Community reoffending rates

15.9%

of adult offenders with a community sentence had a new proven personal, property or serious drug offence within 12 months of sentence

25.3%

of adult **Aboriginal** offenders with a community sentence had a new proven personal, property or serious drug offence within 12 months of sentence

Custody reoffending rates

32.4%

of adult offenders released from custody had a new proven personal, property or serious drug offence in the 12 months following release

43.3%

of adult **Aboriginal** offenders released from custody had a new proven personal, property or serious drug offence in the 12 months following release

Escape from custody rates

Number of escapes from custody

	2023-24	2024-25
Open custody	3	6
Secure custody	1	2

Escape from custody rate per 100 inmates

	2023-24	2024-25
Open custody	0.02	0.05
Secure custody	0.01	0.02

Supported, engaged and competent workforce

We are taking a comprehensive approach to fostering a safe, respectful, and inclusive work environment.

This includes clear behavioural expectations through the Code of Conduct, performance and disciplinary frameworks, and confidential reporting channels such as the Professional Standards and Investigations Unit and anonymous feedback systems.

These efforts are underpinned by the CSNSW Culture and Wellbeing Framework and a commitment to continuous improvement in workplace culture.



Our people matter

The People Matter Employee Survey (PMES) has consistently highlighted the three priority focus areas based on results: communication, wellbeing, and recognition.

A Senior Leader Collaboration Group, formed in 2024, developed a three-year organisation-wide PMES Activation Plan to:

- Strengthen staff engagement through improved communication.
- Build a culture of recognition.
- Prioritise wellbeing through evidence-based initiatives.

The plan also aligns with broader reform agendas, including trauma-informed leadership, restorative practices, and psychosocial risk management and the CSNSW Culture and Wellbeing Framework.

A CSNSW local culture assessment and responsive action plan is being prepared for roll-out across all locations. The assessment will provide a structured and evidence-based approach to understanding the values, behaviours, and practices that shape the workplace experience, across a spectrum of culture types. It will support locations to identify both strengths and areas for improvement.

The associated designed culture indicators, spectrum and guidelines provide clear and practical guidance for identifying where a workplace currently sits along the culture spectrum, enabling targeted and constructive actions to improve.











Practice, culture and wellbeing



The Correctional Practice (CP) Directorate leads the development and integration of evidence-based practice models and standards across custodial and community settings. This work ensures that all interactions are rehabilitative, consistent, and aligned with CSNSW's priorities. In 2024-25, CP delivered a number of important initiatives:

Group Practice Supervision (GPS): Adapted from the work of Professor Chris Trotter and Dr Phillipa Evans, GPS supports staff in developing effective practice skills. GPS uses a group based, reflective approach and aligns with international best practice in working with people who offend. An evaluation of the pilot program showed strong results with 86% of staff reporting a positive impact on their skills. There was also a 15% increase in the use of core practice skills, a 20% rise in client engagement and significant improvements in staff attitudes with enthusiasm and optimism increased by 44% and 50% respectively. These findings highlight GPS as a valuable tool for strengthening rehabilitative practice across CSNSW. Initiatives to broaden the rollout of GPS are underway.

Services and Programs Redesign: This initiative united staff from different business areas to improve collaboration and strengthen service delivery. CP helped establish new management structures to oversee services in custody, introduced clear responsibility guidelines, and provided training and support to staff. CP also supported the transition of Services and Programs Officers and Psychologists into dedicated Community Corrections roles, ensuring more focused and effective service provision.

Centralised Procedures Platform: A centralised platform was developed to house procedures relevant to staff working in psychology, programs, support services, reception and screening, and case management across both community and custodial settings. This work lays the foundation for a more integrated and responsive service environment, supporting staff in delivering high-quality, rehabilitative practice.

The new CSNSW Culture and Wellbeing Framework promotes inclusive, person-centred workplace practices

The Staff Support, Culture and Wellbeing Directorate plays a critical role in strengthening support avenues for staff. Through a trauma-informed, safe, and impartial approach, support is provided to staff across all levels within CSNSW. This support is available for navigating complex workplace challenges, and general wellbeing support as needed.

Two new staff support pathways have been implemented, complementing the contact options, including:

- An online Referral System to streamline access
- An individual booking system, enabling direct session scheduling with wellbeing staff

Since being fully resourced, the Staff Support, Culture and Wellbeing team has attended **139** sites. They have provided:

- Post-incident care
- Support through legal and coronial processes
- Workplace conduct and culture support
- Wellbeing and mental health support
- Phone and email support services

CSNSW Academy

The CSNSW Academy delivers innovative, industry-aligned training to CSNSW staff, enhancing professional capabilities, supporting safe correctional practices, and contributing to reduced inmate reoffending through rehabilitative programs.

As a Registered Training Organisation (RTO: 90075), the CSNSW Academy provides nationally recognised qualifications from Certificate III to Advanced Diploma.

Our continued quality in learning and assessment delivery and robust self-assurance strategies have resulted in the successful re-registration of RTO status by the national regulator, Australian Skills Quality Authority (ASQA).



Attestation Parades

Attestation Ceremonies are a proud tradition that honour the dedication and achievement of newly sworn-in Correctional Officers as well as Community Corrections Officers, Service and Programs Officers and Custodial Case Management Officers who have recently completed their primary training. Attestation ceremonies are also an opportunity to recognise accomplishments of existing staff through the presentation of Meritorious and Long Service Awards.

Throughout the 2024-25 year, CSNSW held three Attestation Ceremonies, with one held regionally at Wellington Correctional Centre. A total of 190 Correctional Officers attended for swearing in.













Empowering our frontline staff with integrated learning



CSNSW is advancing professional development through integrated training programs for frontline staff. Since its launch in July 2024, 596 staff have completed the five-day **Integrated Induction program**, which includes modules on trauma-informed practice, respectful relationships, cultural diversity, and Aboriginal cultural awareness. Feedback has been highly positive, with learners appreciating the broader understanding of roles and rehabilitation efforts.

