$'000	1-5 years \$'000	>5 years \$'000
2016						
Payables	2,440	--	--	2,440	--	--
Other Liabilities	12	--	--	12	--	--
Total	2,452	--	--	2,452	--	--
2015						
Payables	867	--	--	867	--	--
Other Liabilities	507	--	--	507	--	--
Total	1,374	--	--	1,374	--	--

All the above financial liabilities are non-interest bearing.

d. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Authority's exposure to market risk is primarily through interest rate risk on the Authority's bank balances within the NSW TCorp.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the time frame for the assessment. The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2015. The analysis assumes that all other variables remain constant.

Interest rate risk

Exposure to interest rate risk arises primarily through the Authority's interest bearing bank balances within the NSW TCorp. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Authority's exposure to interest rate risk is set out below.

19. Financial Instruments (cont'd)

	Consolidated and Parent Entity				
	Carrying Amount '\$000	-1% Profit '\$000	Equity '\$000	+1% Profit '\$000	Equity '\$000
2016					
<i>Financial assets</i>					
Cash and cash equivalents	5,177	(52)	--	52	--
2015					
<i>Financial assets</i>					
Cash and cash equivalents	8,566	(86)	--	86	--

Other price risk

The Authority has no financial assets and liabilities exposed to other price risk.

e. Fair value compared to carrying amount

Financial instruments are generally recognised at amortised cost. The amortised cost of the financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of the financial instruments.

20. Budget Review

Net Result

The net result for the year ended 30 June 2016 was a surplus of \$1,708,000, which was above the expected deficit budget of \$210,000. This result was primarily due to total revenue of \$18,286,000 being above total expenses of \$16,578,000.

- Total personnel services and employee related costs were above budget by \$4,754,000. This included \$3,591,000 of redundancy payment (unbudgeted) due to the restructure of the Authority as part of the NSW Liquor & Gaming Reforms.
- Other operating expenses were \$2,068,000 below budget. Mainly as result of legal and consultancy cost being lower than expected.
- Total revenue was \$4,596,000 above budget. This reflects the additional grant receivable from the Department of Justice to fund the redundancy payments (note above) of some \$3,591,000 (unbudgeted) and higher than expected acceptance by Crown Entity revenue.

20. Budget Review (cont'd)

Assets and Liabilities

Total assets were \$11,249,000 which were significantly above budget. This was mainly due to a \$3,591,000 grant receivable from the Department of Justice at year end to fund the redundancy payments (as noted above and unbudgeted).

Total liabilities were \$2,865,000 which was higher than budget mainly due to payables and other liabilities being higher than budget. There were no provisions for personnel services as all staff were transferred to the Department of Justice from November 2015 and the Department is now responsible those all personnel services liabilities.

Cash Flows

Net cash flows from operating activities was a deficit of \$3,368,000, reflecting the large number of redundancies paid in June 2016 (unbudgeted) – the budget expectation was a modest deficit of \$70,000.

Closing cash and cash equivalents were \$5,177,000 which is below budget.

21. Services of the Independent Liquor and Gaming Authority

Service Description

This service group covers administration of systems for the licensing, supervision, control and monitoring of legal casino gaming in New South Wales (refer to Service Group Statements on pages 7, 8 and 9).

Casino Control

This service group contributes to protecting the integrity of casino gaming in New South Wales and minimising harm to individuals and families by working towards a range of intermediate results that include the following:

- compliant casino operator who respects the public interest
- only suitable employees and companies are associated with the Casino
- illegal and undesirable activities precluded from the Casino and
- licensed entities and staff conduct authorised gambling and liquor activities in a responsible manner.

Liquor and Gaming services

Operational services relating to liquor licensing and gaming other than those relating to the casino precinct are provided by Liquor & Gaming NSW, a Division of the Department of Justice. The Department of Justice continues to provide some financial support services in this area.

22. Event after Reporting Period

The Authority was not aware of any events after the reporting period that would have a significant impact to the financial statements and the notes to the financial statements.

END OF AUDITED FINANCIAL STATEMENTS

Appendices: Department of Justice

Contents

Appendix 1: Accounts payment performance	285	Appendix 13: Internal audit and risk management	399
Appendix 2: Consultants	287	Appendix 14: Land disposal	400
Appendix 3: Consumer response	289	Appendix 15: Legal change	401
Appendix 4: Credit card certification	294	Appendix 16: Major works in progress	407
Appendix 5: Digital information security	295	Appendix 17: Multicultural Policies and Services Program	408
Appendix 6: Disability action plan	296	Appendix 18: Work health and safety	411
Appendix 7: Disclosure of controlled entities and subsidiaries	299	Appendix 19: Overseas visits	413
Appendix 8: Funds granted to community organisations	300	Appendix 20: Privacy and personal information	415
Appendix 9: Government Information (Public Access) Act 2009	339	Appendix 21: Public interest disclosures (PIDs)	416
Appendix 10: Human resources	395	Appendix 22: Research	417
Appendix 11: Insurance activities	396	Appendix 23: Senior executives	425
Appendix 12: Intensive Correction Order Management Committee	398	Appendix 24: Workforce diversity	426

Appendix 1

Accounts payment performance

Year ended 30 June 2016

Aged analysis at the end of each quarter	Current (i.e. within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
	16,211	2,444	67	559	-3
	19,050	718	237	32	11
	18,858	1,877	1,099	175	45
	20,903	1,430	50	8	6
Small business suppliers					
	657	81	1	17	-2
	786	21	2	0	2
	493	183	2	2	0
	2,165	3	0	0	3

Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
No. of accounts due for payment	76,546	91,871	70,469	63,405
No. of accounts paid on time	71,720	87,805	65,187	59,342
Actual % of accounts paid on time (based on no. of Accounts)	94	96	93	94
Dollar amount of accounts due for payment (\$,000)	296,080	257,208	289,419	332,114
Dollar amount of accounts paid on time (\$,000)	275,862	234,042	248,779	303,845
Actual % of accounts paid on time (based on \$)	93	91	86	92
No. of payments for interest overdue accounts	2	5	5	3
Interest paid on overdue accounts	2,266.21	165.00	319.00	83.00
Small business suppliers				
No. of accounts due for payment	4,784	5,549	4,542	5,624
No. of accounts paid on time	4,562	5,276	4,264	5,306
Actual % of accounts paid on time (based on no. of Accounts)	95	95	94	94
Dollar amount of accounts due for payment (\$,000)	9,801	9,449	7,594	10,189
Dollar amount of accounts paid on time (\$,000)	9,477	8,786	7,106	9,738
Actual % of accounts paid on time (based on \$)	97	93	94	96
No. of payments for interest overdue accounts	2	5	5	3
Interest paid on overdue accounts	2266.21	165.00	319.00	83.00

Payment of mandatory interest to small business

The Department has paid interest during the year to declared small business suppliers as advised above. The main reasons for payment delay are the misplacement of invoices and/or invoices lost in the post.

Department initiatives to improve payment performance

The Department has established the following initiatives to improve the timely payment of supplier invoices including:

- establishment of Justice SAP and Readsoft, initially for Trustee and Guardian, then progressively across the main divisions of the Department which reduces the risk of manual entry error
- continued rollout of the Purchasing Card Program to ensure the prompt payment of small value invoices, in line with Treasury Circular TC 11/15. The purchasing card solution was implemented from June 2014 to all business centres in 2014-15.
- design of a supplier e-form for Justice SAP to facilitate prompt onboarding of new suppliers and reduce the risk of losing paperwork
- analysis of spend cube and other performance indicators for purchasing and payment patterns across the whole Department and target areas responsible for late approvals
- monthly review of late payments with the relevant business centre managers
- consolidation of major statewide accounts (such as utilities and telecommunications).

Appendix 2

Consultants

Consultants expenditure over \$50,000

Company Name	Total	Description	Nature of Services
Richard Paul Irving	\$51,194	Corrective Services – Project to review Industrial Relations strategy.	Management Services
Dunn & Hillam Architects	\$53,652	Arts NSW – Refurbishment of heritage listed Gunnery building.	Management Services
Elton Consulting Group P/L	\$55,485	Liquor and Gaming – Arts strategic community plan.	Finance And Accounting/Tax
University Of Technology Sydney	\$57,248	Arts NSW – Development of a map of the cultural landscape of regional NSW.	Training
Futurewise	\$59,071	Corrective Services – Custodial consulting.	Management Services
Pricewaterhousecoopers	\$63,635	Liquor and Gaming – Keno review.	Finance And Accounting/Tax
Tiger's Eye Consulting Limited	\$65,200	Courts – Children's Champions and Witness Intermediaries training.	Specialist Training
Peter Bazana	\$66,000	Courts – Review & Analyse Civil Claims data in the Local Court.	Management Services
Smart Sparrow	\$66,000	Courts – Business Case for reduction Of District Court backlog.	Management Services
Law & Justice Foundation of NSW	\$71,351	Corporate Services – Service Desk design and implementation.	Management Services
KPMG	\$75,000	Corporate Services – Actuarial services.	Management Services
Scientific Games Corp	\$75,900	Liquor and Gaming – Training.	Training
Cultural And Indigenous Research Centre Australia (Circa)	\$80,000	Juvenile Justice – Youth On Track program evaluation.	Management Services
Macksam Consultancy P/L	\$89,551	Corrective Services – Reform project to lift performance and reduce re-offending.	Organisational Review
Derwent Contracting Pty Ltd	\$92,298	Corrective Services Industries – Legal consultancy and document preparation.	Management Services
SGS Economics And Planning P/L	\$99,103	Arts NSW – Development Of Western Sydney Arts and culture map to facilitate investments and the creation of strategies required to support and promote future Arts and culture in Western Sydney.	Engineering
Tropman Australia Pty Limited	\$108,888	Arts NSW – Urgent Works – Carriageworks Site	Engineering
KPMG	\$115,751	Corrective Services – Cost benefit analysis relating to inmate education.	Management Services
Colliers	\$130,306	Arts NSW – Property management advice.	Engineering
Baker & Mckenzie	\$130,954	Liquor and Gaming – Keno licenses support.	Management Services
Asset Technologies Pacific	\$139,331	Corrective Services Industries – Procurement consultancy.	Management Services

Appendices: Department of Justice

Company Name	Total	Description	Nature of Services
Deloitte Touche Tohmatsu	\$148,200	Preparation Of Human Capital Management Business Case	Management Services
Smart Sparrow	\$148,500	Preparation Of Online Resource Relating To Torture And Trauma	Management Services
Macquarie Capital Australia Ltd	\$150,000	Liquor and Gaming – Great Wall project.	Finance And Accounting/Tax
Martin Consulting P/L	\$168,500	Liquor and Gaming – Centralised Monitoring System projects.	Finance And Accounting/Tax
CEB SHL Talent Measurement	\$254,213	Corrective Services – Psychometric assessments.	Management Services
Advisian Pty Ltd	\$310,624	Corrective Services – Project Of Contestability On Issues Of transaction management services, EOI and probity.	Management Services
KPMG	\$317,050	Courts – Early Guilty Pleas Business Case Project	Management Services
Minter Ellison	\$460,508	Liquor and Gaming – Legal services for Centralised Monitoring System	Management Services
The Boston Consulting Group	\$550,000	Office of Secretary – Criminal Justice Reform Framework Project – Assessment and modelling of challenges in demand for services in the District Court (backlog) and the increase in the prison population.	Management Services
The Boston Consulting Group	\$1,097,500	Office of Secretary – Emerging Issues Project – Assessment and modelling of current challenges and historical causes including systems, reoffending strategy, prison bed capacity, resource allocation and fiscal projections.	Management Services
Total expenditure for consultants over \$50,000	\$5,351,012		

Consultant expenditure under \$50,000

Consultation category	Amount	Number
Engineering	\$68,610	5
Environmental	\$25,335	2
Finance/Tax	\$29,805	3
Information Technology	\$394,981	12
Management Services	\$1,620,106	84
Organisational Review	\$296,023	8
Training	\$37,897	5
Total expenditure for consultants under \$50,000	\$2,471,258	

Total expenditure for consultants \$7,822,270

Appendix 3

Consumer response

Reviewing feedback and complaints is an important part of improving Department services, policies and client relations.

The Department's complaints handling policy, Managing Complaints and Other Feedback, aims to ensure complaints are dealt with fairly and efficiently.

Further information can be found on the Feedback and Complaints page on the Department of Justice website.

Type of complaints received by business units in the former Attorney General's Division

Business Centre	Service	Policy/ Procedure	Cost	Other	TOTAL
ADR Directorate and Community Justice Centres	20	0	0	2	22
Anti-Discrimination Board	3	16	0	0	19
Court Services (Local and District Court)	89	47	26	44	206
Community Relations Unit	0	0	3	1	4
Information Technology Services (incorporating Switchboard)	0	0	0	0	0
Land and Environment Court of NSW	1	0	0	6	7
Law Access NSW	37	2	0	10	49
Legal Profession Admission Board	1	1	2	21	25
NSW Public Guardian	31	24	0	8	63
NSW Civil and Administrative Tribunal	258	125	7	30	420
NSW Industrial Relations Commission	0	0	0	0	0
NSW State Coroner's Office	9	3	1	16	29
Office of the General Counsel	0	0	0	0	0
Office of the Legal Services Commissioner	1	1	0	0	2
Registry of Births, Deaths and Marriages	277	57	22	57	413
Reporting Services Branch	3	1	0	0	4
Supreme Court	0	1	0	3	4
Victims Services	23	20	0	20	63

Improvements as a result of client feedback and complaints

In response to feedback from clients, the following business centres implemented a number of changes and improvements to their operations and/or practices during 2015–16 in an effort to better meet client needs.

Alternative Dispute Resolution Directorate & Community Justice Centres

- A case co-ordination system has been implemented where each Dispute Advisor is responsible for an assigned caseload.
- Most mediators were provided with the client feedback. This served to not only remind mediators about the nature of their role but also how to successfully translate it into accessible and transparent practices for clients.

Anti-Discrimination Board of NSW

- The Board undertook reviews of internal policy and procedure to ensure that clients are receiving the best possible service.

Court Services

- To ensure a consistency of approach, court staff revisited their training on determining payment of arbitrators.

LawAccess NSW

The average wait times for calls to be answered were reduced by implementing the following strategies:

- establishing a dedicated ‘Prisoner Call Group’ to divert high volume priority calls from prisoners away from the main contact centre staff – previously prisoner calls ‘jumped ahead’ of customers waiting in main queues thereby extending their wait time.
- recording and uploading of messages advising customers of available online resources to assist them with their legal problems.
- conducting targeted training focusing on improving call management techniques and reducing call handle times.

Legal Profession Admissions Board

- Acting on suggestions from students, the LPAB introduced online enrolment payments in the current semester for students. This received a high intake of students using this payment method.
- Examinations continue to be the biggest source of complaints and the LPAB has made several changes to examination policy, despite complaints from students, pass/fail statistics remain static.

NSW Civil & Administrative Tribunals (NCAT)

- NCAT updated its Appeals Guidelines to provide more information to appellants and respondents.
- To improve their customer service, NCAT developed a Complaints Fact Sheet and revised their existing fact sheet on Enforcing Tribunal Orders.

Office of the General Counsel (OGC)

- The OGC continues to streamline its processes and further improve services and responsiveness to clients and stakeholders.

Public Guardian

- Principal guardians and managers were given supervision coaching aimed at establishing consistent supervision and guardianship practice throughout their office.

Registry of Births, Deaths and Marriages

- The Registry canvassed stakeholders regarding value adding to and improvement of their customer service.

Victims Services

In keeping with continuous improvement and as a result of service complaints received, Victims Services has enhanced client service by:

- Refining their processes for document tracking and the referral of matters from the Client Administration Team to the Support Coordination Team.
- Training and counselling staff on the internal review process and the preparation of client notes/files.
- Implementing a case management system.

Juvenile Justice

In 2015-16, there were a total of 79 complaints received by Juvenile Justice.

Ninety one per cent of these complaints were made directly by a Juvenile Justice client. Three per cent were made by a client's family member or carer. The remainder consisted of complaints made by people or agencies on behalf of a client.

Eighty four per cent of these complaints were resolved within 48 hours. Three cent were resolved within three weeks.

Juvenile Justice complaints table

Nature of complaints	Number of complaints	Percentage
Complaint against staff	36	46%
Complaint about food/diet in centres	8	10%
Complaint against rules/point system in centres	11	14%
Complaint about appointments and interviews	10	13%
Complaint about DEC/school attendance	3	4%
Other, including: police, welfare, background reports, medical care, other clients, confidentiality/privacy, discrimination, transfer between centres	11	14%
Total	79	100.00%

Liquor & Gaming NSW

The Department of Justice's Complaint Handling Policy requires complaints to be handled at the earliest opportunity. The figures in the Liquor & Gaming NSW complaints table include verbal escalations in the call centre, emailed complaints and complaints directed through formal channels including to the Minister, assigned to Customer Experience and to the Ombudsman.

Liquor & Gaming NSW complaints table

Nature of complaints	Number of complaints
Service	46
Policy/process	9
Cost	1
Other	2
Total	58

Reforming the structure of liquor and gaming regulation in NSW was a key focus in 2015-16. The structural reform aims to improve governance structures so that all decision making and processes are aligned with the government's goals, and properly support government harm reduction policy settings. The reform focused on the establishment of a new fit for purpose regulator, as well as improving processes and transparency. It aims to significantly improve licensing processes and efficiency, reduce confusion, enhance service quality and customer convenience and improve communication with stakeholders.

Office of Emergency Management

Disaster Welfare Services (DWS) manages a 1800 number for the public to access assistance after a disaster event, primarily the NSW Disaster Relief Grants scheme.

DWS does not receive complaints from the public but does receive appeals against decisions (not to pay a grant) from time to time. In these circumstances, DWS re-open the applications and double check the assessments. Pending the outcome of an inquiry, DWS will advise the member of the public of the outcomes of the process.

DWS also receive complaints received by the Minister that relate to rejected applications and respond to these through the standard process.

Complaints are also received by the Ministerial Liaison Unit (MLU). In 2015/16, 4,000 items of correspondence relating to emergency management issues were received by the Office of Emergency Management.

Corrective Services NSW

CSNSW Complaint handling and response

Corrective Services NSW (CSNSW) encourages the resolution of complaints at the local level. Members of the public can direct their complaints to the relevant correctional centre, Community Corrections office, or head office staff or management. Members of the public may also write to the Minister responsible for corrective services or the Commissioner of Corrective Services, and they may lodge complaints via the CSNSW website.

Formal avenues through which inmates can make inquiries and/or raise complaints are set out in both legislation and CSNSW policies and procedures.

Data is not centrally retained on complaints received locally. Data is retained on complaints made by inmates to the Corrective Services Support Line (CSSL) and to Official Visitors appointed by the Minister responsible for corrective services. Data is also retained on written complaints received by the Minister responsible for corrective services and the Commissioner of Corrective Services from inmates and members of the public, and on complaints from members of the public lodged via the CSNSW website.

During the year a number of operational policies were reviewed and/or amended as a result of complaints received.

Minister and Commissioner

In 2015/16, a total of 189 written complaints were received by the Minister and Commissioner. This is 14 more than in 2014/15 (175).

The highest number of complaints was about visits; unfair treatment; classification; property and placement.

Corrective Services Support Line (CSSL)

During 2015/16 the CSSL answered 3953 telephone calls from inmates in correctional centres. This was an increase of 18% on the number received in 2014/15 (3,351).

Of the calls answered in 2015/16 2,068 (52%), were recorded as complaints. In 2014/15 48% of the calls were recorded as complaints (1,595).

As in the previous year, the highest number of complaints received was about phones (for example, access to phones, getting numbers on phone lists, discrepancy in phone account), property, placement, medical issues and court matters.

Official Visitors

Official Visitors reported making 1456 visits to correctional facilities during the year. Inmates raised 7,829 matters with Official Visitors which were recorded as complaints. The categories of complaint most often raised were medical issues; food; phone; property; and buy-ups (for example, non-delivery, pricing, availability, of items).

NSW Ombudsman

In 2015/16, the NSW Ombudsman wrote to the Commissioner of Corrective Services on 57 occasions, seven fewer than in 2014/15.

Of the 57 communications, seven referred to matters previously raised.

Of the 50 new matters, 38 were preliminary investigations pursuant to section 13AA of the *Ombudsman's Act 1994* (the Act). Two matters were suggestions made pursuant to section 31AC.

Under the Ombudsman's powers in the *Community Services (Complaints, Reviews and Monitoring) Act 1993*, three matters were referred pursuant to section 34D and one to section 38.

The relevant legislation was not identified for six of the matters referred.

Of the section 13AA matters, as in the previous year, those most often referred were about property, alleged unfair treatment; use of force; and classification/placement.

As at 30 June 2016, of the 57 matters communicated to the Commissioner, five had not been finalised.

Appendix 4 Credit card certification

In accordance with the Treasurer's Direction 205.01, it is hereby certified that the use of Department purchasing cards has been in accordance with government guidelines.



Andrew Cappie-Wood
Secretary

Appendix 5 Digital information security

I, Andrew Cappie-Wood am of the opinion that:

The Department of Justice had an Information Security Management System in place during the 2015-2016 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of the Department of Justice are adequate.

There is no agency under the control of the Department of Justice which is required to develop an independent ISMS in accordance with the NSW Government Digital Information Security Policy.

Where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, the Department of Justice has maintained certified compliance with AS/NZS ISO/IEC 27001 Information technology- Security techniques Information security management systems- Requirements by an accredited third party during the 2015-2016 financial year.



Andrew Cappie-Wood
Secretary

Appendix 6

Disability action plan

Highlights from the Department's new Disability Inclusion Action Plan 2015-2018 are detailed below.

Outcome 1

Attitudes & behaviours

- The Department of Justice continues to deliver training to its staff on disability awareness and flexible service delivery.
- Training initiatives include:
 - the Disability & Flexible Service Delivery e-learning module
 - face-to-face Flexible Service Delivery training
 - induction training
 - an online resource on providing good customer service to people with disability
 - information on using the infrared hearing assistance kits, using Auslan interpreters and service provision to clients who are blind or who have a vision impairment
 - understanding responsibility issues for young people with disability, Mental Health First Aid and working with young people with intellectual disability
 - the social model of disability and communication with customers who have a cognitive impairment
 - information on the National Disability Insurance Scheme.

All Registrars and Senior Registrars in Local Courts have included key performance indicators in their achievement plan for engagement with local disability groups.

Outcome 2

Liveable communities

- Accessibility was a key consideration in the relocation of the NCAT Guardianship Division from Balmain to Sydney CBD in April 2016. Applications to the Division may concern people with dementia, intellectual disability, brain injury or mental illness. Clients of the Division represent a broad cross-section of the community. The Division's external disability stakeholders were consulted during the planning phase for the move where a consultant, experienced in designing accessible facilities, was engaged to ensure the new registry environment makes people coming to the Tribunal feel at ease. The new Guardianship Division Registry premises on Level 6 of the John Maddison Tower Goulburn Street Sydney, was officially opened by the Attorney General in May 2016.
- The Department continues to improve accessibility of courthouse facilities around NSW when undertaking new construction or upgrade works.

Outcome 3 Employment

- In March 2016, the Department completed its one-year partnership with the National Disability Recruitment Co-ordinator (NDRC) to review its recruitment processes and help identify and address any barriers to the employment of people with a disability. The Department has integrated the recommendations into the employment initiatives set out in the Disability Inclusion Action Plan.
- Strategic Human Resources implemented a new recruitment practice requiring all job advertisements include a diversity statement encouraging applications from candidates with a disability and information on where to get assistance for adjustments during the recruitment process.
- In April 2016, the Department launched its new department-wide Reasonable Adjustments Guidelines. The guidelines ensure that all managers and staff are made aware of their responsibilities including how to identify, request and obtain reasonable adjustments in the workplace where needs are identified.
- As part of its 2015 State of the Sector reviews, Strategic Human Resources produced workforce diversity baseline reports that were presented to each Head of Division. The reports included a detailed analysis of the current representation of people with a disability within each of the divisions while also proposing recommendations and strategies for improving representation in under-performing areas.
- A number of areas in the Department have targeted roles for people with disability, successfully promoting the vacancies via the National Disability Recruitment Coordinator's network of Disability Employment Service providers. There are also opportunities for young people with disability to participate in the Transition to Work Program.
- Strategic Human Resources worked with a number of divisions to ensure that their restructures took into account the impact on staff with disability and that a number of targeted roles were retained for people with disability and possible redeployment opportunities within the Department were identified.
- The Department offered three internships for students with a disability at NCAT, Courts and Strategic Human Resources under the Stepping Into program hosted by the Australian Network on Disability.
- In December 2015, the Department's Staff with a Disability Network held its annual conference to recognise International Day of People with Disability. The network appointed a new Executive Committee and held regular meetings throughout the year to plan for future activities and events. The network completed an online survey of its members to inform its future direction and focus.
- Strategic Human Resources published an extensive range of disability-specific fact sheets and resources on the Department intranet. The information provided includes practical information for hiring managers and staff on how to appropriately support and communicate with staff with a disability.

Outcome 4

Systems & processes

- The Department continues to review its systems and processes to identify ways that accessibility for people with disability can be improved.
- Initiatives in this area include:
 - Using the NRS to assist customers with a hearing or speech impairment
 - Ensuring the Department's website is compliant with the Web Content Accessibility Guidelines (WCAG) 2.0 and reviewing content on an ongoing basis
 - Providing Easy English versions of publications
 - Piloting new video technology for Tribunals, allowing for more flexible service delivery for people with disability in regional areas
 - Promoting disability-related events and stories across the Department
 - Developing minimum service standards for victims of crime with disability.

Appendix 7

Disclosure of controlled entities and subsidiaries

Disclosure of controlled entities

The Department does not have any controlled entities.

Disclosure of subsidiaries

The Department does not have any subsidiaries.

Joint arrangement

The NSW Government has an investment in Law Courts Limited, which is an entity controlled jointly by the NSW Government and the Australian Government, and accounted for as a joint arrangement in accordance with AASB 11 Joint Arrangements. Both governments have equal representation on the board of directors and in the membership of Law Courts Limited, with all decisions requiring unanimous consent. Law Courts Limited is located at Level 3, Law Courts Building, Queen's Square, Sydney, NSW 2000, and its principal activity is the provision of accommodation for Courts, Courts Registries and support services at a standard that is suitable and available for occupation. The joint arrangement, entered into between the NSW Government and the Australian Federal Government, requires the recognition of 52.5 per cent of all revenues, expenses, assets and liabilities of the entity.

Appendix 8

Funds granted to community organisations

Victims Services

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Victims Support and Advocacy	Victims of Crime Assistance League (VOCAL)	\$645,319.65	VOCAL is an integrated criminal justice and social welfare response to victims of crime and non-offending affected others. The VOCAL Victim Support Unit – Hunter provides support, advice and referrals to victims of crime, specifically to provide information, support and a referral service to victims of crime in the Hunter region.	Victims of crime in the Hunter region
Victims Support and Advocacy	Enough is Enough	\$ 443,492.20	Enough is Enough supports victims of crime by providing: therapeutic support for victims of crime; advocacy, case management and referral pathways; advocacy and assistance in developing victim impact statements; community education and engagement.	Victims of crime
Victims Support and Advocacy	Survivors and Mates Support Network (SAMSN)	\$ 517,000.00	SAMSN provides specialist psychological and social assistance to aid adult male survivors of childhood sexual assault in their recovery as well as practical support for people to pursue outcomes through the criminal justice system.	Adult male survivors of childhood sexual assault
Total				\$1,605,811.85

Courts

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Downing Centre Chaplaincy services 2015-16	The Salvation Army	\$77,515.49	Chaplaincy services	Community
Total				\$77,515.49

Strategy & Policy

Crime Prevention Grants

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Design Out Crime Research Centre (DOCRC)	University of Technology Sydney	\$450,000.00	Funding for DOCRC to undertake research	Community, Business
Safe Space Take Kare Ambassadors	The Salvation Army	\$100,000.00	Reduce alcohol-related assaults and anti-social behaviour in the Sydney CBD	Community, Business
Total for Crime Prevention Grants				
\$550,000.00				

Safe Aboriginal Youth (SAY) Program

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Safe Aboriginal Youth (SAY) Patrols – Shoalhaven	Shoalhaven Community Development Ltd	\$85,837.00	Provide safe transport and outreach service for young people on the streets at night in Shoalhaven area	Community
Safe Aboriginal Youth (SAY) Patrols – Bourke, Eastern Suburbs, Kempsey, Newcastle, Taree	Police & Community Youth Clubs (PCYC) NSW Ltd	\$458,946.20	Provide safe transport and outreach service for young people on the streets at night in Bourke, La Perouse, Kempsey, Newcastle and Taree	Community
Safe Aboriginal Youth (SAY) Patrols – Armidale	Armidale Youth Assist Inc	\$82,277.91	Provide safe transport and outreach service for young people on the streets at night in Armidale area	Community
Safe Aboriginal Youth (SAY) Patrols – Dubbo	Dubbo Neighbourhood Centre	\$85,837.00	Provide safe transport and outreach service for young people on the streets at night in Dubbo area	Community
Safe Aboriginal Youth (SAY) Patrols – Daretton	Mallee Family Care	\$85,409.00	Provide safe transport and outreach service for young people on the streets at night in Daretton area	Community
Safe Aboriginal Youth (SAY) Patrols – Wilcannia	Maari Ma Health	\$115,600.00	Provide safe transport and outreach service for young people on the streets at night in Wilcannia area	Community
Total for SAY Program				
\$913,907.11				

Crime Prevention Through Environmental Design/Graffiti Strategy

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Volunteer Graffiti Removal Program	Dapto Rotary Club	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Hazelbrook Association Community Inc.	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Lower Mountains Neighbourhood Centre	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Rotary Club of Rutherford-Telarah Inc	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Rotary Club of Strathfield	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Mannering Park Tidy Towns Group Inc	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Rotary Club of Wallsend-Maryland Inc	\$1,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	3Bridges Community Ltd	\$5,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	The City of Newcastle	\$2,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Volunteer Graffiti Removal Program	Kempsey Shire Council	\$5,000.00	Reduce the incidence of malicious damage – graffiti	Community, Business
Total for CPTED/Graffiti Strategy		\$25,000.00		

Office for Police

Program	Name of Organisation	Amount (excl. GST)	Project Purpose	Target Clients
Government Commitment	Police Community Youth Centre	\$6,974,000	Recurrent funding for civilian managers (4 years)	Community youth projects and adolescent support programs.
Government Commitment	Sponsorship Police Legacy Child Safety Handbook	\$10,000	Recurrent	Community youth projects and adolescent support programs.
Government Commitment	Welfare Assistance Program	\$500,000	Recurrent for 4 years	NSW Police Legacy
Total for Office for Police		\$7,484,000.00		

Corrective Services

Corrective Services NSW (CSNSW) provides funding to non-government organisations (NGOs) to deliver support services to inmates, offenders and their families, including children under the Funded Partnership Initiative (FPI).

