

Adult Parole Board of Victoria 2010-2011 Annual Report



Performing an Important Role in Managing a Key Component of the Victorian Criminal Justice System for more than 50 years



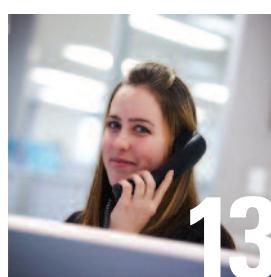
Adult Parole Board of Victoria

2010-2011 Annual Report

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About Our Annual Report

The Annual Report is the major publication produced by the Board. It complies with the requirements of the *Corrections Act 1986* and is used to inform Parliament, Government, criminal justice agencies, the media, students and members of the community about the Board's activities and achievements.

As well as discharging our statutory responsibilities, the Annual Report is an opportunity to explain the work of the Board and to showcase our staff in their daily work environment. We print and distribute 500 copies each year and, once tabled in Parliament, the Annual Report is available from our website at www.justice.vic.gov.au/paroleboard.

Letter to the Minister

Thursday, 28 July 2011

The Hon. Andrew McIntosh MP
Minister for Corrections
Level 26, 121 Exhibition Street
Melbourne VIC 3000

Dear Minister

In accordance with the requirements of s72(1) of the *Corrections Act 1986*, we are pleased to present this Annual Report of the performance and operations of the Adult Parole Board of Victoria for the twelve months from 1 July 2010 to 30 June 2011.

Yours sincerely

A handwritten signature in black ink.

The Hon. Justice Simon Whelan
Chairperson
28 July 2011

A handwritten signature in black ink.

David Provan
General Manager
28 July 2011

Profile

Vision

The Board's vision is to make the State of Victoria a safer place in which to live for all its citizens.

Mission

The Board's mission is to manage the appropriate release of offenders on parole, home detention orders, and in relation to detention and supervision orders, for the benefit of the Victorian community. The Board aims to make risk assessments that are rigorous, fair and timely.

Our Objectives

Our objectives are to:

- » fulfil our statutory obligations under the *Corrections Act 1986*, *Corrections and Sentencing Acts (Home Detention) Act 2003*, *Children, Youth and Families Act 2005* and regulations, *Serious Sex Offender Monitoring Act 2005* and the *Serious Sex Offenders (Detention and Supervision) Act 2009*, efficiently and effectively and in the best interests of the community
- » make independent and appropriate decisions regarding the release of offenders on supervised conditional release or home detention orders and in relation to those subject to a detention order, supervision order or extended supervision order
- » make appropriate orders relating to cancelling parole or revoking home detention orders and returning offenders to prison custody
- » ensure that offenders are properly prepared to reintegrate into the community
- » maintain a program of continuous improvement including the ongoing review of management practices and strategic plans
- » develop and sustain an organisational culture of excellence through best practice human resource management
- » develop a flexible, responsive and skilled administrative staff by providing a safe, challenging and team-oriented work environment, and professional development opportunities
- » maintain the efficient, effective and responsible management and control of the Board's finances and ensure public accountability
- » promote the accessibility and efficiency of the Board by increasing stakeholder awareness of its functions and powers.

Definitions

Throughout this report, unless otherwise specified, references to:

- » 'the Act', or sections 'of the Act', are references to the *Corrections Act 1986*
- » 'the Board' is a reference to the Adult Parole Board of Victoria
- » 'Corella Place' is a reference to the Corrections Victoria transitional residential facility located near Ararat for offenders subject to supervision orders and who are without suitable accommodation in the Victorian community
- » 'CCO' is a reference to a Community Corrections Officer
- » 'CCS' is a reference to Community Correctional Services, a Division of Corrections Victoria
- » 'the Department' is a reference to the Victorian Department of Justice
- » 'the Division' is a reference to the Detention and Supervision Order Division of the Board
- » 'ESO' is a reference to an Extended Supervision Order
- » 'PPC' is a reference to the Parole Practice Committee
- » 'SO' is a reference to a Supervision Order
- » 'SSOMA' is a reference to the *Serious Sex Offenders Monitoring Act 2005*
- » 'SSO(DS)A' is a reference to the *Serious Sex Offenders (Detention and Supervision) Act 2009*

Who We Are

The Board was established in 1957 after the Victorian Parliament passed the *Penal Reform Act* 1956. The Board replaced the Indeterminate Sentences Board which had been in operation since 1908.

The concept and development of the operation of the adult parole system in Victoria was initiated by the Inspector-General of Penal Establishments, Mr Alexander Whatmore and The Honourable Sir Justice John Barry, Judge of the Supreme Court of Victoria.

Notices appearing in the Victorian Government Gazette during June and July 1957 heralded a new era for the parole system. The Penal Reform legislation received Royal Assent in May 1956 and came into operation on 1 July 1957 by virtue of a proclamation dated 25 June 1957.

The first meeting of the Board was held on 3 July 1957 at the Office of the Director of Penal Services, Old Treasury Building, Spring Street, Melbourne.

The Detention and Supervision Order Division of the Board was established under the *Serious Sex Offenders (Detention and Supervision) Act 2009* (SSO(DS)A) and the *Corrections Act* 1986, and conducted its first official sitting day on 15 March 2010.

In addition to undertaking hearings for supervision and detention orders made under the SSO(DS)A, the Division also considers matters relating to Extended Supervision Orders under the *Serious Sex Offenders Monitoring Act 2005* (SSOMA) and other sex offenders in the Victorian correctional system who are either serving parole or are in custody and eligible for parole.