The Community and Workplace Training Unit introduced the Certificate IV in Correctional Practice in July 2024. Known as **Integrated Rehabilitation Services Training**, it combines learning for Community Corrections Officers, Custodial Case Management Officers, and Services and Programs Officers using a cycle of Learn, Practice, Apply, Reflect, and Repeat. It covers key skills like risk assessment, motivational interviewing, and case planning.

The foundational Certificate III in Correctional Practice (Adult Custodial) was redesigned and relaunched in July 2024. Now extended to 12 weeks, the **Correctional Officer Primary Training** includes modules on safety, offender management, and officer survival, along with mandatory training in First Aid, chemical munitions, and Use of Force. This qualification aligns with regulatory standards and supports operational readiness. This enhanced Certificate III sits alongside broader Academy initiatives such as the Integrated Induction Program and Integrated Rehabilitation Services Training, which promote trauma-informed, culturally aware, and rehabilitative practices.

Together, these programs underscore CSNSW's commitment to building a highly skilled, safety-conscious, and reform-focused custodial workforce — starting with the Certificate III as the cornerstone of correctional excellence.

In addition to integrated training programs, the Academy offered a range of one and two day workshops in 2024-25 including:

- CSNSW one day induction
- Group work facilitation
- Community Service Work
- Working with female offenders
- Working with sex offenders
- Working with domestic and family violence offending
- Disability inclusion
- Introduction to the alcohol and other drug sector
- Mental health awareness
- Understanding and preventing suicide
- Motivational interviewing
- Maintaining professional boundaries
- Respectful workplace relationships
- Resilience
- Trauma informed practice
- Cultural awareness and diversity
- Working with radical and violent extremists
- First aid
- Use of force

Online Learning



Access and availability of learning and development continues to be provided within the Learning Management System, Thrive.

Throughout 2024-25 the following new online products have been made available:

- Learning Paths to support Integrated Induction, Certificate III and IV in Custodial Practice
- Maintaining Firearms and Ammunition
- IA42 Human Screening for security purposes
- Community Corrections Guide to Coronial inquests
- Inmate Mail
- X-ray Baggage Scan Analysis Training

CSNSW employees are provided with a range of online courses to support continued learning and professional development within Thrive.

Our highest enrolment courses included:

- Introduction to Hostage Awareness
- Identifying, Managing and Reporting Sexual Harassment
- Body Worn Camera Operator Training
- Annual Firearms Refresher Course
- Batons Refresher
- Unconscious Bias
- Positional Asphyxia Awareness
- Community Corrections Guide to Coronial Inquests
- Introduction to Coercive Control
- Communicable Diseases
- Custodial Incident Management
- Security Awareness
- DCJ Cyber security and record management
- DCJ Ethics and conduct
- Modern Slavery
- Cultural awareness
- Lets talk
- Preventing workplace bullying and harassment
- Disability confident

Specialised training spotlight

Countering Violent Extremism
710 participants

- Working with radical and violent extremists
- Commonwealth Terrorism Legislation
- Radicalisation & Extremism Awareness
- Recognising Indicators of Right Wing Extremism
- Right-wing Extremism Simulator

CSNSW is committed to global security and professional capability development. In 2023, our staff were invited to the *Roundtable on Addressing Racially or Ethnically Motivated Violent Extremism and Radicalisation within Security Services*, held in Malta.

We showcased our training program on *Recognising the Indicators of Right-Wing Extremism*, generating significant international interest. This has continued into 2024–25, with the training materials subsequently shared with the Netherlands Military and Scotland Yard.

Sexual misconduct reporting
1,139 participants

Identifying, managing and reporting sexual misconduct in CSNSW

Trauma informed leadership
119 participants

Embedding trauma-aware practices into decision-making and fostering a trauma-aware workplace culture

Academy hosted events



Throughout 2024-25, the Corrective Services Academy hosted sold-out conferences that received overwhelmingly positive feedback from attendees. The relevance of the content, coupled with the active participation of Senior Executives, significantly enriched the experience — strengthening leadership engagement and promoting cross-disciplinary collaboration.

Attendees consistently valued the insightful discussions on contemporary topics, noting their alignment with role-specific responsibilities and personal purpose.

These engagements also contributed positively to staff well-being, reinforcing the Academy's role in building a resilient and connected workforce.

Trauma informed Corrections
630 Attendees

The Trauma-Informed Corrections Conference was held over two days during mental health awareness month at the University of Technology Sydney. The event welcomed 330 in-person attendees and offered access to an additional 300 participants online.

The conference featured a series of sessions designed to deepen our understanding of trauma-informed approaches.

Vocational education and training seminar
150 Attendees

A seminar to assist trainers/assessors to maintain industry currency and undertake professional development training which is required under the Standards for Registered Training Organisations.

Refugee Week
100 Attendees

The Academy teamed up with Fairfield Community Corrections in recognition of Fairfield's status as one of the most multicultural areas in Australia. This event covered critical topics related to working with people from refugee backgrounds, featuring both academic insights and lived experiences.

Academy hosted events



International Women's Day: Building a better CSNSW: Celebrating women of resilience
250 Attendees

This empowering event celebrated the strength and achievements of women from diverse fields.

Featuring a line up of inspirational speakers including on topics of the long-term financial security for women, considering the gender pay gap and impact on careers through the disproportionate impact of interruptions due to things like caregiver responsibilities.

We also heard a story of complete courage and strength from a victim-survivor of domestic, family and sexualised violence, sharing her journey of recovery as well as shared presentation on resilience, leadership and driving meaningful change.

CSNSW Administrative professionals conference
300 Attendees

This conference was designed for all administrative professionals, across all grades and divisions of CSNSW. It featured dynamic sessions covering topics such as professional growth, ethical responsibilities, leadership journeys, and excellence in customer service.

Attendees explored strategies for personal wellbeing, process optimisation, and unlocking their potential to thrive in an ever-evolving work environment.