The FPI is a three (3) year initiative that commenced in September 2014. It was introduced to ensure that funding available to NGOs is prioritised towards the Government's goal of reducing the risk of reoffending and protecting the community. Funding is allocated for services to be delivered in custodial and community settings, across three specific streams:

1. Transitional Support Stream
2. Offenders' Children and Family Stream
3. Victim Support Stream.

There are 18 existing contracts between CSNSW and NGOs. The contract value, (for all contracts) is \$12,745,712 (funding total compounding amounts include SACS ERO* and GST).

In 2015-16 the following agencies were allocated funding totalling \$3,948,947 (excludes GST and SACS ERO):

Project Stream	Funded Organisation	Amount
Transitional Support	Adele House (provides transitional supported accommodation services to male offenders who reside in Western Sydney or the Coffs Harbour regions)	\$189,800
	Arbias (provides initial post-release support services to offenders)	\$937,650
	Community Restorative Centre (provides initial transitional and family support services, including transport to correctional centres)	\$187,530
	Community Restorative Centre (provides extended reintegration support services to offenders)	\$281,295
	Glebe House (provides supported accommodation services for recently released male offenders)	\$220,000
	Guthrie House (provides supported accommodation services for female offenders on release or as an alternative to incarceration)	\$268,690
	Namatjira Haven (operates a residential-based rehabilitation project for male Aboriginal offenders with alcohol and other drug dependence in the NSW north coast region)	\$183,862
	Judge Rainbow Memorial Fund (Rainbow Lodge) (provides transitional supported accommodation services to male offenders)	\$428,913
	Salvation Army, Newcastle (provides initial transitional support services to recently released offenders)	\$93,765
	Salvation Army, Tamworth (provides initial transitional support services to recently released offenders)	\$46,882
Offenders' Children and Family	St Vincent de Paul, Nowra (provides transitional supported accommodation services to male offenders who reside in the NSW south coast region)	\$125,512
	SHINE for Kids (supports children and families of offenders)	\$585,000
Victim Support	Community Restorative Centre (provides family support services, including transport to correctional centres)	\$140,000
	Centacare New England (provides support services to female partners of domestic violent offenders, undertaking CSNSW accredited programs)	\$40,000

Project Stream	Funded Organisation	Amount
	Enough is Enough (provides victim impact and risk management seminars in correctional centres; including support services to offenders transitioning from custody to the community)	\$55,000
	South West Sydney Legal Service (provides support services to female partners of domestic violent offenders, undertaking CSNSW accredited programs)	\$26,920
	Supported Accommodation and Homelessness Services Shoalhaven and Illawarra aka Wollongong Women's Refuge (WWR) (provides domestic violence support services to female partners of offenders, undertaking CSNSW accredited programs)	\$58,328
Total FPI Funds	\$3,869,147	

The Prisoners Aid Association commenced a new Inmate Property Service (IPS) in February 2016, as it was not tendered for under the FPI in 2013 for the 2014-2017 triennium.

Since February 2016, the following funding was allocated (excludes GST and SACS ERO).

Project Stream	Funded Organisation	Amount
Inmate Property Service	Prisoners Aid Association (provides property storage to offenders in custody who have no contact with family or friends)	\$79,800
Total IPS Funds	\$79,800	

* The SACS-ERO (Equal Remuneration Order) supplementation was provided to agencies as required by the changes to the sector award made by Fair Work Australia in June 2012.

Liquor & Gaming NSW

2015/2016 Clubgrants Category 3 Emergency Relief

Organisation	Funding	Project	Program
Boggabri RSL Memorial Club Ltd	\$10,000	Construction of unisex disabled toilet	ClubGRANTS Category 3
Bundeena RSL Memorial Club	\$300,000	Emergency relief facilities	ClubGRANTS Category 3
Club Tumut	\$35,000	Emergency power generator	ClubGRANTS Category 3
Coonamble Bowling Club Ltd	\$113,500	Emergency power generator	ClubGRANTS Category 3
Deniliquin RSL Club Ltd	\$250,000	Kitchen expansion and upgrading for emergency community relief	ClubGRANTS Category 3
Dubbo RSL Memorial Club	\$170,000	Emergency power generator	ClubGRANTS Category 3
Dungog Memorial Bowls, Sport & Recreational Club	\$55,000	Emergency generator to provide for the community during natural disasters	ClubGRANTS Category 3
Dungog Memorial RSL Club Ltd	\$52,000	Refurbishing of auxiliary kitchen to cater for emergency situations	ClubGRANTS Category 3
Goulburn Soldiers Club	\$50,000	Kitchen upgrade for emergency relief evacuation centre	ClubGRANTS Category 3
Lithgow and District Workmen's Club Ltd	\$50,000	Kitchen upgrade for emergency food production: emergency personnel and evacuees	ClubGRANTS Category 3
Orange Ex-Services' Club Ltd	\$300,000	New power generator and associated infrastructure to enable emergency assistance	ClubGRANTS Category 3

Organisation	Funding	Project	Program
Parkes Bowling And Sports Club Ltd	\$10,000	Install outdoor kitchen to increase cooking time and volume	ClubGRANTS Category 3
Picton Bowling Club	\$50,000	Picton Bowling Club amenity upgrade	ClubGRANTS Category 3
Shoalhaven Heads Bowling & Recreation Club	\$10,000	Emergency refuge centre	ClubGRANTS Category 3
Tomakin Sports & Social Club	\$40,000	Children's recreational area	ClubGRANTS Category 3
West Tamworth Leagues Club Ltd	\$115,000	Container kitchen & marquee	ClubGRANTS Category 3
Total	\$1,610,500		

2015/16 Clubgrants Category 3 Sport and Recreation Grants

Organisation	Funding	Project	Program
Boorowa Council	\$1,000,000	Boorowa Showground regional community & sports precinct	ClubGRANTS Category 3
Bourke Shire Council	\$720,562	Development of children's splash park at Bourke swimming complex	ClubGRANTS Category 3
Canterbury City Council	\$1,000,000	Canterbury Whitfield Reserve upgrade	ClubGRANTS Category 3
Football South Coast Ltd	\$500,000	South Coast – regional synthetic pitch	ClubGRANTS Category 3
Corowa Shire Council	\$1,000,000	New Corowa swimming pool	ClubGRANTS Category 3
Culburra Beach Progress Association Inc.	\$512,000	Curleys Bay recreational community park project	ClubGRANTS Category 3
Griffith Ex Servicemen's Club Ltd	\$1,000,000	Griffith Exies sporting complex re-development	ClubGRANTS Category 3
Hastings Valley Netball Association	\$919,028	Macquarie Park netball courts and facilities upgrade	ClubGRANTS Category 3
Inverell Shire Council	\$930,000	Upgrade of Inverell sports complex	ClubGRANTS Category 3
Newcastle Athletic Field Management Inc	\$800,000	Redevelopment of Newcastle athletics field	ClubGRANTS Category 3
Total	\$8,381,590		

2015/2016 Community Development Fund

Organisation	Funding	Project	Program
Horsley Park United Soccer Club	\$25,000	Field condition improvement	Community Development Fund
Kemps Creek United Soccer Club	\$20,000	Fit extra lighting on second playing field	Community Development Fund
St Clair Junior Rugby League Club	\$30,000	Expansion and maintenance work at sporting ground	Community Development Fund
St Clair United Soccer Club	\$25,000	Provide new training area at Mark Leece sporting complex	Community Development Fund
Bungendore Primary School	\$15,000	Establishing a sensory garden	Community Development Fund
Total	\$115,000		

Responsible Gambling Fund – Counselling and Treatment Grants

Organisation	Funding	Project	Program
Anglicare Canberra & Goulburn	\$234,265	Providing problem gambling counselling services in the South East Region	RGF -Gambling Help Counselling Services
Anglicare Northern Inland	\$146,738	Providing problem gambling counselling services in the North England & North West Region	RGF -Gambling Help Counselling Services
Arab Council Australia	\$63,774	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Arab Council Australia	\$150,698	Providing problem gambling counselling services in the South West Sydney Region	RGF -Gambling Help Counselling Services
Arab Council Australia	\$63,486	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
Baptistcare NSW & ACT	\$278,123	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
CatholicCare – Coastal Sydney	\$115,945	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
CatholicCare – Western Sydney	\$309,407	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
Centacare New England North West	\$79,613	Providing problem gambling counselling services in the North England & North West Region	RGF -Gambling Help Counselling Services
Co-As-It	\$97,983	Providing problem gambling counselling services for the CALD Community	RGF -Gambling Help Counselling Services
Lifeline Broken Hill	\$130,280	Providing problem gambling counselling services in the Western NSW Region	RGF -Gambling Help Counselling Services
Lifeline Central West	\$382,319	Providing problem gambling counselling services in the Western NSW Region	RGF -Gambling Help Counselling Services
Lifeline Harbour to Hawkesbury	\$89,671	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Lifeline North Coast	\$180,887	Providing problem gambling counselling services in the North Coast Region	RGF -Gambling Help Counselling Services
Mission Australia – Coastal Sydney	\$251,474	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Mission Australia – Hunter	\$244,511	Providing problem gambling counselling services in the Hunter Region	RGF -Gambling Help Counselling Services
Mission Australia – Illawarra	\$366,632	Providing problem gambling counselling services in the Illawarra Region	RGF -Gambling Help Counselling Services
Mission Australia – Riverina	\$166,444	Providing problem gambling counselling services in the Riverina Region	RGF -Gambling Help Counselling Services
Mission Australia – South West Sydney	\$139,045	Providing problem gambling counselling services in the South West Sydney Region	RGF -Gambling Help Counselling Services
Mission Australia North Coast – Aboriginal	\$77,309	Providing problem gambling counselling services to the Aboriginal Community in the North Coast Region	RGF -Gambling Help Counselling Services
Mission Australia Riverina – Aboriginal Service	\$126,582	Providing problem gambling counselling services to the Aboriginal Community in the Riverina Region	RGF -Gambling Help Counselling Services

Organisation	Funding	Project	Program
Northern Sydney Local Health District	\$280,742	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Northern Sydney Local Health District – Chinese	\$81,720	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Peninsula Community Centre Inc	\$198,182	Providing problem gambling counselling services in the Central Coast Region	RGF -Gambling Help Counselling Services
Samaritans Foundation – Hunter	\$104,754	Providing problem gambling counselling services in the Hunter Region	RGF -Gambling Help Counselling Services
Samaritans Foundation – North Coast	\$119,452	Providing problem gambling counselling services in the North Coast Region	RGF -Gambling Help Counselling Services
South Western Sydney Local Health District	\$131,204	Providing problem gambling counselling services in the South West Region	RGF -Gambling Help Counselling Services
St Vincent De Paul Society	\$146,708	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
St Vincents Hospital	\$567,760	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Sydney Women's Centre	\$96,326	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
The Buttery (Northern River Gambling Service)	\$303,788	Providing problem gambling counselling services in the North Coast Region	RGF -Gambling Help Counselling Services
UnitingCare Goulburn – St David's Care	\$187,695	Providing problem gambling counselling services in the Riverina Region	RGF -Gambling Help Counselling Services
UnitingCare Mental Health – Central Coast	\$93,684	Providing problem gambling counselling services in the Central Coast Region	RGF -Gambling Help Counselling Services
UnitingCare Mental Health – Coastal Sydney	\$96,294	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
UnitingCare Mental Health – South West Sydney	\$159,297	Providing problem gambling counselling services in the South Western Sydney Region	RGF -Gambling Help Counselling Services
UnitingCare Mental Health – Western Sydney	\$196,511	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
UnitingCare Unifam – Central Coast	\$144,916	Providing problem gambling counselling services in the Central Coast Region	RGF -Gambling Help Counselling Services
UnitingCare Unifam – Illawarra	\$100,559	Providing problem gambling counselling services in the Illawarra Region	RGF -Gambling Help Counselling Services
UnitingCare Unifam – South West Sydney	\$143,168	Providing problem gambling counselling services in the South Western Sydney Region	RGF -Gambling Help Counselling Services
University of Sydney – Coastal Sydney (Darlington)	\$459,157	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
University of Sydney – South Western Sydney (Camden)	\$215,167	Providing problem gambling counselling services in the South Western Sydney Region	RGF -Gambling Help Counselling Services
University of Sydney – Western Sydney (Cumberland)	\$375,778	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
Vietnamese Community in Australia	\$157,396	Providing problem gambling counselling services in the Vietnamese Community	RGF -Gambling Help Counselling Services

Organisation	Funding	Project	Program
Wagga Family Support Service Inc	\$183,321	Providing problem gambling counselling services in the Riverina Region	RGF -Gambling Help Counselling Services
Wesley Community Services – Hunter	\$234,357	Providing problem gambling counselling services in the Hunter Region	RGF -Gambling Help Counselling Services
Wesley Community Services – Central Coast	\$146,950	Providing problem gambling counselling services in the Central Coast Region	RGF -Gambling Help Counselling Services
Wesley Community Services – Coastal Sydney	\$649,942	Providing problem gambling counselling services in the Coastal Sydney Region	RGF -Gambling Help Counselling Services
Wesley Community Services – Illawarra	\$143,725	Providing problem gambling counselling services in the Illawarra Region	RGF -Gambling Help Counselling Services
Wesley Community Services – South West Sydney	\$48,126	Providing problem gambling counselling services in the South Western Sydney Region	RGF -Gambling Help Counselling Services
Wesley Community Services – Western Sydney	\$313,355	Providing problem gambling counselling services in the Western Sydney Region	RGF -Gambling Help Counselling Services
Wesley Community Services Legal Service	\$272,192	Providing problem gambling counselling services Statewide	RGF -Gambling Help Counselling Services
Western Sydney Local Health District – MPGS	\$543,040	Providing problem gambling counselling services Statewide	RGF -Gambling Help Counselling Services
Western Sydney Local Health District – Chinese	\$209,509	Providing problem gambling counselling services to the Chinese Community in the Western Sydney Region	RGF -Gambling Help Counselling Services
Woodrising Neighbourhood Centre Inc	\$101,065	Providing problem gambling counselling services in the Hunter East Region	RGF -Gambling Help Counselling Services
Total	\$10,901,024		

Research & Others

Organisation	Funding	Project	Program
Health Policy Analysis	\$149,688	Review of delivery model for NSW Problem Gambling Treatment	Gambling Help Counselling Services
Australia Health	\$99,545	Evaluation of the Impact of the Gambling Help services	Impact of Problem Gambling
Shutler Consulting	\$80,000	Separation of ATM	Impact of Problem Gambling
Shutler Consulting	\$50,000	Third party Exclusions	Impact of Problem Gambling
Universal McCann	\$2,400,000	You Are Stronger Than You Think Campaign	Communications -Problem Gambling Campaign
Turning Point -Eastern Health	\$350,000	NSW Contribution to the National Gambling Help Online	Gambling Help Online
Turning Point -Eastern Health	\$950,000	Delivery of Gambling Help Services via Telephone, email and SMS	Gambling Helpline NSW
Total	\$4,079,233		

Juvenile Justice

Joint Support Program

Program	Service Provider	Funding Amount
Casework Support (12 Week Program)	Marist Youth Care	\$275,916
The JSP Casework Support service provides a broad range of activities that support a young person under the supervision of Juvenile Justice within the community.	CatholicCare	\$229,921
	Regional Youth Support Service	\$91,963
	Southern Youth and Family Services	\$229,921
	Relationships Australia	\$137,958
	Mission Australia	\$371,867
	Centacare	\$367,852
	PCYC	\$442,662
	Allambie Youth Services	\$275,888
	Albury/Wodonga Youth Emergency Service	\$137,945
Total Casework Support		\$2,561,893
Crisis Accommodation (28 Days)	Marist Youth Care	\$347,081
Short term crisis accommodation is provided for clients who do not have access to stable or safe accommodation. The service will aim to transition clients from Crisis Accommodation as soon as is appropriate.	Mission Australia	\$160,937
	Albury/Wodonga Youth Emergency Service	\$63,779
Total Crisis Accommodation		\$571,797
Employment Placement and Support (26 Week Program)		
Employment Placement and Support provides assistance in obtaining and retaining paid employment in the open labour market, generally with full award wages and conditions.	Marist Youth Care	\$343,320
Total Employment Placement		\$343,320
Family Intervention (8-10 Weeks)	Mission Australia	\$367,857
The Family Intervention Service is a short-term family intervention model which focuses on identifying and addressing issues of concern to the family.	Southern Youth and Family Services	\$183,926
	Relationships Australia	\$91,963
	Each Ltd	\$48,281
Total Family Intervention		\$692,027

Program	Service Provider	Funding Amount
Long Term Accommodation Support (12 Month Program)	Mission Australia	\$102,798
The Long Term Accommodation Support Program provides long term, stable accommodation for homeless clients 16-18 years of age, along with individual case management support to successfully transition clients towards independent living.	Albury/Wodonga Youth Emergency Service	\$102,798
	Regional Youth Support Service	\$127,627
	CatholicCare Hunter Manning	\$147,153
Total Long Term Accommodation Support		\$480,376
Total State-wide Joint Support Program		\$4,649,413

Other Programs

Program	Service Provider	Funding Amount
Bail Assistance Line Program	CatholicCare	\$138,522
The program provides a state-wide after hours bail assessment service for children and young people when police are considering remand following arrest.	Coast Shelter	\$53,604
	Platform Youth Services	\$61,930
	Southern Youth and Family Services	\$48,888
	Wundarra Services	\$64,118
	Positive Care Solutions	\$18,387
Bail Assistance Line Program Total		\$385,449

Rural Residential Adolescent Alcohol and Other Drug Rehabilitation Program	Mission Australia	\$2,705,923
The program provides a residential rehabilitation program in Dubbo and Coffs Harbour for young people who have a history of alcohol and other drug related offending behaviour.		
Rural Residential Rehabilitation Program Total		\$2,705,923

Youth Reconnection Project	Australian Museum	\$27,273
The project focussed on Aboriginal and Torres Strait Islander and Pacific Young People and aimed to reduce offending by developing cultural/artistic skills and providing positive role models.		
Reiby Juvenile Justice Centre Homework Centre Program	Eternity Aid	\$20,000
The program provides additional after school literacy and numeracy assistance for young people in Reiby Juvenile Justice Centre		
Mentoring Program	Shine for Kids Cooperative Ltd	\$60,000
The Program provides one on one mentoring for young people while in Baxter Juvenile Justice Centre and during their transition back into the community after release		

Program	Service Provider	Funding Amount
Juniperina Joint Support Housing and Assistance Program	CatholicCare	\$44,062
The program provides long term accommodation and long term individual case management support to successfully transition towards independent living, homeless young women aged 16-18 years who are leaving custody.	Allambi Youth Services	\$7,318
	Tamworth Family Support Services	\$19,000
Total Other Program Funding		\$177,653
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Legal Support For Young Offenders		
The Visiting Children's Legal Service provides young people in custody to quality legal advice particularly regarding bail applications and appeals of sentences but also for other kinds of legal issues.	Legal Aid NSW	\$202,210
Legal Support For Young Offenders Total		\$202,210
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Chaplaincy Program in Juvenile Justice Centres		
Chaplains provide for the religious and spiritual needs of young people in Juvenile Justice Centres and assist in engaging clerics from a range of religions to ensure all young people can access spiritual support.	Civil Chaplaincies Advisory Committee	\$452,360
Chaplaincy Program Total		\$452,360
Total Grants		\$8,573,008

Office of Emergency Management

Disaster Welfare Services (DWS)

The Dungog Shire Community Centre

In 2015/16, \$145,000 was provided to the Dungog Shire Community Centre for its “Dungog Community Support Worker Project” (Project Bounce Forward). This funding was provided under category A 3.2.2 (g) of the Natural Disaster Relief and Recovery Arrangements (NDRRA).

The purpose of the project is to support households in the Dungog Local Government Area impacted by the severe weather event (April 2015). This would be achieved by providing a service that aims to strengthen individual and household capability to meet recovery needs, assist in decision making and promote wellbeing. Funding was provided for nine months.

Resilience and Planning (R&P)

Emergency Volunteer Support Scheme

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Adventist Development and Relief Agency (ADRA) Australia Ltd	Online Volunteer Emergency Management System	\$4,950	Develop an online Volunteer Emergency Management System for key inter-agency information on preparedness and response to disasters and emergencies in the ADRA emergency accommodation role.
Australian Red Cross	Cultural Learning to Meet Community Needs	\$5,720	Develop a training package to increase the capacity of volunteers to provide disaster welfare services to Culturally and Linguistically Diverse (CALD) and Aboriginal communities, and work with local cultural leaders to ensure it is relevant to local needs.
Australian Red Cross	Developing Regional Volunteer Capacity Project	\$7,096	Strengthen and expand skills to enhance regional operational capacity, develop a "surge capacity" training package and a volunteer resource handbook.
NSW Cave Rescue Squad	Cave Rescue Training	\$700	Training for 10 members in Nationally Recognised Training units of cave rescues and complex vertical rescues.
Surf Life Saving Central Coast Inc.	Unleashed: Youth Involvement Program	\$430	Program coordinator training, participant guides and awards for the Unleashed program which recognises 14-18 year old surf life savers and aims to motivate and retain these volunteers.
Surf Life Saving NSW	Purchase of Training Equipment to Ensure Compliance with New Units of Competency for Apply Advanced Resuscitation Techniques (HLTAID007)	\$2,838	Purchase head/face airway models suitable for simulated insertion of an oropharyngeal airway to ensure compliance with new guidelines and enable training assessors to provide correct instruction on adult manikins.
Surf Life Saving NSW	Volunteer Recruitment and Retention Strategy to Support SLSNSW Clubs	\$1,798	Purchase vinyl banners for each SLSNSW Club to recruit volunteers at Club Open Day.
Volunteer Marine Rescue NSW	Various emergency volunteer activities	\$42,940	Recruitment, retention and training of emergency volunteers
Volunteer Marine Rescue NSW	Various emergency volunteer activities	\$90,823	Recruitment, retention and training of emergency volunteers
Total		\$157,295	

Community Resilience Innovation Program

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Australian Red Cross	Beyond the Emergency Assembly Point	\$70,612	Participation of preschool, long-day care and family day care staff and management in 5 workshops to increase knowledge of emergency management and resilience and planning.
Australian Red Cross – Murray Riverina	Working Together to Deal with a Disaster: Conferences and Workshops	\$36,050	A conference and workshop for service providers to provide current best practice information, structure and localised planning mechanisms for disaster recovery management as it relates to their local government area.
Baradine & District Progress Association Inc	Baradine Emergency Strategy Techniques	\$27,083	Establish a blueprint for the community to work together to build disaster resilience using local knowledge and community workshops to establish the best methods for the area.
Blackheath Area Neighbourhood Centre	Heads Up for Fire	\$45,000	Establish 40 community Hubs through the appointment of volunteer Heads Up for Fire (HUFF) Coordinators, building on and substantially extending an existing volunteer led, neighbourhood based program to provide disaster preparedness and create connective relationships within the community.
Deaf Society of NSW	Sharing Responsibility for Natural Disasters by Enhancing the Emergency Preparedness of Deaf People	\$37,919	Identify and train Deaf Liaison Officers, create Auslan videos, pictorial guides, workshops on disaster preparedness with the deaf community, and deliver Deaf Awareness Training to emergency service personnel and volunteers. Develop and undertake an action plan building on recommendations from "Increasing the Resilience of the Deaf Community in NSW to Natural Hazards" project funded in 2011-12.
Hunter Councils Inc	Building Resilience to Heatwaves in the Hunter, Central and Lower North Coast	\$66,591	The Heatwave Planning template (2014) for Lake Macquarie and the Central Coast will be used to improve heatwave management in the region. Stakeholders will implement and evaluate the effectiveness of actions included in the template. A consistent heatwave communication and engagement strategy, and communication materials and templates to support this will be developed.
Katoomba Neighbourhood Centre Inc	B SAFE	\$44,433	Develop the Blue Mountains Neighbourhood Community Action Framework for Natural Disaster and Emergency Preparedness. Building on the stand alone preparedness programs delivered in the LGA since the 2013 Blue Mountains bushfires, this project will develop improved tools and indicators based on the most successful components of the existing programs.
Mountains Community Resource Network Inc	Blue Mountains Community Sector Emergency Strategy – Service System Preparedness	\$27,500	Develop a Service System Preparedness, as part of a Community Sector Emergency Strategy, and provide a framework for agencies to articulate local community sector emergency arrangements; consolidate and enhance relationships between the community and the local emergency management sectors.

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Northern Settlement Services Ltd	Natural Disasters Resilience Strategy for the CALD Community in the Hunter and the Central Coast	\$27,500	Build disaster resilience of CALD communities in the Hunter and Central Coast by developing and implementing a training program for CALD agencies, a multi-lingual toolkit including a DVD, and includes an independent evaluation.
Southlake Community Services Inc	Activating Local Networks for Disaster Preparedness and Resilience	\$30,000	Establish a local disaster resilience network which brings together formal and informal networks in the south Lake Macquarie area. The project will evaluate the roles and methods developed to improve coordination of local disaster resilience.
The Uniting Church in Australia Property Trust (NSW) for the NSW/ACT Synod Disaster Recovery Committee	Integration of Faith Communities into Disaster Resilience, Response and Recovery	\$16,756	Integrate faith communities with other agencies involved in disaster resilience, response and recovery. The project will be scoped and developed through consultation on lessons learned in the Blue Mountains, then piloted in Hillston and Wagga Wagga. The project identifies and addresses the benefits of engaging with church leaders and communities in building disaster resilience, and increase response and recovery effectiveness.
Total			\$429,444

Community Partners Volunteer Training Scheme

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Adventist Development and Relief Agency (ADRA) Australia Ltd	Training, recruitment and retention of emergency volunteers	\$40,742	Training and other volunteer recruitment training and retention activities submitted as outlined in the NSW Welfare Services Functional Area Supporting Plan. This funding is to assist with the provision of recruiting, maintaining and training volunteers throughout NSW.
Anglicare	Training, recruitment and retention of emergency volunteers	\$48,944	Training and other volunteer recruitment training and retention activities submitted as outlined in the NSW Welfare Services Functional Area Supporting Plan. This funding is to assist with the provision of recruiting, maintaining and training volunteers throughout NSW.
Australian Red Cross	Training, recruitment and retention of emergency volunteers	\$74,382	Training and other volunteer recruitment training and retention activities submitted as outlined in the NSW Welfare Services Functional Area Supporting Plan. This funding is to assist with the provision of recruiting, maintaining and training volunteers throughout NSW.
The Salvation Army (NSW) Property Trust	Training, recruitment and retention of emergency volunteers	\$30,667	Training and other volunteer recruitment training and retention activities submitted as outlined in the NSW Welfare Services Functional Area Supporting Plan. This funding is to assist with the provision of recruiting, maintaining and training volunteers throughout NSW.
The Uniting Church in Australia Property Trust (NSW) for the NSW/ACT Synod Disaster Recovery Committee	Training, recruitment and retention of emergency volunteers	\$25,000	Training and other volunteer recruitment training and retention activities submitted as outlined in the NSW Welfare Services Functional Area Supporting Plan. This funding is to assist with the provision of recruiting, maintaining and training volunteers throughout NSW.
Total		\$219,735	

Election Commitments

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Surf Life Saving Central Coast Inc.	Community Education and Technology Advances Projects	\$172,500	Project 1 is a community education program incorporating a beach safe school program, rip awareness program events, summer surf school program, surf fun days, development and distribution of visitors information brochures and a marketing campaign. Project 2 involves the purchase of digital radios, rescue drones, PA systems and the development of a digital website.
Hunter Surf Life Saving Inc	Rescue Equipment	\$90,350	130 radios to cover water, beach, patrol towers and ambulance rooms for all 13 beaches.
Total		\$262,850	

Water Safety Black Spots Fund

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Australian Professional Ocean Lifeguard Association Incorporated	International Beach Safety Movie Clips	\$30,712	Create 5 multi-lingual beach safety video clips using high profile surfers for international visitors to NSW for uploading on YouTube and to be made available to tourism and water safety websites, councils, and community organisations engaged with water safety.
AUSTSWIM	Indigenous Teaching Swimming and Water Safety Training Program	\$34,500	Provide accredited teacher training for up to 40 Indigenous adults in rural and remote NSW. Mentor 2 additional specialist Indigenous candidates to begin the pathway for Indigenous people to gain AUSTSWIM Teacher of Swimming and Water Safety licence.
AUSTSWIM	CALD Water Safety Professional Development and Education Series	\$28,000	Develop 4 professional development water safety workshops for CALD communities. Educate accredited AUSTSWIM teachers in methods for working with CALD communities. Provide education for facility managers and program coordinators engaging with CALD community
Ballina High School Parents and Citizens Association Inc	Targeted Engagement in Water Safety Instruction – Phase 3	\$42,780	Train 400 students from 10 schools on NSW far north coast in water safety and survival. Instruct 2 teachers from 10 north coast high schools in swimming, fishing, beach and ocean safety and survival, watercraft and water sport safety and survival.
Boating Industry Association of NSW Ltd	Watsons Bay Boating Safety Education Centre and Expand Boat Smart Program	\$91,517	Boating Safety Education Centre fit-out to service 50 schools and reach up to 50,000 students. New "Be Smart" lifejacket training sessions for Boat Smart – Boating Safety in Schools program.
Royal Life Saving NSW	NSW Backyard Swimming Pool Initiative	\$74,375	Injury prevention and health promotion theory and practice: (1) Targeted communication strategy and educational materials for new pool owners, and (2) Establish best practise model and support tailored to the needs of each LGA.
Royal Life Saving NSW	CALD Sydney Adult Learn to Swim Program	\$45,000	Learn to swim and survive program for 1,000 CALD adults from Asian and African communities. Target fishing networks and use local CALD media networks to promote initiative. Develop information manual for NSW public swimming pools.
Surf Educators International Incorporated	NSW School Surf Education Program – Targeted Education Program Rips and Surf Safety	\$25,000	Present coastal science theory lesson and practical skills training for Years 5-9 students in areas not previously conducted. Maintain and develop venues and regions in Sydney west, south coast from Wollongong to Eden.
Surf Life Saving NSW	Surf School – Western Sydney	\$30,000	Year 3 of the Surf School Project for 25 current schools to participate in the practical course. Offer theory course to 25 new schools. Pilot 2 surf safety training workshops for 40 teachers in consultation with Department of Education and Communities.
Surf Life Saving NSW	Coastal Public Safety Risk Assessment – Year 4	\$87,475	Continued beach and rock platform assessments for Kempsey, Pt Macquarie, Pt Stephens, Newcastle, Greater Taree, Great Lakes and Lake Macquarie LGAs including swimming and rock fishing locations at a minimum of 355 locations.