What We Do

As an independent statutory body, the Board is established under the *Corrections Act* 1986. The Board has jurisdiction over the following offender groups:

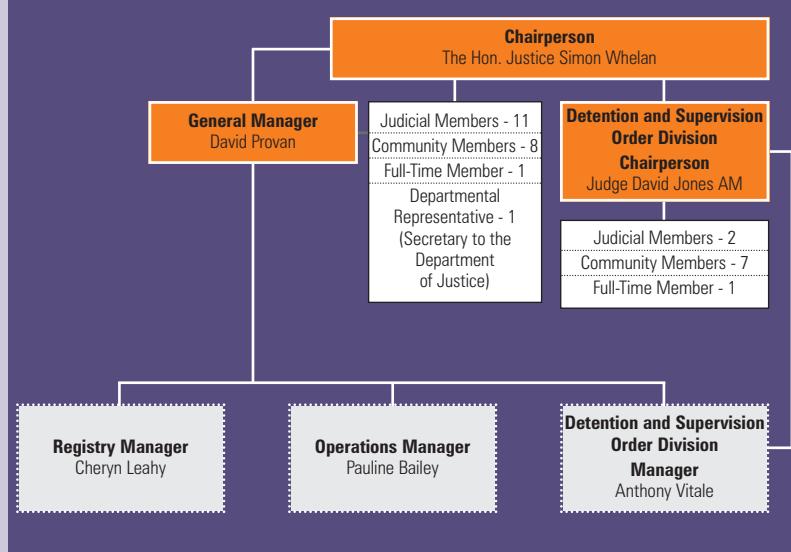
- » offenders for whom a court has ordered a prison sentence where a non-parole period applies
 - » young persons transferred to prison from a youth justice centre under part 5.6 of the *Children, Youth and Families Act* 2005 and regulations.
- In addition, the Board has jurisdiction:
- » to grant a home detention order, under the provisions of the *Corrections and Sentencing Acts (Home Detention) Act* 2003
 - » pursuant to the *Serious Sex Offender Monitoring Act* 2005, to determine appropriate instructions and directions (special conditions) in respect of an extended supervision order and to supervise offenders who are subject to such an order
 - » to supervise and monitor those subject to a detention or supervision order pursuant to the *Serious Sex Offender (Detention and Supervision) Act* 2009.

How We Do It

The Board provides a framework that enables offenders to undertake a step-by-step re-entry into the community. When deciding whether to release an offender on parole or home detention, the Board considers the interests of the community, the rights of the victim, the intentions of the sentencing authority and the needs of the offender.

Preparing offenders for release on parole or a home detention order begins as soon as they enter the prison system. The Board meets with offenders at a relatively early stage during their sentences. These meetings ensure that offenders undertake appropriate programs designed to assist them to re-enter society successfully. On a more regular basis, the Board interviews some offenders who have been convicted of serious offences. The Board needs to be satisfied that such offenders are well equipped to be reintegrated into the community on release. Through regular interviews, the Board can monitor their progress for an appropriate period prior to release on parole or home detention.

Adult Parole Board of Victoria



Highlights 2010-11

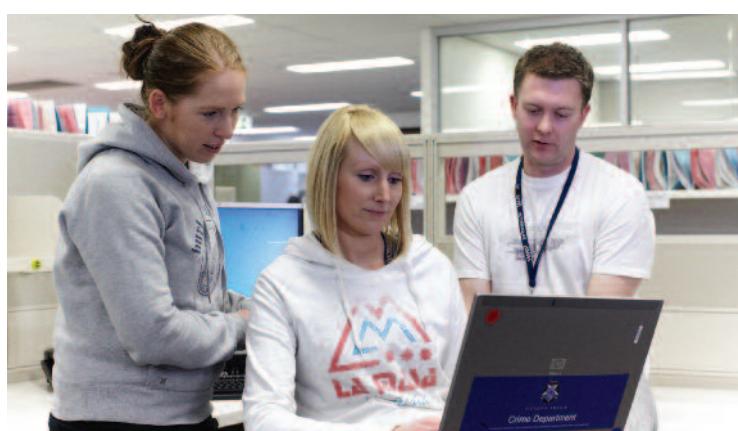
- » During 2010-11, the Board considered 8,963 cases, an increase of 123 over the previous year.
- » The Division of the Board dealing with sex offenders successfully completed its first full year of operation.
- » The Victoria Police Operation ROPE (Recidivist Offenders Parole Enforcement) program commenced on 1 July 2008. Staff of Operation ROPE are responsible for executing the warrants of apprehension that are issued by the Board. During 2010-11, Victoria Police and Operations ROPE staff executed 346 warrants of apprehension.
- » Established Memoranda of Understanding with the Sex Offender Management Branch, Corrections Victoria and the Justice Health Unit of the Victorian Department of Justice and reviewed the Memorandum of Understanding with Victoria Police – Melbourne North.
- » The Board's management team continued to produce a quarterly Members' Newsletter to keep all members informed of key issues and important information that arise between the regular Members' Meetings.
- » In the interest of the health and wellbeing of the Board's staff, the debriefing program facilitated by a clinical psychologist was maintained during 2010-11.
- » On 6 July 2010, Justice Curtain was reappointed as a Judicial Member for a three-year period from 25 September 2010 to 24 September 2013.
- » On 22 March 2011, Justice Teague AO was reappointed as a Judicial Member for a three-year period from 25 March 2011 to 24 March 2014.
- » On 6 July 2010, Michael Hepworth was reappointed as the Board's Full-Time Member for a three-year period from 18 September 2010 to 17 September 2013.
- » On 6 July 2010, Jim Berg was reappointed as a Community Member for a three-year period from 17 October 2010 to 16 October 2013.
- » The Detention and Supervision Order Division gained two new Members with the appointment of Dr Kerry Jones and Ms Janet Farrow.
- » The Board operated within its budget allocation for the 2010-11 period.
- » Professional development meetings for all members were held on 23 July 2010 and 8 April 2011. Guest speakers delivered short presentations at these meetings.
- » Justice Whelan, Michael Hepworth and the Board's management team attended a meeting of parole authorities in Rotorua, New Zealand between 27 and 29 October 2010.
- » The Board's 2009-10 Annual Report received a bronze award for 'reporting excellence' at the Australasian Reporting Awards night on 9 June 2011.
- » Nineteen presentations were delivered about the work of the Board to various organisations and community groups.
- » The Board's management team introduced a service to all prisons during 2011 by attending peer educator/supporters meetings and facilitating information sessions about the work of the Board.
- » During 2010-11, 69 visitors attended meetings to observe the work of the Board.