First Nations Engagement day
110 Attendees

The 2024 theme chosen by the National NAIDOC Committee, was Keep the Fire Burning! Blak, Loud & Proud.

The impact of racism, discrimination and hateful misinformation in the workplace
70 Attendees

An interactive half-day training session by harm prevention charity All Together Now delivered innovative and evidence-based training that promotes racial equity.

Australian Correctional Leadership Program
29 Attendees

The Australian Correctional Leadership Program, delivered by CSNSW on behalf of the Corrective Services Administrators' Council, was held in October 2024 and welcomed 26 delegates from across Australian correctional jurisdictions along with three international representatives. This intensive week-long program is tailored for senior correctional managers from Australia and the Asia Pacific region, offering participants the opportunity to strengthen strategic leadership capabilities and deepen their understanding of corrections through expert-led sessions by industry specialists.

Closing the Gap

We are committed to improving outcomes for Aboriginal offenders through culturally informed, collaborative, and community-driven approaches. This includes enhancing cultural competency across the organisation via mandatory training, a Cultural Safety Framework, and cultural immersion programs.

Aboriginal Elders, mentors, and advisory groups play a central role in shaping services, while diversionary programs, transitional centres, and culturally tailored rehabilitation initiatives support reintegration.

CSNSW ensures meaningful consultation with Aboriginal stakeholders and contributes to broader reforms such as the Koori Court model and Closing the Gap commitments.

Partnerships with NGOs, culturally relevant education and employment pathways, and ongoing evaluation of innovative practices further strengthen support for Aboriginal people in custody and the community.



Closing the Gap initiatives



Empowering Aboriginal Communities

CSNSW is increasing the involvement of Aboriginal communities and organisations in shaping corrections programs and policies. This includes the expansion of the Aboriginal Community Mentor Program, which fosters meaningful connections with local Aboriginal communities and enables Aboriginal inmates to receive guidance from Elders.

Throughcare Strategy

Through the Families and Justice Sector Committee, CSNSW, Youth Justice, and the Aboriginal Legal Service secured $19.98 million in funding over three financial years via the Closing the Gap Cross-Portfolio Expenditure Review Committee. This funding supports the implementation of the Aboriginal Throughcare Strategy, a key partnership between the NSW Government and the NSW Coalition of Aboriginal Peak Organisations under the NSW Implementation Plan for Closing the Gap 2022–24. CSNSW proposed four initiatives under the successful $9.48 million bid:

- Aboriginal Wellbeing and Alcohol and Other Drugs Program
- Aboriginal Place-Based Support Centre
- Community-Based Elders and Mentor Program
- Aboriginal Community-Controlled Organisation-led DFV Program for Aboriginal Men

Improving Aboriginal Outcomes trial

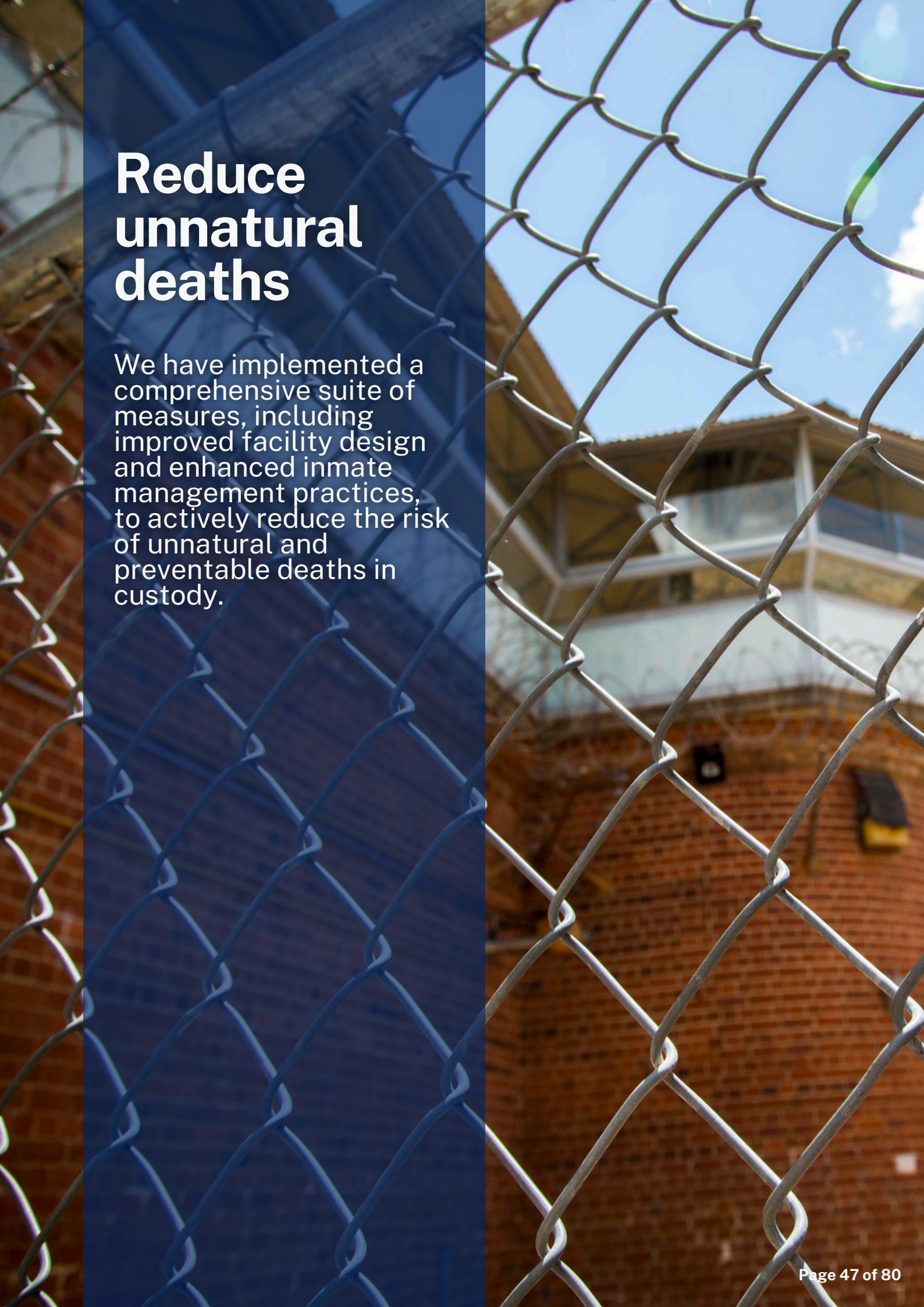
As the Improving Aboriginal Outcomes Trial Project concludes, the initial report presents both quantitative and qualitative insights focused on strengths-based and solution-oriented outcomes for Aboriginal people on supervised orders. The Aboriginal Community Connections Unit and Major Projects Team have collaborated with KOWA, an external Aboriginal evaluation firm, to gather data through staff feedback, service provider interviews, and other sources. The recommendations aim to inform policy development, support CTG Target 10, and embed culturally safe practices across Community Corrections via an Aboriginal lense.

