

NSW GOVERNMENT

CORRECTIVE SERVICES N.S.W.

CORRECTIVE SERVICES NSW

2024-25 ANNUAL REPORT

VOLUME 1: PERFORMANCE AND ACTIVITIES

Letter to the Minister

The Hon. Anoulack Chanthivong
Minister for Corrections
Parliament House Sydney NSW 2000

Dear Minister,

I am pleased to submit the Corrective Services NSW 2024–25 Annual Report for your presentation to the NSW Parliament.

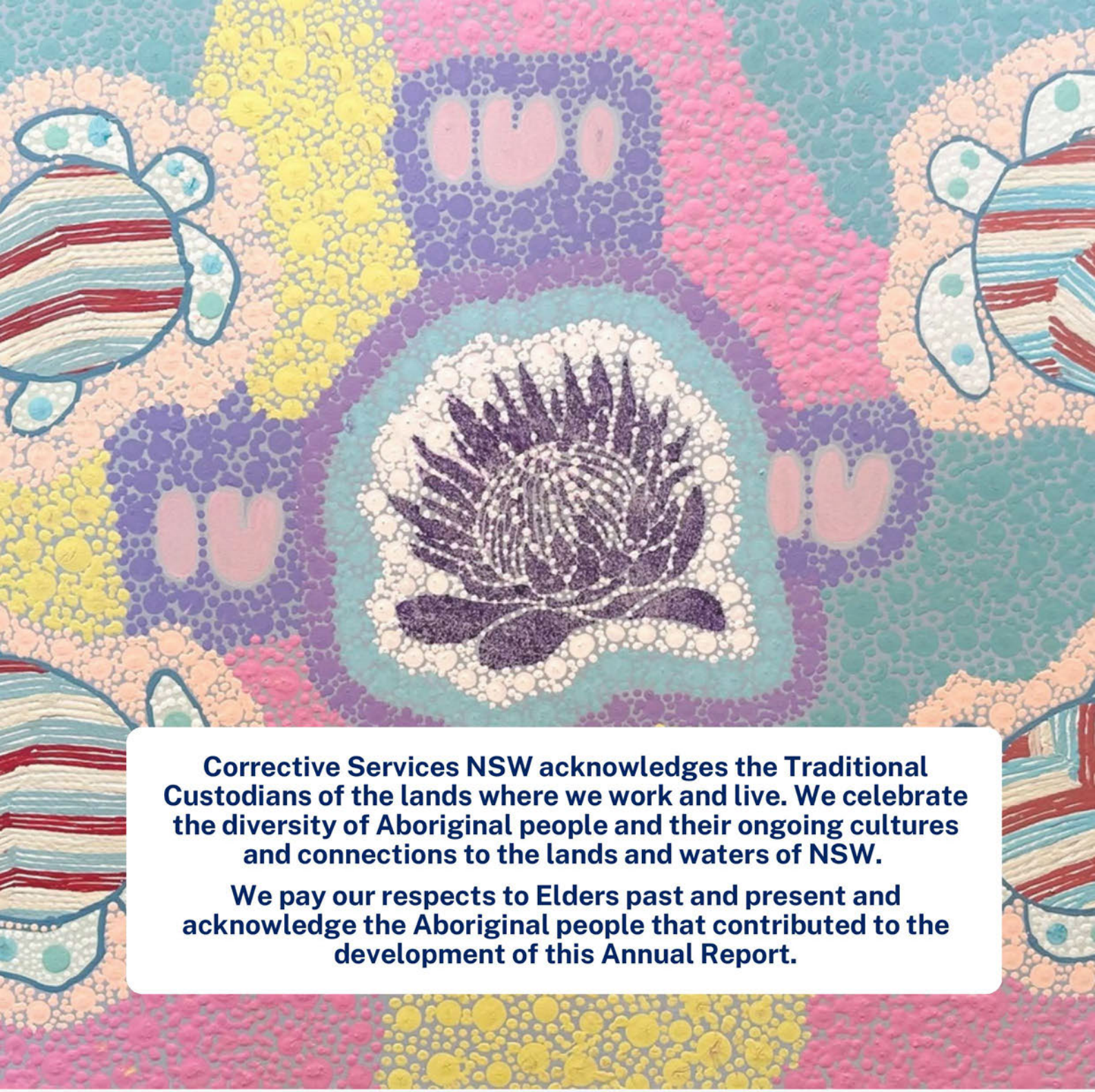
The annual report has been prepared in accordance with the Government Sector Finance Act 2018 and NSW Treasury Policy and Guidelines – Annual Reporting Requirements TPG23–10.

This report includes the operations and performance of the department, together with the audited financial statements for the period 1 October 2024 to 30 June 2025. This period differs from the standard 12-month period, due to machinery of government changes which came into effect on 1 October 2024. Reporting for the period of 1 July – 30 September 2024 will be included in the Department of Communities and Justice 2024–25 Annual Report.

After the report is presented to Parliament, it will be available for public access on the Corrective Services website at correctiveservices.dcj.nsw.gov.au.

Yours sincerely,

Gary McCahon PSM
Commissioner
Corrective Services NSW
30 October 2025



Corrective Services NSW acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past and present and acknowledge the Aboriginal people that contributed to the development of this Annual Report.

About this report

The Corrective Services NSW (CSNSW) Annual Report details the operations and financial performance of the agency for 2024–25 in accordance with the requirements of the provisions of the Government Sector Finance Act 2018 and the NSW Treasury Policy and Guidelines – Annual Reporting Requirements TPG23–10.

This report includes audited financial statements and is a comprehensive account of our operations, achievements, and performance for the year. After this report is presented to NSW Parliament, it will be available for public access at correctiveservices.dcj.nsw.gov.au

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Commissioner's message



It is my privilege to present the 2024–25 Annual Report for CSNSW, my first as Commissioner of CSNSW.

Since returning to CSNSW in March 2025, I have been reminded of the remarkable resilience, dedication, and professionalism of our workforce. Despite the significant challenges and uncertainties of recent years, our staff have demonstrated a strong commitment to reform and a clear appetite for positive change.