Fast Facts

	2010-11	2009-10	Change (%)
Prisoners in custody (at 30 June)	4,737	4,537	4.4 ▲
Prisoners eligible for parole (at 30 June)	3,230	3,088	4.6 ▲
Parole orders made	1,792	1,669	7.4 ▲
Parole orders completed successfully	1,132	1,064	6.4 ▲
Parole orders cancelled	530	539	1.7 ▼
Parole orders denied	201	194	3.6 ▲
Submissions from victims	69	51	35.3 ▲
Home detention orders made by the Board	78	87	10.3 ▼
Home detention orders made by the courts	14	10	40 ▲
Home detention orders revoked	6	3	100 ▲
Interim supervision orders made by the Supreme and County Courts	5	6	16.7 ▼
Supervision orders made by the Supreme and County Courts	31	7	342.9 ▲
Parole orders transferred from Victoria	19	27	29.6 ▼
Parole orders transferred to Victoria	49	29	69 ▲

Financial Summary

	2010-11	2009-10	Change (%)
Budget	\$2,777,400	\$2,523,200	10.1 ▲
Expenditure	\$2,666,624	\$2,441,321	9.2 ▲
Surplus	\$110,776	\$81,879	35.3 ▲



Victoria Police ROPE (from l to r): Senior Constable Bethany Shea, Detective Senior Constable Sonia MacDonald and Detective Senior Constable Ben Watson

Year at a Glance

	2010-11	2009-10	2008-09	2007-08	2006-07	% change between 2009-10 and 2010-11
Case Management						
Total cases considered	8,963	8,840	8,605	8,520	8,529	1.4
Total (Board and DSOD) meeting days	166	148	129	123	129	12.2
Meetings at prisons	55	53	50	51	53	3.8
Prisoners in custody (at 30 June)	4,737	4,537	4,350	4,223	4,183	4.4
Prisoners eligible for parole (at 30 June)	3,230	3,088	2,937	2,852	2,755	4.6
Prisoners interviewed at prison	1,671	1,659	1,489	1,606	1,700	0.7
Parole orders made	1,792	1,669	1,656	1,601	1,526	7.4
Parole orders completed successfully	1,132	1,064	1,094	1,010	962	6.4
Parole orders denied	201	194	190	186	194	3.6
Submissions from victims	69	51	51	77	49	35.3
Cancellation of Orders						
Parole orders breached	1,059	989	973	887	903	7.1
Parole orders cancelled	530	539	489	435	520	(1.7)
Reason for cancelling parole orders due to:						
• failure to comply with conditions of parole	429	388	357	324	335	10.6
• further conviction and sentence	101	151	132	111	185	(33.1)
Length of parole served prior to cancellation:						
• day of release to less than three months	210	191	179	163	159	9.9
• three to less than six months	124	128	108	93	120	(3.1)
• six to less than 12 months	105	120	106	84	116	(12.5)
• 12 months or more	91	100	96	95	125	(9.0)
Breaches not resulting in cancellation	529	450	484	452	383	17.6
Warnings issued relating to breaches not resulting in cancellation by:						
• Board	121	126	146	148	107	(4.0)
• Community Correctional Services staff	392	297	310	278	187	32.0
• letter from the Board	7	20	12	24	49	(65.0)
Cases where no further action was taken by Board relating to breaches not resulting in cancellation	9	7	16	2	40	28.6
Home Detention Orders						
Home detention applications received	348	409	311	292	295	(14.9)
Home detention orders made by the Board	78	87	83	63	47	(10.3)
Home detention orders made by the courts	14	10	18	21	42	40
Home detention orders revoked	6	3	10	4	9	100

	2010-11	2009-10	2008-09	2007-08	2006-07	% change between 2009-10 and 2010-11
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Extended Supervision Orders

Instructions and directions imposed	0	30	22	7	7	-
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Detention and Supervision Orders

Detention orders made by the Supreme Court	0	0	-	-	-	-
Interim supervision orders made by the Supreme and County Courts	5	6	-	-	-	16.7
Supervision orders made by the Supreme and County Courts	31	7	-	-	-	342.9

Youth Transfers

Transfers from Prison to a Youth Justice Centre	2	6	4	2	2	(66.6)
Transfers from a Youth Justice Centre to Prison	16	39	14	20	13	(59)

Interstate Transfers

Parole orders transferred from Victoria	19	27	27	19	47	(29.6)
Parole orders transferred to Victoria	49	29	30	25	24	69.0

Members of the Board

Judicial members	12	12	12	11	11	-
Full-time members	1	1	1	1	1	-
Community members	8	8	8	7	9	-
Departmental representatives	1	1	1	1	1	-
Total members	22	22	22	20	22	-

Staff of the Board

Total employees	21	22	18	16	15	(4.5)
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Financial Management

Year	2010-11	2009-10	2008-09	2007-08	2006-07
	\$	\$	\$	\$	\$
Budget	2,777,400	2,523,200	2,171,000	1,805,200	1,690,200
Expenditure	2,666,624	2,441,321	2,232,135	1,895,234	1,653,785

Parole Orders Caseload – 2006-07 to 2010-11

	Orders Made	Orders Breached	Orders Cancelled	Orders Denied	Orders Completed
2006-07	1,526	903	520	194	962
2007-08	1,601	887	435	186	1,010
2008-09	1,656	973	489	190	1,094
2009-10	1,669	989	539	194	1,064
2010-11	1,792	1,059	530	201	1,132

Business Plan Overview

The Board's Business Plan builds on our previous achievements and charts a course for the future. The 2010-11 plan was prepared to identify project initiatives and key priorities to achieve the Board's objectives. In addition, the plan aims to promote a performance-driven culture at the Board and to provide a platform for pursuing continuous improvement at every opportunity.