Impact statements

All major projects now incorporate Aboriginal Impact Statements, ensuring Aboriginal voices are heard and considered. These statements help CSNSW assess the potential effects of policies and procedures on Aboriginal offenders and their families.

Cultural Safety Framework

In April 2025, the Aboriginal Strategy Directorate launched the Aboriginal and Torres Strait Islander Cultural Safety Framework. This comprehensive guide supports CSNSW staff in creating culturally safe and inclusive workplaces that respect and integrate diverse perspectives.



Reduce unnatural deaths

We have implemented a comprehensive suite of measures, including improved facility design and enhanced inmate management practices, to actively reduce the risk of unnatural and preventable deaths in custody.

Initiatives to reduce unnatural deaths in custody



Stronger collaboration

We have, and continue to strengthen our communication and coordination with Justice Health to enable timely interventions.

Strategy to prevent and reduce unnatural deaths in custody (SPRUDIC) project

CSNSW developed the SPRUDIC project to produce an innovative evidence based strategic position for CSNSW. The strategy will align policy, procedure and ways of working that will support mental wellbeing for both staff and people in custody and reduce the incidence of self-harm and suicide. A project plan, literature review, jurisdictional scan and staff consultations have occurred to support the CSNSW Suicide Action Plan.

Coordinated oversight

The Coronial and External Oversight Committee coordinates CSNSW's responses to inquests, investigations, inspections, and audits conducted by external oversight bodies. It monitors trends and emerging issues, and provides assurance to the Senior Executive Committee that CSNSW is fulfilling its statutory and reporting obligations to the coroner and relevant oversight agencies.

Safer facilities

Our Anti-Ligature Program is focused on removing ligature points from assessment and high-risk cells across the state. Cells are being refurbished by the Inmate Construction Program, which provides training and employment opportunities for inmates. All cell furniture is manufactured in house, ensuring cost-efficiency and consistency.

Risk Intervention Team (RIT) Review

A review of risk intervention practices has been launched to better understand emerging trends in the management of individuals at risk. Among the 59,000 RIT management plans completed between January 2016 and March 2025, there was a notable overrepresentation of women and people with disabilities. To explore these findings, consultations are underway with staff, stakeholders, and individuals with lived experience. The review will deliver recommendations to strengthen safety and support for those who self-harm and the professionals responsible for their care.

Financial year	Total natural deaths	Total unnatural deaths	Total Unknown cause deaths	Natural deaths (Indigenous)	Unnatural deaths (Indigenous)	Unknown cause deaths (Indigenous)
2021-22	19	12	3	1	4	0
2022-23	7	8	2	2	2	1
2023-24	9	8	3	0	3	1
2024-25	12	6	9	1	5	4

Community participation



Giving back to the community



Community service work provides an opportunity for offenders to repay the community for their crimes through unpaid work.

Community Corrections has partnerships with community, government and non-government organisations to provide community service work opportunities for offenders. These organisations benefit from accessing labour for work that would otherwise be unable to be completed.