Name of Organisation	Project Name	Payments in 2015-16	Project purpose
Swimming NSW Ltd	Indigenous Participation	\$88,000	Provide subsidised Learn to Swim and water safety programs to 500 new Indigenous children and 50 new Indigenous adults.
Volunteer Marine Rescue NSW	Community Boating Safety Outreach Program	\$27,500	Purchase 3 mobile enclosed trailers to support units in regional and inland lakes areas to deliver outreach programs to address marine radio safety services, use of VHF marine radio etc.
Yachting NSW	Safety Boat Education Program	\$49,320	Deliver Safety Boat Operator courses at member clubs throughout NSW, training at least 1 person from each club to be a responsible safety officer. Aiming for 6 participants per course.
Royal Life Saving NSW	Be Pool Safe Communication and Engagement Strategy	\$50,000	Royal Life Saving NSW proposes to develop a targeted communications strategy on the death and injury of young children in backyard swimming pools and spas, and the importance of active supervision and gate/fence compliance; the need to ensure compliance with the Swimming Pool Amendment Act, primarily leasing and sale requirements, that are expected to be enforceable from 29 April 2016.
Total		\$704,179	

Arts NSW

As the NSW Government's arts and culture policy and development body, Arts NSW invests in the success and future of arts and culture in NSW through infrastructure and funding programs, and targeted strategies. Arts NSW invests in quality work and ideas, and to increase the reach of that work. It invests in arts and culture business and careers.

Arts NSW offers direct funding to artists, organisations and arts workers through its Arts and Cultural Development Program. The program funds a range of activities from multiyear programs and projects to professional development, and across theatre, dance, visual arts and more. Arts NSW also creates funding opportunities through some of its strategic partnerships and initiatives.

Arts and Cultural Development Program – Negotiated Funding

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Arts Mid North Coast	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Arts North West Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Arts Northern Rivers Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Arts OutWest Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Arts Upper Hunter Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Australian Chamber Orchestra	Year 1 Multiyear Program Funding (2016-2018)	198,470.00
Bangarra Dance Theatre Australia Ltd	Year 1 Multiyear Program Funding (2016-2018)	548,016.00
Biennale of Sydney	Multiyear Program Funding (2016-2018) + (2019-2021)	680,000.00
Brandenburg Ensemble Ltd	Year 1 Multiyear Program Funding (2016-2018)	468,775.00
Carriageworks Limited	Multiyear Program Funding (2016-2018) + (2019-2021)	2,527,000.00
Company B Ltd	Year 1 Multiyear Program Funding (2016-2018)	1,002,435.00
Eastern Riverina Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Murray Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Museum of Contemporary Art Australia	Multiyear Program Funding (2016 – 2018) + (2019 – 2021)	4,068,000.00
Musica Viva Australia	Year 1 Multiyear Program Funding (2016-2018)	545,317.00
Opera Australia	Year 1 Multiyear Program Funding (2016-2018)	3,434,427.00
Orana Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Outback Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
South East Arts (NSW) Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
South West Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Southern Tablelands Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Sydney Dance Company	Year 1 Multiyear Program Funding (2016-2018)	273,898.00
Sydney Symphony Orchestra Holdings Pty Ltd	Year 1 Multiyear Program Funding (2016-2018)	3,292,969.00
Sydney Theatre Company Ltd	Year 1 Multiyear Program Funding (2016-2018)	524,153.00
Sydney Writers' Festival	Multiyear Program Funding (2016-2018) + (2019-2021)	500,000.00
The Australian Ballet	Year 1 Multiyear Program Funding (2016-2018)	692,946.00
The Bell Shakespeare Company	Year 1 Multiyear Program Funding (2016-2018)	779,703.00
The Bell Shakespeare Company	Year 1 Rental subsidy for the Argyle Stores (2016-2018)	116,667.00
The Sydney Festival Ltd	2016 Annual Program	5,089,940.00
West Darling Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	154,000.00
Western Riverina Arts Inc	Multiyear Program Funding (2016-2018) (\$140,000), professional development (\$10,000)	150,000.00
Total		26,846,716.00

Professional Development

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Artspace Visual Arts Centre Ltd	Development and presentation of the 2015 NSW Visual Arts Fellowship (Emerging) exhibition	20,000.00
Campbelltown City Council	2015 Parliament of NSW Aboriginal Art Prize	50,000.00
Dr Astra Howard	Realism, Fiction and the Machine' ISCP residency, NY	4,432.00
Dr Clare Milledge	Participation in the exhibition 'Neverwhere' at Gaia Gallery in Istanbul	5,000.00
Dr David Williams	Residency with PanoDrama (Budapest, Hungary)	5,000.00
Dr Josh Harle	Research, skills development and a residency at Organhaus, Chongqing, China	4,810.00
Library Council of NSW	Prize monies for the NSW Premier's Literary and History Awards (2015-2016)	345,000.00
Miss Adele Packer	Young Regional Artist Scholarship – an investigation into contemporary independent graphic design	10,000.00
Miss Alice Markham	Young Regional Artist Scholarship – a Melbourne residency and animation workshops around the Riverina	10,000.00
Miss Ashley Hansell	Young Regional Artist Scholarship – a professional development program to expand a fashion label and create workshops.	10,000.00
Miss Bethany Thornber	Young Regional Artist Scholarship – a mentorship with Treahna Hamm	10,000.00
Miss Billie Palin	Young Regional Artist Scholarship – Central West Meets West End	10,000.00
Miss Claire Leske	Young Regional Artist Scholarship – developing and teaching a cerebral approach to movement	10,000.00
Miss Danielle Asciak	Residency at St James Cavalier Centre of Creativity, Malta	3,500.00
Miss Hannah Grant	An Arts Education residency with Arquetopia in Puebla, Mexico	4,740.00
Miss Heidi Maree Francis	Young Regional Artist Scholarship – the recording of a music album	10,000.00

Appendices: Department of Justice

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Miss Jade Dewi Tyas Tunggal	Development of a multi artform installation performance, 'Enfold', at Artshouse, Melbourne	5,000.00
Miss Jordan Bos	Young Regional Artist Scholarship – 'Entering the Fold': development of paper sculptures	10,000.00
Miss Loren Ryan	Young Regional Artist Scholarship – an artist identity and establishment project	10,000.00
Miss Michelle Ryan	Young Regional Artist Scholarship – a professional development program in Germany	10,000.00
Miss Rosslyn Wythes	Young Regional Artist Scholarship – professional development in Australia and Europe plus mentorship with Dirtyfeet.	10,000.00
Miss Shevaun Wright	Fellowship at the Whitney Museum Independent Study Program, NY	5,000.00
Miss Sophie Payten	Young Regional Artist Scholarship – the recording and release of a debut full length album	10,000.00
Miss Stephanie Sim Brummell	Young Regional Artist Scholarship – Textile Traditions: Preserving the Passion	10,000.00
Miss Tullara Connors	Young Regional Artist Scholarship – professional development mentorships in Ireland and Australia	10,000.00
Mr Abdul Abdullah	Residency at the International Studio & Curatorial Program (ISCP), New York	5,000.00
Mr Adam Deusien	Regional Arts Fellowship 2015 – Series of Institutional placements and inter-regional collaborations	50,000.00
Mr Amos Wilksch	Young Regional Artist Scholarship – a Belvoir production, writing and experience project	10,000.00
Mr Brian Fuata	Presentation of a series of performances in New York	5,000.00
Mr Brook Kellehear-Smith	Young Regional Artist Scholarship – Ís Og Eldur (Ice And Fire)	10,000.00
Mr Christopher Burton	Young Regional Artist Scholarship – a mentorship with Owen Mcfadzen and exploration into digital media	10,000.00
Mr Connor Coman-Sargent	Young Regional Artist Scholarship – 'Second Sojourn: Extending the Journey'	10,000.00
Mr Dexter Davey	Mentorship with Michel de Broin	5,000.00
Mr Heath Franco	2015 NSW Visual Arts Fellowship (Emerging) – Internship with Joel Kefali and a United States research trip	30,000.00
Mr Jacob Raupach	Young Regional Artist Scholarship – a professional development program in Australia and Europe	10,000.00
Mr James Farley	Young Regional Artist Scholarship – an artist residency and workshop in Broken Hill	10,000.00
Mr Jamie J North	Sculptural project for the Biennale of Sydney 2016	5,000.00
Mr Jarrod Takle	Young Regional Artist Scholarship – 12 months circus training at Ecole Nationale de Cirque, Canada	10,000.00
Mr Julian Callaghan	Development and presentation of 'Turbulent Geometry' at NEW16, Melbourne	5,000.00
Mr Khaled Sabsabi	2015 Western Sydney Arts Fellowship – Catalogue, refine and resolve 28 years of art making.	50,000.00
Mr Lachlan Philpott	Professional development program with Crowded Fire Theatre in the USA	5,000.00
Mr Lucas Abela	Temple of Din' US tour	5,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Mr Matt Ortiz	Young Regional Artist Scholarship – mentoring, song writing and recording original songs	10,000.00
Mr Michael Hili	Mentorships in NY and LA leading to a performance piece tour of regional NSW	5,000.00
Mr Nathan Wood	Young Regional Artist Scholarship – 'A Timelapse Journey Through the New South Wales Wilderness'	10,000.00
Mr Philip Channells	Professional development project at the World Dance Alliance Asia Pacific 2015 Conference, Singapore	5,000.00
Mr Samuel James	Banff Centre residency to complete video design for new work.	4,214.00
Mr Timothy Rogers	Participation in the FMQB radio showcase in Boulder, Colorado USA	5,000.00
Mr William Yang	Tour of 'Blood Links' to the Netherlands as part of the national Get Lost Festival	5,000.00
Mr Zachariah Johnson	Young Regional Artist Scholarship – a professional artistic development program in circus and physical theatre	10,000.00
Ms Andrea James	Aboriginal Arts Fellowship – Research and development of a new play	30,000.00
Ms Annalouise Paul	Professional development program in Singapore	4,530.00
Ms Anneke Jaspers	Presentation of two video installations and a live performance in Christchurch	5,000.00
Ms Anwyn Crawford	2016 Writer's Fellowship (Early Career) – Research and development of new non-fiction work	30,000.00
Ms Carol de Souza	Presentation of a new site-specific work for the 20th Biennale of Sydney	5,000.00
Ms Clare Brassil	Regional Arts Fellowship 2015 – Mentorships with five composer/artists and creation of new work	50,000.00
Ms Freyja Hooper	Young Regional Artist Scholarship – Berklee Summer Program Boston – USA	10,000.00
Ms Gail Priest	Presenting 'Sounding the Future' in Halle, a residency in Bergen and performances in Oslo and Berlin	2,900.00
Ms Jennifer Keeler-Milne	Presentation of work at Glasshouse Regional Gallery, Port Macquarie	5,000.00
Ms Justene Williams	Participation in the 'Australian Pavilion Without Walls' section of Performa Biennial 2015, New York	5,000.00
Ms Katherine Turnbull	Professional development program in London, Venice & Paris	4,000.00
Ms Lisa Maris McDonell	Tasdance TRIP Residency	1,700.00
Ms Michaela Gleave	Participation in the 'Assents' arts festival in Stuttgart, Germany	5,000.00
Ms Michele Elliot	Survey exhibition at Ararat Regional Art Gallery, Victoria	2,568.00
Ms Michelle Newton	Developing new audiences for Justene Williams' work at Performa 15, NYC	5,000.00
Ms Victoria Hunt	The presentation of 'Copper Promises: Hinemahi Haka' at the IMPACT 2015 Festival, Canada	5,000.00
Ms Victoria Hunt	2016 Rex Cramphorn Theatre Fellowship – KARANGAscape	30,000.00
Total		1,082,394.00

Program Funding

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Accessible Arts	Multiyear Program Funding (\$270,000)	270,000.00
Albury City Council for Albury Library Museum	Multiyear Program Funding (2016-2018)	45,000.00
Arts Law Centre of Australia	Multiyear Program Funding (2016-2018)	125,250.00
Arts on Tour NSW	Multiyear Program Funding (\$360,000), Devolved Funding (\$25,000) (2016-2018)	385,000.00
Artspace Visual Arts Centre Ltd	Multiyear Program Funding (2016-2018)	500,000.00
Asian Australian Artists' Association Inc	Multiyear Program Funding (2016-2018)	250,000.00
Auburn City Council for Auburn Artist Studio and the Peacock Gallery	2016 Annual Program	65,000.00
Australian Book Review Inc	2016 Annual Program	30,000.00
Australian Dance Council Ausdance (NSW) Inc	Multiyear Program Funding (\$210,000), Devolved Funding (\$30,000) (2016-2018)	240,000.00
Australian Design Centre	Multiyear Program Funding (2016-2018)	400,000.00
Australian Script Centre Inc	2016 Annual Program	12,000.00
Australian Theatre for Young People	Multiyear Program Funding (2016-2018)	175,000.00
Band Association of NSW Inc	Multiyear Program Funding (\$20,000), Devolved Funding (\$30,000) (2016-2018)	50,000.00
Bankstown City Council for Bankstown Arts Centre	2016 Annual Program	100,000.00
Bankstown Youth Development Service Inc	2016 Annual Program	150,000.00
Bathurst Regional Council for Bathurst Memorial Entertainment Centre	Multiyear Program Funding (2016-2018)	80,000.00
Bathurst Regional Council for Bathurst Regional Art Gallery	Multiyear Program Funding (2016-2018)	80,000.00
Bega Valley Shire Council for Bega Valley Regional Gallery	2016 Annual Program	40,500.00
Beyond Empathy Limited	Multiyear Program Funding (2016-2018)	150,000.00
Big hART Incorporated	2016 Annual Program	150,000.00
Blacktown City Council for Blacktown Arts Centre	Multiyear Program Funding (2016-2018)	277,000.00
Boomalli Aboriginal Artists Co-operative Ltd	2016 Annual Program	100,000.00
Branch Nebula Incorporated	2016 Annual Program	80,000.00
Broken Hill City Council for Broken Hill Regional Art Gallery	Multiyear Program Funding (2016-2018)	100,000.00
Campbelltown City Council for Campbelltown Arts Centre	Multiyear Program Funding (2016-2018)	450,000.00
Cementa INC	2016 Annual Program	100,000.00
Clarence Valley Council for Grafton Regional Gallery	2016 Annual Program	60,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Cowra Shire Council for Cowra Regional Gallery	2016 Annual Program	20,000.00
Critical Path Inc	Multiyear Program Funding (2016-2018)	280,000.00
Critical Stages	Multiyear Program Funding (2016-2018)	120,000.00
Curious Works Incorporated	2016 Annual Program	75,000.00
Darlinghurst Theatre Limited	Multiyear Program Funding (2016-2018)	120,000.00
De Quincey Company Limited	Multiyear Program Funding (2016-2018)	70,000.00
DirtyFeet	2016 Annual Program	54,000.00
dLux Media Arts	2016 Annual Program	100,000.00
Dubbo City Council for Western Plains Cultural Centre	Multiyear Program Funding (2016-2018)	100,000.00
English Association Sydney Branch Southerly Journal	Southerly's 2016 Annual Program	22,000.00
Ensemble Offspring	Multiyear Program Funding (2016-2018)	80,000.00
Fairfield City Council for Fairfield City Gallery and Museum	Multiyear Program Funding (2016-2018)	80,000.00
First Draft Inc	Multiyear Program Funding (2016-2018)	120,000.00
fLiNG Physical Theatre Inc	Multiyear Program Funding (2016-2018)	90,000.00
Flying Fruit Fly Foundation Ltd	Multiyear Program Funding (2016-2018)	114,000.00
Force Majeure Ltd	Multiyear Program Funding (2016-2018)	145,500.00
FORM Dance Projects Inc	Multiyear Program Funding (2016-2018)	185,000.00
Four Winds Concerts Inc	2016 Annual Program	150,000.00
Gadigal Information Service Aboriginal Corporation	2016 Annual Program	55,000.00
Gondwana Choirs	Multiyear Program Funding (2016-2018)	120,000.00
Gosford City Council for Gosford Regional Gallery	2016 Annual Program	44,000.00
Goulburn Mulwaree Council for Goulburn Regional Gallery	Multiyear Program Funding (2016-2018)	80,000.00
Greater Taree City Council for Manning Regional Art Gallery	2016 Annual Program	20,000.00
Griffin Theatre Company Ltd	Multiyear Program Funding (2016-2018)	280,000.00
Griffith City Council for Griffith Regional Art Gallery	2016 Annual Program	20,000.00
Hawkesbury City Council for Hawkesbury Regional Gallery and Museum	2016 Annual Program	105,000.00
Heaps Decent Ltd	2016 Annual Program	40,000.00
HotHouse Theatre Ltd	Multiyear Program Funding (2016-2018)	337,000.00
Hunter Writers Centre Inc	2016 Annual Program	50,000.00
Illawarra Performing Arts Centre Ltd for Merrigong Theatre Company	Multiyear Program Funding (2016-2018)	81,500.00
Information and Cultural Exchange Inc	Multiyear Program Funding (2016-2018)	330,000.00

Appendices: Department of Justice

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
International Performing Writers' Association	2016 Annual Program	58,000.00
Lake Macquarie City Council for Lake Macquarie City Art Gallery	Multiyear Program Funding (2016-2018)	110,000.00
Legs On The Wall Inc	Multiyear Program Funding (2016-2018)	191,500.00
Lismore City Council for Lismore Regional Gallery	Multiyear Program Funding (2016-2018)	75,000.00
Liverpool City Council for Casula Powerhouse Arts Centre	Multiyear Program Funding (2016-2018)	250,000.00
Maitland City Council for Maitland Regional Art Gallery	Multiyear Program Funding (2016-2018)	66,200.00
Manly Council for Manly Regional Art Gallery and Museum	Multiyear Program Funding (2016-2018)	50,000.00
Milk Crate Theatre	Multiyear Program Funding (2016-2018)	80,000.00
Monkey Baa Theatre For Young People	2016 Annual Program	125,000.00
Moogahlin Performing Arts Inc	2016 Annual Program	60,000.00
MOP Projects Inc	2016 Annual Program	35,000.00
Moree Cultural Art Foundation Ltd for Moree Plains Gallery	Multiyear Program Funding (2016-2018)	51,000.00
Mosman Municipal Council for Mosman Art Gallery	Multiyear Program Funding (2016-2018)	85,000.00
Museums and Galleries of NSW Ltd	Multiyear Program Funding (\$895,000), Devolved Funding (\$300,000) (2016-2018)	1,195,000.00
Music NSW Incorporated	Multiyear Program Funding (\$355,000), Devolved Funding (\$100,000) (2016-2018)	455,000.00
National Association for the Visual Arts Ltd	Multiyear Program Funding (\$50,000), Devolved Funding (\$50,000) (2016-2018)	100,000.00
New England Regional Art Museum	Multiyear Program Funding (2016-2018)	60,000.00
New England Writers' Centre Inc	2016 Annual Program	21,000.00
Newcastle City Council for Newcastle Art Gallery	2016 Annual Program	70,000.00
Newcastle Historic Reserve Trust	The Lock Up's 2016 Annual Program	98,300.00
Northern Rivers Performing Arts Inc	Multiyear Program Funding (2016-2018)	285,000.00
Northern Rivers Writers' Centre	Multiyear Program Funding (2016-2018)	125,000.00
NSW Writers' Centre Inc	Multiyear Program Funding (\$175,000), Devolved Funding (\$30,000) (2016-2018)	205,000.00
Octapod	Strategic Multiyear Funding (2016-2018)	50,000.00
Orange City Council for Orange Regional Gallery	Multiyear Program Funding (2016-2018)	63,700.00
Orange City Council for Orange Regional Museum	2016 Annual Program	64,500.00
Outback Theatre for Young People	Multiyear Program Funding (2016-2018)	130,000.00
PACT Centre for Emerging Artists Inc	Multiyear Program Funding (2016-2018)	94,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Parramatta City Council for Parramatta Artist Studios	Multiyear Program Funding (2016-2018)	100,000.00
Penrith Performing & Visual Arts Ltd	Multiyear Program Funding (2016-2018)	375,000.00
Penrith Symphony Orchestra Inc.	2016 Annual Program	25,000.00
Playwriting Australia	Multiyear Program Funding (2016-2018)	101,800.00
Port Macquarie-Hastings Council for Glasshouse Regional Gallery	2016 Annual Program	60,000.00
Powerhouse Youth Theatre Inc	Multiyear Program Funding (2016-2018)	120,000.00
Precarious Inc	2016 Annual Program	50,000.00
Regional Arts NSW Ltd	Multiyear Program Funding (\$455,000), Devolved CASP Funding (\$250,000) (2016-2018)	705,000.00
Rinse Out Inc	2016 Annual Program	75,000.00
Royal Australian Historical Society	Multiyear Program Funding (\$10,000), Devolved Funding (\$55,000) (2016-2018)	65,000.00
Saltwater Freshwater Arts Alliance Aboriginal Corporation	2016 Annual Program	150,000.00
Shaun Parker & Company Ltd	Multiyear Program Funding (2016-2018)	175,000.00
Shopfront Arts Co. Op. Ltd	Multiyear Program Funding (2016-2018)	100,000.00
South Coast Writers' Centre Inc	Multiyear Program Funding (2016-2018)	80,000.00
Spaghetti Circus Inc.	2016 Annual Program	55,000.00
Stalker Theatre Inc	Multiyear Program Funding (2016-2018)	95,000.00
Studio ARTES Northside Inc.	Studio ARTISTS' 2016 Annual Program	48,000.00
Sutherland Shire Council for Hazelhurst Regional Gallery and Arts Centre	Multiyear Program Funding (2016-2018)	100,000.00
Sydney Arts Management Advisory Group	2016 Annual Program	25,000.00
Sydney Chamber Opera Incorporated	2016 Annual Program	35,000.00
Sydney Improvised Music Association Inc	Multiyear Program Funding (2016-2018)	90,000.00
Sydney Philharmonia Ltd	Multiyear Program Funding (2016-2018)	80,000.00
Sydney Youth Orchestra Inc	Multiyear Program Funding (2016-2018)	100,000.00
Synergy & Taikoz Ltd	Multiyear Program Funding (2016-2018)	120,000.00
Tamworth Regional Council for Tamworth Regional Gallery	Multiyear Program Funding (2016-2018)	65,000.00
Tantrum Theatre Co-operative	Multiyear Program Funding (2016-2018)	85,000.00
The Cad Factory	2016 Annual Program	70,000.00
The Eleanor Dark Foundation Ltd for Varuna	Multiyear Program Funding (2016-2018)	175,000.00
The Invisible Inc	2016 Annual Program	34,900.00
The Performance Space Ltd	Multiyear Program Funding (2016-2018)	500,000.00
The Red Room Company Ltd	2016 Annual Program	75,000.00
The Song Company	Multiyear Program Funding (2016-2018)	150,000.00
Theatre 4a Inc	2016 Annual Program	50,000.00

Appendices: Department of Justice

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Theatre Network NSW	2016 Annual Program	70,000.00
Tweed Shire Council for Tweed Regional Gallery and Margaret Olley Art Centre	Multiyear Program Funding (2016-2018)	100,000.00
University of Melbourne – Asialink	Multiyear Funding for the Asialink Arts Residency Program (2016-2018)	50,000.00
Urban Theatre Projects Ltd	Multiyear Program Funding (2016-2018)	315,000.00
Wagga Wagga City Council for Wagga Regional Museum	Multiyear Program Funding (2016-2018)	75,000.00
Wagga Wagga City Council for Wagga Wagga Art Gallery	Multiyear Program Funding (2016-2018)	65,000.00
Wagga Wagga Writers Inc	2016 Annual Program	46,500.00
WestWords Ltd	2016 Annual Program	165,000.00
Wild Rumpus Incorporated	Multiyear Program Funding (2016-2018)	50,000.00
Winifred West Schools Ltd	Sturt Craft Centre's 2016 Annual Program	25,000.00
Wollongong City Council for Wollongong City Gallery	2016 Annual Program	70,000.00
Total		17,372,150.00

Project Funding

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Accessible Arts	Margot Politis' 'Neural Pathways': a new work addressing mental health and addiction	45,000.00
Albury City Council	Murray Art Museum Albury's contemporary exhibition, 'Speed: Faster, Larger, Stronger, Quieter'	40,000.00
Armidale and Region Aboriginal Cultural Centre and keeping Place Inc	Aboriginal Public Program Team	30,000.00
Australian Chamber Orchestra	Tour by ACO Collective and an ACO VIRTUAL installation	111,074.00
Australian Dance Council Ausdance (NSW) Inc	Flipside Dance's 'Pushing the Boundaries'	55,000.00
Australian Dance Council Ausdance (NSW) Inc	Narelle Benjamin's 'Candelabra'	24,624.00
Bundanon Trust	Siteworks 2016	60,000.00
Campbelltown City Council	Creative development of a dance work at Campbelltown Arts Centre	40,450.00
CDP Theatre Producers Pty Ltd	Tour of 'The 52-Storey Treehouse'	50,000.00
Community Junction Inc	'NgAI-Lo-Wah Murrytula' (Together We Share and Enjoy)	56,000.00
Cootamundra Creative Arts Inc	Lighting, heating and air conditioning for the Arts Centre Cootamundra	20,000.00
Cordite Publishing Inc	Cordite Poetry Review (NSW writers' fees)	13,725.00
Dubbo City Council	Construction of a 'Class' black box theatre in the Western Plains Cultural Centre	60,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Eastern Riverina Arts Inc	Tour of Fred Smith's 'Dust of Uruzgan'	5,502.00
Experimenta Media Arts Inc	Michaela Gleave's development of the digital art app, 'Orbit'	23,105.00
fLiNG Physical Theatre Inc	'We will come to the Rescue' Artlands tour	31,498.00
fLiNG Physical Theatre Inc	Purchase of staging equipment	16,000.00
Flying Fruit Fly Foundation Ltd	Improvements to the Flying Fruit Fly Circus training space	9,700.00
Force Majeure Ltd	Kristina Chan's 'A Faint Existence'	20,000.00
Force Majeure Ltd	Tour of 'Never Did Me Any Harm'	42,811.00
FORM Dance Projects Inc	Dance Makers Collective's 'Dads' contemporary dance work project	60,000.00
Four Winds Concerts Inc	'The Bermagui Project' Stage 2	92,500.00
Goulburn Mulwaree Council	Goulburn Regional Gallery lighting upgrade	46,500.00
Greater Hume Shire Council	'Diversity'	32,820.00
Griffin Theatre Company Ltd	David Williams' 'Smurf in Wonderland'	20,000.00
History Council of New South Wales Inc	Cassie Mercer's 'Looking Australian': Decoding Historical Portraits in Cultural and Private Collections	59,702.00
History Council of New South Wales Inc	History Week 2016	60,000.00
Illawarra Performing Arts Centre Ltd	Anne-Louise Rentell's 'The Siren Project'	14,450.00
Intimate Spectacle Pty Ltd	post's second stage creative development of 'We are the World'	35,000.00
Inverell Art Society Inc	Air conditioning and solar electricity for Inverell Art Gallery	30,000.00
Lightning Ridge Opal and Fossil Centre Incorporated	'Spark': a community-initiated multi artform installation in remote NSW	14,635.00
Liquid Architecture Sound Inc	FM[X] Sydney 2016	13,000.00
Liverpool City Council	Donna Abela's creative development of 'Flame Tree Street' with the Casula community	15,000.00
Manning Clark House Inc	the Parramatta Female Factory Precinct Memory Project's creative development of 'Living Traces'	32,000.00
Monkey Baa Theatre For Young People	Year 2 – NSW Touring Organisation Regional Touring Program (2015-2017)	115,000.00
Moree Cultural Art Foundation Ltd	Upgrading of Moree Plains Gallery's air-conditioning system	27,500.00
Morundah Bush Entertainment Committee Inc	Construction of a theatre for the Morundah Arts Centre	60,000.00
Mudgee Readers Festival Inc	Mudgee Readers' Festival 2016	13,800.00
Museums and Galleries of NSW Ltd	Bec Dean's 'The Patient Subject': a curatorial project, exhibition and touring program	50,000.00
NAISDA Ltd	'Circle of Cultures'	59,600.00
National Association for the Visual Arts Ltd	Allan Giddy's 'Sonic Wells for Gallipoli'	19,822.00
National Association for the Visual Arts Ltd	Hayden Fowler's 'Dark Ecology': interactive public artwork in Circular Quay	45,000.00
National Young Writers' Festival	2016 National Young Writers' Festival in Newcastle	35,000.00

