

Offender Programs Unit

Offender Management Division



Business Plan

2005 – 2006

INTRODUCTION

The Offender Programs Unit (OPU) contributes to the Department's mission of "reducing re-offending through secure, safe and humane management of offenders" and reflects the Department's stated value of "commitment to rehabilitation and resettlement of offenders".

Specifically, the tasks of the OPU relate directly to the priorities of the Department's Corporate Plan

“ to provide programs which are proven to be effective in reducing recidivism across community and custodial settings” and “ to improve offender motivation to participate in offence-related, transitional and resettlement programs”.

The OPU promotes and ensures excellence in the design, production, implementation and evaluation of programs to offenders in the care of the NSW Department of Corrective Services.

This plan sets out how the OPU oversees the application of the Department's program accreditation process to all proposed programs for offenders. The Unit establishes program priorities in consultation with the Offender Services and Programs Advisory Team, and assists as necessary with design, production, implementation and evaluation.

This is done by allocating a staff member of the OPU as a "program partner" to work in close collaboration with the program sponsor and the field staff involved. The program partner will ensure that all programs targeting criminogenic need meet the *Accreditation Standards* and all other programs meet the *Approval Standards*.

This plan is mindful of the Department's Disability Action Plan, Ethnic Affairs Priorities Statement, Indigenous Offenders Action Plan, Women's Action Plan and Plan for Cultural Inclusion.

Kevin O'Sullivan
Manager
Offender Programs Unit

KEY RESULT AREAS

1. INTEGRATED PROGRAM PLANNING AND IMPLEMENTATION

Expected Outcomes	Actions	Time	Performance Targets
<p>All offender program development is based on sound rationale and research-based evidence and is in line with an established Offender Programming Framework</p>	<ul style="list-style-type: none"> • Revise existing program accreditation documents and determine effective processes reflecting departmental definitions of offender program accreditation and approval 	April 05	<ul style="list-style-type: none"> • Program standards are established and published on Intranet
	<ul style="list-style-type: none"> • Trial revised processes with 3 existing programs 	May 05	<ul style="list-style-type: none"> • Revised Program Accreditation Framework is signed-off within given time frame • Trial is completed
	<ul style="list-style-type: none"> • Trial revised processes with 3 new programs 	May 05	<ul style="list-style-type: none"> • Trial is completed
	<ul style="list-style-type: none"> • Complete and submit report of trial outcomes 	June 05	<ul style="list-style-type: none"> • ACOM has approved the recommendations of the trial reports
	<ul style="list-style-type: none"> • Establish via a survey which offender programs are running in custody and in the community 	March 05	<ul style="list-style-type: none"> • All MOSPs and DMs return completed survey

Integrated Program Planning and Implementation cont/...

Expected Outcomes	Actions		Performance Targets
	<ul style="list-style-type: none"> • Develop resource management system • Assemble documentation relating to currently implemented programs in custody and in the community 	<p>Feb 05</p> <p>April 05</p>	<ul style="list-style-type: none"> • A resource management system is in place and functional • A full set of manuals exists and is available from the OPU
<p>All offender programs are implemented in accordance with established standards of excellence as determined in the Framework</p>	<ul style="list-style-type: none"> • Identify level of staff competency and knowledge needed for each program • Identify relevant and appropriate training sources and providers • Develop procedure with regard to staff training for competency and knowledge • Develop staff training for program deliverers focusing on group facilitation, generic training skills and knowledge components • Compile and maintain a compendium of programs specifying the terms of their authorised use 	<p>Aug 05</p> <p>March 05</p>	<ul style="list-style-type: none"> • Staff competencies and required knowledge are identified and staff training/development packages are available for existing programs • Staff training and development plans are in accordance with HR Strategic Plan • Up-to-date program compendium is available from the OPU

Integrated Program Planning and Implementation cont/...