The reporting period from July 2024 to June 2025 has been one of significant transformation and achievement for CSNSW.

Throughout the year, CSNSW and the Department of Communities and Justice (DCJ) undertook several initiatives to strengthen workplace safety and culture.

These initiatives included:

- Delivering targeted training on responding to reports of sexual harassment.
- Updating the DCJ Bullying and Harassment Policy and publishing new resources to support staff affected by sexual harassment.
- Reviewing and updating local WHS risk registers.

In October 2024, CSNSW became a public service agency, with DCJ continuing to provide corporate and specialist support services. This structural change, a key recommendation of the Special Commission of Inquiry into offending by former Corrections Officer Wayne Astill at Dillwynia Correctional Centre (the Special Commission of Inquiry), also resulted in the Commissioner reporting directly to the Minister for Corrections. As part of these reforms, our Professional Standards and Investigations branch was realigned to DCJ to ensure its independence in investigating misconduct.

Also in October, the NSW Government passed the Bail and Other Legislation (Domestic Violence) Amendment Bill 2024. From that point, CSNSW assumed responsibility for the electronic monitoring of individuals accused of serious domestic violence offences as a condition of bail. Our qualified staff across the state - including the Electronic & External Monitoring Group, Community Corrections, and the Security Operations Group, are actively supporting this critical public safety initiative.

We hosted another successful Australian Correctional Leadership Program at the CSNSW Academy, welcoming senior corrections leaders from across Australia and the Asia-Pacific. The program addressed key topics such as Closing the Gap, wellbeing for first responders, and the role of artificial intelligence in corrections.

We established the Special Commission Directorate to drive the CSNSW implementation of reforms aimed at enhancing the safety of our staff and inmates.

We also launched the CSNSW Veterans Strategy Working Group to support ex-military and Reservist staff, inmates in custody and offenders in the community. The group was established in response to the findings of the Royal Commission into Defence and Veteran Suicide.

As part of the network, wellbeing and peer support services are also being developed, together with education and training for staff to assist ex-defence inmates and offenders.

In March 2025, the Government announced that Parklea Correctional Centre will return to public operation in October 2026 - an excellent opportunity for CSNSW to further strengthen its operational capability.

In April 2025, we successfully transitioned Junee Correctional Centre from private to public operation following a 16-month program of extensive stakeholder consultation.

In May 2025, we celebrated another incredibly successful National Corrections Day, recognising the dedication and professionalism of our staff across the state.

This Annual Report outlines the progress we have made in delivering on our strategic priorities, including reducing reoffending and investing in the development and wellbeing of our people. We remain focused on implementing the Special Commission of Inquiry recommendations and driving meaningful reform across the organisation.

I am proud of what we have achieved together over the past year and look forward to continuing this important work in the years ahead.



Gary McCahon PSM
Commissioner
Corrective Services NSW

1



OVERVIEW

About us

CSNSW is a vital component of the criminal justice system, dedicated to delivering high-quality, professional correctional services that reduce reoffending and enhance community safety.

We support sentencing and releasing authorities by providing comprehensive reports and working collaboratively with government and community partners to deliver effective services and support for inmates, offenders, and their families.

Today's correctional staff do much more than supervise secure facilities. They're mentors who support positive change, case managers who guide rehabilitation, educators who teach practical skills, and partners who help build safer communities.

On 1 October 2024, CSNSW became a Public Service agency. The Commissioner is now directly appointed by the Minister, bringing the role in line with the roles of other equivalent NSW frontline commissioner roles, such as Fire and Rescue NSW, the NSW Rural Fire Service and the NSW State Emergency Service.

DCJ continues to support CSNSW by providing law reform and legal services, policy reform and legislation, executive and corporate services, and overseeing professional conduct, investigations and disciplinary processes. DCJ also provides a full range of administrative services enabling governance and integrity functions for the Minister for Corrections.

Our charter and structure



Our organisation as at 30 June 2025

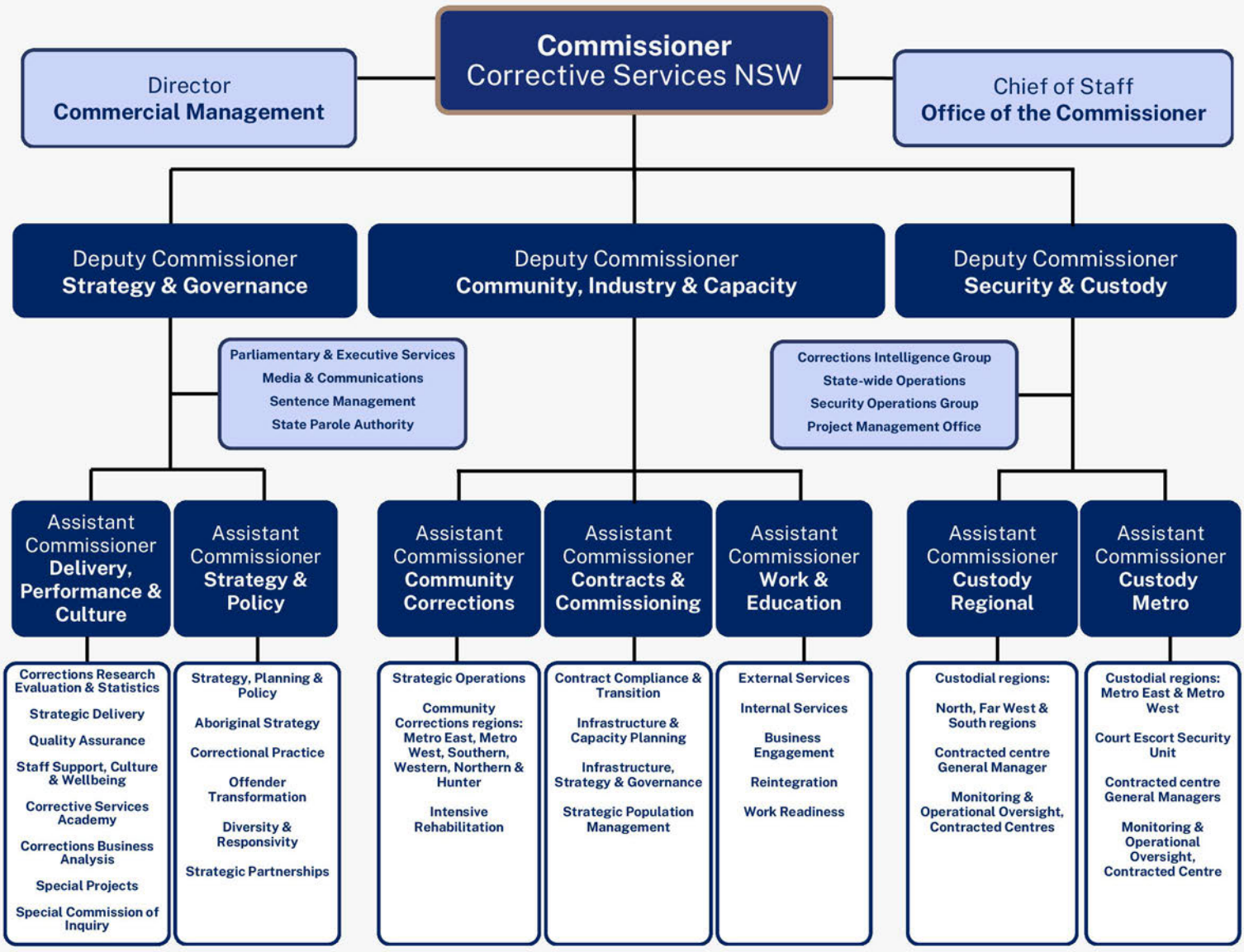
10,610 Highly skilled and dedicated staff