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
New England Regional Art Museum	Sustainable lighting upgrade	60,000.00
Next Wave Festival Inc	Next Wave NSW Showcase 2016	60,000.00
Northern Rivers Performing Arts Inc	'Bundjalung Nghari – Three Brothers'	150,000.00
NSW Aboriginal Culture Heritage and Arts Association Inc	'From Our Place' exhibition of items from NSW Aboriginal cultural centre collections	56,000.00
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	'Women of Fairfield'	50,000.00
Opera North West Ltd	Opera in the Paddock 2016 and a series of regional concerts, collaborations and workshops.	30,000.00
Orana Arts Inc	'Staging Stories 2'	144,200.00
Orange City Council	Refurbishment of the Orange Regional Gallery	54,500.00
PACT Centre for Emerging Artists Inc	A new theatre work, ruckus ensembles' 'Speed of Life', created and devised by artists living with a disability	60,000.00
Performing Lines	Tour of the Australian Theatre for Young People's 'Sugarland'	63,086.00
Sacred Currents Inc	'Worlds Collide' – a multimedia world/dance music collaboration and concert in Western Sydney	42,700.00
SafARI Initiatives Inc	SafARI 2016	60,000.00
Shopfront Arts Co. Op. Ltd	Blacktown workshop season and presentation of 'The Hungry Games'	16,024.00
South Coast Women's Health and Welfare Aboriginal Corporation	South Coast Koori Cultural Immersion Project	60,000.00
Sport For Jove Theatre Company Limited	2016 Sport For Jove season	60,000.00
Sydney Dance Company	Year 2 – CounterMove – Regional NSW Tour	140,599.00
Sydney Non Objective Group Inc	SNO Public Exhibition Project	30,000.00
Sydney Story Factory Inc	Creative writing project: 'A Day in the Life of a Teenager'	75,000.00
Sydney Symphony Orchestra Holdings Pty Ltd	Year 2 – NSW Touring Organisation Regional Touring Program (2015-2017)	91,800.00
The Australian Ballet	Australian Ballet's 2016 tour of NSW	50,000.00
The Curators' Department Pty Ltd	'At the junction of two rivers: the Wellington residency project'	60,000.00
The Metropolitan Orchestra Inc	2016 state-wide Composer Development Program	29,880.00
The Performance Space Ltd	The New Landscapes Institute's multi-art form project, 'The Long Paddock'	75,000.00
Theatre Kantanka Incorporated	Creative development of 'Obscene Madam D'	15,000.00
Tyalgum Music Festival Incorporated	Tyalgum Music Festival 2016	16,000.00
Writing and Society Research Centre, Western Sydney University	'Writing New South Wales': New Non-Fiction at the Sydney Review of Books	33,000.00
Yarkuwa Indigenous Knowledge Centre Aboriginal Corporation	'Traditional Country – Contemporary Community'	65,500.00
Total		3,354,107.00

Strategic Support

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
3rd Space Mob Aboriginal and Torres Strait Islander Corporation	Wake Up Time's 'Weaving a Way Together'	15,000.00
Arts North West Inc	Community consultation, Armidale & Region ACCKP	12,000.00
Arts North West Inc	Making Old Markings New	15,000.00
Arts OutWest Inc	Bathurst Wiradyuri and Aboriginal Community Elders' Jimmy Little Gathering	15,000.00
Australasian Performing Rights Association Ltd	'Live and Local' Western Sydney Strategic Initiative	150,000.00
Australia Council	Boot Camp and First National Exchange Program	5,000.00
Australian Theatre for Young People	Djurrali – Aboriginal Middle Years Transition Program	35,000.00
Australian World Orchestra	Partnership with Regional Conservatoriums	35,000.00
Blacktown City Council	Year 2 of the Aboriginal Artsready Traineeship at Blacktown Arts Centre	31,868.00
Boomalli Aboriginal Artists Co-operative Ltd	Employment of a 30 Year Anniversary Cultural Coordinator	63,875.00
Bundanon Trust	Employment of an Aboriginal Arts Manager for 12 months	62,500.00
Byron Writers Festival	Support for Storyboard	50,000.00
Carriageworks Limited	The Black Arts Market	50,000.00
Country Music Association of Australia Inc	Year 3 The 2016 Troy Cassar-Daley Scholarship	5,000.00
Cowra Arts & Craft Society Inc	New carpet, laptop and printer for Cowra Craft Shop	7,672.00
Dharriwaa Elders Group Incorporated	Celebrate the 'Gate	14,989.00
Discovery Writers	2016 Memoir Competition	500.00
Ensemble Offspring	Showcase of 'The Secret Noise' at APAM 2016	5,000.00
Erth Visual & Physical Inc	Showcase of Erth's Prehistoric Aquarium at APAM 2016	5,000.00
First Hand Solutions Aboriginal Corporation	Employment of an Aboriginal Community Art Curator and Facilitator for 10 months	80,100.00
Flying Fruit Fly Foundation Ltd	2016/17 Bouncing River Kids program	15,000.00
Griffith Musician's Club Inc	Griffith Centenary Celebrations	5,000.00
Information and Cultural Exchange Inc	Artsready Aboriginal Traineeship	54,600.00
Intimate Spectacle Pty Ltd	Showcase of post's 'Oedipus Schmoedipus' at APAM 2016	10,000.00
Kaldor Public Art Projects	Year 2 of Multiyear Program Funding (2015-2017)	100,000.00
Moogahlin Performing Arts Inc	Participation in the Weesageechack First Nations Festival, Toronto	5,000.00
Moogahlin Performing Arts Inc	'Fire Bucket' project with Uncle Wes Marne	36,185.00
Moogahlin Performing Arts Inc	Year 2 of the mid-career Aboriginal Arts Manager	54,000.00
Moorambilla Voices Limited	Multiyear Program Funding (2015-2018) Year 2	75,000.00
Mr Ahilan Ratnamohan	Showcase of DRILL at APAM 2016	6,800.00
Mr Daniel Boyd	Participation in the International Studio And Curatorial Program, New York	5,000.00
Mr Lewis Burns	Aboriginal Cultural Presentations in the USA	5,000.00
Mrs Nicole Monks	'We are all Animals'	5,000.00

Appendices: Department of Justice

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Ms Julie Shaw	Participation in 2016 fashion design trade shows in New York	5,000.00
Ms Kirsten Thorpe	ICA Congress – Indigenous Voices: Connecting and Building Culturally Sensitive Engagement	5,000.00
Murwillumbah Festival of Performing Arts Inc	2016 Festival	2,500.00
Museums and Galleries of NSW Ltd	Strategic program development initiative, Armidale & Region ACCFP	8,000.00
NAISDA Ltd	NAISDA Alumni International Exchange	5,000.00
NAISDA Ltd	Garabara Ngurra 16	70,000.00
NAISDA Ltd	Speaking Countries	12,800.00
Nimbin Community Centre Inc	Wai:bal Aboriginal Cultural Centre's exhibition and performance project	14,480.00
Palerang Council	Braidwood National Theatre and Community Centre upgrade	100,000.00
Parramatta City Council for Riverside Theatres	Year 2 of Multiyear Program Funding (2014/15-17/18)	200,000.00
Parramatta Park Trust	Western Sydney Emerging Artists on Stage	75,000.00
Performing Lines	Travel and accommodation for 10 Aboriginal dancers and choreographers attending 'Dana Waranara'	10,000.00
Performing Lines	Showcase of William Yang's 'The Story Only I Can Tell' at APAM 2016	4,850.00
Radio Hunter Valley Pty Ltd	Upper Hunter Christmas Spectacular	2,000.00
Regional Arts NSW Ltd	Artlands Arts Fair	55,000.00
Regional Arts NSW Ltd	Artlands 2016	150,000.00
Sculpture by the Sea Incorporated	Multiyear Program Funding (2015-2018) Year 2	300,000.00
Sydney Harbour Foreshore Authority	Community Festivals Emerging Artists Mentorship Program	51,912.00
Tamworth Local Aboriginal Land Council	Sustainability strategy for the Aboriginal Cultural Showcase	15,000.00
Tamworth Regional Council	NAIDOC Week Songlines project	10,046.00
The British Council	Year 3 Of Triennial Funding (2014-2016) For The Accelerate Indigenous Australian Leadership Program	30,000.00
The Lysicrates Foundation	The Lysicrates Prize 2015	15,000.00
The Players Theatre Inc	One Act Play Festival 2017	1,000.00
The Slim Dusty Museum Trust Fund	Five Women – Connected & Seen	15,000.00
Wagga Wagga City Council	'Join the Dots'	15,000.00
West Darling Arts Inc	Wilcannia Stories project	15,000.00
Western Riverina Arts Inc	Murrumbidgee Marramarra	15,000.00
Writing and Society Research Centre, Western Sydney University	Publication program and development for Western Sydney writers	75,000.00
Yalbilinga Boori Day Care Centre Aboriginal Corporation	Wagambirra Sharing Stories	6,000.00
Yarkuwa Indigenous Knowledge Centre Aboriginal Corporation	Aboriginal arts and culture youth development project	15,000.00
Total		2,333,677.00

Additional Programs

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Artbank	FACs – External Funding – Multiyear Year 2 – an acquisition program targeting artists with disability	\$100,000.00
Cabramatta High School	Arts and Education – Year 3 Of A Residency Program At Cabramatta, Fairvale And Merrylands High Schools Employing Three Artists Each Year (2014-2016)	\$40,000.00
Carriageworks Limited	Arts and Education – Year 3 of the placement of four Aboriginal Artists (2014-2016)	\$40,000.00
Carriageworks Limited	FACs – External Funding – Multiyear Year 2 – Carriageworks' arts and disability program in 2016	\$100,000.00
Screen NSW	FACs – External Funding – Year 2 of profiling artists with disability using screen and broadcast media	\$100,000.00
Shopfront Arts Co. Op. Ltd	Arts and Education – Year 3 Of The 'room 13' Student-led Arts Residency Project Developed With Athelstane And Woniora Road Public Schools (2014-2016)	\$40,000.00
Studio ARTES Northside Inc	FACs – External Funding – Multiyear Year 2 – the implementation of a social enterprise model	\$100,000.00
Studio ARTES Northside Inc	FACs – External Funding – Hard and Soft Infrastructure	\$75,000.00
The University of Newcastle	Arts and Education – Year 3 of the evaluation of the impacts of the Fresh Air Initiative (2014-2016)	\$30,000.00
Torrid Films	FACs – External Funding – "The Committee"	\$10,000.00
Total		\$635,000.00

Screen NSW

Screen NSW – Advanced Development

Organisation	Genre	Project name	Amount
Serendipity Productions Pty Ltd	Factual – Series	A Leg to Stand On	\$3,000
Let's Play Productions Pty Ltd	TV- Drama Series	All the Queen's Men	\$15,000
Let's Play Productions Pty Ltd	TV- Drama Series	All the Queen's Men	\$3,500
SLR Productions Pty Ltd	Children's TV – Animation	Andy Roid	\$3,500
Like Minded Films Pty Ltd	Features	Babyteeth	\$4,350
Causeway Films HQ Pty Ltd	Features	Cargo	\$3,700
The Feds Australia Pty Ltd	Factual – Series	Chasing Immortality	\$3,000
GPTV Holdings Pty Ltd	TV- Drama Series	Cleverman Season 2	\$20,000
Gamesoft Pty Ltd	Multi-Platform	Clockwork	\$20,000
AUDACIOUS POSSE PTY LTD	Features	Control Room	\$11,000
Mememe Productions Pty Ltd	Children's TV – Animation	Dirtgirlworld Beyond TV	\$3,500
Magic Films Pty Ltd	Features	Female Pleasure	\$12,000
Wildheart Films Pty Ltd	Features	Flammable Children	\$10,000
Blackfella Films Pty Ltd	TV- Drama Series	Grand Days	\$35,000
Firth Richardson Pty Ltd	TV- Drama Series	Hoax	\$20,000
Raquelle David t/a Damsel Pictures	Features	Lucid	\$16,000

Organisation	Genre	Project name	Amount
Cheeky Little Media Pty Ltd	Children's TV – Animation	Monster Teddies	\$4,000
Kaufmann Productions Pty Ltd	Factual – Single	Nature Inc	\$6,000
Roache-Turner Films Pty Ltd	Features	Nekromancer	\$10,000
Red Lamp Films Pty Ltd	Features	Pink Mist	\$15,150
Stuart James McBratney t/a McBratney Productions	Features	Pop Up	\$3,500
Invisible Republic Pty Ltd	Features	Slam	\$5,000
Porchlight Films Pty Ltd	Features	Solitary	\$20,000
Darius Michael Devas	Multi-Platform	THE AFGHAN CONNECTION	\$4,695
Porchlight Films Pty Ltd	TV- Drama Series	The House	\$3,500
Indefatigable Pictures Pty Ltd T/A The Steve Jaggi company	Features	The Spirit of the Game	\$2,500
Media Stockade Pty Ltd	Factual – Series	The Surgery Ship	\$2,650
Palangi Productions Pty Ltd	Factual – Single	Walking with Martyrs	\$5,800
See-Saw Films (TV) Pty Ltd	Children's TV – Live Action	Monkey Magic	\$5,000
Total			\$274,345

Screen NSW – Early Stage Development

Organisation	Genre	Project name	Amount
Paper Dragon Pty Ltd	Multi-Platform	Age of Consent	\$6,500
The Feds Australia Pty Ltd	Factual – Series	Becoming Superhuman	\$10,000
Bombora Film and Music Co. Pty. Ltd.	Features	Boxing Day	\$15,000
The Embassy Productions Pty Ltd	Factual – Series	Bringing Down Bondy	\$15,000
Cordell Jigsaw Productions Pty Ltd	TV- Drama Series	Bunny Children	\$10,000
Mint Pictures Pty Ltd	Factual – Feature	Code Red In Jerusalem	\$15,000
No Coincidence Media Pty Ltd	Factual – Series	Colour Theory – Underground	\$10,000
Featherstone Productions Pty Ltd	Factual – Single	Dance Music	\$10,000
Essential Media and Entertainment Pty Ltd	TV- Drama Series	Enemies of the State	\$20,000
Frenzie Films Pty Ltd	Features	Girl Race	\$22,000
Magpie Pictures Pty Ltd	Children's TV – Live Action	GRACE BESIDE ME	\$20,000
Jungle FTV Pty Ltd	Factual – Series	Islam. I Am	\$15,000
New Town Films Pty Ltd	Webseries	Let's Talk About Season 2	\$25,000
Edward John Martin	Factual – Single	Lister	\$15,000
See-Saw Films (TV) Pty Ltd	Children's TV – Live Action	Monkey Magic	\$5,000
See-Saw Films (TV) Pty Ltd	Children's TV – Live Action	Monkey Magic	\$20,000
Scofflaw Films Pty Ltd	Features	Mother and Child	\$15,000
Horseabout Productions Pty Ltd	Factual – Series	My Kinda Country	\$15,000
Bower Bird Films Pty Ltd	Factual – Features	Oyster	\$14,000
Looking Glass Pictures Pty Ltd	Factual – Single	Physie	\$10,000
Media Stockade Pty Ltd	Factual – Single	Psychics in the Suburbs	\$13,000
Robyn Kershaw Productions Pty Ltd	Features	Seriously Red	\$15,000

Organisation	Genre	Project name	Amount
Revlover Films Pty Ltd	Features	Staring Out to Sea	\$20,000
Arenamedia Pty Ltd	Features	Such Great Heights	\$10,000
SixtyFourSixty Pty Ltd	Features	Sun Catcher	\$12,000
GFN Productions Pty Ltd	Features	Synchronicity	\$8,000
Blackfella Films Pty Ltd	TV- Drama Series	The Advisors	\$25,000
Soft Tread Enterprises Pty Ltd	TV- Drama Series	The Crew's Ship	\$12,500
The Feds Australia Pty Ltd	Factual – Series	The Detention Centre	\$15,000
Magpie Pictures Pty Ltd	TV- Drama Series	The Greening	\$8,000
Aquarius Films	Features	The Night Game	\$20,000
Film Camp Pty Ltd	Factual – Single	The Proof of the Puddin'	\$10,000
Bunya Treehouse Productions Pty Ltd	Factual – Series	The Shadowland (PKA The Meddlesome Priest)	\$10,000
Alison Black t/a Blackwatch Productions	Factual – Series	UFO CENTRAL: FIRST CONTACT	\$19,000
Anna Mariko Broinowski	Factual – Single	Uluru and the Magician	\$10,000
Start VR Pty Ltd	Multiplatform	VR NOIR: A Night Before Day	\$15,000
Frontline Films Pty Ltd	Factual – Single	You Make Me Feel Like Dancing	\$15,000
Total			\$525,000

Screen NSW – Emerging Filmmakers Fund

Organisation	Genre	Project name	Amount
Samuel Edward McWilliams Smith	Short film	Banana Boy	\$30,000
Whitefalk Films Pty Ltd	Short Film	Climbing to the Window, Pretending to Dance	\$30,000
Staple Fiction Pty Ltd	Short Film	Wolf EFF	\$30,000
Total			\$90,000

Screen NSW – Emerging Producers Placement

Organisation	Genre	Project name	Amount
Metro Screen Ltd	Emerging Producers	Peter Ireland and Rosie Lourde	\$22,000
Total			\$22,000

Screen NSW – Festival Travel

Organisation	Genre	Project name	Amount
Amber Renae McBride	Short film	At Midnight	\$1,958
Robert Coe	Feature Film	Beast	\$5,000
Goalpost Pictures Australia Pty Ltd	TV- Drama Series	Cleverman Season 1	\$5,000
MATTHEW PAUL HOLCOMB	Short film	Flat Daddy	\$2,500
Yianni Warnock t/a Dasein Productions	Short Film	Homebodies	\$2,350
Christopher Alexander Sharp TA/ C Sharp Productions	Short film	Kill Your Dinner	\$3,500
Sterling Cinema Australia Pty Ltd	Feature Film	Observance	\$2,000

Organisation	Genre	Project name	Amount
Jonathan Duncan	Feature Film	Ruben Guthrie	\$5,000
Kaufmann Productions Pty Ltd	Factual – Single	Shark Girl	\$3,000
Gittoes Films Pty Ltd	Feature Film	Snow Monkey	\$3,000
Contact Films Pty Ltd	Feature Film	Tanna	\$5,000
Poppy Carmen Walker t/a Propeller Pictures	Short film	The Battle	\$4,580
Fate Films Pty Ltd	Feature Film	The Daughter	\$4,150
Fate Films Pty Ltd	Feature Film	The Daughter	\$4,000
Bryan Moses	Feature Film	The Tail Job	\$3,500
Damien Parer Productions Pty Ltd	Feature Film	Women He's Undressed	\$5,000
Wangala Films Pty Ltd	Feature Film	Zach's Ceremony	\$2,500
Total			\$62,038

Screen NSW – Market Travel

Organisation	Genre	Project name	Amount
Macgowan Films Pty Ltd	Feature Film	Choir of Hard Knock	\$2,465
Flying Bark Productions Pty Ltd	Children's TV – Animation	GRUG	\$2,000
SixtyFourSixty Pty Ltd	Feature Film	Hannah And Rebecca	\$4,923
Raquelle David t/a Damsel Pictures	Feature Film	Lucid	\$3,000
Flat Earth Games Pty Ltd	Multi-Platform	Objects In Space	\$3,000
Indefatigable Pictures Pty Ltd T/A The Steve Jaggi company	Feature Film	Paradise City	\$3,000
Total			\$18,388

Screen NSW – Production Finance

Organisation	Genre	Project name	Amount
Cordell Jigsaw Productions Pty Ltd	TV- Drama Series	BOND	\$262,500
Mint Pictures Pty Ltd	Childrens TV Factual	Bushwhacked! Bugs	\$20,000
Missing Archive Productions Pty Ltd	Feature Film	Cast From The Storm (factual) post	\$35,000
Goalpost Pictures Australia Pty Ltd	TV- Drama Series	Cleverman Season 2	\$193,700
Werner Film Productions Pty Ltd	Feature Film	Dance Academy The Comeback	\$200,000
Blackfella Films Pty Ltd	TV- Drama Series	Deep Water	\$180,000
Blackfella Films Pty Ltd	TV- Drama Series	Deep Water (Enhanced Funds)	\$64,400
Essential Media and Entertainment Pty Ltd	TV- Drama Series	Doctor Doctor	\$200,000
Wildheart Films Pty Ltd	Feature Film	Flammable Children	\$210,000
Catherine Hunter Productions Pty Ltd	Factual – Single	Glen Murcutt Architect	\$20,000
Cordell Jigsaw Productions Pty Ltd	Factual – Single	Hanson, The Years That Shook Australia	\$35,000
Fredbird CDK Pty Ltd	Factual – Series	Hatch Match Despatch	\$20,000

Organisation	Genre	Project name	Amount
Jungle FTV Pty Ltd	TV- Drama Series	Here Come the Habibs	\$150,000
Matchbox Productions Pty Ltd	TV- Drama Series	Hide and Seek (PKA In Plain Sight, Wanted)	\$300,000
Smith & Nasht Pty Ltd	Factual – Series	Howard on Menzies – post	\$30,000
Eye Spy Productions Pty Ltd t/a Northern Pictures	Factual – Series	Ice Wars (pka Tip of the Iceberg)	\$50,000
Screentime Pty Ltd	TV- Drama Series	Janet King Series 2	\$400,000
ITV Studios Australia	Factual – Series	Keeping Australia Alive	\$85,000
Hypergiant Productions Pty Ltd	Feature Film	Killing Ground	\$70,000
New Town Films Pty Ltd	TV- Drama Series	Let's Talk About (web series)	\$15,000
Playmaker Media Pty Ltd	TV- Drama Series	Love Child 3	\$300,000
Epiphany Games Pty Ltd	Multi-Platform	Majestic Nights – post	\$60,000
Bombora Film and Music Co. Pty. Ltd.	Factual – Single	Mambo: Art Irritates Life	\$30,000
FremantleMedia Australia Pty Ltd	TV- Drama Series	Mary: The Making of a Princess	\$200,000
Miracle Hospital Pty Ltd	Factual – Series	Miracle Hospital	\$68,000
Flat Earth Games Pty Ltd	Multi-Platform	Objects In Space	\$25,000
Shine (Aust) Pty Ltd	TV- Drama Series	Peter Brock	\$140,000
Secret City Productions Pty Ltd	TV- Drama Series	Secret City	\$180,000
Screentime Pty Ltd	TV- Drama Series	Secret Daughter	\$64,400
No Coincidence Media Pty Ltd	Factual – Single	Servant or Slave	\$35,000
WildBear Entertainment Pty Ltd	Factual – Series	Shadow Trackers	\$31,000
Soul HQ Pty Ltd	TV- Drama Series	Soul Mates Series 2	\$49,820
Kirkland-Morris Management Pty Ltd	Children's TV – Live Action	Splashdance	\$15,000
Common Language Films Pty. Ltd.	TV- Drama Series	Starting From Now	\$15,000
Screentime Pty Ltd	Factual – Series	Stop Laughing This is Serious Series 2	\$50,000
Code Talk Films Pty Ltd	Feature Film	The Animal Condition	\$20,000
ENDEMOL AUSTRALIA (PKA SOUTHERN STAR)	TV- Drama Series	The High Road	\$140,000
Essential Media and Entertainment Pty Ltd	Feature Film	The Living Universe	\$100,000
Bunya Treehouse Productions Pty Ltd	Factual – Single	The Shadowland	\$34,000
AirPig Productions Pty Ltd	Childrens TV Factual	This Is Me (pka My Life)	\$20,000
Unindian Productions Pty Ltd	Feature Film	Unindian – post	\$20,000
Screentime Pty Ltd	Factual – Series	Village Vets 2	\$30,000
Skit Box Pty Ltd	TV- Drama Series	Wham Bam Thankyou Mam	\$30,000
WMDIE PTY LTD	Factual – Series	What Meat Do I Eat?	\$60,000
Eye Spy Productions Pty Ltd t/a Northern Pictures	Feature Film	Whitley	\$80,000
Total			\$4,337,820

Screen NSW – Regional Filming Fund

Organisation	Genre	Project name	Amount
Essential Media and Entertainment Pty Ltd	TV- Drama Series	Doctor Doctor	\$100,000
Shine (Aust) Pty Ltd	TV- Drama Series	Peter Brock	\$30,000
Screentime Pty Ltd	Feature Film	Secret Daughter	\$91,000
Bunya Treehouse Productions Pty Ltd	Factual – Single	The Shadowland	\$30,000
Screentime Pty Ltd	Factual – Series	Village Vets Series 2	\$ 60,000
Total			\$311,000

Screen NSW – PAAI

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Auspol Media Pty Ltd	Hades	\$2,246
Matchbox Productions Pty Ltd	The Monaro	\$5,819
See Pictures Pty Ltd	Sierra	\$1,200
Fox Film Australia No.3 Pty Ltd	Alien: Covenant	\$10,000
Southeast Arts (NSW) Inc	Sea Screen Location Scouting Workshop in Bega	\$1,500
Total		\$20,765

Industry Development Program

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
CuriousWorks Inc	Curious Creators	\$15,000
South East Arts (NSW) Inc	SEA Screen Strategy	\$20,000
Australian International Documentary Conference Ltd	AIDC Conference	\$8,000
Queer Screen Limited	Mardi Gras Film Festival	\$10,000
Northern Rivers Screenworks Ltd	Inside the Writers' Room	\$17,700
Screen Culture Association Inc	Antenna DocTalk	\$10,000
Australian Guild of Screen Composers	Master Class and screening	\$5,000
Dashboard Animals P/L	Castaldi in Focus	\$15,000
Australian Writers' Guild	NSW Pathways Screenwriters Program	\$30,000
Australian Directors Guild	ADG Workshops and Masterclasses	\$25,000
Information and Cultural Exchange	Screen Culture Program	\$57,500
Screen Producers Australia	Screen Forever	\$10,000
Screen Producers Australia	Ones to Watch	\$10,000
Northern Rivers Screenworks	Enterprise program	\$50,000
Metro Screen	Central Coast On Screen	\$13,000
Metro Screen	Tripartite Agreement with Screen Australia	\$100,000
Total		\$396,200

Audience Development Program

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Screenwave	Rec Ya Shorts Youth Film Festival	\$10,000
Persian International Film Festival	2015 Persian International Film Festival	\$5,000
Lebanese Film Festival Association Incorporated	2015 Lebanese Film Festival	\$5,000
Women in Film and Television (WIFT) NSW	21st WOW Film Festival	\$5,000
Screen Hunter	Real Film Festival	\$5,000
The Festivalists	Access all Areas Film Fetsival	\$8,000
The Festivalists	Young at Heart Film Festival	\$8,000
Bryon Bay International Film Festival	Byron Bay Film Festival	\$10,000
Screen Culture Association Incorporated	Antenna International Film Festival	\$10,000
Information and Cultural Exchange	Arab Film Fetsival	\$16,000
Northern Rivers Screenworks	Premiere Screenings	\$10,000
Flickerfest	Flickerfest National Tour	\$20,000
Flickerfest	Flickerfest- Short Film Festival	\$20,000
Petite Grand Kaboom	Little Big Shots Film Festival	\$5,000
Tropfest Australia	Tropfest – Roughcut	\$15,000
Total		\$152,000

Strategic Opportunities

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
Northern Rivers Screenworks	Athena Project	\$20,000
Northern Rivers Screenworks	Director Pathways Program	\$21,700
Melbourne International Film Festival	37 South 2015	\$6,100
Bus Stop Films	An evening with Jamie Brewer	\$900
Byron Bay FF	Co Lab Create	\$10,000
Trackdown	Graduate position project	\$5,000
Aquarius Films	LA Producer Trip Cecilia Ritchie Aquarius Films	\$5,000
Goalpost Pictures	LA Producer Trip Rosemary Blight Goalpost Films	\$5,000
Rhubrab Rhubarb Productions	LA Producer trip Claudia Karvan	\$5,000
Eddie Wong Films	LA Producer trip Jodi Matterson	\$5,000
Australian Writers Guild	Nakkiah Lui	\$1,000
Northern Rivers Screenworks	Northern Rivers Filming Locations Program	\$15,000
Northern Rivers Screenworks	Regional Stories Program	\$50,000
Sydney Film Festival	Screen Talks year 2	\$10,000
Out Of Line – Alison Plasto	She Shoots	\$2,500
Tamara Penniket	She Shoots	\$2,250
Treehouse Productions – Kaye H	She Shoots	\$280
Doctor Doctor Production	Director's Attachment	\$5,000
Giant DWARF HOUSE	GDTV TRAINING Program	\$10,000
Giant Dwarf PTY LTD	Writer's Attachment Consumer Writes	\$10,000

Recipient	Purpose/Program Name	Amount 2015-16 (\$)
EP Australia	Media Ring	\$10,000
Northern Rivers Screenworks	Books to Screen	\$5,400
Bus Stop Films	variation – grant increase	\$450
Jungle	Operation Sheena	\$10,000
Melbourne International Film Festival	37 South 2016	\$6,100
Sydney UNESCO City of Film	2016 Prize	\$10,000
Total		\$213,680

Appendix 9 Government Information (Public Access) Act 2009

1. Review of proactive release program – Clause 7(a)

- Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least every 12 months.
- During the reporting period, business areas of the Department were asked to review their programs of proactive release based on demand for information and type of information being published and provide details on these.
- As a result of the review a number of documents were proactively released under section 7 of the GIPA Act. The documents released included reports, newsletters, policies, speeches, papers and submissions.

2. Number of access applications received – Clause 7(b)

- During the reporting period, the Department received 638 formal access applications. This includes withdrawn but not invalid applications.

3. Number of refused applications for Schedule 1 information – Clause 7(c)

- During the reporting period the Department refused a total of seventeen formal access applications on the basis that it was conclusively presumed that there was an overriding public interest against disclosure of information.