Objectives	What We Achieved
Fulfil our statutory obligations under the <i>Corrections Act 1986</i> , <i>Corrections and Sentencing Acts (Home Detention) Act 2003</i> , <i>Children, Youth and Families Act 2005</i> and regulations, <i>Serious Sex Offender Monitoring Act 2005</i> and the <i>Serious Sex Offenders (Detention and Supervision) Act 2009</i> , efficiently and effectively and in the best interests of the community.	<ul style="list-style-type: none">» Conducted 8,963 hearings (8,840 in 2009-10).» Conducted 166 meetings (148 in 2009-10). Fifty-five meetings were held at various Victorian prisons where the Board interviewed 1,671 offenders and 111 meetings were held at the Board's office, Community Correctional Services locations and at the Thomas Embeling Hospital.» The Detention and Supervision Order Division (the Division) convened a total of 88 times during the 2010-11 period.» The Division was responsible for the administration of 67 post-sentence orders.
Make independent and appropriate decisions regarding the release of offenders on supervised conditional release or home detention orders and in relation to those subject to a detention order, supervision order or extended supervision order.	<ul style="list-style-type: none">» Made 1,792 orders that offenders be released on supervised conditional release (1,669 in 2009-10).» Made 78 home detention orders (87 in 2009-10).» Thirty-six supervision orders were made under the <i>Serious Sex Offenders (Detention and Supervision) Act 2009</i> (13 in 2009-10).
Make appropriate orders relating to cancelling parole or revoking home detention orders and returning offenders to prison custody.	<ul style="list-style-type: none">» Cancelled 530 parole orders (539 in 2009-10).» Revoked six home detention orders (3 in 2009-10).» Victoria Police and Operations ROPE staff executed 346 warrants of apprehension.
Ensure that offenders are properly prepared to reintegrate into the community.	<ul style="list-style-type: none">» Continued to provide a case management function for parolees by interviewing prisoners early in their sentences to identify rehabilitation objectives before being considered for parole.» Conducted regular interviews with prisoners and obtained reports so that the Board could monitor their progress for an appropriate period prior to release on parole.» The management team introduced a service to all prisons during 2011 by attending peer educator/supporters meetings and facilitating information sessions about the work of the Board.
Maintain a program of continuous improvement including the ongoing review of management practices and strategic plans.	<ul style="list-style-type: none">» Introduced the Board's 2010-11 business plan covering a range of projects designed to improve the Board's operations.» Reviewed and rewrote the Board's Secretariat Manual.» Commenced a feasibility study to investigate the use of tablet technologies to manage the Board's meeting papers.» Monash University conducted research involving a retrospective archival analysis of case files from 150 violent offenders serving a term of imprisonment. The results of the research will be finalised in early 2012.» The Board's 2009-10 Annual Report received a bronze award for 'reporting excellence' at the Australasian Reporting Awards night on 9 June 2011.» Conducted regular planning meetings with Registry, Operations and Division staff.» Increased staff involvement in strategic projects as leaders or working party members.» Identified opportunities to streamline business practices and procedures.» Implemented quality assurance procedures.» Responded to all incoming correspondence within 14 days of receipt.» Established Memoranda of Understanding with the Sex Offender Management Branch, Corrections Victoria and the Justice Health Unit of the Victorian Department of Justice and reviewed the Memorandum of Understanding with Victoria Police – Melbourne North.

Objectives	What We Achieved
Develop and sustain an organisational culture of excellence through best practice human resource management.	<ul style="list-style-type: none"> » Conducted regular debriefing sessions with staff. » In the interest of the health and wellbeing of the Board's staff, the debriefing program facilitated by a clinical psychologist was maintained during 2010-11. » Members' Meetings were held on 23 July 2010 and 8 April 2011. » The Board's management team continued to produce a quarterly Members' Newsletter to keep all members informed of key issues and important information that arise between the regular Members' Meetings. » Justice Whelan, Michael Hepworth and the Board's management team attended a meeting of parole authorities in Rotorua, New Zealand between 27 and 29 October 2010.
Develop a flexible, responsive and skilled administrative staff by providing a safe, challenging and team-oriented work environment and professional development opportunities.	<ul style="list-style-type: none"> » Prepared detailed staff <i>Performance Development Plans</i> for 2010-11. » Conducted formal feedback and review meetings every six months. » Regular supervision sessions were conducted with Secretariat staff. » Staff participated in professional development opportunities designed to enhance service quality. » Provided higher-duties assignments for staff.
Maintain efficient, effective and responsible management and control of the Board's finances and ensure public accountability.	<ul style="list-style-type: none"> » The Board operated within its budget allocation for the 2010-11 financial year. » Maintained efficient, effective and responsible management and control over the Board's finances, and ensured public accountability by regularly reviewing the expenditure. » Reviewed compliance requirements with respect to personal expenses.
Promote the accessibility and efficiency of the Board by increasing awareness of its functions and powers.	<ul style="list-style-type: none"> » Delivered 19 presentations about the work of the Board to organisations and community groups. » Maintained an active 'observers program'. During 2010-11, 69 visitors attended meetings to observe the work of the Board.

Chairperson's Message



Late last year there was a change of government in Victoria. The new Minister for Corrections (along with Crime Prevention and the Establishment of an Anti-Corruption Commission) is The Hon. Andrew McIntosh, MP. His enthusiastic interest in all aspects of Corrections, including parole, has been most gratifying. He has attended Board hearings. He has attended and addressed a meeting of all members of the Board. He has visited prisons and Community Corrections offices throughout the State. He has been inquiring into every aspect of Corrections since his appointment. On behalf of all the Board members, we welcome the new Minister.

The change of government has led to other developments.

The new government has requested the Sentencing Advisory Council to review aspects of the parole system and in particular to consider whether statutory criteria should be introduced.



Charter of Human Rights and Responsibilities

The Board has an exemption from compliance with the *Charter of Human Rights and Responsibilities*. The current exemption extends until 27 December 2013. Last year I reported that the Department of Justice in conjunction with the Adult Parole Board and the Youth Parole Board had appointed a senior project manager, Dr Deborah Hann, to review the current practices of the Boards in the context of the Charter. As is commonly the case, the task required of Dr Hann was more extensive and more time consuming than had been anticipated and was not completed by the time that project concluded. The forum for consideration of the issue of Charter compliance has now shifted to the inquiry and review of the Charter being undertaken by the Parliamentary Scrutiny of Acts and Regulations Committee. The general manager, the full time member, and I gave evidence before the committee on 22 July 2011.