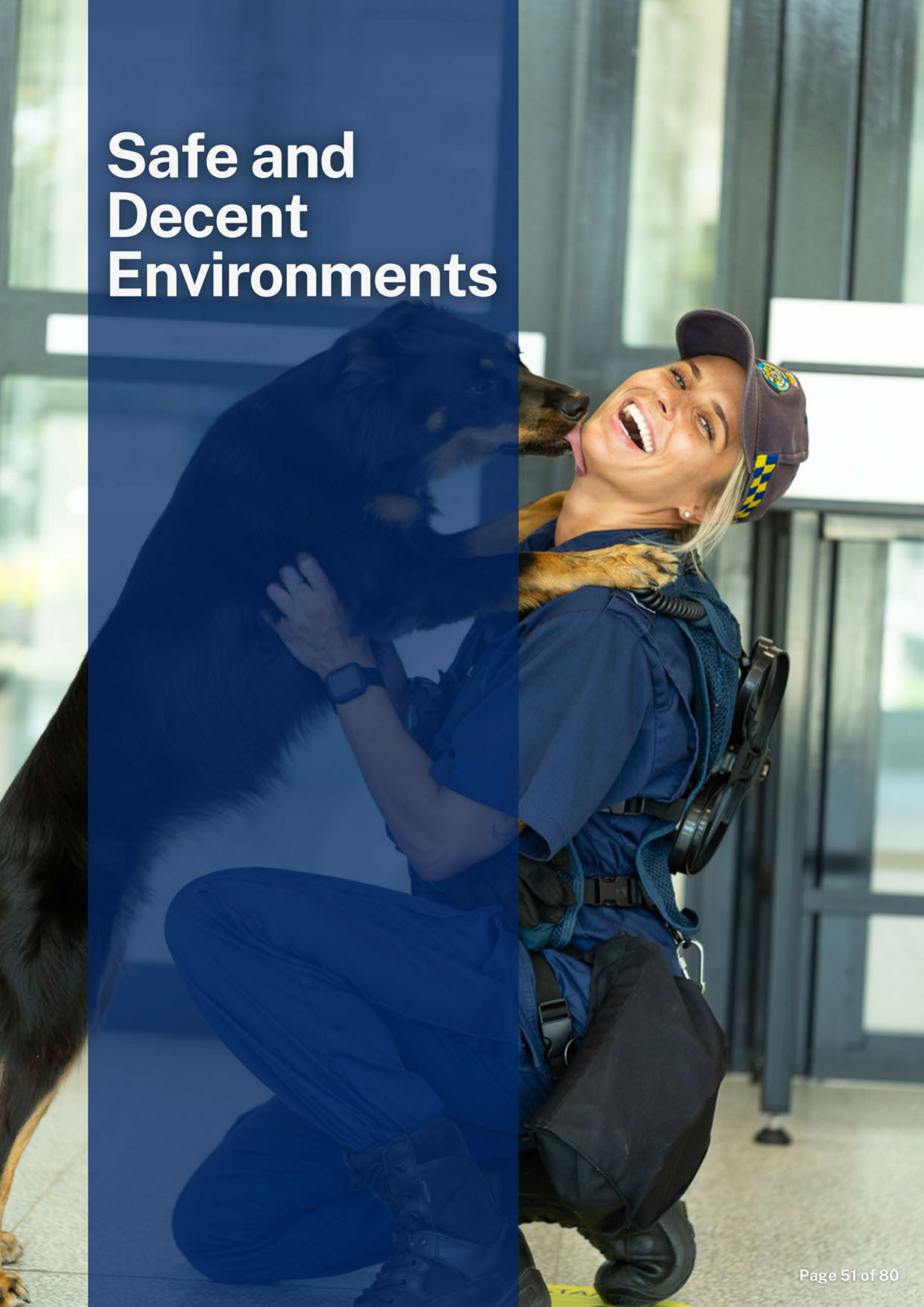
In 2024-25

8,739 offenders contributed to **523,628** hours of community work

They completed work across **404** organisations

28 organisations joined our program this year

Safe and Decent Environments



Increasing safety and security



Body worn cameras

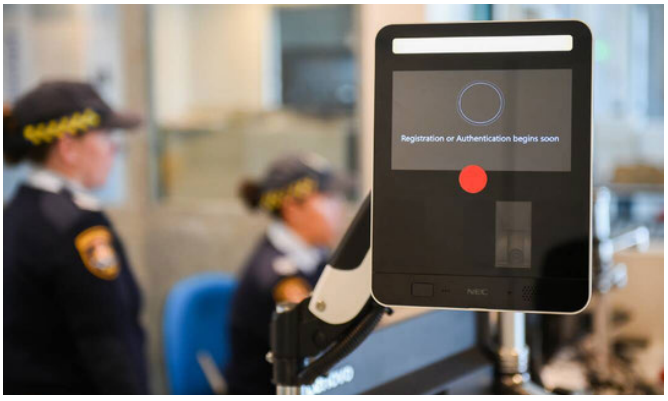
The introduction of body worn cameras has significantly strengthened officer safety, enhanced accountability, and improved evidence management across correctional operations.

2,971
Body worn cameras have been rolled out to our Correctional staff

533,899
videos were captured by body worn cameras in 2024-25

Better Biometrics

The Biometric Replacement Program was launched to replace our ageing biometric system — delivering an Australian correctional industry-first in NSW by deploying 187 devices across 21 correctional centres. The upgrade improved access, accuracy and speed, while addressing rising support costs and operational risks.



The State of the Art System is reliable and user-friendly and will help streamline verifications and movements and add an extra layer of safety to the centres, for staff, inmates and visitors.

The project has been deemed such a success that in late 2025, three new correctional centres will be included in an extension of the upgrade program. This will increase the total number of devices to 200 across 24 centres

Security Operations Group



The Security Operations Group (SOG) is responsible for providing support to Governors and General Managers of correctional centres and facilitating specialised training.

This year, CSNSW opened a new SOG tactical training facility at Francis Greenway Correctional Complex, supporting advanced training in cell extractions, hostage rescue, and K9 operations. SOG Training reforms aligned programs with Registered Training Organisation standards and expanded certified course delivery.

SOG supported increased Visitor Interdiction with NSW Police, the transition of Junee Correctional Centre, Immediate Action Team coordination, and Community Corrections operations.



With 60 dogs across the state, the K9 Unit detects contraband such as drugs, mobile phones and other unauthorised items within correctional facilities all over NSW.



CSNSW has Passive alert Drug Detection Dogs (PADDD), Phone Detection Dogs (PDD) and Multi-Purpose Dogs (MPD). MPD's are trained for their physical presence and to:

- act as a deterrent to potential disturbances or illegal activities
- help locate an escaped inmate
- provide an added layer of security within correctional centres
- protect operational staff from potential threats

In 2024-25, CSNSW had 48 operational dogs and 12 in training. This comprised of:

- 15 MPD's
- 30 PADDD's
- 3 PDD's

Completion of Novice Handler courses in 2024-25 has led to the establishment of teams across the state resulting in:

- 5 MPD's
- 11 PADDD's
- Training of 2 external agencies (ACT Corrections and MTC Corrections Parklea)

Decent environments



Average hours per day inmates are not confined to their cells

Type	2023-24	2024-25	National Average
Open	10.4	10.3	13.1
Secure	7.6	7.3	8.2
Average	*8.3*	*8.0*	9.0

* National average is for 2023-24

CSNSW continues to make every effort to maximise out of cell time for inmates. Unscheduled lock-ins are avoided wherever possible and are only implemented when necessary to ensure the safety of staff and inmates, and to maintain the security of a correctional centre.