4. Statistical information about access applications for period 1 July 2015 to 30 June 2016

Table A: Number of Applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Media	10	10	2	1	1	1	0	3
Members of Parliament	5	1	0	1	0	1	0	0
Private sector business	26	5	4	7	0	0	0	1
Not for profit organisations or community groups	5	14	0	7	0	0	0	1
Members of the public (application by legal representative)	46	207	2	15	0	2	0	5
Members of the public (other)	35	90	7	15	0	3	0	8
Total	127	327	15	46	1	7	0	18

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of Applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications*	64	300	5	33	0	1	0	14
Access application (other than personal information applications)	65	25	8	13	1	6	0	4
Access applications that are partly personal information applications and partly other	0	2	0	0	0	0	0	0
Total	129	327	13	46	1	7	0	18

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reasons for invalidity	No of applications
Application does not comply with formal requirement (Section 41 of the Act)	71
Application is for excluded information of the agency (Section 43 of the Act)	14
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	85
Invalid applications that subsequently became valid applications	34
Total	204

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	3
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	2
Documents affecting law enforcement and public safety	7
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total	17

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	19
Law enforcement and security	39
Individual rights, judicial processes and natural justice	319
Business interests of agencies and other persons	20
Environment, culture, economy and general matters	1
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	2
Total	400

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	515
Decided after 35 days (by agreement with applicant)	5
Not decided within time (deemed refusal)	3
Total	523

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal Review	4	1	5
Review by Information Commissioner*	4	9	13
Internal Review following recommendations under section 93 of Act	0	2	2
Review by ADT	10	5	15
Total	18	17	35

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Application by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	0

Table I: Applications transferred to other agencies

	Number of transferred
Agency – Initiated Transfers	35
Applicant – Initiated Transfers	0
Total	35

NSW Ministers

A minister's office is classed as a separate agency under the GIPA Act and, under s125(2) of the Act, is required to comply with GIPA reporting requirements. Statistics for formal applications received by these agencies are provided below.

These statistics cover the period 1 July 2015 to 30 June 2016. They were provided to the NSW Department of Justice and collated for publication in the Department's annual report as required by s125(3) of the GIPA Act.

Name	Position	
The Hon John Ajaka MLC	Minister for Ageing, Disability Services and Multiculturalism	Nil report
The Hon Stuart Ayres MP	Minister for Trade, Tourism and Major Events, Minister for Sport	Entries recorded
The Hon Mike Baird MP	Premier, Minister for Western Sydney	Entries recorded
The Hon John Barilaro MP	Minister for Regional Development, Minister for Skills, Minister for Small Business	Nil report
The Hon Gladys Berejiklian MP	Treasurer, Minister for Industrial Relations	Entries recorded
The Hon Niall Blair MLC	Minister for Primary Industries, Minister for Lands and Water	Entries recorded
The Hon Andrew Constance MP	Minister for Transport and Infrastructure	Entries recorded
The Hon Victor Dominello MP	Minister for Innovation and Better Regulation	Entries recorded
The Hon David Elliott MP	Minister for Corrections, Minister for Emergency Services, Minister for Veterans Affairs	Entries recorded
The Hon Duncan Gay MLC	Minister for Roads, Maritime and Freight	Entries recorded
The Hon Prudence Goward MP	Minister for Mental Health , Minister for Medical Research, Assistant Minister for Health , Minister for Women, Minister for the Prevention of Domestic Violence and Sexual Assault	Entries recorded
The Hon Troy Grant MP	Deputy Premier, Minister for Justice and Police, Minister for the Arts and Minister for Racing	Entries recorded
The Hon Brad Hazzard MP	Minister for Family & Community Services, Minister for Social Housing	Nil report
The Hon Dominic Perrottet MP	Minister for Finance, Services and Property	Nil report
The Hon Adrian Piccoli MP	Minister for Education	Entries recorded
The Hon Anthony Roberts MP	Minister for Industry, Resources and Energy	Entries recorded
The Hon Jillian Skinner MP	Minister for Health	Entries recorded
The Hon Mark Speakman SC MP	Minister for Environment, Minister for Heritage, Assistant Minister for Planning	Entries recorded
The Hon Robert Stokes MP	Minister for Planning	Entries recorded
The Hon Paul Toole MP	Minister for Local Government	Entries recorded
The Hon Gabrielle Upton MP	Attorney General	Entries recorded
The Hon Leslie Williams MP	Minister for Early Childhood Education, Minister for Aboriginal Affairs, Assistant Minister for Education	Nil report

**Minister for Trade, Tourism and Major Events, and Minister for Sport
(The Hon. Stuart Ayres MP)**

Number of access applications received	1
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	1
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	1

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	1	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Premier and Minister for Western Sydney
(The Hon. Mike Baird MP)**

Number of access applications received	1
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	1	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Treasurer and Minister for Industrial Relations (The Hon. Gladys Berejiklian MP)

Number of access applications received	3
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	1	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	1	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Minister for Primary Industries, and Minister for Lands and Water (The Hon. Niall Blair)

Number of access applications received	2
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	1	0	0	1	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	1	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total			0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Transport and Infrastructure
(The Hon. Andrew Constance MP)**

Number of access applications received	3
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	1	0	0	1	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	2	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	3

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Minister for Innovation and Better Regulation (The Hon. Victor Dominello MP)

Number of access applications received	4
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	3

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	2	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	1	1	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	3	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	1	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	2
Executive Council information	2
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and Otural justice	1
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	4

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Corrections, Minister for Emergency Services,
and Minister for Veterans Affairs
(The Hon. David Elliott MP)**

Number of access applications received	2
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	1	0	1	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	1	0	1	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	1	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	9	0	9
Internal review following recommendation under section 93 of Act	0	9	9
Review by ADT	0	1	1
Total	9	10	19

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	9

Minister for Roads, Maritime and Freight (The Hon. Duncan Gay MLC)

Number of access applications received	2
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	2	0	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	1
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Mental Health, Minister for Medical Research, Assistant Minister for Health, Minister for Women, and Minister for the Prevention of Domestic Violence and Sexual Assault
(The Hon. Pru Goward MP)**

Number of access applications received	1
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused <u>wholly</u> on that basis is:	0
• Of the applications refused, the number that were refused <u>partly</u> on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	1	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for Personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and Natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Deputy Premier, Minister for Justice and Police, Minister for Arts, and Minister for Racing
(The Hon. Troy Grant MP)**

Number of access applications received

Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is: 0

Number of refused applications for Schedule 1 information

Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is: 0

- Of the applications refused, the number that were refused wholly on that basis is: 0
- Of the applications refused, the number that were refused partly on that basis is: 0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Education
(The Hon. Adrian Piccoli MP)**

Number of access applications received	1
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	1	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and Natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review			
Review by Information Commissioner*			
Internal review following recommendation under section 93 of Act			
Review by ADT			
Total			Nil

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Minister for Industry, Resources and Energy (The Hon. Anthony Roberts MP)

Number of access applications received	4
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	1	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	1	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	2	1	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	1	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	4
Not decided within time (deemed refusal)	0
Total	4

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Health
(The Hon. Jillian Skinner MP)**

Number of access applications received	0
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	1
Total number of access applications that were <u>refused</u> , either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
<ul style="list-style-type: none"> • Of the applications refused, the number that were refused <u>wholly</u> on that basis is: 	0
<ul style="list-style-type: none"> • Of the applications refused, the number that were refused <u>partly</u> on that basis is: 	1

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	1	0	0	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	1
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for the Environment, Minister for Heritage,
and Assistant Minister for Planning
(The Hon. Mark Speakman MP)**

Number of access applications received	3
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were <u>refused, either wholly or partly</u> , because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused <u>wholly</u> on that basis is:	0
• Of the applications refused, the number that were refused <u>partly</u> on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	1
Private sector business	0	0	0	1	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	1	0	0	1	0	0	0	1
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	3

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Minister for Planning
(The Hon. Robert Stokes MP)**

Number of access applications received	4
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	1	0	0	0	0
Members of Parliament	0	1	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	2	1	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0

	Number of times consideration used*
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0 ¹
Environment, culture, economy and general matters	0 ²
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	3

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

1 Note that in one instance an application was partially unsuccessful due to this consideration against disclosure, but the majority of information was released consistent with public disclosure obligations under the *Government Information (Public Access) Act 2009*.

2 Ibid.

**Minister for Local Government
(The Hon. Paul Toole MP)**

Number of access applications received	9
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	4
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	1
• Of the applications refused, the number that were refused partly on that basis is:	3

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	1	3	0	3	3		0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	1 (NB Council application)	1 (NB Council application)	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	2	4	0	3	3	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	4
Law enforcement and security	0
Individual rights, judicial processes and Otural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	8
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	9

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Attorney General
(The Hon. Gabrielle Upton MP)**

Number of access applications received	1
Total number of applications (including withdrawn applications, but not including invalid applications) received in between 1 July 2015 and 30 June 2016 is:	
Number of refused applications for Schedule 1 information	0
Total number of access applications that were refused, either wholly or partly, because the application was for the disclosure of information in Schedule 1 of the Act (information for which there is conclusive presumption of overriding public interest against disclosure) is:	
• Of the applications refused, the number that were refused wholly on that basis is:	0
• Of the applications refused, the number that were refused partly on that basis is:	0

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	1	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than Personal information applications)	0	0	0	1	0	0	0	0
Access applications that are partly Personal information applications and partly other	0	0	0	0	0	0	0	0

*A **Personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

PLEASE NOTE: The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0

	Number of times consideration used*
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Appendix 10

Human resources

Number of Employees by Category & Comparison to Prior Three Years

The following table contains human resources information for the Department of Justice from 2012/13 to 2015/16. All information provided for 2015/16 is an estimate compiled for the Department analysing information from the Annual Workforce Profile.

Accounts due or paid within each quarter

Occupation Classification	2012/13*	2013/14*	2014/15*	2015/16*
Managers	926.38	876.98	866.86	973.11
Professionals	1854.93	1751.60	1878.80	1778.88
Technicians and Trades Workers	457.04	473.33	478.48	507.71
Community and Personal Services Workers	4114.13	4588.15	4389.24	5020.94
Clerical and Administrative Workers	3708.84	3564.12	3434.23	3491.23
Sales Workers	16.09	14.40	17.40	17.91
Machinery Operators and Drivers	45.89	44.00	49.00	46.82
Labourers	13.38	13.79	13.24	13.86

*Non-casual FTE at census period based on information derived from workforce profile submission to PSC.

Exceptional movements in wages, salaries or allowances

There were no exceptional employee salary movements in the 2015-16 financial year.

Employees of the Department are covered by the Crown Employees (Public Sector – Salaries 2008) Award. The Award provided for a 2.50 per cent salary increase from the first full pay period on or after 1 July 2015. The majority of staff are covered by the Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, and the Crown Employees (Public Sector – Salaries 2008) Award.

The Government Sector Employment Act 2013 (GSE Act) commenced 24 February 2014, providing the new legislative basis for government employment in NSW, repealing the Public Sector Employment and Management Act 2002. The GSE Act introduced a single executive structure with one set of employment arrangements for all public service senior executives. Senior executives employed under the GSE Act are referred to as Public Service Senior Executives (PSSEs). Section 13 of the Statutory and Other Offices Remuneration Act 1975 (SOOR Act), requires the Statutory and Other Offices Remuneration Tribunal (SOORT) to make a determination of the remuneration to be paid to judicial officers on and from 1 July (formerly 1 October).

Personnel policies and practices

MyPerformance, the Department's performance management system is currently being implemented across the department, due for completion in 2017.

In 2015/16 the Strategic Human Resources Organisational Culture team articulated the Values-Led Culture Strategy which dictates a three-year program of work to achieve these outcomes. This strategy is consistent with the Working on our Culture initiatives being led at a public sector-level by the Public Service Commission.

Industrial relations policies & practices

There were no new industrial relations policies or practices implemented during 2015-16.

Appendix 11

Insurance activities

Major insurance risks for the Department are the security of its staff, property and other assets, and the risk of work-related injuries, which may result in workers' compensation insurance claims. Accordingly, the Department has full workers' compensation, motor vehicle accident, property, liability and miscellaneous insurance cover provided by the Treasury Managed Fund (TMF). The TMF is a government-wide self-insurance scheme that provides a systematic and coordinated approach to the practice of risk management. Under this scheme, benchmarking was introduced to gauge risk management performance with insurance premiums determined by a combination of benchmarks and the Department's claims' experience.

A comprehensive insurance program covers workers' compensation, public liability, motor vehicle, property and miscellaneous liability.

QBE Insurance manages the Department's workers' compensation insurance and GIO General Ltd manages the Department's other insurances. To reduce the number and value of workers' compensation insurance claims, the Department monitors its claims experience on an ongoing basis, with a focus on occupational health and safety and claims management.

Risk management policies and procedures are also continually being reviewed, with the aim of enhancing the Department's risk management profile, thereby reducing future premiums.

Motor vehicle accident claims

Year	No of accidents	Frequency of accidents per 100 vehicles	Total costs of accidents	Average cost
2011/12	376	61	\$1,109,389	\$2,951
2012/13	344	67	\$1,040,823	\$3,026
2013/14	372	91	\$848,405	\$2,281
2014/15	368	73	\$566,267	\$1,539
2015/16	443	73	\$1,386,898	\$3,131

Public liability claims

The estimated outstanding value of potential claims against the current public liability policy (subject to Treasury Managed Fund actuarial assessment) is \$3,842,139.

Property claims

Year	No of accidents	Frequency of accidents per 100 vehicles	Total costs of accidents
2011/12	91	\$1,393,370	\$15,312
2012/13	127	\$1,861,659	\$14,659
2013/14	98	\$1,039,592	\$10,608
2014/15	175	\$2,201,688	\$12,581
2015/16	259	\$2,882,475	\$11,129

Miscellaneous claims

Year	No of accidents	Frequency of accidents per 100 vehicles	Total costs of accidents
2011/12	9	\$100,851	\$11,206
2012/13	7	\$37,942	\$5,420
2013/14	12	\$13,847	\$1,154
2014/15	14	\$200,266	\$14,305
2015/16	13	\$2,652	\$204

Note: Juvenile Justice has no Miscellaneous Claims for the above financial years

Appendix 12

Intensive Correction Order Management Committee

The Intensive Correction Order Management Committee (ICOMC) was established under section 92 of the *Crimes (Administration of Sentences) Act 1999*.

The ICOMC oversees administration and governance to promote consistency and fairness in the operational application of Intensive Correction Orders (ICOs), pursuant to Part 3 and Schedule 3 of the *Crimes (Administration of Sentences) Act 1999*.

In 2015-16, no matters were referred to the ICOMC. This is the result of significant structural and policy changes to Community Corrections in 2013 which resulted in all ICO matters being directly referred to the State Parole Authority.

A request that section 92 of the *Crimes (Administration of Sentences) Act 1999* and any other references to the ICOMC be removed from legislation has been made.

Appendix 13

Internal audit and risk management

I, Andrew Cappie-Wood, am of the opinion that the Department of Justice has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Andrew Cappie-Wood, am of the opinion that the Audit and Risk Committee for the Department of Justice is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Chair, Carolyn Burlew, October 2015 – October 2020
- Independent Member 1, David Antaw, November 2015 – November 2018
- Independent Member 2, Leah Fricke, November 2015 – November 2018
- Independent Member 3, Ralph Kelly, November 2015 – November 2018
- Independent Member 4, John Pearson, March 2016 – March 2019

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to the Treasury on behalf of the Treasurer.



Andrew Cappie-Wood
Secretary

Appendix 14 Land disposal

The Department of Justice owns or operates a range of property assets including heritage courthouses, correctional facilities, shopfronts, office fit-outs and call centres.

During the reporting period 2015-16, there were no property disposals valued over \$5 million.

Appendix 15 Legal change

Changes in Acts allocated to the Attorney General

Crimes (Sentencing Procedure) Amendment (Firearms Offences) Act 2015 No 17

Bail Amendment Act 2015 No 44

Terrorism (Police Powers) Amendment Act 2015 No 45

Criminal Procedure Amendment (Child Sexual Offence Evidence Pilot) Act 2015 No 46

Statute Law (Miscellaneous Provisions) Act (No 2) 2015 No 58

Crimes Amendment (Off-road Fatal Accidents) Act 2015 No 61

Courts and Other Justice Portfolio Legislation Amendment Act 2015 No 67

Privacy and Personal Information Protection Amendment (Exemptions Consolidation) Act 2015 No 69

Limitation Amendment (Child Abuse) Act 2016 No 5

Drug Misuse and Trafficking Amendment (Drug Exhibits) Act 2016 No 6

Inclosed Lands, Crimes and Law Enforcement Legislation Amendment (Interference) Act 2016 No 7

Crimes (Domestic and Personal Violence) Amendment (National Domestic Violence Orders Recognition) Act 2016 No 9

Crimes (Serious Crime Prevention Orders) Act 2016 No 15

Criminal Legislation Amendment (Organised Crime and Public Safety) Act 2016 No 16

Terrorism (Police Powers) Amendment (Investigative Detention) Act 2016 No 17

Crimes (High Risk Offenders) Amendment Act 2016 No 24

Courts Legislation Amendment (Disrespectful Behaviour) Act 2016 No 26

Statute Law (Miscellaneous Provisions) Act 2016 No 27

Crimes (Domestic and Personal Violence) Amendment (Review) Act 2016 No 33

Changes to regulations allocated to the Attorney General

Administrative Decisions Tribunal Act 1997

Administrative Decisions Review Amendment (Exclusion from Internal Review) Regulation 2016 (2016-95)
LW 26 February 2016

Births, Deaths and Marriages Registration Act 1995

Births, Deaths and Marriages Registration Amendment (Fees) Regulation 2016 (2016-185)
LW 15 April 2016

Children (Community Service Orders) Act 1987

Children (Community Service Orders) Regulation 2015 (2015-456) LW 14 August 2015

Civil and Administrative Tribunal Act 2013

Civil and Administrative Tribunal (Amendment No 3) Rule 2015 (2015-735) LW 4 December 2015

Civil Liability Act 2002

Civil Liability (Non-economic Loss) Amendment Order 2015 (2015-589) LW 1 October 2015

Confiscation of Proceeds of Crime Act 1989

Confiscation of Proceeds of Crime Regulation 2015 (2015-519) LW 28 August 2015

Corporations (Commonwealth Powers) Act 2001

Corporations (Commonwealth Powers) (Reference Period Extension) Proclamation 2016 (2016-319)
LW 10 June 2016

Court Security Amendment Act 2011

Commencement Proclamation (2015-716) LW 27 November 2015

Crimes Act 1900

Crimes Regulation 2015 (2015-520) LW 28 August 2015

Crimes (Administration of Sentences) Act 1999

Crimes (Administration of Sentences) Amendment (National Security Interest Inmates) Regulation 2015
(2015-662) LW 30 October 2015

Crimes (Administration of Sentences) Amendment (Smoke-free Prisons) Regulation 2015 (2015-390)
LW 17 July 2015

Crimes (Administration of Sentences) Amendment (Use of Force) Regulation 2016 (2016-75)
LW 19 February 2016

Crimes (Administration of Sentences) Further Amendment (Smoke-free Prisons) Regulation 2015
(2015-423) LW 31 July 2015

Crimes (Forensic Procedures) Act 2000

Crimes (Forensic Procedures) Amendment (DNA Database) Regulation 2016 (2016-73)
LW 12 February 2016

Crimes (Interstate Transfer of Community Based Sentences) Act 2004

Crimes (Interstate Transfer of Community Based Sentences) Regulation 2015 (2015-475)
LW 21 August 2015

Crimes (Sentencing Procedure) Act 1999

Crimes (Sentencing Procedure) Amendment (Prescribed Persons) Regulation 2016 (2016-279)
LW 3 June 2016

Criminal Procedure Act 1986

Criminal Procedure Amendment (Children's Champions) Regulation 2016 (2016-96)
LW 26 February 2016

Criminal Procedure Amendment (Fees) Regulation 2015 (2015-386) LW 17 July 2015

De Facto Relationships Act 1984

Property (Relationships) Regulation 2015 (2015-517) LW 28 August 2015

Director of Public Prosecutions Act 1986

Director of Public Prosecutions Regulation 2015 (2015-514) LW 28 August 2015

Drug Court Act 1998

Drug Court Regulation 2015 (2015-515) LW 28 August 2015

Drug Misuse and Trafficking Act 1985

Drug Misuse and Trafficking Amendment (Methylamphetamine) Regulation 2015 (2015-527)
LW 1 September 2015

Drug Misuse and Trafficking Amendment (Prohibited Substances) Regulation 2016 (2016-211)
LW 29 April 2016

Dust Diseases Tribunal Act 1989

Dust Diseases Tribunal Amendment (Fees) Regulation 2015 (2015-387) LW 17 July 2015

Electronic Transactions Act 2000

Electronic Transactions (ECM Courts) Amendment (Land and Environment Court and Industrial Relations Commission) Order 2016 (2016-169) LW 8 April 2016

Evidence Act 1995

Evidence Regulation 2015 (2015-516) LW 28 August 2015

Evidence (Audio and Audio Visual Links) Act 1998

Evidence (Audio and Audio Visual Links) Amendment (Bail Exemptions) Regulation 2016 (2016-112)
LW 4 March 2016

Evidence (Audio and Audio Visual Links) Amendment (Bail Matters) Regulation 2015 (2015-736)
LW 4 December 2015

Government Information (Public Access) Act 2009

Government Information (Public Access) Amendment (Subsidiary Agencies) Regulation 2016 (2016-305)
LW 10 June 2016

Jury Act 1977

Jury Regulation 2015 (2015-521) LW 28 August 2015

Legal Profession Uniform Law Application Act 2014

NSW Admission Board Amendment (Fees) Rule 2015 (2015-566) LW 18 September 2015

NSW Admission Board Amendment (Fees) Rule 2016 (2016-266) LW 27 May 2016

NSW Admission Board Rules 2015 (2015-403) LW 17 July 2015

Legal Profession Uniform Law (NSW)

Legal Profession Uniform General Amendment (Costs Disclosure) Rule 2016 (2016-196)
LW 22 April 2016

Legal Profession Uniform General Amendment (Trust Account Statements) Rule 2016 (2016-100)
LW 26 February 2016

Legal Profession Uniform Law

Legal Profession Uniform General Amendment (Supervised Legal Practice) Rule 2015 (2015-766)
LW 16 December 2015

Local Court Act 2007

Local Court (Amendment No 6) Rule 2015 (2015-407) LW 24 July 2015

Public Notaries Act 1997

Public Notaries Appointment Amendment (Fees) Rule 2015 (2015-567) LW 18 September 2015

Public Notaries Appointment Amendment (Fees) Rule 2016 (2016-273) Gazette No 40 of 27 May 2016,
p1148

Relationships Register Act 2010

Relationships Register Regulation 2015 (2015-522) LW 28 August 2015

Roman Catholic Church Communities' Lands Act 1942

Roman Catholic Church Communities' Lands Amendment (The Oblate Fathers of Mary Immaculate)
Proclamation 2016 (2016-347) LW 24 June 2016

Succession Act 2006

Succession Amendment (Will Deposit Fee) Regulation 2015 (2015-388) LW 17 July 2015

Succession Regulation 2015 (2015-518) LW 28 August 2015

Summary Offences Act 1988

Summary Offences Regulation 2015 (2015-523) LW 28 August 2015

Trustee Act 1925

Trustee Regulation 2015 (2015-428) LW 31 July 2015

Victims Rights and Support Act 2013

Victims Rights and Support Amendment (Transitional Claims) Regulation 2015 (2015-480)
LW 21 August 2015

Victims Rights and Support (Victims Support Levy) Amendment Notice 2016 (2016-349)
LW 24 June 2016

Changes in Acts allocated to the Minister for Corrections

None

Amendments to regulations allocated to the Minister for Corrections

Children (Community Service Orders) Regulation 2015 (2015-456) LW 14 August 2015

Children (Detention Centres) Regulation 2015 (2015-474) LW 21 August 2015

Children (Detention Centres) Amendment (Use of Force and Drug Testing) Regulation 2016 (2016-74)
LW 19 February 2016

Children (Interstate Transfer of Offenders) Regulation 2015 (2015-457) LW 14 August 2015

Crimes (Administration of Sentences) Amendment (Smoke-free Prisons) Regulation 2015 (2015-390)
LW 17 July 2015

Crimes (Administration of Sentences) Further Amendment (Smoke-free Prisons) Regulation 2015
(2015-423) LW 31 July 2015

Crimes (Administration of Sentences) Amendment (National Security Interest Inmates) Regulation 2015
(2015-662) LW 30 October 2015

Crimes (Administration of Sentences) Amendment (Use of Force) Regulation 2016 (2016-75)
LW 19 February 2016

Crimes (Interstate Transfer of Community Based Sentences) Regulation 2015 (2015-475)
LW 21 August 2015

Changes in Acts allocated to Minister for the Arts

Sydney Opera House Trust Act 1961 No 9: The Sydney Opera House Trust By-Law 2015

Changes in Acts allocated to Minister for Racing

Gaming and Liquor Administration Amendment Act 2015 (2015 No 56)

Betting Tax Legislation Amendment Act 2015 (2015 no 66)

Amendments to regulations allocated to the Minister for Racing

Gaming Machines Amendment (Hardship Gaming Machines) Regulation 2015 (2015-663)
LW 30 October 2015

Totalizator Amendment (Tax Reduction Trust Fund) Regulation 2016 – (2016 No 133) LW 18 March 2016

Unlawful Gambling Regulation 2016 – (2016 No 259) LW 20 May 2016

Racing Administration Amendment (Sports Betting National Operational Model) Act 2014 –
(2015 No 797) LW 18 December 2015

- Racing Administration Amendment Regulation 2015 (2015 No 817) LW 18 December 2015
- Totalizator Amendment Regulation 2015 – (2015 No 820) LW 18 December 2015
- Gaming and Liquor Administration Amendment (Review of Delegated Decisions) Regulation 2016 – (2016 No 47) LW 29 January 2016
- Gaming and Liquor Administration Amendment (Reviewable Decisions) Regulation 2016 – (2016 No 98) LW 26 February 2016
- Liquor Amendment (Powdered Alcohol and Other Matters) Regulation 2015 (2015 No 406) LW 24 July 2015
- Liquor Amendment (Special Events Extended Trading) Regulation 2015 – (2015 No 556) LW 18 September 2015
- Liquor Amendment (Special Licence Conditions) Regulation (No 2) 2015 – (2015 No 718) LW 27 November 2015
- Liquor Amendment (Special Events Extended Trading) Regulation 2016 – (2016 No 15) LW 15 January 2016
- Liquor Amendment (Fees and Other Matters) Regulation 2016 – (2016 No 77) LW 19 February 2016
- Liquor Amendment (Fees and Referral of Applications to Secretary) Regulation 2016 (2016 No 101) LW 26 February 2016
- Liquor (Adjustable Fee Amounts) Notice – (2016 No 125) LW 11 March 2016
- Liquor Amendment (Special Licence Conditions) Regulation 2016 – (2016 No 265) LW 27 May 2016
- Liquor Amendment (RSA Courses and Certification) Regulation 2016 – (2016 No 306) LW 10 June 2016
- Registered Clubs Regulation 2015 – (2015 No 479) LW 21 August 2015
- Registered Clubs Amendment (Exception to 5 Kilometre Rule) Regulation 2015 – (2015 No 751) LW 11 December 2015
- Charitable Fundraising Regulation 2015 – (2015 No 511) LW 28 August 2015

Appendix 16

Major works in progress

Project	Estimated cost (\$m)	Cost up to 30 June 2016 (\$m)	Expected completion date	Cost overruns
Newcastle Justice Precinct	89.6	91.5	January 2016	Project completed
Coffs Harbour Justice Precinct	51.1	51.9	February 2016	Project completed
Wollongong Courthouse redevelopment	17.5	18.1	February 2016	Project completed
Wagga Wagga Courthouse redevelopment	20.6	17.8	October 2016	Approved budget: 19.7m
New Children's Court Surry Hills	37.8	12.1	September 2017	Nil
Sydney CBD Decentralisation	-	6.6	June 2018	Nil
Cook Freeze	12.8	377k	August 2017	Nil
NCAT Fit Out	9.6	100k	December 2016	Nil

Appendix 17

Multicultural Policies and Services Program

The Department is committed to working in partnership with multicultural communities in NSW. This Department has developed strategies to improve our service delivery to multicultural communities and support our culturally, linguistically and religiously diverse workforce.

Key achievements for 2015-2018 are detailed below.

Key multicultural strategies for next year include:

- Continuing to consult and engage with multicultural communities, through the Justice Multicultural Advisory Council and Anti-Discrimination Board's Multicultural Consultative Council.
- Provide information about the NSW Justice system to multicultural communities, with a particular focus on people who are newly-arrived or who are refugees.

Outcome 1: Planning

- The Department continues to collect data on cultural background and interpreter usage of people in contact with the justice system. This data is reviewed and analysed to improve service delivery.
- All Registrars and Senior Registrars within Local Courts have a key performance indicator in their achievement plan related to engagement with multicultural communities.
- The Department has set up a Multicultural Steering Committee that meets quarterly and monitors progress against the Multicultural Plan as well as sharing information on multicultural strategies and issues.

Outcome 2: Consultation & Feedback

- The Justice Multicultural Advisory Council was established in 2016 and met for an induction briefing in April 2016. It met again in May 2016. Other parts of the Department have their own mechanisms for consultation and engagement with multicultural communities.
- In October 2015, the Department held an open consultation with multicultural communities with a focus on Corrective Services and Victims Services.