13,302 Inmates

36,371 Offenders on community based orders

34 Correctional centres

67 Community Corrections offices



Our Executive Team



Corrective Services NSW is structured around three key divisions

- **Strategy and Governance**
- **Security and Custody**
- **Community, Industry and Capacity**

Each division is led by a Deputy Commissioner and has distinct but interconnected responsibilities that support the organisation's mission of community safety, rehabilitation, and operational excellence.

This report outlines our leadership team as at 30 June 2025.



Gary McCahon
PSM
Commissioner
Corrective Services NSW

Gary McCahon has over four decades of experience in the correctional sector, progressing from a prison officer to senior executive roles. He has managed correctional centres across Queensland and New South Wales and led the commissioning of new facilities, operational reviews, and investigations. He holds a Master of Correctional Management and qualifications in executive leadership and change management. His service has been recognised with several industry awards.

Strategy and Governance

The Strategy and Governance division is responsible for setting the strategic direction and policy framework for CSNSW. It develops integrated, evidence-based models of practice and leads efforts to support Aboriginal people in custody and the community. This division centralises quality assurance, manages sentence administration and classification, and maintains key partnerships with Justice and Forensic Mental Health Network and DCJ divisions such Child Protection and Permanency. It also oversees strategic priorities, and champions staff wellbeing and organisational culture.



Luke Grant
MSc
Deputy Commissioner
Strategy and Governance

Luke Grant has held senior executive roles since joining CSNSW in 1991. He oversees strategic direction, policy development, and operational practices, and manages engagement with partner organisations. He has led major initiatives, including the agency's COVID-19 response, and has contributed to reforms in classification, rehabilitation, and education services.



Jennifer Galouzis
MPsych (Forensic)
Assistant Commissioner, Strategy and Policy

Jennifer Galouzis leads strategic planning and policy development at CSNSW. She has held roles in research and offender management and is currently completing a PhD on rehabilitative prison environments. Her work focuses on correctional research, policy evaluation, and prison performance.



Chantal Snell
BSc (Hons)
Assistant Commissioner, Delivery, Performance & Culture

Chantal Snell has held senior roles across NSW and Commonwealth government departments. She leads strategic delivery, culture improvement and performance measurement at CSNSW. Her work focuses on long term workforce and culture development and service delivery enhancement.

Security and Custody

The Security and Custody division ensures the secure and effective operation of correctional centres, including the Compulsory Drug Treatment Correctional Centre. It manages all staff within these facilities and oversees specialist operations such as court escorts, intelligence, and security units. The division monitors the performance of privately operated centres and leads the delivery of large-scale security and custody projects.



Leon Taylor
BBldg (Hons), EMBA
Deputy Commissioner, Security and Custody

Leon Taylor joined the former Department of Justice NSW in 2017 following a career in infrastructure project management. He led the $3.8B Prison Bed Capacity Program and was appointed Deputy Commissioner in 2022. He provides strategic oversight of custodial operations, emergency management, and high-risk offender management. He served as Acting Commissioner from 2023-25.



John Buckley
ACM
Assistant Commissioner, Custody Metro

John Buckley has 29-years' service in NSW Corrections, with qualifications in HR, leadership, and correctional management. He has held operational and strategic leadership roles and currently oversees all metropolitan centres, court and medical escort units and operations scheduling. He has implemented initiatives in rostering, staff development, custodial uniform, and service recognition.



Craig Smith
Assistant Commissioner, Custody Regional

Craig Smith has worked in various correctional centres since 1999 and currently oversees regional custodial operations. He focuses on operational performance, stakeholder engagement, and workforce development across multiple facilities.

Community, Industry and Capacity

The Community, Industry and Capacity division manages Community Corrections operations and oversees CSNSW's residential centres. It leads initiatives to enhance work readiness, education, and reintegration. The division also develops strategies to align correctional capacity with population forecasts. Additionally, it manages commercial contracts oversees infrastructure functions such as minor capital works, technical security, and fire safety.



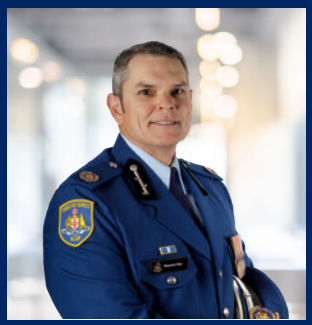
Dr Anne Marie Martin
BA (Hons), DClinPsy
Deputy Commissioner, Community, Industry and Capacity

Dr Anne Marie Martin has held senior roles in corrections since 2004, with a background in clinical and forensic psychology. She oversees Community Corrections, inmate employment and education, and commissioning. Her work supports vocational training and employment programs aligned with government priorities.