Home Detention

Home detention for serving prisoners is to be abolished. The Board is preparing for the administrative implications of that abolition which it is anticipated will occur in the near future.

Prisoner Numbers

There are emerging problems of overcrowding in the Victorian prison system. We are, of course, nowhere near the truly appalling state of overcrowding which exists in some prisons in the United States of America, particularly in California. It is to be earnestly hoped that we do not find ourselves upon the same path in Victoria at some time in the future. The new government is presently reviewing the construction of new prison facilities, as was the previous government.

Sentencing Advisory Council

The new government has requested the Sentencing Advisory Council to review aspects of the parole system and in particular to consider whether statutory criteria should be introduced. The general manager and I have met with officers of the Sentencing Advisory Council on a number of occasions. The Board is cooperating, and will continue to cooperate fully, with the Sentencing Advisory Council review.

Internal Inquiries and Reviews

Over the last year the Board has also cooperated with a number of Corrections Victoria internal inquiries and reviews concerning, among other things, provision of information to the police and the provision of information by Corrections Victoria to the Board. Deficiencies have been identified and the Board supports the steps that have been taken by Corrections Victoria to remedy those deficiencies.

Issues of Concern

The issues of overwhelming concern to the Board remain the same as they have been for many years. The difficulty of finding housing which is appropriate for parolees is a significant problem. The substantial problems arising as a result of the extent of mental illness amongst prisoners and parolees continue to exist. The devastating effects of substance abuse continue, apparently unabated.

Detention and Supervision Order Division

The division of the Board dealing with sex offenders, and in particular with those persons subject to the provisions of the *Serious Sex Offenders (Detention and Supervision) Act 2009*, has now successfully completed its first full year of operation. The system of

supervision and detention of serious sex offenders is designed to enhance public safety whilst at the same time limiting the real dangers involved in restricting the liberty of persons who have already served their sentence and who are no longer being punished for any crime. This is a very difficult task. I wish to particularly thank Judge Jones, who is chairperson of that division, and the other Board members who serve in that division for shouldering that burden.

Provision of Rehabilitation Programs

One area of emerging concern to me as chairperson is the provision of rehabilitation programs for prisoners and parolees. These programs are very important. For reasons which are no doubt perfectly valid, there have been a number of changes in relation to program provision over recent years. Prisoners and parolees, and indeed members of the Board, have found these changes to be confusing at times. Prisoners, parolees and Board members need to be clear about the programs which are available and who should undertake them. The Board is working with the Offending Behaviour Programs in Corrections Victoria to address this issue.

Professional Development

The Board continued its professional development activities for members during the year. A professional development meeting for all members was held on 23 July 2010, and a further meeting was held on 8 April 2011 which was attended by the new Minister. The Board's full time member, Michael Hepworth, the Board's senior management team, and I attended a meeting of parole authorities from Australia, New Zealand, Canada, the South Pacific and Asia in Rotorua, New Zealand in October 2010.

Acknowledgments

Board members and the staff have worked diligently and effectively over the last year. They have, once again, been required to deal with an increased number of cases, many of which are difficult and the subject of public scrutiny.

I thank all of the Board members for their contributions.

I also thank the Board staff for their excellent work, in particular Pauline Bailey, our operations manager, and Cheryn Leahy, our registry manager. Anthony Vitale has managed the difficult work of the Detention and Supervision Order Division and I thank him for his work. The enthusiasm and the leadership of the Board's general manager, David Provan, has been excellent, as always. Our full time member, Michael Hepworth, has continued to play his most important role in an exemplary fashion.



The Hon. Justice Simon Whelan
Chairperson

General Manager's Report



The 2010-11 year was another challenging but exciting one in which the administrative staff efficiently managed a demanding caseload during a period of significant change.

The achievements of the last year reflect the commitment and professional approach of the Board's members and our highly skilled and dedicated staff.



Staff Movements and Appointments

The Detention and Supervision Order Division's acting operations manager, Daniel Beronic completed his fixed-term secondment on 28 January 2011. I thank Daniel for his excellent work and wish him well for the future.

As at 30 June 2011, Diana Maldry and Sarah Haldane were on secondment to other Corrections Victoria business units.

Financial Management

During the year, the Board maintained efficient, effective and responsible management of and control over its finances and ensured public accountability by regularly reviewing its expenditure. The Board operated within its budget allocation for the 2010-11 financial year.

The Board's 2009-10 Annual Report

I had the pleasure of attending the Australasian Reporting Awards night on Thursday, 9 June 2011 to accept a bronze award for the Board's 2009-10 Annual Report. This is the second year in a row that the Board's Annual Report has won an award. The achievement recognises the Board's commitment to producing an Annual Report of the highest possible standard.



Detention and Supervision Order Division

Now in its second year of operation, the Division successfully implemented its operations and continued to deliver an outstanding level of service to members and stakeholder groups.

I would like to take this opportunity to express my sincere thanks and gratitude to Anthony Vitale and the Division's team - Daniel Beronic, Karlie McDermott, Sarah Haldane, Kym Gray and Sarah lavasile - for their outstanding work in efficiently managing its day-to-day operations.

Home Detention

I thank Kym Gray (from 5 April 2010 until 11 March 2011) and Emma Hyde (since 18 April 2011) for the professional and dedicated approach they have provided in managing the Board's home detention work.

Striving for Improved Organisational Efficiency

In order to improve organisational efficiency, the managers of the Board undertook a number of activities, including:

- » reviewing and republishing the Board's Secretariat Manual
- » establishing protocols with the Sex Offender Management Branch, Corrections Victoria and the Justice Health Unit of the Victorian Department of Justice and reviewing the Memorandum of Understanding with Victoria Police – Melbourne North
- » rolling-out a number of key projects identified in the Board's 2010-11 Business Plan
- » conducting formal feedback/review meetings every six months and facilitating regular supervision sessions with Secretariat staff
- » designing and implementing quality assurance procedures.