Outcome 3: Leadership

- The Deputy Secretary, Justice Strategy & Policy chairs the Justice Multicultural Advisory Council and attends multicultural community consultations.
- The Department of Justice has signed up to the Racism. It Stops With Me Campaign.
- In March 2016, 60 departmental staff from across all divisions celebrated Harmony Day with Commissioner Peter Severin and Assistant Commissioners at the Henry Deane Building complex. The key note speech was delivered by Pino Migliorino, former Chair of the Federation of Ethnic Communities Council. Other guests included Taryn Tollman, Co-ordinator Prison Outreach Program and Yasmin Lese from the Drug and Alcohol Multicultural Education Centre.
- In 2015-16, the Corrective Services NSW Equity and Diversity Award was established to recognise excellence in leadership and significant contribution by individuals and community agencies in achieving Corrective Services NSW objectives relating to cultural and religious inclusion. Individuals who are not employees of Corrective Services NSW or agencies not funded by Corrective Services NSW can also nominate for this award.

Outcome 4: Human Resources

- The Secretary provided approval to employ 10 or more refugees under the NSW Government's Refugee Resettlement Program. The Program primarily targets the additional intake of refugees from Syria and Iraq who arrived after December 2015 and hold the refugee and humanitarian class XB visa. Targeted recruitment activities are currently underway for two clerk grade 1/2 client officer roles within Victim Services and two clerk grade 3/4 compliance officer roles within Liquor and Gaming NSW.
- In 2016, the Cultural Diversity Staff Network established its new Executive Committee and conducted a survey of its members to help determine the future purpose and focus of the network. The committee met regularly throughout the year to plan future events and activities such as Harmony Day.
- Successful and well-attended Harmony Day celebrations were held at the Parramatta Justice Precinct and Henry Deane offices in Sydney and other regional locations.
- The Department re-surveyed all staff from those divisions which migrated in 2015/16 to the new SAP Human Resources Management System for their workforce diversity information. Participating staff completed the survey and provided their country of birth and second language details for the first time.
- The Department continues to deliver cultural awareness components as part of their induction and operational training courses.
- The Department continued to participate in Multicultural NSW's Community Language Allowance Scheme (CLAS). CLAS is a scheme which helps Department staff provide language services. Within Corrective Services NSW, CLAS officer language services were used on 221 occasions.

Outcome 5: Access & Equity

- The Department continues to engage accredited interpreters and translation services. Interpreters are engaged on a block-booking basis in many courts.
- Inmates in Corrective Services NSW continue to celebrate cultural and religious events in custody. Engagement with the Muslim Religious Leaders Community Engagement Forum also continued. Offenders are given the opportunity to access programs whether in custody or in the community.
- Juvenile Justice launched a new Effective Practice Framework that has a strong focus on responsiveness when working with young people from diverse communities.
- Diversity Services Unit has established partnerships with multicultural services and organisations working in regional areas and holds regular events in these communities.

Outcome 6: Communication

- The Department attended numerous multicultural events, forums, festivals and workshops to promote its services and strengthen links with multicultural communities. The Department has also focussed on maintaining and establishing relationships with specialist multicultural community workers. Significant events for the past year include Law Expos in Cabramatta and Wollongong as well as events held for White Ribbon Day.
- The Department continues to provide information about its services in community languages. This includes printed information, video, audio download and streaming audio. Information is also provided about the use of interpreter services.

Outcome 7: Social & Economic Development

- Juvenile Justice offices have established strong links with multicultural communities. Elders and mentors from various communities have been providing ongoing support.

Agreements with the Community Relations Commission

The Department of Justice has an ongoing Memorandum of Understanding with Multicultural NSW, in relation to the provision of interpreting services in all NSW courts.

Appendix 18

Work health and safety

The Department is committed to providing a safe, equitable and productive working environment that supports the requirements of the Work Health and Safety Act 2011.

The Department is also committed to providing a supportive environment for employees injured at work, ensuring effective treatment and management of the return to work process.

Key achievements in 2015-16

Local audits and risk assessments

The Department supported local managers to implement safe systems of work that comply with WHS legislative requirements through undertaking audits, reviewing notifiable incidents, conducting risk assessments on installations of new bunk beds; modular cells; high risk work activities; work facilities and practices.

Smoke-Free Correctional Centre Program

The Department in collaboration with Justice Health and Forensic Mental Health Network (JH&FMHN) implemented a Smoke Free Correctional Centre policy across all correctional centres on 10 August 2015. Since implementation smoking is not permitted in NSW correctional centres and tobacco and tobacco related items are considered contraband. Implementation included a strong smoking cessation support strategy, including free nicotine replacement therapy (NRT) patches delivered to more than 10,000 inmates and 500 staff. Implementation continues to be monitored particularly practices concerning new receptions and NRT distribution. The project will be formally evaluated by Corporate Research Evaluation and Statistics (CRES) and JH&FMHN 12 months post implementation.

Peer Support Program Expansion Pilot

The Peer Support Program has been running in Corrective Services NSW since 1996. This program provides training to local Peer Support Officers to enable them to provide information for the situations/matters that staff members seek their support and guidance. Peer Supporters are conduits to assist staff to get professional assistance from the Employee Assistance Program (EAP), Community Agencies, Medical Practitioners and management as well as other resources. In 2015/16 this program has been expanded into Juvenile Justice as a pilot program. Currently the program is being introduced within five locations. The pilot will be evaluated 12 months post implementation.

Mental Health Training

The Department implemented a Mental Health: Your Responsibilities as a Manager training course for managers at Sheriff's Office and Senior and Deputy Registrars. The course was developed with the Salvation Army on suicide prevention and included material from the Department's Healthy Minds@ Work program. Training was facilitated by the Salvation Army in Sydney and rural areas from January to June 2016.

Injury Management Framework

The Department is developing an injury management framework to implement an integrated administrative framework for managing compensable and non-compensable employee related injuries and illnesses within the Department of Justice. The new framework will be finalised and implemented across Justice in 2016/17.

Work-related injuries

There were 725 workers compensation claims reported in the 2015/16 financial year, up from 576 in the previous year. This represents an increase of 25% in claims reported.

The three most prevalent mechanisms of injury across Justice were body stressing (28%), being hit by moving object (22%) and falls, trips and slips (18%).

There were 551 open claims at 30 June 2016.

There were Nil WorkCover prosecutions in 2015/16.

Appendix 19

Overseas visits

Overseas Visits

Officer	Destination	Purpose	Date
Peter Connelly Deputy Secretary, Organisational Performance and Operations	Georgia, United States of America	Visit to SteelCell to tour and examine prefabricated steel units*	8 June – 29 June 2016
Mahashini Krishna Commissioner of Victims Rights	China	Presented The assistance and remedies for victims of crime in Australia at the China Supreme People's Court Seminar on Wrongful Convictions in Criminal Proceedings as part of the China – Australia Human Rights Technical Cooperation Program	14 May – 16 May 2016
Samantha Torres A/ Executive Director, Liquor and Gaming	Amsterdam, Netherlands	Attendance at the international summit of Night Mayors to inform work on night time economy policy and initiatives.	22 April – 27 April 2016
Paul Newson, Chief Executive, Greyhound Racing NSW	United Kingdom	Invited to participate in the UK Better Regulation Delivery Office, Regulatory Masterclass	9 November – 13 November 2015
Brendan Thomas Deputy Secretary, Justice Strategy & Policy	Boston, United States of America	Harvard Kennedy Business School Executive Education as part of the Premiers Leadership Academy	19 March – 27 March 2016
Paul McKnight Executive Director, Strategy & Policy	Queenstown , New Zealand	Law, Crime and Community Safety Council meeting	27 April – 28 April 2016
Amanda Ianna	Fiji	To attend Pacific Civil Registrars Network Conference	9 June – 12 June 2015
Grainne Brunsdon Acting Chief Executive	Los Angeles, USA	To promote the NSW screen production industry through a joint visit with Fox Studios Australia	17 October – 24 October 2015
Matt Carroll Manager, Production Attraction and Incentives	Beijing, China	To attend the 5th Annual Australia-China Industry Exchange	18 April – 24 April 2016
Courtney Gibson Chief Executive	Los Angeles, USA	To promote the NSW screen production industry, the NSW Government's new Made in NSW fund and to attend the Ausfilm mission Partner with Australia	13 June – 19 June 2016
Peter Severin Commissioner of Corrective Services	Auckland, New Zealand	Corrective Services Administrators' Council	4 May – 6 May 2016
Jennifer Galouzis Director, Corporate Research, Evaluation and Statistics	Auckland, New Zealand	Corrective Services Administrators' Council	4 May – 6 May 2016
Stuart Davie NZ Corrections	Invercargill / Wellington, New Zealand	Interview with Commissioner Severin	2 May – 4 May 2016
Luke Grant* Assistant Commissioner, Corrections Strategy and Policy	Turin, Italy	Global Counter Terrorism Conference	23 May – 26 May 2016

Appendices: Department of Justice

Officer	Destination	Purpose	Date
Luke Grant* Assistant Commissioner, Corrections Strategy and Policy	Malta	Global Counter Terrorism Conference	7 September – 11 September 2015
Rosemary Caruana Assistant Commissioner, Community Corrections	London, UK	Accompany NSW Minister for Corrections	16 April – 25 April 2016
James Koulouris Assistant Commissioner, Governance and Continuous Improvement	Bangkok, Thailand	35th Asian Pacific Conference of Correctional Administrators	22 November – 27 November 2015
Kevin Corcoran Assistant Commissioner, Custodial Corrections	New Orleans, USA	American Correctional Association Conference	20 January – 30 January 2016
Kim Blinkhorn** General Manager, Operational Performance Review	Vietnam	Vietnam Human Rights Technical Co-operation Program	14 October – 24 October 2015
Andrew McClintock Manager of Security, Electronic Monitoring, Security and Intelligence Branch	London, UK	Buddi Security User Workshop	16 May – 25 May 2016
Jayson Ware*** Director, Offender Services and Programs	Christchurch, New Zealand	Assist New Zealand Corrections to validate proposed new security classification/placement tool	4 November-12 November 2015
Michael Talbot Deputy Secretary, Courts and Tribunal Services	Wellington	Attendance at Australasian Court Adminstrators Group	3 December -5 December 2015
David Dodds Assistant Sheriff, Office of the Sheriff NSW	Papua New Guinea	Assistance to develop PNG Sheriff Office	23 May – 27 May 2016
Brad Clark Manager, Security, Intelligence & Risk	Papua New Guinea	Assistance to develop PNG Sheriff Office	23 May – 27 May 2016
Jane Mathison	Wellington, New Zealand	Independent representative on ECM procurement project	23 May -26 May 2016
Jane Mathison	Wellington, New Zealand	Independent representative on ECM procurement project	20 June -23 June 2016
Dr Allison Rowlands, Director Disaster Welfare OEM	Singapore	Attended the eighth International Conference on Social Work in Health and Mental Health in Singapore. At the conference, Dr Rowlands presented a paper entitled, 'Psychosocial recovery support intervention after natural disaster and siege events'.	19 June – 23 June 2016

* Costs of this visit were met by the Department of Foreign Affairs and Trade (DFAT)

** Costs of this visit were met by the Australian Human Rights Commission, Commonwealth Government

*** Costs of this visit were met by New Zealand Corrections

Appendix 20 Privacy and personal information

Internal reviews

In 2015-16 the Office of the General Counsel received four applications for internal review under section 53 of the Privacy and Personal Information Protection Act 1998 (PPIP Act). Three of the applications were determined within the period and in each a finding was made that there was no breach of the PPIP Act by the Department. One of the finalised matters was referred to the Professional Standards Branch. One application was not finalised by the end of the financial year.

Requests for access and amendment

The Office of the General Counsel received no requests for access to personal information under section 14 of the PPIP Act. One request for amendment of personal information under section 15 of the PPIP Act was received. The matter was closed because the applicant did not respond to requests for further information which was required to complete processing.

Section 45 complaints

The office of the General Counsel received no complaints under section 45 of the PPIP Act.

Privacy Management Plan, policies and practices

The Department has a privacy management plan, which is reviewed on an ongoing basis. The Department has a number of policies and written practices available to staff that provide advice on how to handle personal and health information held by the Department in accordance with the PPIP Act and the HRIP Act. The Department has internet and intranet sites that provide information on privacy issues.

Appendix 21

Public interest disclosures (PIDs)

The Public Interest Disclosures Act 1994 (PID Act) sets out the system under which people working within the NSW public sector, including individuals who are engaged as contractors, can come forward with important information about the functioning of the public sector in a way that minimises the risk of reprisal.

The Department of Justice has a Public Interest Disclosure (PID) policy which provides detailed information about how staff can provide information regarding corrupt conduct, maladministration of a serious nature, serious and substantial waste, and government information contraventions.

Public interest disclosures July 2015 – June 2016

Requirements	PIDs made by public officials while performing their day-to-day functions	PIDs made by public officials under a statutory or other legal obligation	All other PIDs made by public officials
The number of public officials who have made a public interest discloser directly	4	0	15
The number of public interest disclosures received (including referrals from other agencies under sections 25 or 26 of the PID Act 1994)	0	6	11
Number relating to corrupt conduct	4	6	14
Number relating to maladministration	0	0	0
Number relating to serious and substantial waste of public money	0	0	0
Number relating to government information contraventions	0	0	0
Number relating to local government pecuniary interest contraventions	N/A	N/A	N/A
Number of PIDs finalised during 2015-16	2	18	19
Whether the Department had a PID policy in place	Yes	Yes	Yes

What action the head of the public authority has taken to ensure staff awareness of their responsibilities under s6E(1)(b) of the PID Act 1994.

- Provision of training to Department of Justice PID staff by the NSW Ombudsman.
- Promulgation of policy to employees via Intranet.
- Information to PID Officers.
- Development and implementation of new forms to guide reporting, risk assessing and a checklist to assist management and reporting.
- As part of induction training, all recruits for Custodial Corrections and Community Corrections receive a briefing that includes information about their ability to submit PIDs.

Other

During 2015-16, the NSW Ombudsman initiated an audit of the management of PIDs within the Department of Justice. The audit identified improvement opportunities which have been addressed by the range of PID initiatives during 2015/16.

Appendix 22

Research

Liquor & Gaming NSW

- Gambling Harm Minimisation research was completed in April 2016.
- Impact of gambling help services research was completed in June 2016.
- Third party exclusion from gaming venues research is underway and is expected to be completed by December 2016.
- Separation of ATM and gaming machines research is underway and is expected to be completed by December 2016.
- Problem gambling and the NSW correction system research is underway and expected to be completed by December 2017.
- Longitudinal study of clients and gambling help services research commenced in October 2013 and will be completed in December 2018. This project is being undertaken in partnership with the ACT Government.

In addition to research undertaken by the NSW Government, research was commissioned by Gambling Research Australia, the national gambling research program funded by all State, Territory and Commonwealth Governments. The following research projects were completed in 2015/16:

- The role of loyalty programs in gambling project was completed and published in March 2016.
- The Casinos and responsible gambling research project was completed and published in February 2016.
- A draft report for the Innovations in traditional gambling products research was completed in May 2016. The report is expected to be published in August 2016.

Arts NSW

Sydney Culture Pass

An action under Create in NSW: the NSW Arts and Cultural Policy Framework is to investigate a Sydney Culture Pass. In 2016, Arts NSW commissioned Destination Research and Development to undertake research to identify and analyse user demand. Research will complement other avenues of investigation to inform advice to government.

International engagement investigation survey

Bailey & Yang was engaged by Arts NSW to undertake research on the breadth of international arts and cultural activity, capacity and opportunities for enhancing international exchanges and cultural exports to Asia. The work is to generate a baseline and inform future investments and programs. Other actions in Create in NSW that will be informed by research outcomes are to support international partnerships, exchanges and tours and enhance NSW cultural exports.

The research will investigate engagement by NSW artists and arts & cultural organisations with four priority international markets: China, India, Indonesia and South Korea. These markets align with priority markets under the NSW International Engagement Strategy as well as areas of Commonwealth focus as demonstrated by Free Trade Agreements in place or in negotiation. Evidence from the research report will be used to advance discussions for inclusion of arts and culture in the NSW Government's international engagement strategies including country strategies.

Western Sydney and Regional Mapping

Create in NSW identified a policy action to map the arts and cultural landscape in Western Sydney and Regional NSW to build an evidence base to inform strategies, investment and infrastructure development actions.

SGS Economics & Planning was engaged in 2015 to lead Western Sydney Mapping. The University of Technology Sydney, Institute for Public Policy and Governance was engaged in 2016 to lead the Regional Mapping project.

Office of Emergency Management

Disaster Welfare Services

In May 2015, the University of Wollongong – Centre for Health Initiatives (2016) commenced an evaluation of the support worker role in Project Bounce Forward led by Dr Samantha Reis and Dr Christopher Magee. This research was completed in May 2016.

Response and Recovery Branch

The Impact Assessment Data Sharing Arrangements Project builds on whole-of-government impact assessment work already undertaken in NSW to further develop NSW capability in line with jurisdictional and national trends. The project will deliver a jurisdictional framework for capturing and assessing impact data to inform decisions that will influence the size and scale of recovery operations. The framework has an all hazards/all agency approach across the activities of response and recovery, and will facilitate a whole-of-government approach to data collection, sharing and analysis for emergencies.

Courts and Tribunal Services

Distributed Courtroom Research

The Distributed Courtroom research work being conducted by the University of Western Sydney headed by Professor David Tait. The research provides the Department and the Audio Visual Links (AVL) project with a unique opportunity to participate in a proof of concept and ongoing research opportunities to better understand the broader impact of technology within courtrooms as it pertains to the rights of all participants within the justice system.

Environmental Standards for AVL Justice Suites

Collaboration between the Department and the University of Technology Sydney, Design Out Crime Research Centre to develop a composite set of guidelines on environmental standards for AVL justice suites.

Juvenile Justice

Summary of research projects approved and active from 1 July 2015 to 30 June 2016.

Subject	Description
Effective Methods of Challenging Pro-criminal Attitudes and Behaviour of Juvenile Offenders	This project is being conducted by a PhD student with Monash University. The project explores the specific skills workers employ in confronting anti-social attitudes in juvenile offenders in the context of a supervision relationship. This research will further explore which styles of challenging are more effective with different client groups.
Case Management in NSW Juvenile Justice: Client Perspectives	This project is being conducted by a PhD student with Monash University. This research aims to examine and describe clients' understanding and experiences of case management as it occurs in the Juvenile Justice system in order to contribute to and improve effective case management theory and practice.
Collaborative Family Work in Youth Justice: A Model for Reducing Recidivism in Young Offenders	This project is being conducted by Dr Chris Trotter from Monash University. The project is evaluating the effects of collaborative family work (Act Now, Together Strong program) on juvenile offenders and their families.
Oral Language Deficits in Young Incarcerated Offenders in NSW: Prevalence and Response to Intervention	This project is being conducted by Dr Pamela Snow of Monash University. The study aims to describe the incidence and profile of oral language impairment in incarcerated young people. The study also aims to describe the incidence and profile in two specific groups: incarcerated indigenous young male offenders and incarcerated young female offenders.
The Stages of Psychosis in the Prison Population	This project is being conducted by Associate Professor Kimberlie Dean of the University of NSW. The aim of this project is to establish the prevalence of ultra-high risk, first episode psychosis and established psychosis within the population of incarcerated young people. The study will examine the relationship between different stages of psychosis and offending.
Exploring the Subjectivities of the Transitions Between Offending and Desistance	This project is being conducted by a PhD student with the University of Western Sydney. The aim of the study is to explore the transitional stage between desistance and offending. The project will explore prospective strategies to sustain desistance within the Australia context.
Correlates of Oral Language Skills of Young Offenders	This project is being conducted by a PhD student with the University of Sydney. The aim of the project is to examine the association between oral language skills, social cognition and emotional reactivity, and the severity of antisocial and offender behaviour.
Evaluation of Victims Counselling Service	This project is being conducted by Victims Services, Department of Justice. The research is evaluating the Victims Counselling in Juvenile Justice Centres Trial.
Reducing Incarceration Using Justice Reinvestment: An Exploratory Study	This project is being conducted by Dr Jill Guthrie of the Australian National University. This is a community-driven research project which will explore the theory and research methodology of Justice Reinvestment as a way of reducing incarceration of juveniles and adults.
Investigating Recidivism in Primary and Secondary Variants of Psychopathy in Incarcerated Youth	This project is being conducted by a University of NSW student and Dr Eva Kimonis. The study aims to investigate whether the callous unemotional scores and conduct disorder symptoms predict non-violent and violent recidivism post-release.
Comparative Youth Penalty Project	This project is being conducted by Professor Chris Cunneen from James Cook University and Professor Eileen Baldry of the University of NSW. The project aims to analyse developments in the punishment of children and young people over last 30 years. The project will compare across four Australian jurisdictions and internationally with England and Wales.
Do Incarcerated Boys with Callous Unemotional Traits Benefit from Cognitive Behavioural Therapy?	This project is being conducted by a University of NSW student and Dr Eva Kimonis. The research will provide insight into whether or not cognitive behavioural therapy-based programs are appropriate and beneficial for young people who display levels of callous and unemotional traits.

Corrective Services

The Corrective Services Ethics Committee (CSEC) was established to provide advice to the Commissioner of CSNSW on all applications to undertake research within Corrective Services NSW (CSNSW). The Commissioner maintains the right to approve or decline the conduct of any research application. Research projects undertaken in 2015-16 are detailed below.

Subject	Description
A future beyond the wall: Improving post-release employment outcomes for people leaving prison	This study is being conducted by Professor Eileen Baldry from the University of NSW. The research aims to gather and analyse for the first time, comparative data from Australian jurisdictions and employment agencies on the relationship between in-prison and post-prison vocational education and employment programs, employment and recidivism. It will hope to identify effective strategies, program and policy directions in offender training and employment.
Health and well-being of people with intellectual disability within NSW Service Systems	This study is being conducted by Professor Julian Troller from the University of NSW. The research aims to use linked health and service system datasets to build a detailed profile of the health (including a major focus on mental health) and well-being of people with an intellectual disability. It will examine the relationship between health status and patterns of service use across disability and health, education, criminal justice and other service systems. The study will collect data from multiple NSW government agencies.
Post-trauma outcomes and victims well-being – the effects of restorative justice and other factors	This study is being conducted by Dr Janet Chan from the University of NSW. The research aims to investigate how victims experience trauma following serious crime and how this is affected by participation in a restorative justice program. The benefits will be a deeper insight into what victims experience and in what ways their well-being is influenced (by measuring post-traumatic stress, post-traumatic growth and psychological well-being) particularly in relation to participation in restorative justice therapeutic interventions.
Improving service provision for incarcerated adults with autism: A technical action research project	This study is being conducted by Ms Claire Newman from the Justice Health & Forensic Mental Health Network. The research aims to introduce and evaluate an intervention for improving the care of inmates with autism. The intervention being evaluated is the Individualised Prison Support Plan (IPSP) for persons with autism with the aim to detail practicable ways in which health and correctional staff can communicate with and support an inmate with autism during their sentence.
Spaces in Community Corrections for remote Audio Visual Links (AVL) for family visits to prison inmates	This study is being conducted by Dr Rohan Luham from the University of Technology Sydney. The research will evaluate the performance of the Intensive Learning Centre (ILC) at the Mid North Coast Correctional Centre (Kempsey) and will assess its functional, technical and process performance. The ILC is a design prototype for intensive education learning in a correctional centre.
Do treatment providers think partner violent offenders have different needs to other violent offenders?	This study is being conducted by Ms Florence Gray-Weale from the University of NSW. The research aims to understand treatment providers' perceptions of characteristics that are typical of violent offenders and identify whether treatment providers perceive partner violent offenders have distinct characteristics from stranger violent offenders. If so, do the treatment providers have differing approaches to assessing and treating the two groups?
Community maintenance program for sexual offenders	This study is being conducted by Ms Carollyne Youssef from Deakin University. The research aims to examine and develop a theoretical framework for community maintenance programs for sexual offenders by examining the baseline functioning of offenders entering the community maintenance program and the factors that may contribute to their reintegration.

Subject	Description
Understanding and preventing gun violence: a qualitative study of crime gun acquisition and use in two Australian states	This study is being conducted by Professor Andrew Goldsmith from Flinders University. The research aims to undertake an analysis of gun use by offenders in two Australian States (NSW and South Australia). It will explore the significance of gun use (or ownership) for an individual, particularly for those involved in criminal networks, and what social standing or symbolic value an individual may believe ownership of such a weapon gives them.
Positive life pathways for vulnerable adolescents: the role of a life management program approach	This study is being conducted by Dr Sally Nathan from the University of NSW. The research aims to examine the short and long term outcomes and pathways of young people who participate in a Program for Adolescent Life Management (PALM) compared with similar young people who have not completed such a program. Initial participation in the study was in the general community but also involves a twelve month follow-up interview with any participant who may now be incarcerated.
Mental health screening in reception centres	This study is being conducted by Dr Daria Korobanova from the Justice Health & Forensic Mental Health Network. The research will review the sensitivity of the current Reception Screening Tool used by correctional centre health staff for new receptions into custody against a new two stage screening process which is aimed at improving the identification of inmates with mental health needs as they enter the system.
Caring for the incarcerated: lessons from the past, policy for the future	This study is being conducted by Professor Louella McCartney from The University of Wollongong. The research aims to identify and map the history and service delivery of health care to inmates incarcerated in NSW. It will try to identify the extent and location of all historical documents on health delivery to inmates in any archive or location available.
Exploring how becoming a learner in prison education might reduce re-offending	This study is being conducted by Ms Fiona McGregor from the University of Technology Sydney. The research aims to investigate the relationship between the learning process experienced by students in prison education and the desistance or slowing down in their rate of re-offending. It will be undertaken at the Intensive Learning Centre (ILC) at the Mid North Coast Correctional Centre (Kempsey) which is a unique educational unit in Corrective Services NSW.

Strategy & Policy

Subject	Description
An update of long-term trends in violent and property crime in New South Wales: 1990-2015	Analyses the trends in the rates of annual recorded incidents of 10 categories of property and violent crime for the period 1990 to 2015 in NSW.
Did the 'lockout law' reforms increase assaults at The Star casino, Pyrmont?	Examines trends in non-domestic assault in Pyrmont and The Star casino since the February 2014 reforms contained in the Liquor Amendment Act 2014 (popularly known as the 'lockout laws') were implemented in central Sydney.
Why is the NSW prison population still growing?	Explains the rapid rise in the NSW prison population over the five years from 2011 to 2015.
Another look at prison trends between 2011 and 2015	
Characteristics of prolific offenders in NSW	Examines the frequency of contacts (police cautions, youth justice conferences, or finalised court appearances at which one or more offences were proven) with the criminal justice system by offenders in New South Wales
Intimate partner homicides in NSW: 2005 to 2014	Analyses trends and characteristics in intimate partner homicides in NSW over the period January 2005 to December 2014.

Subject	Description
Prison penalties for serious domestic and non-domestic assault	Are (1) adult offenders found guilty of a serious non-domestic assault offence more likely to be imprisoned or given longer prison sentences than adult offenders found guilty of a serious domestic assault offence and (2) are Indigenous offenders who commit domestic assaults treated more harshly than non-Indigenous offenders who commit domestic assaults.
Violent and property crime trends: local and international comparisons	Compares crime trends in NSW, Australia, New Zealand, Canada, the USA, England and Wales, and Scandinavia
Re-offending in NSW	Provides an overview of adult and juvenile re-offending over the last 10 years in NSW.
Who goes to prison for breaching an Apprehended Domestic Violence Order? An analysis of police narratives	Identifies the situational and offender characteristics associated with prison sentences for Apprehended Domestic Violence Order (ADVO) breaches
The impact of the NSW Bail Act (2013) on trends in bail and remand in New South Wales	Looks at trends in bail and remand prior to and immediately following the implementation of the Bail Act (2013) on 20 May 2014 and the show cause amendments on 28 January 2015.
Participation in PCYC Young Offender programs and re-offending	Examines the effect of the Police and Citizen Youth Clubs (PCYC) Young Offender program on re-offending.
Does a prison sentence affect future domestic violence reoffending?	Examines whether short prison sentences (up to 12 months) exert a deterrent effect for domestic-violence (DV) related offending.
Can child protection data improve the prediction of re-offending in young persons?	Determines whether the inclusion of child protection data improves the ability to predict re-offending in young persons with few prior formal contacts with the criminal justice system.
Does the first prison sentence reduce the risk of further offending?	Examines the question of whether short prison sentences (up to 12 months) exert a special deterrent effect.
The impact of the NSW Intensive Supervision Program on recidivism	Determines whether the NSW Juvenile Justice Intensive Supervision Program (ISP) is more effective than conventional case management in reducing the frequency of offending among young people.
That's entertainment: Trends in late-night assaults and acute alcohol illness in Sydney's Entertainment Precinct	Assesses the role of administrative police and health databases in monitoring trends in, and epidemiology of, alcohol-related violence and acute alcohol illness associated with the night time economy in the Sydney central business district (CBD) Entertainment Precinct, prior to the introduction of 2014 government reforms addressing alcohol-fuelled violence.
Trial court delay and the NSW District Criminal Court	Describes the growth in trial court delay in the NSW District Criminal Court and the factors affecting it.
NSW Custody Statistics: Quarterly Update March 2016	Examines trends in the number of adults and juveniles in prison in NSW.
NSW Custody Statistics: Quarterly Update December 2015	Examines trends in the number of adults and juveniles in prison in NSW.
NSW Custody Statistics: Quarterly Update September 2015	Examines trends in the number of adults and juveniles in prison in NSW.
NSW Custody Statistics: Quarterly Update June 2015	Examines trends in the number of adults and juveniles in prison in NSW.
NSW Recorded Crime Statistics 2015	Annual report series examines trends in crime reported to, or by the NSW Police Force

Subject	Description
NSW Recorded Crime Statistics: Quarterly Update March 2016	Quarterly report series examines trends in crime reported to, or by the NSW Police Force.
NSW Recorded Crime Statistics: Quarterly Update December 2015	Quarterly report series examines trends in crime reported to, or by the NSW Police Force.
NSW Recorded Crime Statistics: Quarterly Update September 2015	Quarterly report series examines trends in crime reported to, or by the NSW Police Force.
NSW Recorded Crime Statistics: Quarterly Update June 2015	Quarterly report series examines trends in crime reported to, or by the NSW Police Force.
Disability Inclusion Action Plan	Strategic Plan to promote inclusion of people with disability within the Department.
Civil disputes in the NSW Local Court: Data Review Final Report	Civil disputes in the NSW Local Court: Data Review Final Report.
Indigenous Justice Clearinghouse	Online database of Indigenous justice resources, reports and evaluations.
Indigenous Justice Clearinghouse Research Brief # 19 – Indigenous Women's Offending Patterns	3,000-5,000 plain English brief for policy makers, providing an overview of the topic as it relates to Indigenous Australians.
Indigenous Justice Clearinghouse Research Brief #20 – Addressing the offending-related needs of non-violent Indigenous offenders	3,000-5,000 plain English brief for policy makers, providing an overview of the topic as it relates to Indigenous Australians.
Indigenous Justice Clearinghouse Research Brief #21 – Property Crime	3,000-5,000 plain English brief for policy makers, providing an overview of the topic as it relates to Indigenous Australians.
NSW Sentencing Council, Alcohol and Drug Fuelled Violence: Report	Considered a number of proposals to deter alcohol and drug fuelled violence.
NSW Sentencing Council, Sentencing for Child Sexual Assault: Report	A review of sentencing in child sexual assault matters, including sentencing statistics for 2012 and 2013, and sentencing principles applied.
NSW Sentencing Council, Sentencing for domestic violence offences: Report	An analysis of sentencing in domestic violence (DV) offences.