Craig Mason
B.App.Sc
Assistant Commissioner, Contracts and Commissioning

Craig Mason has over 30 years' experience in infrastructure and project management. Since joining CSNSW in 2018, he has led strategic initiatives in infrastructure planning and technology implementation. He specialises in aligning project delivery with investment and operational objectives.



Shannon Kay
Acting Assistant Commissioner, Work and Education

Shannon Kay has over 25 years' service in NSW corrections with qualifications in leadership, management, project delivery, and correctional administration. He has held senior roles across reintegration, custodial operations, and security, leading statewide reforms in service delivery and governance.



Dr Bernhard Ripperger
BA (Hons), LLB, PhD
Assistant Commissioner, Community Corrections

Dr Ripperger has held senior roles in legal and correctional services since 1997. He oversees community-based offender management and has led governance and improvement initiatives. His academic background includes a PhD focused on rehabilitation and reintegration.

Our Correctional Centres



Francis Greenway Complex
John Morony CC
Dillwynia CC
Geoffrey Pearce CC

Parklea Complex
Parklea CC
Compulsory Drug Treatment CC

Silverwater Complex
Metropolitan Remand and Reception Centre
Silverwater Womens CC
Dawn De Loas CC
Court Escort Security Unit
Medical Escort Unit

Long Bay Complex
Long Bay Hospital 1 & 2
Metropolitan Special Purpose Centre
Special Purpose Centre
Medical Escort Unit

Emu Plains CC
Mary Wade CC
Bolwara Transitional Centre
Parramatta Transitional Centre
Surry Hills Court Cells
Amber Laurel Court Cells
Kariong Intake and Transit Centre

Our Community locations



- Blacktown
- Metropolitan Extended Supervision Order Team
- Mount Druitt
- Parramatta
- Penrith
- Windsor
- Burwood
- Drug Court
- Hornsby
- Leichhardt
- Bankstown
- Campbelltown
- Liverpool
- Fairfield
- City
- Sutherland
- St Leonards
- Long Bay Parole Unit
- Silverwater Parole Unit
- Parklea Parole Unit
- Campbelltown Integrated Support Centre
- Nunyara Community Offender Support Program


2
STRATEGY
CSNSW

CSNSW is guided by five key priorities that underpin our commitment to community safety, effective rehabilitation, and a positive workplace culture.

Our priorities embody our current and future vision in which communities trust us to keep them safe, our staff feel respected and valued, and those in our care are supported to live lawful, productive, and meaningful lives.

Building trust and respect focuses on promoting fairness, accountability and integrity throughout the organisation. CSNSW is dedicated to treating individuals with dignity and maintaining ethical standards, which fosters transparency and public confidence in the justice system.

We continue to implement recommendations from the Special Commission of Inquiry to strengthen organisational legitimacy and public trust. As at 30 June 2025, 9 key recommendations have been implemented, including the establishment of a dedicated sexual misconduct reporting line and the appointment of a standalone Governor at Dillwynia Correctional Centre to enhance oversight.

Making safety for all a priority ensures secure and supportive environments for staff, people in custody and those under community supervision. CSNSW delivers culturally responsive, trauma-informed services to promote psychological and physical safety as key to rehabilitation.

Enabling and empowering our people involves investing in workforce capability, wellbeing and engagement. CSNSW fosters professional growth and inclusive leadership to build a motivated, respected and skilled workforce.

Equipping people to live a life free from crime is central to the rehabilitative mission of CSNSW. We deliver contemporary, evidence-based and trauma-informed programs designed to address the underlying causes of offending. These programs aim to build life skills, support mental health and wellbeing, facilitate access to stable housing and employment, and strengthen community connections to support long-term desistance from crime.

Optimising the system and enhancing service delivery includes leveraging technology, data and partnerships to improve operational efficiency and outcomes. Our service models are continually refined to ensure integrated and evidence-based corrections.


3
OPERATIONS &
PERFORMANCE



Our operational and performance outcomes for 2024-25 were based on 6 key objectives

- Reduce reoffending
- Supported, engaged & competent workforce
- Closing the gap
- Reduce unnatural deaths
- Community participation
- Safe & decent environments

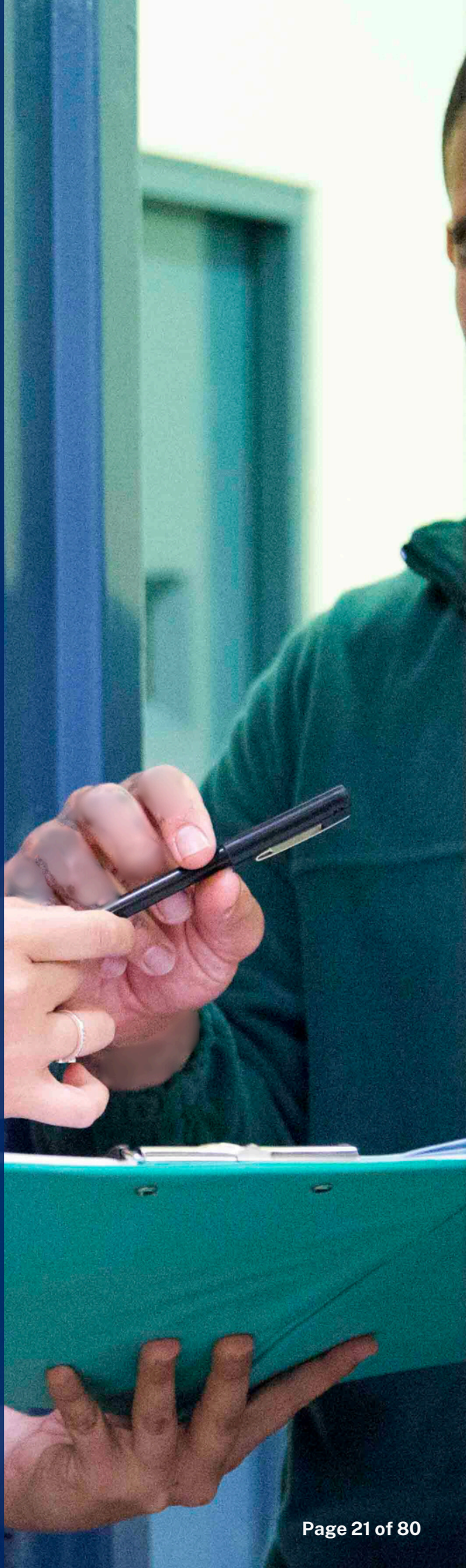
Reduce reoffending

We are committed to collaborating across the agency to ensure better outcomes in relation to reoffending behaviour in those released from prison.