Information Technology

On 2 May 2005, the Criminal Justice Enhancement Project (CJEP) computer system was introduced at the Board by the Department of Justice. Although there have been many developments and enhancements to the CJEP system since that time, the Prisoner Information Management System (PIMS) still remains the database of record.

Kirrilee and Ruth Hajal have worked with Departmental information technology staff in order to manage the developments and enhancements to the CJEP system. I thank Kirrilee and Ruth for their work throughout the year.

A feasibility study to investigate the use of tablet technologies to manage the Board's meeting papers commenced in February 2011. The study was primarily focused on the ability to view the relevant data electronically, rather than in hardcopy format. The study concluded in June 2011 and a final report, with recommendations, will be issued in August 2011.

Research - Institutional Behaviour, Treatment Responsivity and Recidivism in Violent Offenders: Implications for Parole Decision Making

In 2009, Monash University was invited to conduct research through the Adult Parole Board of Victoria (the Board), in collaboration with Corrections Victoria (CV). The research is being undertaken by Jessica Mooney and Kate O'Brien (Doctorate of Clinical/Forensic Psychology, Monash University) and their supervisors are Dr Michael Daffern and Professor James Ogloff (Centre for Forensic Behavioural Science, Monash University).

The aims of the research project were twofold: to (i) investigate factors related to parole release decisions and (ii) examine correlates and predictors of recidivism in violent offenders. The study aimed to extend the existing body of knowledge regarding violent offenders by investigating the factors considered in the Board's decision to release an offender on parole, focusing specifically on whether aggressive behaviour within the custodial environment, participation in violence intervention programs and amenability to treatment are indicative of post-release outcomes (e.g. performance on parole, successful completion of parole and reoffending). Additionally, this study aimed to validate the Violence Risk Scale (a risk assessment tool currently used by CV clinicians) in a sample of Australian violent offenders.

The research involved a retrospective archival analysis of Board and CV case files from 150 violent offenders serving a term of imprisonment, assessed with the Violence Risk Scale by CV clinicians and subsequently released on parole. The extensive data collection process began in March 2010 and will be completed in November 2011. The results of the research will be finalised in early 2012 and two doctoral theses associated with the research will be submitted in June 2012. The researchers have accepted an invitation to present the findings of the research at the Board's Annual General Meeting in May 2012.

The research aims to assist and inform the Board's release decisions by illustrating which factors are significantly related to successful completion of parole and violent reoffending following release, and to assist the Board to consider what emphasis should be given to treatment participation and amenability to treatment when making release decisions.

General Manager's Report cont.

Acknowledgments

I wish to acknowledge the efforts and services of the following agencies, organisations and individuals who have supported the work of the Board during the year:

- » Australian Community Support Organisation (ACSO) staff
- » Brendan Money, Director, Sentence Management Branch, Corrections Victoria
- » Community Correctional Services staff
- » Community Offenders Advice and Treatment Service (COATS) staff
- » Corrections Victoria employees, as well as the staff at the two privately operated prisons – Port Phillip Prison and Fulham Correctional Centre
- » Forensicare staff
- » Home Detention Unit (Corrections Victoria) staff
- » Jan Shuard PSM, Deputy Commissioner, Offender Management, Corrections Victoria
- » Malcolm Feiner PSM – Manager, Research and Evaluation Unit, Corrections Victoria
- » Offender Management Services (Corrections Victoria) staff
- » Offending Behaviour Programs (Corrections Victoria) staff
- » Robert J Hastings APM, Commissioner, Corrections Victoria
- » Sex Offender Program (Corrections Victoria) staff
- » Victoria Police, Operation ROPE and Melbourne North Police Station staff
- » Victorian Association for the Care and Resettlement of Offenders (VACRO) staff.

Conclusion

The achievements of the last year reflect the commitment and professional approach of the Board's members and our highly skilled and dedicated staff. I thank Justice Whelan and the members for their on-going support.

I am grateful to the Board's management team members – Pauline Bailey, Cheryn Leahy and Anthony Vitale – and the Board's full-time member, Michael Hepworth, who have worked tirelessly throughout the year. I thank Pauline, Cheryn, Anthony and Michael for undertaking their respective roles with such dedication and professionalism.

Despite many challenges tackled during 2010-11, all staff continued to deliver an excellent level of service to the Board, their colleagues in the corrections system and the community. I take this opportunity to record my gratitude for the significant contribution that each staff member has made throughout the year.