Expected Outcomes	Actions	Time	Performance Targets
<p>The physical and environmental conditions for program implementation are guaranteed to maximise stated program objectives</p>	<ul style="list-style-type: none"> • Revise site accreditation documentation • Develop an agreement to be signed by Governors and DMs at those centres / offices where specific programs are to be delivered • Consult with governors, MOSPs and DMS to ensure that the purpose of such agreements is well understood by all staff in correctional centres and in district offices 	<p>May 05</p> <p>June/ July 05</p>	<ul style="list-style-type: none"> • Revised document is signed-off and published on the Intranet • Agreement is approved by Legal Services and HR • All accredited programs have a corresponding site accreditation agreement • Regular consultations take place
<p>Appropriate resources, program materials, group work rooms and equipment are available to program staff and participating offenders</p>	<ul style="list-style-type: none"> • Develop resource and production systems • Meet regularly with CC Managers and DMs to solve issues relating to the availability of adequate group session space, facilities and technical support • Monitor program delivery and availability of materials and programs space 	<p>June/ July 05</p>	<ul style="list-style-type: none"> • Feedback from field staff in correctional centres and in the community • Level of demand on OPU's resource materials • Rate of successfully implemented group sessions

2. STRATEGIC INTERNAL AND EXTERNAL RELATIONSHIPS

Expected Outcomes	Actions	Time	Performance Targets
<p>OPU is seen by the custodial and community offender services divisions of DCS as the primary service provider with regard to offender programming</p>	<ul style="list-style-type: none"> • Provide regular updates to SACICS and SACCOS • Allocate program resources commensurate with established DCS priorities as determined in the divisional business plans 	<p>Feb 05</p>	<ul style="list-style-type: none"> • Monthly updates are provided • Regular meetings with Principal Advisors and other relevant staff are held and minuted
<p>The role of the OPU is well understood within the Department and by external stakeholders</p>	<ul style="list-style-type: none"> • Develop PDU website • Facilitate and participate in regular forums between staff with MOSPs and DMs • Staff undertake regular site visits • Develop and maintain links with academics working in areas related to offender programming 	<p>Nov/ Dec 05</p> <p>Feb 05</p> <p>June 05</p>	<ul style="list-style-type: none"> • OPU is well represented on the new DCS Internet site • Regular meetings are held and minuted • Correctional centres and district offices where offender programs are implemented are visited by OPU staff at least once a month • Priority areas/positions are identified

Strategic Internal and External Relationships cont/...

Expected Outcomes	Actions	Time	Performance Targets
Offender Programming in NSW is part of a national agenda and benefits from resources, research, staff training and best practice models in other jurisdictions	<ul style="list-style-type: none"> • Actively participate in the National Accreditation of Offence Related Programs Working Group and all forums organised under this banner 	Feb 05	<ul style="list-style-type: none"> • OPU is represented at all events related to the NAORPWG
The OPU is an active contributor to the Department's policy agenda	<ul style="list-style-type: none"> • Submit policy documentation in relation to offender programming to the BOM Policy Subcommittee • Draw attention on the appropriate Intranet pages to up-to-date offender programming priorities 	Feb 05	<ul style="list-style-type: none"> • Submissions from OPU are accepted by BOM • OPU activities are regularly broadcast on the Intranet

3. STAFFING

Expected Outcomes	Actions	Time	Performance Targets
<p>The OPU is fully staffed and functioning as a team</p>	<ul style="list-style-type: none"> • Complete position descriptions • Complete recruitment • Provide team building workshops • Create partnerships within the team around specific projects 	<p>May/ June 05</p> <p>July 05</p>	<ul style="list-style-type: none"> • All position descriptions are signed-off • Recruitment process has been finalised • Team building sessions are provided on a regular basis • Partnerships are formed and function effectively
<p>OPU staff are fully aware of DCS's offender programming priorities</p>	<ul style="list-style-type: none"> • Schedule regular staff meetings for the sole purpose of exchanging ideas on programming issues • Provide staff with opportunities to become familiar with relevant new policies and departmental programming strategies 	<p>July 05</p>	<ul style="list-style-type: none"> • Regular meetings are held and minuted • Regular information sessions are held