We are working on ways to ensure that prisons provide an environment that better supports and enables rehabilitation.

We are investing in technology and increasing the reach of our programs with a focus on delivering programs and services to those offenders who will benefit most from them. Just some of the initiatives underway include:

- Increasing program hours for higher risk offenders
- Delivering better programs and continuity of care for people with complex needs
- Delivering a prison environment that enables rehabilitation
- Transforming prisoner rehabilitation through digital technology

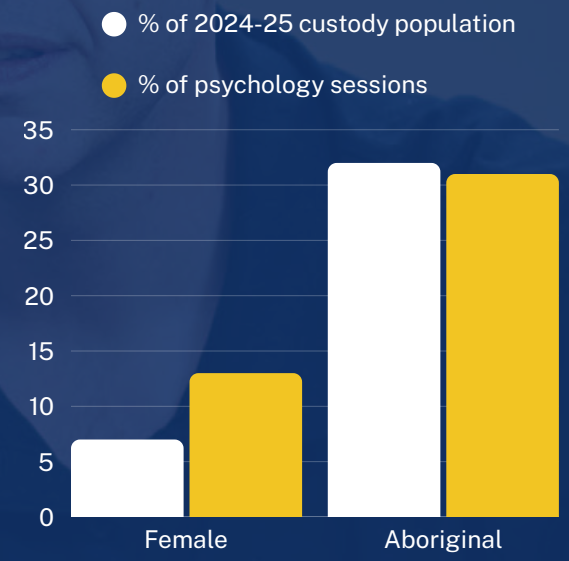


Psychology services

CSNSW psychologists are embedded within diverse multi-disciplinary teams across both custody and community corrections to support inclusive behaviour change towards prosocial integration into community living. Our psychologists provide a cohesive state-wide service to support rehabilitation and reintegration, particularly for people who have mental health and / or cognitive impairments. The responsibilities of our psychologists include:

- Assessment & Intervention: Addressing mental health, cognitive impairments, and offending behaviours.
- Expert Consultation: Supporting staff in responding to complex psychological needs.
- Workforce Development: Hosting student placements, university lectures, and career mentoring to grow the mental health workforce.
- National Leadership: Leading correctional psychology initiatives across Australia and New Zealand.

This year we delivered 111,613 psychology sessions to 14,213 offenders



In 2024- 25, females represented 7% of the total custody population. They received 13% of all psychology sessions delivered in custody.

In 2024-25, Aboriginal people made up 32% of the total custody population. Over the course of the year, they received 31% of all psychology sessions delivered in custody.

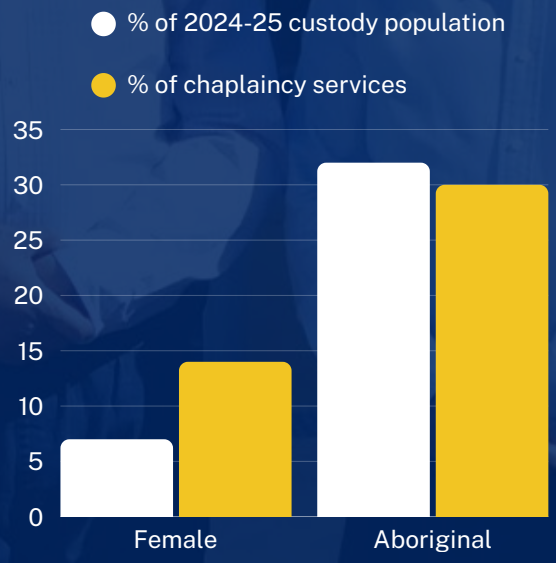
Chaplain services

Chaplains provide holistic care that nurtures the spiritual, emotional, and psychological wellbeing of individuals in custody.

We have approximately 100 accredited chaplains providing religious and pastoral support across NSW. Their work includes:

- Spiritual Guidance & Worship: Facilitating faith-based practices for people of all backgrounds.
- Pastoral Care & Counselling: Offering empathetic, non-judgmental support for personal and emotional challenges.
- Welfare & Educational Programs: Delivering life-skills courses such as anger management, personal growth, and grief support.
- Cultural & Religious Inclusion: Ensuring access to significant cultural and religious practices.
- Family & Community Reintegration: Supporting connection and relationships beyond custody.
- Trauma-Informed Support: Providing consistent care for individuals with histories of trauma.
- Staff Support: Offering confidential care and moral guidance to correctional staff.

This year we delivered 62,750 chaplain services to 12,678 inmates.



In 2024- 25, females represented 7% of the total custody population. They received 14% of all chaplain services delivered throughout the year.

In 2024-25, Aboriginal people made up 32% of the total custody population . They received 30% of all chaplain services delivered throughout the year.

Programs and support services

In line with the NSW government's commitment to community safety, CSNSW delivers criminogenic programs to address the causes of offending, support community reintegration and encourage offenders to adopt a law-abiding lifestyle.

Non-criminogenic programs also support the social and emotional wellbeing of people completing orders and ensure their safety and stability to be able to address the more difficult factors that lead them to offend.

In addition to our fundamental programs, we deliver programs targeted toward alcohol and other drugs, sex offending, responsible driving, violence, domestic and family violence. We also deliver programs tailored to remand inmates.