Victims Services

NSW Victims of Crime Clearinghouse monitors research and provides reviews of relevant research undertaken. They also manage an online database of journal articles, reports, papers, books and other publications focusing on issues that affect victims of crime.

Subject	Description
National Framework of Rights and Services for Victims of Crime, Good practice series	<ul style="list-style-type: none">• Working with Victims of Sexual assault• Working with Child Victims• Working with Victims of Domestic Violence
Approved Counselling Service	Evaluation of the Counselling in Prisons Trial
Missing People: A guide for family members and service providers	<p>In the Loop: Identifying and responding to the psychosocial support needs of young people when a loved one is missing – current doctoral research being undertaken by Liz Davies, FFMPU Coordinator.</p> <p>The Missing Perspective: The coronial investigation of suspected deaths and the impact on families of missing people – current doctoral research being undertaken by Stephanie Dartnall, FFMPU Counsellor.</p>

Appendix 23

Senior executives

Band	2015		2016	
	Female	Male	Female	Male
Band 4 (Secretary)	0	1	0	1
Band 3 (Deputy Secretary)	1	7*	3	7
Band 2 (Executive Director)	8	10	12	18
Band 1 (Director)	50	49	65	59
Totals	60	67	80	85
		127		165

Band	Range \$	Average remuneration 2015 \$*	Average remuneration 2016 \$**
		2015 \$*	2016 \$**
Band 4 (Secretary)	\$430,451 +	477,670	469,241
Band 3 (Deputy Secretary)	\$313,052 -\$399,430	333,224	312,911
Band 2 (Executive Director)	\$248,851 -\$281,722	270,365	262,475
Band 1 (Director)	174,500 – \$227,965	195,440	185,295

Two per cent of the Department employee related expenditure in 2013/14 was related to Senior Executives (both Senior Officers and Senior Executive Service).

* Note in 2013/14 and 2014/15 a 4.34 per cent on-cost was applied to Senior Executives and 13.59 per cent for Senior Officer base remuneration packages resulted in an extra role moving into the Band 4 (Secretary) salary range. However, it should be noted that this is still a Band 3 role.

** No on-cost was applied to 2016 average remuneration.

The Department implemented most of the Senior Executive structure during the reporting year. The tables present both Public Sector Senior Executives and transitional senior executives employed during the year and remuneration levels equivalent to the Senior Executive bands.

Appendix 24

Workforce diversity

In 2015-16, the Department of Justice continued to implement a wide range of initiatives aimed at attracting, recruiting, developing and retaining more people from workforce diversity groups. Overall the Department is performing well against the NSW Public Sector workforce targets and benchmarks and continues to meet or exceed the majority of the benchmarks.

Statistical information on workforce diversity target groups

Table 1 Trends in the representation of workforce diversity groups

Workforce Diversity Group	Benchmark or target	2013	2014	2015	% of Total Staff 2016
Women	50%	50%	49%	48%	49%
Aboriginal and Torres Strait Islanders	2.6%	4.9%	5.1%	4.8%	5.4%
People whose first language was not English	19%	16.1%	16.4%	15.7%	14.9%
People with a disability	N/A	6.3%	6.6%	6.6%	6.5%
People with a disability requiring work-related adjustment	1.1% (2011) 1.3% (2012) 1.5% (2013)	2.1%	2.1%	2.1%	2.0%

Based on staff numbers as at 30 June

Excludes casual staff

Minimum target by 2015

Per cent employment levels are reported but a benchmark level has not been set

Minimum annual incremental target

Table 2 Trends in the distribution of workforce diversity groups

Workforce Diversity Group	Benchmark or target	2013	2014	2015	Distribution Index 2016
Women	100	98	99	99	102
Aboriginal and Torres Strait Islanders	100	91	92	94	94
People whose first language was not English	100	95	95	95	97
People with a disability	100	98	98	99	100
People with a disability requiring work-related adjustment	100	97	98	101	99

A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels. The Distribution Index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.

Excludes casual staff.

Appendices: Independent Liquor and Gaming Authority

Contents

Appendix A: Land disposal	428
Appendix B: Promotion and overseas travel	428
Appendix C: Consultants	429
Appendix D: Budget review and plan	430
Appendix E: Liquor operations statistics	432
Appendix F: Gaming operations statistics	437
Appendix G: Internal audit and risk management statement	442

Appendix A Land disposal

There was no land disposal during the 2016-16 reporting period. The Authority, on behalf of the State, holds title over the parcels of land bound by Pyrmont Street, Jones Bay Road, Pirrama Road, Edward Street and Union Street, Pyrmont. This is the site of the casino and the adjacent switching station. In respect of both, the Authority is the lessor in respect of long-term leases to the casino, which run to 2093.

Appendix B Promotion and overseas travel

Overseas travel undertaken by staff attached to the Authority during 2015-16 is shown on the table below.

Overseas Travel for the Authority 2015-16

Name and Position	Country / City	Purpose of visit	Date from	Date to
Micheil Brodie	Peru	Attend the 2015 International Association of Gaming Regulators (IAGR)	11 Oct 2015	17 Oct 2015
Former Chief Executive Officer	Lima			
David Brearley, Former Manager, Casino Review	Las Vegas, USA	Probity investigation in relation to Genting Hong Kong interests in the USA. Note: All costs associated with this investigation are recoverable from Genting Hong Kong Limited.	14 Nov 2015	20 Nov 2015

Appendix C Consultants

The Authority engages consultants to assist in undertaking certain specialist and most of its non-core functions such as security system, legal advice, internal audit, risk management and system development. The table below shows consultants equal to or more than 50,000. This expenditure relates to the casino control group.

Company name	Amount	Description	Nature of services
Piper Alderman	\$497,250	Advice as part of the Authority's investigations into a proposed increased shareholding in Echo Entertainment Group by Genting Hong Kong Limited and an investigation into Crown Sydney Limited in relation to their application for a restricted gaming licence. Note: all costs recovered from Genting Hong Kong Ltd and/or Crown Sydney Limited.	Legal services
Ron Harrex Management services	\$238,500	Advice on the investigation into a proposed increased shareholding in Echo Entertainment Group by Genting Hong Kong Limited. Note: all costs recovered from Genting Hong Kong Limited.	Management Services
HC Law Pty Ltd	\$557,474	Legal services and advice on liquor and gaming relate matters, including advising the Authority in the exercise of its primary decision making, review and disciplinary functions.	Legal services
NSW Police Force	\$103,589	Provide management and intelligence services to the Authority to assist the Authority in proper administration of the Gaming and Liquor Legislation.	Management Services
Internal Audit Bureau of NSW	\$96,834	Professional services and advice on a variety of matters, including Review of Regulatory Decision Making Structures, ISMS Certification, Code of Conduct and Conflict of interest Policy Review, Functional Analysis, Development and Implement Automated forms in the liquor licensing area.	Management Services

Consultancies expenditure under \$50,000:

There were a number of consultancies each costing less than \$50,000. Advice was received in relation to planning and casino building development matters, advice in relation to NSW Gaming Machine prohibited features, advice in relation to the Authority's investigation into a proposed increased shareholding in Echo Entertainment Group by Genting Hong Kong Group Limited, advice on information management systems security and other smaller matters.

Appendix D

Budget review and plan

Although the staffing agency for the Authority was abolished on 30 October 2015 and all staff were reassigned to the Department of Justice, resulting from the reforms to the liquor and gaming industry, the 2015-16 Budget for the Authority remained unchanged.

The Authority's actual revenue and expenses in 2015-16 compared to the relevant budget is summarised in the table below:

Item	2015-16 Actual '\$000	2015-16 Budget '\$000	Variance '\$000
Expenses			
Employee related	3,297	9,209	5,912
Other operating expenses	12,162	4,666	(7,459)
Depreciation and amortization	17	25	8
Total expenses	15,476	13,900	(1,576)
Revenue			
Sale of goods and services	1,141	1,050	91
Investment revenue	--	--	--
Retained taxes, fees and fines	3,066	2,885	181
Grants and contributions	9,225	9,225	--
Acceptance by the Crown Entity of personnel benefits and other liabilities	183	530	(347)
Total revenues	13,615	13,690	(75)
Net surplus / (deficit) for the year	(1,861)	(210)	(1,651)

The net result for the year ended 30 June 2016 was a deficit of \$1,861,000, which was below the expected deficit budget of \$210,000. This deficit result was primarily due to total expenses being well above budget. Total expenses of \$15,476,000 were \$1,576,000 above budget due to:

- Total personnel services and employee related costs were below budget by \$8,957,000. This reflects the transfer of staff to the Department of Justice as part of liquor and gaming reforms as at 30 October 2015. Previously staff were employed by the Authority Staff Agency (Authority Staff Agency was abolished 30 October 2015). Since then, staff have been costed as 'Other operating expenses – personnel services' (see note below). The budget figures included all the cost of providing staff to the Authority under the category of personnel services for the full fiscal year.

- Other operating expenses were \$7,496,000 above budget. This reflects the change in treatment of the personnel costs (noted above) under the category of 'Other operating expenses – personnel services' (\$9,585,000 unbudgeted). Additionally there were \$3,591,000 of redundancy costs (unbudgeted) paid as a result of the restructure of the Authority as part of the liquor and gaming reforms.

Total revenue for 2015-16 was \$13,615,000 which was in line with the budget.

Budget for 2016-17

The budget shown on the table below represents the full cost of providing all the services within the Authority.

	Total Budget '\$000
Operating Budget	
Expenses	
Employee related	--
Other operating expenses	12,894
Depreciation and amortization	30
Total expenses	12,924
Revenue	
Sale of goods and services	450
Retained regulatory fees	2,885
Grants and contributions	1,525
Acceptance by the Crown Entity of personnel benefits and other liabilities	--
Total revenues	4,726
Net surplus / (deficit) for the year	(8,198)

The 2016-17 Budget estimates show a large deficit as a result of NSW Treasury policy to reduce the Authority accumulated cash reserves as at 30 June 2016.

Appendix E

Liquor operations statistics

Table 1: Number of licences in force in each Local Government Area as at 30 June 2016

Main Premises LGA	2012-13	2013-14	2014-15	2015-16
Albury City Council	137	145	148	130
Armidale Dumaresq Council	63	64	65	63
Ashfield Council	66	72	72	62
Auburn City Council	133	142	156	130
Ballina Shire Council	97	99	98	87
Balranald Shire Council	15	15	15	10
Bankstown City Council	183	192	194	155
Bathurst Regional Council	113	116	116	103
Bega Valley Shire Council	119	127	132	121
Bellingen Shire Council	40	41	43	37
Berrigan Shire Council	41	41	43	39
Blacktown City Council	188	191	193	165
Bland Shire Council	31	31	31	28
Blayney Shire Council	39	38	39	34
Blue Mountains City Council	155	157	161	143
Bogan Shire Council	17	17	17	15
Bombala Council	12	12	12	11
Boorowa Council	10	10	10	7
Bourke Shire Council	20	20	20	18
Brewarrina Shire Council	6	7	7	6
Broken Hill City Council	67	67	65	61
Burwood Council	76	79	83	69
Byron Shire Council	122	127	133	118
Cabonne Council	84	84	89	80
Camden Council	90	96	97	88
Campbelltown City Council	130	132	137	116
Canterbury City Council	147	146	149	118
Carrathool Shire Council	12	12	13	12
Central Darling Shire Council	12	12	12	12
Cessnock City Council	437	444	439	402
City of Botany Bay Council	93	102	106	89
City of Canada Bay Council	188	206	213	183
City of Sydney Council	2,316	2,420	2,510	2,163
Clarence Valley Council	117	120	119	113
Cobar Shire Council	16	17	17	14
Coffs Harbour City Council	149	162	164	130
Conargo Shire Council	5	5	5	4

Main Premises LGA	2012-13	2013-14	2014-15	2015-16
Coolamon Shire Council	15	16	16	14
Cooma-Monaro Shire Council	48	48	48	38
Coonamble Shire Council	19	19	18	16
Cootamundra Shire Council	21	21	21	19
Corowa Shire Council	40	40	39	36
Cowra Shire Council	49	49	50	45
Deniliquin Council	26	27	27	27
Dubbo City Council	83	84	85	77
Dungog Shire Council	31	31	30	32
Eurobodalla Shire Council	113	114	113	102
Fairfield City Council	204	209	217	187
Forbes Shire Council	32	32	33	21
Gilgandra Shire Council	16	16	16	16
Glen Innes Severn Council	27	30	30	24
Gloucester Shire Council	18	18	18	17
Gosford City Council	267	282	291	256
Goulburn Mulwaree Council	71	73	73	64
Great Lakes Council	102	105	107	97
Greater Hume Shire Council	35	35	33	29
Greater Taree City Council	96	96	95	93
Griffith City Council	160	170	174	155
Gundagai Shire Council	27	27	28	23
Gunnedah Shire Council	35	35	36	31
Guyra Shire Council	13	13	12	12
Gwydir Shire Council	16	16	16	15
Harden Shire Council	26	26	26	24
Hawkesbury City Council	143	147	152	123
Hay Shire Council	19	19	19	17
Holroyd City Council	62	66	69	57
Hornsby Shire Council	158	167	175	160
Hunter's Hill Council	31	32	35	29
Hurstville City Council	103	109	115	106
Inverell Shire Council	42	42	44	41
Jerilderie Shire Council	7	7	7	7
Junee Shire Council	18	18	19	17
Kempsey Shire Council	59	59	61	58
Kiama Council	54	58	59	51
Kogarah City Council	81	79	87	66
Ku-ring-gai Council	156	168	178	148
Kyogle Council	17	17	17	15
Lachlan Shire Council	25	26	26	26
Lake Macquarie City Council	200	208	212	190

Appendices: Independent Liquor and Gaming Authority

Main Premises LGA	2012-13	2013-14	2014-15	2015-16
Lane Cove Municipal Council	64	66	69	62
Leeton Shire Council	32	33	33	32
Leichhardt Municipal Council	238	248	250	212
Lismore City Council	89	90	89	81
Lithgow City Council	59	61	61	56
Liverpool City Council	146	148	156	133
Liverpool Plains Shire Council	33	33	33	28
Lockhart Shire Council	15	15	15	14
Maitland City Council	111	116	116	105
Manly Council	165	170	170	149
Marrickville Council	211	229	246	230
Mid-Western Regional Council	202	202	202	164
Moree Plains Shire Council	42	42	42	37
Mosman Municipal Council	75	79	82	65
Murray Shire Council	53	57	56	48
Murrumbidgee Shire Council	7	7	7	7
Muswellbrook Shire Council	59	62	63	49
Nambucca Shire Council	36	37	37	35
Narrabri Shire Council	48	44	43	40
Narrandera Shire Council	24	24	23	19
Narromine Shire Council	20	20	23	23
Newcastle City Council	383	408	421	392
North Sydney Council	414	435	448	365
Oberon Council	15	16	17	16
Orange City Council	126	131	134	119
Palerang Council	52	53	52	45
Parkes Shire Council	47	49	49	47
Parramatta City Council	279	285	290	226
Penrith City Council	181	184	189	165
Pittwater Council	136	151	158	136
Port Macquarie-Hastings Council	143	146	149	141
Port Stephens Council	148	154	156	132
Queanbeyan City Council	46	48	49	43
Randwick City Council	238	250	262	232
Richmond Valley Council	37	38	38	34
Rockdale City Council	133	133	139	116
Ryde City Council	191	202	212	210
Shellharbour City Council	73	75	75	67
Shoalhaven City Council	225	235	238	212
Singleton Council	137	137	136	100
Snowy River Shire Council	118	117	119	111
Strathfield Municipal Council	82	88	87	70

Main Premises LGA	2012-13	2013-14	2014-15	2015-16
Sutherland Shire Council	296	309	333	316
Tamworth Regional Council	154	155	157	144
Temora Shire Council	19	19	19	18
Tenterfield Shire Council	34	34	35	29
The Hills Shire Council	212	225	232	215
Tumbarumba Shire Council	28	30	30	26
Tumut Shire Council	40	42	41	38
Tweed Shire Council	164	166	168	156
Unincorporated Far West	7	8	8	8
Upper Hunter Shire Council	54	52	54	47
Upper Lachlan Shire Council	34	34	33	33
Uralla Shire Council	21	22	22	21
Urana Shire Council	10	10	10	10
Wagga Wagga City Council	139	145	158	139
Wakool Shire Council	19	19	19	21
Walcha Council	15	15	15	14
Walgett Shire Council	27	27	28	26
Warren Shire Council	13	13	13	12
Warringah Council	230	251	262	232
Warrumbungle Shire Council	36	36	37	34
Waverley Council	264	281	290	248
Weddin Shire Council	15	16	16	14
Wellington Council	27	27	26	24
Wentworth Shire Council	35	35	34	27
Willoughby City Council	208	228	246	207
Wingecarribee Shire Council	174	174	180	161
Wollondilly Shire Council	52	52	55	54
Wollongong City Council	307	325	340	310
Woollahra Municipal Council	190	198	212	190
Wyong Shire Council	187	193	198	176
Yass Valley Council	96	99	98	92
Young Shire Council	47	48	46	42
Report Total	16,398	17,028	17,499	15,369

Note: Licences are grouped by the current LGA recorded for each licence. Counts do not include 'Liquor – limited licence' records.

Table 2: Total number of liquor licences granted between the 2013-14 and 2015-16 financial years

Licence Type	30 June 2014	30 June 2015	30 June 2016
Liquor – club licence	0	0	0
Liquor – hotel licence : Full hotel	4	8	4
Liquor – hotel licence : General bar	11	6	3
Liquor – limited licence	1,751	1,732	1,535
Liquor – on-premises licence	518	504	518
Liquor – packaged liquor licence	133	110	97
Liquor – producer wholesaler licence	105	95	88
Liquor – small bar licence	13	20	19
Total	2,535	2,475	2,264

Table 3: Total number of liquor licence applications refused and withdrawn and total number of liquor licences suspended or cancelled between the 2013-14 and 2014-15 financial years

	2013-14	2014-15	2015-16
Refused	50	15	36
Suspended	1	4	8
Cancelled	8	1	3,010*
Withdrawn	283	309	345

*The large number of liquor licenses cancelled is due to cancellations that occurred as part of the inaugural Periodic Licensing Scheme (PLS) run in 2015. As part of this scheme, licences that had not paid their periodic fees by 25 July 2015 were cancelled.

Table 4: Total number of authorisations, to which section 51 applies, granted by the Authority

	2013-14	2014-15	2015-16
Club functions authorisation	11	16	16
Drink on-premises permanent authorisation	17	10	22
Extended trading authorisation	114	145	115
Function on other premises authorisation	364	308	316
Junior members authorisation	0	0	2
Minors area authorisation	92	118	88
Minors functions authorisation	1	2	1
Non-restricted area authorisation	51	61	62
Primary service authorisation	118	82	79
Sale on other premises authorisation	54	54	51
Take away sales authorisation	0	2	2
Vessel trading	1	1	0
Total	823	799	754

Appendix F

Gaming operations statistics

Table 1: Numbers of entitlements, gaming machines authorised as at 30 June 2016 and turnover for the 2015–16 financial year

Note: Turnover is the cumulative total amount of all money bet on gaming machines (which includes wins that are subsequently used to bet). It is not a measure of money lost by players.

LGA	Clubs		Hotels		LGA turnover (\$)
	No. of entitlements	No. of machines authorised as at 30 June 2016	No. of entitlements	No. of machines authorised as at 30 June 2016	
Albury City Council	1100	1033	244	242	776,960,561.85
Armidale Dumaresq Council	163	163	111	111	114,820,845.69
Ashfield Council	820	761	88	88	994,596,731.27
Auburn City Council	733	693	279	279	2,454,172,509.37
Ballina Shire Council	421	405	166	151	270,770,611.22
Balranald Shire Council	134	134	6	6	142,817,798.50
Bankstown City Council	2341	2272	460	460	4,056,076,051.72
Bathurst Regional Council	313	288	140	140	239,558,739.23
Bega Valley Shire Council	634	621	125	98	261,008,050.36
Bellingen Shire Council	133	133	52	52	49,202,975.63
Berrigan Shire Council	416	363	32	32	155,435,729.67
Blacktown City Council	2184	2122	679	678	3,167,410,118.21
Bland Shire Council	84	84	25	25	20,388,562.68
Blayney Shire Council	28	27	22	22	9,848,637.70
Blue Mountains City Council	354	335	176	175	213,528,572.29
Bogan Shire Council	43	42	6	6	12,595,042.96
Bombala Council	25	25	9	9	11,847,688.45
Boorowa Council	19	19	3	3	3,213,718.39
Bourke Shire Council	30	30	0	0	17,637,864.32
Brewarrina Shire Council	12	12	10	10	11,782,723.09
Broken Hill City Council	301	270	50	47	153,172,846.71
Burwood Council	474	468	160	160	1,236,646,800.55
Byron Shire Council	271	271	158	158	139,265,356.79
Cabonne Council	90	90	21	16	20,554,885.79
Camden Council	388	348	188	166	363,548,483.99
Campbelltown City Council	1728	1588	324	324	1,928,623,907.05
Canterbury City Council	1814	1802	398	398	4,063,754,768.55
Carrathool Shire Council	22	22	11	11	5,900,633.52

Appendices: Independent Liquor and Gaming Authority

LGA	Clubs		Hotels		LGA turnover (\$)
	No. of entitlements	No. of machines authorised as at 30 June 2016	No. of entitlements	No. of machines authorised as at 30 June 2016	
Central Darling Shire Council	27	26	25	22	18,245,264.87
Cessnock City Council	639	631	197	197	303,039,215.12
City of Botany Bay Council	96	90	188	188	311,394,896.19
City of Canada Bay Council	626	624	195	195	753,940,011.29
City of Sydney Council	1053	714	3484	3282	3,900,347,080.11
Clarence Valley Council	590	561	260	260	282,976,120.69
Cobar Shire Council	65	65	36	30	40,574,645.19
Coffs Harbour City Council	734	681	177	177	502,627,640.81
Conargo Shire Council	0	0	0	0	0
Coolamon Shire Council	38	34	23	23	6,937,145.83
Cooma-Monaro Shire Council	87	87	45	45	43,755,349.42
Coonamble Shire Council	62	62	19	19	25,943,932.82
Cootamundra Shire Council	61	59	24	24	35,958,236.47
Corowa Shire Council	808	803	36	36	359,320,684.55
Cowra Shire Council	152	146	36	32	57,856,795.09
Deniliquin Council	137	137	28	27	51,986,996.92
Dubbo City Council	419	419	203	203	339,301,762.68
Dungog Shire Council	63	63	36	36	16,686,857.58
Eurobodalla Shire Council	759	725	101	101	359,866,587.47
Fairfield City Council	3364	3353	479	479	8,274,483,170.40
Forbes Shire Council	97	97	52	52	60,908,038.74
Gilgandra Shire Council	48	48	15	15	21,398,452.50
Glen Innes Severn Council	83	83	23	23	39,643,374.84
Gloucester Shire Council	52	52	16	16	15,146,560.43
Gosford City Council	1699	1618	420	406	1,374,527,094.93
Goulburn Mulwaree Council	335	335	118	100	239,030,010.55
Great Lakes Council	595	585	115	115	334,739,250.06
Greater Hume Shire Council	70	65	45	42	20,978,005.57
Greater Taree City Council	509	474	145	145	250,816,190.96
Griffith City Council	379	377	89	85	244,647,976.60
Gundagai Shire Council	53	53	19	19	23,864,872.72
Gunnedah Shire Council	122	113	66	66	76,764,417.03
Guyra Shire Council	37	37	16	16	11,506,694.06
Gwydir Shire Council	52	52	14	14	13,236,385.50

LGA	Clubs		Hotels		LGA turnover (\$)
	No. of entitlements	No. of machines authorised as at 30 June 2016	No. of entitlements	No. of machines authorised as at 30 June 2016	
Harden Shire Council	26	26	11	11	7,354,193.95
Hawkesbury City Council	599	584	269	254	461,156,470.65
Hay Shire Council	50	50	27	26	20,051,234.26
Holroyd City Council	1326	1282	179	179	2,199,260,365.57
Hornsby Shire Council	901	877	160	160	652,492,470.66
Hunter's Hill Council	13	13	28	28	23,857,530.11
Hurstville City Council	836	835	202	202	1,560,677,283.39
Inverell Shire Council	122	122	56	56	77,101,707.01
Jerilderie Shire Council	16	14	3	3	2,176,820.28
Junee Shire Council	52	52	17	17	19,294,367.87
Kempsey Shire Council	355	352	124	123	211,626,331.15
Kiama Council	242	224	48	48	87,382,584.74
Kogarah City Council	775	701	216	216	1,143,050,868.22
Ku-ring-gai Council	65	64	45	45	64,085,845.80
Kyogle Council	42	42	38	38	15,600,250.18
Lachlan Shire Council	81	81	50	48	34,930,373.94
Lake Macquarie City Council	2132	2043	450	448	1,107,983,534.13
Lane Cove Municipal Council	60	60	27	27	42,935,143.52
Leeton Shire Council	107	107	33	30	54,726,875.91
Leichhardt Municipal Council	123	49	388	381	256,332,356.74
Lismore City Council	308	296	166	166	210,702,995.20
Lithgow City Council	220	218	97	97	128,664,934.98
Liverpool City Council	1116	1079	365	364	1,802,985,786.26
Liverpool Plains Shire Council	77	77	29	29	35,105,711.50
Lockhart Shire Council	44	44	5	5	7,000,584.65
Maitland City Council	512	496	267	265	412,582,137.80
Manly Council	328	237	127	127	229,636,280.81
Marrickville Council	423	324	491	475	658,124,788.39
Mid-Western Regional Council	249	240	153	153	130,797,566.14
Moree Plains Shire Council	152	148	90	86	102,462,012.45
Mosman Municipal Council	75	75	31	31	69,004,044.17
Murray Shire Council	631	631	30	30	466,652,825.18
Murrumbidgee Shire Council	30	30	15	15	11,540,138.89

Appendices: Independent Liquor and Gaming Authority

LGA	Clubs		Hotels		LGA turnover (\$)
	No. of entitlements	No. of machines authorised as at 30 June 2016	No. of entitlements	No. of machines authorised as at 30 June 2016	
Muswellbrook Shire Council	198	198	78	75	117,189,939.07
Nambucca Shire Council	270	267	70	70	117,542,638.48
Narrabri Shire Council	164	154	67	67	70,353,329.61
Narrandera Shire Council	83	83	24	24	33,413,407.71
Narromine Shire Council	85	85	22	22	28,734,022.22
Newcastle City Council	2287	2141	938	938	1,740,221,810.86
North Sydney Council	384	324	317	293	634,820,671.98
Oberon Council	45	45	20	20	14,125,603.22
Orange City Council	320	301	178	172	292,483,745.18
Palerang Council	32	29	29	29	16,801,379.14
Parkes Shire Council	187	187	57	57	80,466,633.22
Parramatta City Council	1472	1433	667	604	2,622,282,456.73
Penrith City Council	2473	2138	448	433	2,087,307,067.29
Pittwater Council	556	460	51	51	261,809,007.51
Port Macquarie-Hastings Council	1028	1001	198	189	603,541,792.23
Port Stephens Council	772	738	211	211	469,876,786.67
Queanbeyan City Council	600	597	93	93	497,292,821.17
Randwick City Council	1252	1142	374	370	1,470,286,940.64
Richmond Valley Council	270	270	99	99	134,336,831.38
Rockdale City Council	1135	1076	232	232	1,274,840,448.87
Ryde City Council	1024	943	196	196	1,159,125,584.15
Shellharbour City Council	810	776	119	118	584,947,857.40
Shoalhaven City Council	1416	1383	233	233	798,648,277.49
Singleton Council	224	216	101	98	126,652,335.31
Snowy River Shire Council	59	58	55	55	23,794,250.44
Strathfield Municipal Council	159	112	132	100	340,566,943.73
Sutherland Shire Council	1845	1689	320	312	1,422,196,622.31
Tamworth Regional Council	527	513	245	222	321,790,263.62
Temora Shire Council	68	68	12	12	28,578,738.13
Tenterfield Shire Council	66	64	30	29	25,427,426.36
The Hills Shire Council	730	717	177	177	903,822,275.64
Tumbarumba Shire Council	28	28	17	17	8,996,585.70
Tumut Shire Council	135	135	76	76	58,443,372.93
Tweed Shire Council	2043	1864	241	208	1,134,432,510.82

LGA	Clubs		Hotels		LGA turnover (\$)
	No. of entitlements	No. of machines authorised as at 30 June 2016	No. of entitlements	No. of machines authorised as at 30 June 2016	
Unincorporated Far West	0	0	1	1	384,580.95
Upper Hunter Shire Council	162	161	58	57	58,378,379.33
Upper Lachlan Shire Council	39	38	17	17	9,692,143.72
Uralla Shire Council	36	36	21	21	11,017,398.84
Urana Shire Council	22	20	0	0	1,150,501.56
Wagga Wagga City Council	436	423	327	327	419,654,742.75
Wakool Shire Council	361	324	29	29	164,066,211.36
Walcha Council	26	26	7	7	3,920,518.15
Walgett Shire Council	170	167	21	21	81,373,423.89
Warren Shire Council	41	41	11	11	16,314,410.01
Warringah Council	1319	1154	233	233	1,137,917,686.22
Warrumbungle Shire Council	63	63	35	35	27,097,151.57
Waverley Council	691	477	231	211	645,067,044.01
Weddin Shire Council	27	27	12	12	12,389,071.81
Wellington Council	77	77	37	37	42,615,525.18
Wentworth Shire Council	203	182	54	54	143,603,427.92
Willoughby City Council	506	457	204	204	798,511,036.00
Wingecarribee Shire Council	338	325	134	133	215,681,945.62
Wollondilly Shire Council	129	129	121	118	109,608,305.00
Wollongong City Council	2736	2589	531	531	1,899,344,258.78
Woollahra Municipal Council	139	128	166	166	245,180,997.42
Wyong Shire Council	2451	2412	237	237	1,687,844,362.92
Yass Valley Council	94	90	56	56	61,198,358.51
Young Shire Council	104	103	57	54	68,151,726.67

Appendix G Internal audit and risk management statement

Risk management, insurance and internal audit

The Authority's insurance cover is arranged under the Treasury Managed Fund for workers' compensation and public property liabilities. The Authority's Internal Audit Charter provides the framework for internal audit, in compliance with section 11(2) of the *Public Finance and Audit Act 1983*. See below for a copy of the Internal Audit and Risk Management Statement.