Cost per day: community vs custody

	2023-24	2024-25	National Average*
Community	$21.51	$22.59	$29.65
Custody	$316.19	$318.66	$319.37

* National average is for 2023-24

Visits and court appearances in 2024-25

241,700
visits from friends and family

115,719
court appearances

CSNSW recognises the importance of maintaining connections between people in custody and their families, communities, and professional services. The introduction of Offender Tablets across correctional centres reflects this commitment to leverage digital technology to support rehabilitation and wellbeing.

CSNSW actively monitors Audio Visual Link (AVL) usage across the state and has observed a consistent increase in its adoption as the primary method of contact by professionals and service providers. In the 2024 calendar year, there were over 227,000 legal AVL visits and over 122,000 personal video visits. In comparison, in the 2019-2020 financial year there was only 127,000 (100,000 less) legal AVL visits and 25,000 (100,000 less) personal video visits.



4

MANAGEMENT & ACCOUNTABILITY

Our workforce



Total number of CSNSW employees by employment category

Employment category	2024-25
Ongoing	9,903
Temporary	215
Senior Executives*	55**
Casual	435
Others	2
Total	**10,610**

Source: Workforce Profile Report 2024–25.

CSNSW was part of the Department of Communities and Justice in previous years, but it is no longer included in 2024–25. No comparative data has been restated in the annual report to reflect this change.

*In accordance with the Government Sector Employment Act 2013, all Senior Executive employees are now subject to common public service senior executive employment contracts and are covered by the conditions of employment and guidelines for the Senior Executive.
**Senior Executives included for 2024–25 includes 7 non-executive employees who were temporarily receiving an allowance to act as a senior executive.

Number of CSNSW employees by ANZSCO group at workforce census period***

Occupational group by headcount	2024-25
Managers	970
Professionals	1,105
Technicians and Trade Workers	584
Community and Personal Service Workers	6,368
Clerical and Administrative Workers	1,545
Sale Workers	3
Machinery and Operators and Drivers	33
Labourers	2
Total	**10,610**

***Occupational group counts are made using NSW Government standard headcount and ANZSCO groupings reported in accordance with NSW Public Service Commission Workforce Profile specifications. The headcount number is consistent with the methodology used for the NSW Public Sector reported through the annual workforce profile and required under TPG25-10a.

Our workforce



Number of CSNSW Public Service Senior Executives employed in each band

Public Service Senior Executive Band	Female	Male
1 (Director)	31	13
2 (Executive Director/Chief Executive)	3	7
3 (Deputy Secretary)		1
Total	**55***	

Source: Workforce Profile Report 2024–25. This table includes all employees in public service senior executive roles as at census date of 30 June 2025.

Senior Executives for 2024–25 includes non-executive employees who were temporarily receiving an allowance to act as a senior executive.

Average remuneration of Public Service Senior Executives employed in each band

Public Service Senior Executive Band	2024-25	
	Average remuneration ($)	Range ($)
1 (Director)	232,287	201,350-287,200
2 (Executive Director/Chief Executive)	319,934	287,201-361,300
3 (Deputy Secretary)	509,249	361,301-509,250

Source: Workforce Profile Report 2024–25.

Workforce diversity



Workforce diversity statistics*

Workforce diversity group	Benchmark/ target (%)	2024-25 Revised %
Trends in the representation of workforce diversity groups (% of total staff)**		
Women	50	45.9
Aboriginal people	3.3	4.6
People whose first language spoken as a child was not English	23.2	11.6
People with a disability	5.6	3.5
People with a disability requiring work-related adjustment	N/A	1.2
Trends in the distribution of workforce diversity groups (Distribution Index)***		
Women	100	106
Aboriginal people	100	110
People whose first language spoken as a child was not English	100	111
People with a disability	100	114
People with a disability requiring work-related adjustment	100	118

Source: NSW Public Service Commission Workforce Profile — Diversity Data 2025.

* Based on staff numbers as at 30 June 2025.
** Excludes casual staff.
*** 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.

The distribution index data is based on the data submitted to the Premiers department. These distribution numbers are therefore misstated.

Data quality issues were identified in the CSNSW diversity data post submission to the Premiers Department. The numbers provided in this Annual Report account for a revision of the previously submitted diversity data. The numbers that will be published in the Premiers Department report will be different to the CSNSW Annual Report and are listed below as a reference.

Aboriginal people 2.3%; People whose first language spoken as a child was not English 5.2%; People with disability 2.3%; People with disability requiring work-related adjustment 0.9%.

CSNSW's response rate to diversity survey questions is less than 65% and therefore, results shown above are actual and not estimates.

Workforce diversity



Achievements in 2024-25

CSNSW and DCJ continued to deliver initiatives and programs under the DCJ Inclusion Strategy 2021–2025 (the strategy) to improve employment and inclusion outcomes for people from diverse backgrounds, including women, Aboriginal people, people with disability, culturally and linguistically diverse people (CALD), LGBTQIA+ people, mature workers, people with carers' responsibilities, and young people.

Under the strategy, there is a particular focus on the representation of women and Aboriginal people in senior leadership, and overall disability employment. The strategy also includes specific metrics around representation; succession pipeline progress and PMES employee engagement scores.

CSNSW remains committed to the broader goals outlined in the strategy, including fostering consistent workplace experiences of support and inclusion for all employees. This will be achieved by continuing to build inclusive leadership capability, strengthening employee networks, and providing targeted development opportunities to ensure equal career progression for everyone.

One of the most significant achievements for both DCJ and CSNSW was being recognised for their leadership in championing inclusion and accessibility at the Australian Disability Network's (ADN) 25th annual Disability Confidence Awards held in May 2025. Together with DCJ, CSNSW secured the top ranking among 37 state government and territory sector organisations on ADN's Disability Access and Inclusion Index. When compared with the 44 public and private sector organisations participating in the awards, the agencies together placed second overall.

Initiatives for the attraction, development and retention of specific cohorts

Aboriginal people

In 2024-25 the PMES employee engagement score for Aboriginal employees was 50 in comparison to 54 for all employees, a decrease from the 2023-24 score of 54.