Support services are provided to inmates in response to ongoing assessment of their needs and risks and to assist in their safe and effective management. These services enable people in custody to remain engaged with their family and community and provide the foundation for their reintegration and reduced reoffending.

Our Services and Programs staff provide targeted support services to meet immediate and long-term needs. These include:

Crisis Intervention: Responding to urgent psychological and emotional distress.

Wellbeing Support: Promoting mental and emotional health across all correctional environments.
Fundamental & Program Support: Assisting with daily needs and participation in rehabilitative programs.

Specific Needs Services: Tailoring support for individuals with complex or unique challenges.

Victim Services Counselling: Providing trauma-informed care to those affected by crime.

Community Corrections



Community Corrections staff aim to make communities safer and enable people to change their lives for the better. They promote safe and effective rehabilitation and re-integration through partnerships with other agencies and community organisations.

Community Corrections Officers provide advice to courts and parole authorities through pre and post sentence assessments. They supervise offenders on parole and a range of other community based orders which may include electronic monitoring.

As at 30 June 2025, there were 36,371 offenders on community based orders and 1,252 offenders were electronically monitored.

Highlights of 2024-25

77.4%
of offenders completed their community based orders

25,269
reports prepared for sentencing authorities

5,764
reports prepared for the State Parole Authority

Strengthening staff wellbeing

In 2024–25, Community Corrections continued to strengthen its focus on staff wellbeing through its partnership with Converge International, the department's Employee Assistance Provider (EAP).

Converge delivers a range of on-site services across all Community Corrections offices, including confidential counselling, lifestyle coaching, facilitated group discussions, and critical incident debriefing. These services are designed to promote mental health, build resilience, and assist staff in managing workplace challenges. This initiative reflects Community Corrections and CSNSW's commitment to providing meaningful and accessible wellbeing support.

In the reporting period, there were 350 new cases of Community Corrections staff accessing EAP services, with an average of 87.5 new cases each quarter. Community Corrections will continue to monitor service impact and staff needs to ensure a flexible and responsive approach to workforce wellbeing.

Cultural pathways to rehabilitation

Parramatta Community Corrections, together with the Uniting Church, created The HUB, a culturally responsive program where participants share meals, collect essentials, and connect through yarning circles. These gatherings foster empowerment, healing and trust while helping people meet supervision requirements, avoid custody, and reconnect with family. The HUB also links participants with vital services, with one woman regaining custody of her child through its support.

In Nowra, the Staying on Track pilot is reducing reoffending among Aboriginal men by engaging them up to 12 months before release. The program connects participants with Elders, services, and community networks, focusing on cultural reconnection, family conferencing, and practical supports like mental health and employment. Early results show fewer breaches, stronger reintegration, and growing trust through word-of-mouth.

Supporting victim-survivors



CSNSW works tirelessly to support victim-survivors through the CSNSW Victims Register.

Throughout 2025, we hosted consultation meetings with victim-survivors, victim advocates, and victim support services to gather the views of the people the registers serve. This fed directly into significant reforms which were passed in NSW Parliament on 27 May 2025. These reforms will come into effect on 1 September 2025.

As of June 2025, the CSNSW Victims Register recorded **2,541** registered victims. A significant milestone this year was the introduction of a mandatory notification process for eligible victim-survivors of serious offenders. This ensures that all eligible individuals are informed of the register and their right to opt in. Those who are not ready to decide at the time of first contact are offered a follow-up at a later date to revisit the benefits of registration.

The register continues to provide timely and trauma-informed updates to registered victims, including information about an offender's location, sentence details, security classification, parole status, unescorted leave eligibility, and other changes that may impact the victim's safety and well-being.

Registered victims also retained their right to make submissions to the State Parole Authority when an offender is being considered for parole.



Domestic Violence Bail Electronic Monitoring

On 11 October 2024, the NSW Government started using GPS technology to electronically monitor alleged serious domestic violence offenders released on bail.

The new program allows CSNSW to track alleged offenders against geographic bail conditions, alerting NSW police to potential bail breaches in real time, allowing them to enact their safety plan.

Since the introduction of the Domestic Violence Bail Electronic Monitoring Program 83 accused persons have been placed on the program, with 63 individuals being monitored at 30 June 2025.

Enhancing our response to Domestic and Family Violence



CSNSW is committed to enhancing our capacity to accurately assess users of domestic and family violence, increasing our ability to engage them in the appropriate level of services and programs.

In addition to enhancements to the victims register and the introduction of the domestic violence bail electronic monitoring program, CSNSW:

- Piloted an enhanced and more intensive men's behaviour change program, STEPS for change across six correctional centres.
- Prioritised the delivery of domestic and family violence programs, Remand DV and EQUIPS DFV.
- Piloted a new trauma stabilisation program, Seeking Safety. This program, whilst open to all persons to assist with stabilisation and self-regulation will be recommended for all persons engaging in domestic and family violence programs.



Reducing the impact of incarceration on children

The Jacaranda Mothers and Children's Program was successfully reopened in 2024 with enhancements made to increase its flexibility and utility.

The facilities were upgraded to align with best-practice standards, ensuring they effectively support mothers and their children participating in the program.

Domestic Family and Sexual Violence Unit

This unit consists of six district specialists across NSW, who primarily provide support to Community Corrections staff both in custodial Parole Units and Community. The team deliver a training program in advanced risk management and safety practices when working with people who use violence and abuse.

The Domestic, Sexual and Family Violence Advanced Practice training integrates the Learn, Practice, Apply, Reflect and Repeat model and focusses on safety and risk management with both users of violence and victim survivors. This is the first training of its kind in CSNSW that provides staff an opportunity to integrate practice with education and skill development, advancing our approach to a no more victims focus.

Diversity and responsivity in CSNSW



The CSNSW Diversity and Responsivity business unit leads strategy development for people under orders with diverse and specific needs, including those from CALD backgrounds, younger and older individuals, LGBTQIA+ communities, and people with disability.

It provides expert advice and support across specialised units through teams with specific expertise such as State-wide Disability Services (SDS) and the Community Safety Program (CSP).