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for the Independent Liquor and Gaming Authority

I, Philip Crawford, am of the opinion that the Independent Liquor and Gaming Authority has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Non-compliant and in transition
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

Independent Chair, Craig Sahlin, 11 May 2016, 16 March 2019

Independent Member, David Armati, 31 August 2011, 30 August 2018

Independent Member, Helen Morgan, 11 October 2013, 10 October 2016

Independent Member, Steven Parbery, 26 May 2016, 25 May 2019

Independent Member, Murray Smith, 26 May 2016, 25 May 2019

Ex officio Member, Philip Crawford, Authority Chairperson

Departures from Core Requirements

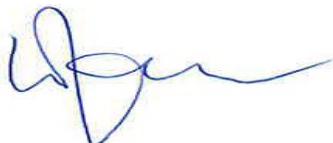
I, Philip Crawford, advise that the internal audit and risk management processes for the Independent Liquor and Gaming Authority depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

The departure from the core requirements is due to the agency implementing measures to achieve compliance with new policy requirements consistent with the permitted transitional arrangements, AND

The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Independent Liquor and Gaming Authority has implemented [or is implementing] the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	<p>Core Requirement 3.1.4</p> <p>Appoint only 'independent members' (including an 'independent chair') to the agency's Audit and Risk Committee from the panel of pre-qualified individuals maintained by the Department of Finance, Services and Innovation.</p> <ul style="list-style-type: none"> • Part-time Authority Members are appointed by the Governor, satisfy the independent requirements of the policy, and hold the requisite skills, diversity and ability to perform the Audit and Risk Committee function. • In July 2016, the Authority Board resolved to transition to a Principal Department led shared arrangement for internal audit and risk management processes, subject to Treasury approval.
In Transition	<p>Core Requirement 3.1.10</p> <p>The initial term of membership of the Audit and Risk Committee must be at least three (3) years and must not exceed five (5) years.</p> <p>In July 2016, the Authority Board resolved to transition to a Principal Department led shared arrangement for internal audit and risk management processes, subject to Treasury approval.</p>

These processes, including the practicable alternative measures being implemented, demonstrate that the the Independent Liquor and Gaming Authority has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Authority.



Philip Crawford

Independent Liquor and Gaming Authority
Chairperson, in accordance with a resolution of
the Authority's Governing Board

22 September 2016



Keiren de Haas

Senior Project Officer
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Index

A

Aboriginal and Torres Strait Islander

 Aboriginal Advisory Council (Corrective Services NSW) 77

 Aboriginal Cultural Advisors 130

 Aboriginal Learning Circle 96

 Aboriginal Legal Service 44

 Aboriginal Offender Interagency Forum 22, 78

 Art and culture 28, 78, 81, 121-122, 124, 319, 321, 322, 323, 325, 326, 328, 329, 330, 331

 Bundian Way Project 77

 Clean Slate Without Prejudice Program 21, 78

 Criminal justice system 189

 Cultural awareness training 77, 96, 312

 Deaths in custody 89

 Discrimination 52

 Domestic violence 21

 Dubay Gunyah 78

 Female inmates 74, 75, 76, 78, 80

 Gambling 49, 50, 306

 Gundi Program 78

 Indigenous Justice Clearinghouse 18

 Juvenile Justice Aboriginal Strategic Advisory Committee 98

 Law Access NSW clients 48

 National Aboriginal and Islanders Day Observance Committee (NAIDOC) 77, 330

NSW Aboriginal Arts & Cultural Strategy 2015-18, Connection, Culture, Pathways 120

 Over-representation in custody 18

 Programs for offenders and inmates 21, 75, 76, 79, 80, 81, 96, 303

 Research 18, 419, 422, 423

 Safe Aboriginal Youth Program 301

 Safety programs 316, 317

 Services for offenders and inmates 72, 74, 77, 189

 Staff 86, 96, 426

Strategy for Supporting Aboriginal Offenders to Desist from Reoffending 77, 86

Victims services 34, 35
Young offenders 37, 42, 94, 95, 96, 98, 99, 310
Youth Justice Conferencing 37
Women 74, 75
Accounts payment performance 285
Acmena Juvenile Justice Centre 94, 96
Act Now Together Strong Program 43, 419
Alcohol-related assault 45, 301, 421, 422, 423
Alcohol and other drug programs and services 21, 23, 42, 66-67, 71, 75, 93, 94-95, 98, 303, 310
Alien: Covenant film 28, 120, 126, 336
Annual Liquor Licence Fees 108
Anti-Discrimination Board 25, 51-52, 289, 290, 408
Apprehended Domestic Violence Order 39, 422
Arts NSW 8, 120-126, 146, 165, 196, 205, 287, 316-338, 417
Artists with disability 28, 120, 122, 328, 33
Arts and Cultural Development Program (ACDP) 28, 123, 124, 125, 318
Arts and cultural policy 121, 417, 418
Arts and Culture Division 8, 20, 121
Arts Exchange 28, 123
Arts infrastructure 122-123
ArtSpace 123, 319, 322
Asset management 30, 57, 127, 129
Asset Management Branch 8, 57, 129
Audience Development Program 124, 125, 337
Audio-visual link 20, 23, 31, 53, 55, 101
Audio-Visual Link Consolidation Project 20, 53, 55
Australian Museum 7, 8, 13, 16, 28, 121, 122, 131, 167, 310
Australian Red Cross 113, 114, 115, 312

B

- Bail 23, 74, 92-93, 189, 218, 311, 401, 422
Bail Assistance Line 23, 92-93, 310
Bathurst Correctional Centre 73
Biennale of Sydney 123, 124, 318, 320, 321
Births, Deaths and Marriages, Registry of (See Registry of Births, Deaths and Marriages)
Bleeding Steel film 29, 120, 126
Bolwara Transitional Centre 69, 75, 77
Brush Farm Corrective Services Academy 22, 84, 85
Bureau of Crime Statistics and Research 8, 42, 44-45, 63, 69
Business Support Centre 30, 31, 127, 128

C

- Capital works 30, 53, 57, 88, 127, 129
Carriageworks 122, 123, 287, 318, 329, 331
Casino control 136-143
Cessnock Correctional Centre 21, 59, 76
Changing Habits and Reaching Targets Program (CHART) 42, 100, 103
Child abuse 17, 33, 35, 401
Child sexual assault 16, 17, 21, 34-35, 74, 423
Child Sexual Offence Evidence Pilot 17, 34
Children and families of offenders 37, 43, 60, 63, 69, 76, 86
Children's Champions 16, 17, 33, 34, 44, 287, 403
Children's Legal Service 93, 311
Chisholm Behaviour Program 101
Civil justice
 Civil Justice Collaboration Group 19, 47, 48
 Civil Justice Strategy 8, 19, 46, 47, 48
Clean Slate Without Prejudice Community Program 21, 78
ClubGRANTS scheme 49, 304-305
Cobham Juvenile Justice Centre 96, 97
Coffs Harbour Justice Precinct 20, 53, 57, 407
Commissioner of Corrective Services 9, 59, 77, 130, 292, 293, 413
Community-based orders 61, 62, 91, 92
Community corrections 61-62

Community Relations Unit 293
Community resilience 11, 110-119, 313
Community Resilience Innovation Program 113, 313
Community service work 92, 95
Complaints and feedback 289-293
Compulsory Drug Treatment Orders 69
Confiscation of the Proceeds of Crime Act 1989 40
Consultant expenditure 287, 429
Copyright 131
Coroner 56, 88, 131
Corporate Services Transformation Program 31, 128
Correctional centres (Specific correctional centres are listed alphabetically by name)
 Capacity 58, 59, 82, 84
 Independent advice and oversight of 90
 Official Visitor scheme 90, 293
 Standards 83-84
 Use of force in 89, 293, 402, 405
Corrective Services Industries 80, 81, 82-83, 85
Counter terrorism 110, 111, 112, 116
Court clearance rates 50, 56
Court infrastructure 20, 53, 57, 296, 400, 407
Court performance and productivity (See 'Court clearance rates')
Courts and Tribunal Services Division 8, 53, 54, 55, 56
Create in NSW 121, 417, 418
Crime Prevention Through Environmental Design 302
Crimes (High Risk Offenders) Act 2006 22, 68, 89
Crime trends 44
Crisis management (See 'Emergency management')
Crown Solicitor's Office 7, 130
Custodial corrections 59-60
Custody-Based Intensive Treatment program 70

D

- Deaths in custody 87-89, 102
- Decade of Decentralisation 25, 30, 129
- Debt Recovery Working Group 19, 47
- Department of Education 78, 94, 95, 96, 99, 103, 109
- Department of Family and Community Services 28, 76, 77, 117, 122, 124, 125
- Department of Justice Strategic Plan 33, 46, 53, 58, 105, 110, 120, 127, 132
- De-Tag Program 43
- Digital Court Results 20, 53, 55
- Dillwynia Correctional Centre 21, 59, 66, 70, 74, 76
- Diploma in Law 24, 105, 106
- Disability
- Artists with disability 28, 120, 122, 328, 331
 - Disability Inclusion Action Plan 2015-18 296-298, 422
 - Justice Disability Advisory Council 24, 109
 - National Disability Insurance Scheme (NDIS) 11, 24, 25, 105, 109
 - Research 420, 423
 - Services for inmates 72-73
 - Staff 297, 426
- Disaster Welfare Assistance Line 117
- District Court 16, 20, 34, 44, 53, 56-57
- Domestic and family violence
- Apprehended Domestic Violence Order 39, 422
 - Domestic Violence Death Review Team 39
 - Domestic Violence Disclosure Scheme 17, 33, 40
 - Domestic Violence Evidence in Chief 17, 33, 39-40
 - Domestic Violence Justice Strategy 2013-17* 40
 - It Stops Here: Safer Pathway* 17, 34
 - Law reform 39
 - National Domestic Violence Order Scheme 33, 39
 - Research 422, 423, 424
 - Sentencing of offenders 44
 - Women's Domestic Violence Court Advocacy Services (WDVCAS) 40
- Drug and alcohol issues and intervention 21, 22, 42, 66-67, 71, 75, 76, 93, 94-95, 98, 303, 310

E

- Education and vocational training for offenders 22, 66, 75, 80-83, 95-97, 99
Electronic penalty notices 43
Emergency Alert 27
Emergency management
 Capability Matrix Working Group 118
 Capacity 113, 115-119
 Emergency Management Operations System 118
 Emergency management plans 114, 116
 Emergency Operations Centres 116, 118
 Emergency Services Levy 27
 Evacuation centres 16, 27, 115
 Exercises 26, 27, 110, 116, 119
 Mass Care Guideline 26, 110, 111
 Response and recovery 26, 110, 111, 112, 118, 314, 418
 Risk management 113, 117
 State Emergency Management Committee (SEMC) 27, 111, 113, 116, 117, 119
 State Emergency Management Plan 116
 Training 112, 113, 117, 119
 Welfare Services Functional Area 27, 113, 118, 315
Employment of people with disability 426
Emu Plains Correctional Centre 75, 76
Enduring Guardianship 107
Enterprise resource planning 127, 128
EQUIPS reoffending reduction programs 21, 58, 61, 67-68, 70, 72, 75
Escapes from custody 38, 87, 102
Executive Team 9
Extended Supervision Orders 62
External Surge Program 26, 110, 112
Extinguishment of historical homosexual convictions 30, 131
Extra Offender Management Service 22

F

- Families and Friends of Missing Persons Unit 17, 35, 424
Family video contact 86
Female offenders 68, 69, 70, 72, 73, 74-77, 80, 71, 94, 96, 97, 103, 303
Financial statements 142-230
Firearms Act 1996 17, 41
Fleet management 30, 129, 131
Forum Sentencing 17, 36
Frank Baxter Juvenile Justice Centre 96, 97
Funded Partnerships Initiative 63, 303-304
Funds granted to community organisations 300-338

G

- Gambling Help 49-50, 306-308, 417
Geo Group, The 67, 84
Get Ready Community Award 26, 114
Goulburn Correctional Centre 82
Government Information (Public Access) Act 2009 19, 130, 339-394
Government Sector Employment Act 2013 32, 135, 395
Graffiti
 Community Clean-Up Orders 43
 Community Graffiti Partnerships 43
 Community grants 302
 De-Tag Program 43
Grafton Correctional Centre 21, 59
Guardian ad Litem 130
Gurnang Life Challenge 70

H

Hacksaw Ridge film 120, 126

Home Detention Orders 61, 62, 74

Homelessness 10, 94, 96, 304

Human resources 395

Government Sector Employment Act 2013 32, 135, 395

Performance management 32, 132, 134, 395

Recognition and awards 32, 132, 134

Training and development 84-85, 98, 103, 132, 133, 134, 296, 411

Work health and safety 411-412

Workplace culture 32, 86, 132, 133, 134

Workforce diversity 297, 409, 426

I

ICT Consolidation, Optimisation, Remediation and Enhancement program 127, 129

Illegal firearms 17, 41, 112

Independent auditor's report 149, 233, 245

Independent Commission Against Corruption 130

Independent Liquor and Gaming Authority 49, 136-143

Board 49, 138-139

Budget review 430

Casino licensing 137, 141, 143

Chairperson's report 137

Consultants 429

Gaming operations 141, 437

Land disposal 428

Liquor operations 139, 432

Overseas travel 428

Indigenous Justice Clearinghouse 18

Industrial Relations Commission 20, 54

Industry Development Program 124, 125, 336

Information and Cultural Exchange 121, 323, 329, 336, 337

Information and Privacy Commission 7

Information security 295

Inmates (See also 'Offenders')

- Assaults by 88, 102
 - Disability services 72-73
 - Education and vocational training 22, 68, 75, 76, 80-83
 - Employment 80, 81, 82-83, 85
 - Escapes from custody 36, 87, 102
 - Female 68, 69, 70 72, 73, 74-77, 78, 80, 81
 - Mothers and children 70, 76
 - Population 23, 60, 72, 74, 80, 421
 - Programs and services for (See 'Offenders')
 - Reintegration into the community 69, 71, 78
 - Security and safety 88
 - Unnatural deaths in custody 87, 88-89
 - Victims services for 74-75
- Inspector of Custodial Services 90, 104
- Insurance 168, 178, 182, 183, 187, 203, 209, 235, 239, 240, 241, 254, 260, 262, 263, 396-398, 442-444
- Intensive Correction Orders 61, 62, 74, 398
- Intensive Drug and Alcohol Treatment Program 21, 68, 75
- Intensive Learning Centres 22, 80, 82
- Intensive Supervision Program 42, 422
- Internal audit and risk management 442
- It Stops Here: Safer Pathway* 17, 34

J

- John Morony Correctional Centre 21, 68
- Joint Support Program 23, 33, 93, 309-310, 311
- Junee Correctional Centre 84
- Juniperina Juvenile Justice Centre 23, 96, 97, 99, 103, 311
- Jury Management System 20, 55
- Just Talk 32, 132, 133
- Justice Cluster 7, 10, 32, 58, 63, 103, 105, 109, 129, 167, 192
- Justice Disability Advisory Council 24, 109
- Justice Health and Forensic Mental Health Network 73, 76, 95, 103 220, 411, 420, 421
- JusticeLink 20, 54, 55
- Justice Multicultural Advisory Council 24, 109, 408, 409

Justice Online Project 53, 54

Justice Policy and Strategy Division 8, 9, 112, 131, 409

Justice Recognition and Awards Framework 32, 134

Justice SAP 30, 127, 128, 286

Justice Services Division 8

Justice Talent and Leadership Strategy 32, 134

Justice Values 32, 132, 133, 134

Justice Values and Behaviour Strategy 32, 132, 133, 134

Juvenile Justice Community Offices 37, 43, 92, 94, 100

Juvenile Justice Centres (Specific juvenile justice centres are listed alphabetically by name)

Independent advice and oversight of 104

Official Visitors Program 104

Juvenile Justice Community Partnerships 94, 96-97

Juvenile Justice Quality Assurance Framework 100

Juvenile offenders (See ‘Young offenders’)

K

Kariong Juvenile Justice Centre 101

L

Land and Environment Court 20, 54

Land disposal 400, 428

Law Access NSW 19, 35, 47-48

Law and Justice Foundation of NSW 19, 47

Law Enforcement Conduct Commission 16, 18, 43

Law enforcement policy 43

Law reform 39, 44, 57, 131, 421

Legal advice and assistance 35, 47-48, 93, 130

Legal Aid NSW 7, 43, 46, 48, 52, 55, 93

Legal Profession Admission Board 8, 24, 25, 50, 51, 105, 106

Legal Profession Uniform Law 19, 46, 50-51

Legal Profession Uniform Law Application Act 2014 50, 404

Legal Representation Office 8, 130

Legal Services Council 8, 50, 51

Life jackets 26, 110, 111, 316

LifeLink 107
Limitation Act 1969 17, 35
Limitation Amendment (Child Abuse) Act 2016 35, 401
Liquor and Gaming NSW (L&GNSW) 19, 24, 25, 46, 49, 105, 108, 130, 136, 137, 139, 141, 142
 Appeals of decisions of 137
Liquor and gaming regulation 30, 48, 105, 108, 136-143
Licensing of liquor and gaming 108, 109, 136, 131, 140, 141, 142, 143
Local court 20, 47, 53, 54, 55, 56
Local Recovery Toolkit 27
'Lockout laws' 45, 421
Long Bay Correctional Complex 59
Love Bites Program 42

M

Made in NSW Program 126, 413
Major works 407, see also 'Capital works'
Martin Place siege 112
Mass Care Guideline 26, 110, 111
Mental health
 Clients 48, 296
 Inmates and offenders 42, 66, 71-72, 73, 76, 77, 94, 98, 420, 421
 Mental Health Review Tribunal 131
 Mental Health (Forensic Provisions) Act 2009 131
 Work Health and Safety 411
Metropolitan Remand and Reception Centre 73, 86
Metropolitan Special Programs Centre 59
Mission Australia 23, 93, 306, 309, 310
Modular cells 21, 59, 411
Money laundering 17, 40
Mothers and children's programs 70, 76, 97
Multicultural Advisory Council 24, 109, 408, 409
Multicultural Plan 408
Mum Shirl Unit 77
Museum of Applied Arts and Sciences 7, 8, 28, 121, 122
Museum of Contemporary Art 123, 318
My Performance 32, 132, 134

N

- National Aboriginal and Islanders Day Observance Committee (NAIDOC) 77, 330
- National Disability Insurance Scheme 11, 24, 25, 105, 109
- National Domestic Violence Order Scheme 33, 39
- National security 89
- Natural disasters
- Community Engagement Stakeholder Group 115
 - Community resilience 11, 110, 113, 115, 313-314
 - Disaster Welfare Assistance Line 117
 - Operational readiness 110-119
 - Natural Disaster Resilience Program 113-114
 - National Partnership Agreement on Natural Disaster Resilience 113
 - NSW Disaster Relief Grants Scheme 117, 292
 - Response and recovery capacity 112
 - Welfare Services Functional Area 27, 113, 118, 315
- Newcastle Courthouse 53, 57
- NEXUS Program 21, 61
- NSW Civil and Administrative Tribunal 8, 19, 20, 46, 48, 51, 137
- NSW Disaster Relief Grants Scheme 117, 292
- NSW Health 16, 28, 94, 109, 115, 121
- NSW Health and The Arts Framework* 28, 121
- NSW Law Reform Commission 8, 57
- NSW Ombudsman 35, 90, 104, 293, 416
- NSW Police Force 7, 16, 17, 3, 37, 39, 40, 41, 42, 43, 55, 78, 94, 101, 103, 111, 112, 113, 115
- NSW Recovery Plan 27
- NSW State Crisis Centre 26, 112, 115
- NSW state cultural institutions 28, 120, 122
- NSW State Parole Authority 38, 61, 74, 86, 130, 298
- NSW Trustee and Guardian 8, 24, 48, 105, 107-108, 129, 135

O

Oberon Correctional Centre 70

Offenders (See also ‘Inmates’)

 Aggression and violence programs 21, 58, 67-68, 72, 75, 79

 Alcohol and other drug programs and services 21, 23, 42, 68-69, 71, 75, 76, 93, 94-95, 98, 303, 310

 Assessment and case management 61, 65-67

 Health programs 70

 Juvenile offenders (See ‘Young offenders’)

 Programs and services for 65-79

 Psychology services 21, 71-72, 73, 76, 77, 88

 Sex offender programs 70, 71, 79

 Specific needs services 72-73

 Wellbeing programs 70

 Young adult offenders 70

Office of Emergency Management 7, 8, 26, 31, 110-119

Office of Racing 8, 19, 49, 130

Office of the Director of Public Prosecutions 7, 38, 44, 55

Office of the General Counsel 30, 130

Office of the Legal Services Commissioner 8, 50-51

Office of the Secretary 8, 135

Office of the Solicitor General and Crown Advocate 8

Office for Police 8, 43, 110

Official Visitors 90, 104, 293

Online Court 20, 53, 54

Online Registry 20, 53, 54

Orana Juvenile Justice Centre 96, 97

Organisational Performance and Operations Division 8

Organised crime 33, 40

Outer Metropolitan Multi-Purpose Correctional Centre 59, 69, 82

Overseas travel / visits 413-414, 428

P

- Parklea Correctional Centre 21, 59, 84
Parole 16, 22, 38, 52, 53, 69, 74, 75, 86, 130
Parramatta Cultural Precinct 28, 29, 120, 121, 122
Parramatta Transitional Centre 75, 76
Penalty notices 43
People Matter Employee Survey 2016 32, 132, 135
Performance management and development 32, 132, 134
Peter Rabbit film 29, 120, 126
Powerhouse Museum 16, 28, 29, 120, 121, 122
Premier's Priorities 10-11, 12, 15, 38, 39, 85
Prison Bed Capacity Program 21, 22, 58, 59, 84
Privacy and personal information 415
Production Finance Program 124, 125
Public Defender's Office 8, 43-44, 56, 57
Public protests 43
Public Safety Orders 17, 40

Q

R

- Radicalisation 23, 101
Reassessment Scheme 17, 36
Recognition and awards 32, 134
Regional Artist Fellowships 125
Regional Filming Fund 28, 125, 336
Regional NSW, arts and culture in 28, 29, 120, 122, 124-125, 126, 287, 321, 328, 418
Register.Find.Reunite. 26, 110, 113
Registry of Births, Deaths and Marriages 8, 106-107, 131
Regulation of liquor, gaming and racing 30, 48, 105, 107, 136-143
Reiby Juvenile Justice Centre 95, 96, 97, 103, 310
Reoffending
 Impact of prison on 45, 421
 Programs to reduce 21, 22, 33, 39, 58, 63, 65-79
 Rates of 63-64

State Priority 10-11, 33, 58, 59, 63
Strategy for Supporting Aboriginal Offenders to Desist from Reoffending 77, 86
Young offenders 42, 91, 92-99, 422
Report on Government Services 20, 56, 64
Research 18, 33, 35, 36, 44945, 50, 69, 108, 134, 417-424
Resilient Australia Awards 26, 114
Response and recovery 26, 110, 111, 112, 118, 314
Responsible Conduct of Gambling (RCG) 24, 108
Responsible Gambling Awareness Week 50
Responsible Gambling Fund 49-50, 306-308
Responsible Service of Alcohol (RSA) 24, 108
Restorative justice 36-38, 420
Riverina Juvenile Justice Centre 96, 97
Rock fishing 26, 111, 316
Royal Commission into Institutional Responses to Child Sexual Abuse 21, 35, 74
Rural Residential Rehabilitation Services 23, 93

S

Safe Aboriginal Youth (SAY) Program 301
SAP technology 30, 127, 128, 286
Screen NSW 8, 120, 122, 124, 125, 126
Senior executives 32, 135, 395, 425
Sentencing Council 8, 423
Serious Crime Prevention Orders 17, 40, 401
Serious Young Offenders Review Panel 104
Service NSW 24, 107, 108
Sex and Violent Offender Therapeutic Program 68
Silverwater Women's Correctional Centre 73
Sober Driver program 75
St Heliers Correctional Centre 86
State Copyright Unit 131
State Crisis Centre 26, 112, 115
State Debt Recovery Office 74
State Emergency Management Committee (SEMC) 27, 111, 113, 116, 117, 119
State Investment Attraction Scheme 126

State Parole Authority (See ‘NSW State Parole Authority’)

State Priorities 9, 10-11, 38, 59, 63, 65

Strategic Human Resources Branch 8, 86, 132-135

Strategic Opportunities Program 124, 125

Supreme Court 20, 53, 54, 56

Suspended sentences 74

Sydney Children’s Court 20, 57

Sydney Festival 124, 319

Sydney Night-Time Economy Roundtable Action Plan 49

Sydney Opera House 7, 8, 28, 120, 121, 122

Sydney Writers’ Festival 123, 124, 319

T

TAFE NSW 81, 97, 99

Talkward 50

Television production 29, 126

Terrorism 33, 40, 101-102, 112, 116

Total Asset Management Plan 2016-17 – 2025-26 30, 127, 129

Transitional Supported Accommodation 22, 63, 303

U

Uniting 41, 307

Uranquinty Community Safety Group 26, 114

V

Values-led culture 132-134

Victims of crime

Child abuse 17, 33, 35

Child sexual assault 16, 17, 21, 34, 74

Child Sexual Assault Taskforce 34

Children’s Champions 16, 17, 33, 34, 44, 287, 403

Disability 298

Domestic and family violence 17, 34, 38-40

Support for 6, 11, 33, 34, 35, 38-40, 63, 74-75

Reassessment Scheme 17, 36

Research 419, 420, 424
Restorative justice 36-38, 420
Victims Access Line 24, 106
Victims Register 37-38
Victims Services Branch 8, 34, 35, 38, 40, 74, 75
Victims Support Fund 219
Victims Support Scheme 18, 24, 36, 105, 106
Video conferencing 23, 86, 101, see also 'Audio-visual link'
Violent extremism 18, 23, 101, 112
Violent Offenders Therapeutic Program 21, 67, 68
Volunteer Mentoring Service 22, 63

W

Wagga Wagga Courthouse 20, 43, 44, 53, 57, 407
Walsh Bay Arts Precinct 28, 120, 121, 122
Wambelong fire 26, 111
Waratah Pre-Release Unit 97
Warruwi Gambling Help Program 50
Welfare Services Functional Area 27, 113, 118, 315
Wellington Correctional Centre 74
Western Sydney, arts and culture in 28, 29, 120, 121, 122, 124-125, 126, 287, 320, 325, 329, 330, 418
Witness intermediaries (See 'Children's Champions')
Wollongong Community Offenders Service Program centre 21, 59
Wollongong Courthouse 20, 53, 57, 407
Women
 Offenders (See 'Inmates, female' and 'Young offenders, female')
 Women's Advisory Council (CSNSW) 74
 Women's Domestic Violence Court Advocacy Services (WDVCAS) 40
 Workplace diversity 425, 426
Work and Development Orders 23, 65, 74, 94-95
Work health and safety 411
Workforce diversity 297, 409, 425, 426
Workplace culture 32, 86, 132, 133-134

X

X-Roads Program 42, 103

Y

Yasmar training facility 103

Young offenders

 Aboriginal and Torres Strait Islander 37, 42, 94, 95, 96, 98, 99, 310

 Bail and remand 23, 92-93, 310

 Case management 42, 92, 94, 95, 97, 100, 103

 Classification 100-101

 Detainees' reintegration into the community 95, 96

 Education and training 95-96, 99

 Female 94, 95, 96, 97, 103, 311

 In custody 95-99

 In the community 92-95

 Legal assistance for 93, 311

 Mothers and children 97

 Programs and services for 91-100

 Security, safety and transport 100-102

 Serious Young Offenders Review Panel 104

Young Regional Artist Scholarships 121, 125, 319-321

You're Stronger Than You Think 50

Youth crime 33, 41-43

Youth Justice Conferencing 17, 37, 94, 98, 99, 100

Youth on Track 17, 18, 41-42, 287

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ISSN 18396720 (print)
ISSN 18396739 (online)