CSNSW continued to implement initiatives and programs from the Aboriginal Employment Strategy 2021–2025 (AES) to increase the representation of Aboriginal employees across all divisions, salary bands and work locations, improve their career development and retention, and build a culturally capable and inclusive workforce.

To support attraction and recruitment CSNSW and DCJ together have:

- demonstrated a strong presence at the 2024 annual NSW Aboriginal Rugby League, Koori Knockout, successfully using this involvement to fill school-based, full-time (adult) traineeships and career pathways programs.
- launched the Aboriginal School Based traineeship program in 2022 and the Aboriginal Full Time traineeship program in 2024. To date, 47 school-based and 44 full-time trainees have been employed in each program across DCJ and CSNSW, with a further 6 jobseekers completing the Yuranha (grow) pre-employment program.

Workforce diversity



To support career and leadership development, CSNSW and DCJ have launched the Aboriginal Cultural Development and Learning Strategy which aims to improve cultural safety for Aboriginal employees and contribute to transforming service delivery for clients.

Programs and Initiatives Under the Aboriginal Cultural Development and Learning Strategy:

- Mandatory Cultural Awareness eLearn: Delivered through the NSW Public Service Commission's Everyone's Business Cultural Learning Journey. Since August 2023, 11,068 CSNSW employees have completed this training.
- DCJ Cultural Confidence Program: A foundational program designed to turn meaningful conversations into action with tailored content for DCJ workplaces. In 2024–25, 241 CSNSW employees participated.
- DCJ Executive Cultural Intelligence Program: Builds cultural intelligence among DCJ leaders as a key driver of organisational transformation. Since 2023, 21 CSNSW senior executives have completed the program, with a goal for all DCJ senior executives to finish by 2027.

To support inclusion and retention:

- CSNSW employees are encouraged to participate in the Indigenous Employee Network.
- Significant events such as Sorry Day, Children's Day, and NAIDOC Week are acknowledged and celebrated across CSNSW.
- Regular Yarning Circles provide culturally safe spaces for Aboriginal and non-Aboriginal employees to share, engage in truth-telling, and collaborate on problem-solving. These circles strengthen connections and ensure Aboriginal voices are heard and included.

People with disability

The NSW Disability Inclusion Act 2014 formalises NSW's commitment to the United Nations Convention on the Rights of Persons with Disabilities and requires the creation of two different types of plans: the NSW Disability Inclusion Plan and, for public authorities (government departments, local councils and certain other agencies), individual Disability Inclusion Action Plans (DIAP).
DCJ is responsible for the DIAP which covers CSNSW. CSNSW, with DCJ reports to the Minister for Disability Inclusion annually on the implementation of the DIAP, including actions to support the employment of people with disability.

CSNSW is working towards the Government's election commitment of 5.6% of NSW Government employees identifying as having disability.

In attraction and recruitment, CSNSW has:

- Continued to participate in the Australian Disability Network (ADN) 'Stepping Into' Internship Program, offering an intern placement in 2024-25.
- In partnership with DCJ, maintained ADN Disability Confident Recruiter status.

CSNSW has made the Disability Confident (for Managers) course available. The course provides career and leadership development, supporting managers in upholding the principles of the DCJ DIAP.

To support inclusion and retention, CSNSW has:

- Continued to provide the Workplace Adjustment Passport. This ranges from assistive technology or equipment to flexible work arrangements, and access or amendments to buildings and facilities.

Workforce diversity



- Continued to support the Disability Employment Network to improve attitudes and awareness of disability across the department. The network is consulted on plans, policies and procedures that impact the recruitment, retention and career development of employees with disability.
- Continued the DCJ Accessibility Community of Practice, a staff network connecting colleagues interested in accessibility to build skills, collaborate, generate ideas, solve problems, and support each other to deliver accessible communications.

LGBTQIA+

CSNSW actively monitors the employee engagement scores for LGBTQIA+ employees through the annual PMES. In 2024-25, the overall engagement score for LGBTQIA+ employees was 51, down from 58 in 2023-24. This score is lower than the 54 score for all CSNSW employees.

CSNSW staff are supported to participate in the DCJ Pride Network. The DCJ Pride Network's vision is for an inclusive workplace free of discrimination in all forms to inspire engagement and equality.

DCJ Pride established the DCJ Pride Awards. The DCJ Pride Awards recognise the achievements and dedication of LGBTIQA+ employees and those who champion LGBTIQA+ inclusion and initiatives.

Culturally and linguistically diverse (CALD)

CSNSW workforce data shows that in 2024–25, 11.6 per cent of CSNSW employees shared that their first language spoken as a child was not English.

In 2024-25, CSNSW participated in DCJ's Refugee and Humanitarian Employment Program which creates meaningful employment opportunities for individuals on refugee or humanitarian class visas as they rebuild their lives in Australia.

Government agencies are required to develop and implement a multicultural plan and to report annually on the initiatives plan. CSNSW is part of the DCJ Multicultural Plan 2025-2028 which will provide a framework that articulates key strategies for moving forward and will align with the NSW Multicultural principles set out in Multicultural NSW Act 2000.

Women

In 2024-25, 38% of all senior leadership roles were held by women. CSNSW actively monitors employee engagement scores for CSNSW women through the annual PMES.

The overall employee engagement score for women was 59, down from the previous year, and in line with a general decline in scores across CSNSW. The score for women remains higher than the score for all CSNSW employees at 54.

CSNSW undertook the following initiatives to maintain a strong pipeline of future women leaders:

- Launched in 2025, the DCJ Gender Equality Action Plan- 2025-2028 sets out a plan to advance gender equality within our workforce and through the work we deliver for our communities, is structured around three key pillars: our leaders, our people, and our work.
- Continued support for key staff networks, including our Women in Communities and Justice Network (WiCJ), the Carers' Network and the SAGE network. The WiCJ Network is the largest of the employee Diversity Networks and counts members and allies from DCJ, as well as 10 agencies across the DCJ Portfolio.