SDS provides targeted support for supervised individuals with disability in custody and the community. It offers direct client engagement, staff guidance, stakeholder consultation, and policy input to ensure disability-related needs are addressed.

The CSP supports safe transitions from custody through coordinated access to specialist, mainstream, and NDIS-funded services. It includes transition planning, forensic disability assessments, practice development, and case management for forensic patients with cognitive impairments. Its assessments and support are often key to securing conditional release through the Mental Health Review Tribunal.

Statistics

Between 2020 and 2025, the proportion of people with disability in custody decreased from 18.4% to 15.7%, with rises in incarceration for those with autism, aged and frail, and sensory impairments, while cognitive and psycho-social disability numbers declined due to NDIS support and diversion programs. The work of SDS and the CSP has contributed to these reduced rates of people with disability in custody.

Key achievements

In 2024–25, Diversity and Responsivity led several initiatives to improve inclusion and support for people under orders.

The development of the **CSNSW Disability Framework** reinforced principles of access, inclusion, dignity, and safety for people with disabilities under orders.

The **CSNSW Accessibility Review** improved decision-making for disability placements, enhanced safety, reduced environmental barriers, built staff capability in responding to the needs of people with disability, achieved cost savings, and strengthened data for future planning.

The **CSP** supported ten forensic patients to successfully complete their orders and remain in the community. While the **mental health team** supported 14 individuals to transition from the **Complex Placement Unit** with a notable reduction in self-harming behaviour.

Language access was expanded with a 15% increase in interpreter service expenditure. 62 bilingual staff were accredited under the Community Language Allowance Scheme, enabling on-the-spot interpreting in 27 languages. For the first time, Auslan was added to the scheme, expanding access for people who are deaf or hard of hearing. Additionally, $450,000 was secured to translate the EQUIPS Domestic and Family Violence program.

A project plan and diverse working group was established to **address racism and discrimination** within the correctional system.

Staff training in **Respectful Working Relationships and Working with Culture and Diversity** reached nearly 500 staff, enhancing cultural safety, workplace respect, and religious awareness

Offender tablets



The introduction of tablets and digital technology is playing a transformative role in improving the prison environment and supporting efforts to reduce reoffending.

Digital services in NSW Correctional Centres are designed to:

- Promote personal autonomy and responsibility
- Expand access to programs, services, and information
- Support positive family connections
- Encourage constructive use of in-cell time
- Enhance program delivery through multi-modal formats
- Improve staff efficiency by reducing routine administrative tasks and basic enquiries

An investment of $48.59m has been made over a number of years to enable this technology. This initiative reflects a broader commitment to modernising correctional services and fostering rehabilitation through technology.

With tablets currently available at 26 public correctional centres, we are committed to providing every inmate at participating centres with access to a Tablet.

There are 800 internet protocol televisions available at the rapid build centres, Macquarie and Hunter.

What they are:

- Highly secure, tamper resistant devices that run off a secure Wi-Fi network.
- Purpose built for Correctional Centres and only operate in the centre they have been configured for.
- An additional avenue to access a range of services, applications and other information they couldn't otherwise access during in cell time.

What they are not:

- Devices that run on 4G or 5G SIM cards.
- An iPad or iPhone.



Rehabilitation through connection



CSNSW is committed to supporting inmates in maintaining social connections and engaging in rehabilitation. This commitment is reflected in ongoing investment in digital access initiatives — particularly tablet technology, which enhances individual wellbeing and supports program participation , fostering more positive correctional environments.

In September 2024, the Corrections Research, Evaluation and Statistics (CRES) Unit published a research brief titled "**Implementing digital technologies in prison: Inmates' ongoing experiences of tablet access and connections with family and friends**."

The brief highlights the important role digital tablets play in helping inmates stay connected with loved ones — a factor widely recognised as critical to fostering social connection, aiding rehabilitation, supporting reintegration, and reducing reoffending (Farmer, 2017; Hanley & Flynn, 2023; Jewkes & Reisdorf, 2016; Palmer et al., 2020).

Survey results from over 2,100 inmates across 19 centres revealed that the tablet phone feature was the most valued and frequently used.

Increased contact with family and friends was strongly linked to more positive perceptions of prison life, including improved interactions with staff and inmates. These outcomes were consistently associated with the tablet phone feature.

Qualitative findings support these results, showing that tablet phone access reduced tension and conflict related to shared unit phones, contributing to a more harmonious environment.

When inmates felt more connected to their families through consistent communication, they reported greater autonomy, reduced stress, and fewer conflicts, leading to a more stable correctional atmosphere.

Further CRES research using a quasi-experimental interrupted time series design examined the broader rehabilitative effects of tablet technology. Comparing centres with and without tablets, results showed increased engagement in behaviour change programs where tablets were available, measured by higher proportions of expected program dosage delivered. This suggests tablets help create conditions conducive to rehabilitation by reducing barriers and supporting inmates' motivation and readiness to engage in programs.

Together, these findings demonstrate the transformative potential of tablet technology in correctional settings — enhancing communication, improving social dynamics, and supporting rehabilitation.

Tablets: Tools for learning and growth



Inmates can use tablets to call friends and family from their cells. They can also call a range of Government and health agencies such as the NSW Ombudsman, Legal Aid NSW, and Justice Health Patient Inquiry Line for free.

Correctional Centres can send inmates one way messages, documents and images specific to their centre.

Tablets provide a variety of movies, music, audiobooks and e-books.

Tablets provide access to a wide range of educational, work, religious, health, and Correctional Centre specific information.

Between November 2024 and January 2025, we piloted our free, tablet learning platform, Success Ladder. It offers self-paced content in life skills, psychology, reintegration, services, and education to help maximise use of in-cell time.

Feedback was overwhelmingly positive, with reintegration and rehabilitation courses among the most completed. Around 90% of participants found the platform easy to use and the content meaningful.

Inmates can use tablets to submit e-forms, place their weekly grocery orders, ask questions and view personal custody details such as their visit bookings and telephone balances. In 2024-25, tablets were used for more than 240,000 buy up orders

Inmates can search the library catalogue on their tablet. They can also submit legal information requests to the CSNSW Library Services Team.