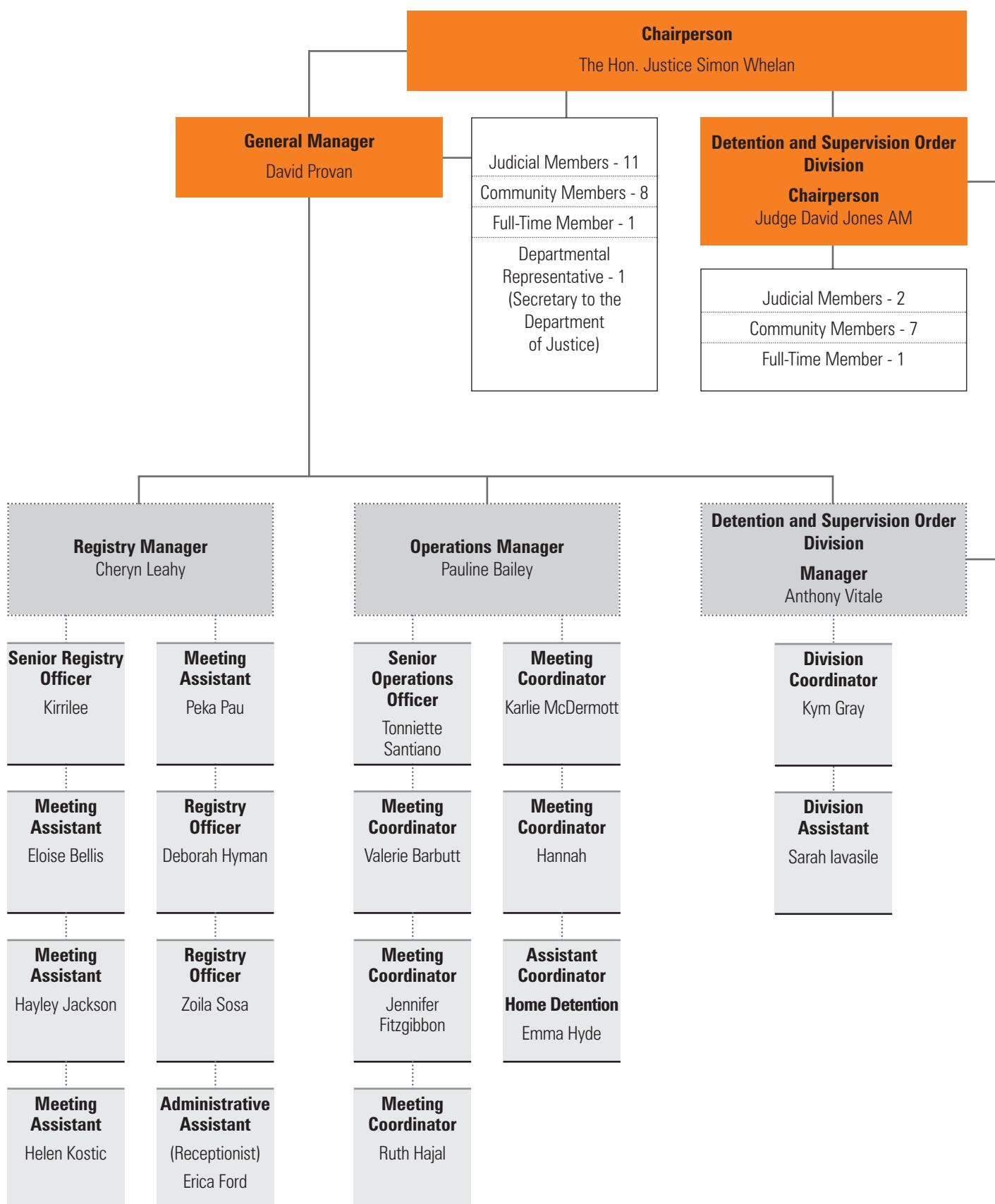
David Provan
General Manager

Our People



- [Organisational Chart](#)
- [Governance Policies](#)
- [Board Members](#)
- [Staff Profile](#)
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Organisational Chart



Governance Policies

Legislative Mandate

The operation of the Board is governed primarily by the *Corrections Act* 1986. As an independent statutory body, the Board's decisions are free from political or bureaucratic influence.

Functions of the Board

The Board's functions are conferred on it by the *Corrections Act* 1986, the *Corrections Regulations* 2009, the *Corrections and Sentencing Acts (Home Detention)* Act 2003, the *Serious Sex Offenders Monitoring Act* 2005 and the *Serious Sex Offenders (Detention and Supervision) Act* 2009, part 5.6 of the *Children, Youth and Families Act* 2005 and regulations and subdivision (1A) of Division 2 of Part 3 of the *Sentencing Act* 1991 and the regulations made under that subdivision, and subdivision (1D) of Division 2 of Part 3 of the *Sentencing Act* 1991 and the regulations made under that subdivision.

The Board has jurisdiction over the following offender groups:

- » offenders for whom a court has ordered a prison sentence where a non-parole period applies
- » young persons transferred to prison from a youth justice centre, and transferred from prison to a youth justice centre, under part 5.6 of the *Children, Youth and Families Act* 2005 and regulations.

In addition, the Board has jurisdiction:

- » to grant a home detention order, under the provisions of the *Corrections and Sentencing Acts (Home Detention) Act* 2003
- » pursuant to the *Serious Sex Offenders Monitoring Act* 2005, to determine appropriate instructions and directions (special conditions) in respect of an extended supervision order and to supervise offenders who are subject to such an order
- » to supervise and monitor those offenders subject to a detention or supervision order pursuant to the *Serious Sex Offender (Detention and Supervision) Act* 2009.

Meetings of the Board

The Board meets every Wednesday at its office and visits all fourteen prisons on a regular basis. A quorum for a meeting of the Board comprises the Chairperson, or in the Chairperson's absence an acting Chairperson, chosen according to the procedure determined by the Chairperson, and two other Board members. The Board may also exercise its powers and functions in a division of the Board, which consists of three members, of whom at least one must be a Judge, retired Judge, Magistrate or retired Magistrate who acts as Chairperson.

The Board visits Community Correctional Services Centres in both rural and metropolitan locations as an important part of its visiting program.



The security infrastructure at 444 Swanston Street provides a safe work environment for staff, members and visitors. Security officers (left) Graeme Farquharson and (right) Darren Primmer provide security services on sitting days.

Board Members

The Corrections Act 1986 provides for the membership of the Board to comprise:

- (a) one or more Judges of the Supreme Court appointed by the Governor in Council on the recommendation of the Chief Justice of the Supreme Court, one of whom is appointed chairperson
- (b) one or more Judges of the County Court appointed by the Governor in Council on the recommendation of the Chief Judge of the County Court
- (c) one or more Magistrates appointed by the Governor in Council on the recommendation of the Chief Magistrate
- (d) one or more retired Judges of the Supreme Court or the County Court, or retired Magistrates appointed by the Governor in Council as part-time members
- (e) a person appointed by the Governor in Council as a full-time member
- (f) such number of persons as are appointed by the Governor in Council as part-time members, and
- (g) the Secretary to the Department of Justice.

As at 30 June 2011, the 22 members of the Board comprised:

- » two Judges of the Supreme Court of Victoria
- » two retired Judges of the Supreme Court of Victoria
- » two Judges of the County Court of Victoria
- » two retired Judges of the County Court of Victoria
- » one retired Chief Magistrate
- » two Victorian Magistrates
- » one retired Victorian Magistrate
- » one full-time member
- » eight part-time members representing the community
- » Secretary to the Department of Justice.