Aspirations for workforce diversity

Our key priorities for 2025-26

Aboriginal people

CSNSW and DCJ will continue to work closely to progress our AES Implementation Plan and deliver key Aboriginal employment programs, including the DCJ Aboriginal Traineeship and School-based Traineeship programs.

Our commitment to workforce development will be supported through initiatives such as the Yindyamarra Mentoring Program, the Dyiramalaang Talent Pipeline, and partnerships with TAFE NSW and other Registered Training Organisations to provide career development, and leadership training for Aboriginal employees. Additionally, we will maintain our focus on cultural safety through the DCJ Cultural Development and Learning Strategy and monitor progress against Aboriginal employment targets and PMES engagement scores.

People with disability

We will continue to advance disability employment priorities through the DIAP and Inclusion Strategy, focusing on meaningful employment outcomes and monitoring progress against employment targets and PMES engagement scores.

Key initiatives include delivering the 'Stepping Into' Internship Program in partnership with ADN, implementing recommendations from the 2024–25 Access and Inclusion Index, and providing career development opportunities for employees with disability. To strengthen inclusion across the organisation, we will also update and promote Disability Awareness e-learning modules to enhance understanding and capability in supporting and managing people with disability.

LGBTQIA+

We will continue promoting the Workplace Gender Affirmation Policy and accompanying guide to support employees affirming their gender in the workplace. Resources within the LGBTQIA+ Inclusion channel will be expanded through the DCJ Learning Management System to strengthen awareness and capability. CSNSW will also provide ongoing support to Pride Network members to lead activities that promote inclusion, including Mardi Gras events, Pride Month, and other significant days for LGBTQIA+ communities. In addition, we will continue to back Pride Network members in hosting the annual DCJ Pride Awards, recognising the achievements of LGBTQIA+ employees and those championing inclusion initiatives across the organisation.

Women

We will deliver on the commitments outlined in the Gender Equality Action Plan, ensuring progress towards a more inclusive and equitable workplace. This includes continuing to support and grow membership of relevant employee networks and monitoring engagement for women through the PMES to identify opportunities for improvement and action.

Culturally and Linguistically diverse

We will continue strengthening workforce diversity and inclusion by participating in the Multicultural NSW Refugee Employment Champions Group. We will also promote the CLAS Guidelines and Procedures to encourage greater participation from employees of CALD backgrounds in the scheme. In addition, we will deliver the DCJ Multicultural Competence learning program to support CSNSW employees in building their capability to work effectively with culturally diverse clients and colleagues.

Machinery of Government Changes



Machinery of Government (MoG) changes are formally set out in Administrative Arrangements Orders, which are prepared by the Premier's Department under direction from the Premier and issued as legislative instruments under the Constitution Act 1902. The Administrative Arrangements Orders relevant to the 2024–25 financial year were announced on 16 August 2024, Administrative Arrangements (Administrative Changes — CSNSW) Order 2024, effective from 1 October 2024.

Under the MOG changes:

- CSNSW is established as a Public Service agency
- The CSNSW branch of DCJ, other than the Professional Standards and Investigations division of the branch, is transferred to CSNSW

A key structural change is that the Commissioner, CSNSW now serves as the head of the agency and reports directly to the Minister for Corrections. This aligns CSNSW with other emergency service agencies such as Fire and Rescue NSW and the NSW State Emergency Service.

This MoG change was part of broader efforts to raise standards and improve outcomes following the Special Commission of Inquiry. The change also strengthens CSNSW's role as a frontline public service agency in NSW.

While CSNSW gains greater autonomy, DCJ continues to provide corporate and specialised support services — These include:

- Human resources, industrial relations and workforce strategy
- Infrastructure and assets
- Information and digital services
- Finance and procurement
- Shared services and customer experience
- Communications
- Governance, risk, audit and compliance
- Law reform and legal services
- Ministerial and Parliamentary services
- Policy reform and legislation
- And other services including the public report of custodial statistics

This increased independence has enabled CSNSW to deliver more targeted frontline outcomes and adopt a service model that better reflects its operational needs.

To support the transition, a MoG Working Group and Steering Committee were established to manage the process and ensure continuity.

CSNSW and DCJ continue to work together as part of ongoing interagency engagement.

Our response to the Special Commission of Inquiry



In August 2024, in its response to the Special Commission of Inquiry the NSW Government accepted or accepted in principle all 31 of the associated recommendations.

It has also committed $30 million over four years to implement priority initiatives in response to key issues raised in the SCOI report, including:

- Installation of additional Closed-Circuit Television (CCTV) cameras to enhance inmate safety at Dillwynia Correctional Centre.
- Retention of CCTV footage for 90 days in all correctional centres statewide so it can be reviewed when needed.
- Establishment of an external women's advocacy service to ensure the voice of female inmates is heard.
- Creation of additional K9 teams to increase contraband detection and protect inmates from staff coercion and manipulation.
- Employment of more staff to improve the misconduct management process.
- Delivery of training to CSNSW staff who work in female centres.
- Building improvements to soundproof Audio Visual Link suites in priority locations to ensure privacy when making calls.

We have fully implemented 9 key recommendations

Background checks are now required for all Intelligence Officer roles.

Disciplinary outcomes are recorded on staff personnel files to ensure transparency.

Professional Standards and Investigations continues to be managed by DCJ and reports directly to a Deputy Commissioner or equivalent senior officer.

The misconduct reporting form is now easily accessible from the CSNSW intranet homepage.

A dedicated **Sexual Misconduct Reporting** Line has been established.

New recruits receive training on how to raise complaints safely and appropriately.

Guidelines have been introduced to protect **privileged and confidential communications.**

Clear information is provided to explain which offender phone calls are not monitored under the Offender Telephone System.

A standalone Governor has been appointed at Dillwynia Correctional Centre to strengthen oversight.