Work and Education



The **Work and Education program** is central to CSNSW's commitment to rehabilitation and reintegration. It includes initiatives that build skills, foster independence, and create employment pathways for individuals in custody and post-release.

Corrective Services Industries (CSI) provides real-world work experience in areas like food services, clothing production, logistics and laundry operations. These activities promote self-sufficiency and equip participants with practical, transferable skills.

Education and Vocational Training programs offer nationally recognised qualifications tailored to improve employability and support sustainable employment after release.

Work Readiness helps individuals build the skills and confidence needed to secure employment. A key feature is Work Release, allowing eligible individuals to work in the community under supervision, gaining experience, financial independence, and employer connections.

Pathways to Employment continues support post-release through job readiness training, resume development, interview preparation, and job search assistance.

Reintegration provides accommodation and structured support to individuals released from custody or diverted by the judicial system as well as offering specialised pre-release programs for female inmates, addressing rehabilitation and reintegration needs to support successful community transition.

We are committed to **closing the gap** for Aboriginal people by delivering culturally responsive education, training, and employment opportunities. Tailored programs and community partnerships strengthen cultural connections and build confidence.

Together, these components form a comprehensive framework that supports rehabilitation, reduces recidivism, and enhances community safety.

Key highlights in 2024-25

7,927
Core skills assessments completed

3,704
Inmates participated in Foundation Skills

2,760
Inmates participated in Vocational Training

458
Inmates employed through Work Release

96
Inmates employed via Pathways to Employment

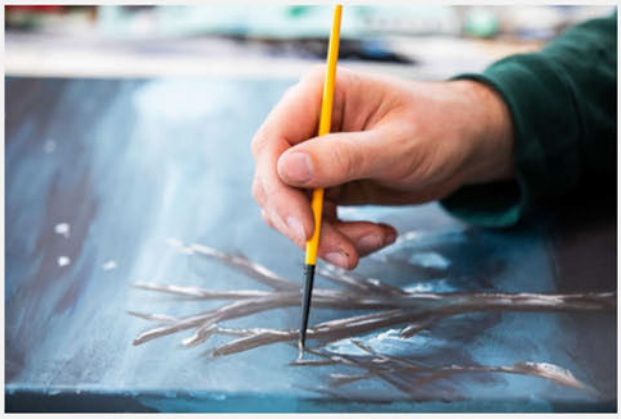
175
Employer partners engaged in training and employment opportunities

Percentage of eligible inmates in custody based employment

2023-24	2024-25
88.6%	85.7%

Partnerships and oversight





CSI employs around 5,000 people in custody, operates 14 business divisions over 120 commercial business units and 60+ services industries across 29 correctional centres.

Managed by trade qualified overseers, CSI business units replicate the real-world working environment. This allows people in custody to participate in work programs providing opportunities to learn new skills and gain employment experience.

In 2024, CSI Engineering strengthened its industry presence, forming a new partnership with Australian Temporary Fencing and successfully delivering on its existing collaboration with Downer, contributing to the refurbishment of over 192,000 train seats. The successful collaboration between government and industry delivered real social and environmental benefits.

Through these partnerships, CSI achieved cost savings and supported environmental sustainability through significant waste reduction. Both projects provided inmates with meaningful employment and nationally accredited training and qualifications in engineering.

The **Correctional Industries Consultative Council** (CICC) plays a vital role in overseeing correctional industries operations across NSW, ensuring they support community interests and uphold high standards in workplace safety and inmate development.

In 2024-25, the CICC met five times and continued its commitment to:

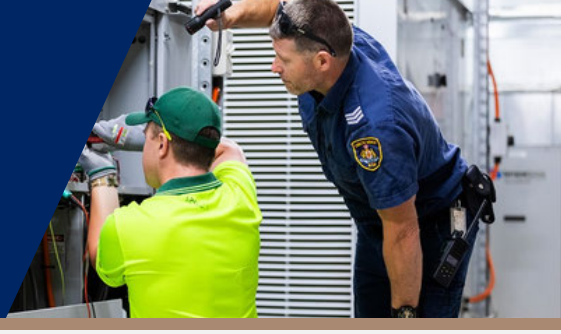
- **Supporting ethical business practices** by focusing on import replacement, self-sufficiency, and addressing skilled labour shortages without negatively impacting Australian jobs.
- **Promoting inmate rehabilitation** through vocational training, skill certification, and facilitating post-release employment opportunities.
- **Maintaining workplace health and safety standards** via inspections and engagement with staff and inmates.
- **Monitoring grievance mechanisms**, with no grievances reported by Unions, Members of NSW Parliament, or the public during the year.

Key achievements included:

- Approval of two trial requests and two Industry Impact Statements, resulting in employment for 65 inmates across furniture and laundry sectors.
- Amendments to CICC policy to enhance governance and engagement, including updates to meeting frequency and role titles.
- Continued support for education and employment programs, with positive outcomes in employer partnerships.

The CICC remains a cornerstone in ensuring correctional industries contribute positively to both inmate rehabilitation and the broader community

Driving transformation





> **This course has changed my thinking about my life**

At the Metropolitan Remand and Reception Centre, known as the busiest remand centre in NSW, a new reputation is emerging — one centred around education and personal growth.

In December 2024, the centre held its second graduation ceremony, celebrating the achievements of 29 inmates who completed nationally recognised qualifications. Among them, 11 earned a Certificate III in Community Services, nine completed a Certificate II in Horticulture, and another nine were awarded a Certificate III in Cleaning Operations.

For many, the skills gained were immediately useful within the correctional environment. One graduate shared that the course had given him a renewed sense of purpose — a powerful reminder of how education can transform lives, even behind the walls of a correctional centre.



The CSNSW Strategic Partnerships Directorate works with partners to improve outcomes for people completing orders in custody and in the community.

This work includes partnerships with NSW Health, Homes NSW, Veterans Affairs, and non-government organisations under CSNSW's Funded Partnership Initiative.

The directorate is also developing a CSNSW Women's Strategy and Veterans Strategy.