Top row (from l to r): Janet Farrow, Justice Simon Whelan, Jim Berg, Vera Olson, Her Honour Jelena Popovic
Bottom row (from l to r): Her Honour Lesley Fleming, His Honour John Dugan AM, Carmel Arthur

Membership Summary 2010-11

Total Judicial Members	12
Full-Time Member	1
Total Community Members	8
Secretary to the Department of Justice	1
Total	22
Female Members	12
Male Members	10
Total	22

Reappointments During 2010-11

The Honourable Justice Elizabeth Curtain

On 6 July 2010, Justice Curtain was reappointed as a Judicial Member for a three-year period from 25 September 2010 to 24 September 2013.

The Honourable Justice Bernard Teague AO

On 22 March 2011, Justice Teague AO was reappointed as a Judicial Member for a three-year period from 25 March 2011 to 24 March 2014.

Michael Hepworth

On 6 July 2010, Michael Hepworth was reappointed as the Board's Full-Time Member for a three-year period from 18 September 2010 to 17 September 2013.

Jim Berg

On 6 July 2010, Jim Berg was reappointed as a Community Member for a three-year period from 17 October 2010 to 16 October 2013.

Chairperson

The Honourable Justice Simon Whelan

- » Judge of the Supreme Court of Victoria.
- » Initially practiced as a solicitor before commencing at the Bar in 1981.
- » Appointed Queen's Counsel in 1995.
- » Has spent considerable periods in the criminal division since his appointment to the Supreme Court on 17 March 2004.
- » Appointed as a Judicial Member from 29 May 2007 to 28 May 2010.
- » Appointed Chairperson from 15 February 2008 to 28 May 2010.
- » Reappointed Chairperson from 29 May 2010 to 28 May 2013.

Judicial Members

The Honourable Justice Elizabeth Curtain

- » Judge of the Supreme Court of Victoria since 2006.
- » Judge of the County Court 1993-2006.
- » Alternate Chairman Youth Parole Board 2003-2006.
- » Alternate Chairman Youth Residential Board 2003-2006.
- » Deputy Chairman Racing Appeals Tribunal.
- » Prosecutor for the Queen 1987-1993.
- » Director, Jesuit Social Services 2000-2007.
- » Appointed as a Judicial Member from 25 September 2007 to 24 September 2010.
- » Reappointed as a Judicial Member from 25 September 2010 to 24 September 2013.

The Honourable Justice Bernard Teague AO

- » Retired Judge of the Supreme Court of Victoria.
- » Retired from the Supreme Court bench on 15 February 2008.
- » Appointed Justice of the Supreme Court in 1987 and Principal Judge in its Criminal Division in 2001.
- » President of the Law Institute of Victoria in 1978 and again in 1986.
- » Appointed an Officer of the Order of Australia (General Division) on 26 January 2009.
- » Appointed as Chairperson of the Royal Commission into Victoria's bushfires on 13 February 2009.
- » Appointed as a Judicial Member on 20 March 1991.
- » Chairperson from 7 June 2001 to 20 March 2003.
- » Appointed Deputy Chairperson on 20 March 2003 and reappointed from 20 March 2006 to 15 February 2008.
- » Appointed Chairperson from 1 October 2007 to 15 February 2008.
- » Reappointed as a Judicial Member from 25 March 2011 to 24 March 2014.

The Honourable Justice John Coldrey QC

- » Judge of the Supreme Court of Victoria for 17 years. Appointed in 1991 and retired in April 2008.
- » Director of Public Prosecutions for Victoria between 1984 and 1991.
- » Chairman of the Advisory Committee on Committal Proceedings in 1985, and on the Consultative Committee on Police Powers of Investigation between 1985 and 1990.
- » Director, Legal Services for the Central Land Council, Northern Territory between 1982 and 1984.
- » Appointed as a Judicial Member from 2 December 2008 to 1 December 2011.

Her Honour Judge Carolyn Douglas

- » Judge of the County Court of Victoria.
- » Appointed as a Judicial Member on 17 March 1998.
- » Reappointed from 6 July 2009 to 5 July 2012.

His Honour Judge David Jones AM

- » Retired Judge of the County Court of Victoria.
- » Previously, President of the Law Institute of Victoria, Chairman Legal Aid Commission, Chairman Australian Broadcasting Tribunal, President Accident Compensation Tribunal, President Administrative Appeals Tribunal, Deputy Chairman Legal Profession Tribunal and Vice President Victorian Civil and Administrative Tribunal (VCAT).
- » Appointed a Member of the Order of Australia in 1987.
- » Appointed as a Judicial Member on 26 February 2002.
- » Reappointed from 21 March 2010 to 20 March 2012.

Board Members cont.

His Honour Judge James Duggan

- » Retired Judge of the County Court of Victoria.
- » Appointed as a Judicial Member from 11 October 2005 to 10 October 2008.
- » Reappointed from 2 December 2008 to 1 December 2011.

Her Honour Judge Margaret Rizkalla

- » Judge of the County Court of Victoria.
- » Appointed Member of the Small Claims and Residential Tenancy Tribunal in 1985.
- » Appointed Victoria's first woman Magistrate in September 1985 and while a Magistrate sat as the Chair of the Police Disciplinary Board.
- » Appointed President of the Victorian Equal Opportunity Board and Vice President of the Administrative Appeals Tribunal in 1988.
- » Appointed as a Judicial Member from 11 October 2005 to 10 October 2008.
- » Reappointed from 2 December 2008 to 1 December 2011.

His Honour John Dugan AM

- » Retired Chief Magistrate of Victoria.
- » Began career as a Clerk of Courts and then Inspecting Clerk of Courts until 1973 and appointed a Special Magistrate of the Children's Court in 1969.
- » Appointed as a Stipendiary Magistrate in 1973 and Deputy Chief Stipendiary Magistrate in 1982, followed by his appointment as Chief Magistrate in 1985.
- » Retired from the bench in late 1990.
- » Consultant/advisor to Aid Projects in Papua New Guinea, Tonga, Cambodia and East Timor from 1993 to 2003.
- » Appointed a Member of the Order of Australia (General Division) in June 1990.

- » Appointed as a Judicial Member on 31 October 1990.

- » Reappointed from 2 December 2009 to 1 December 2011.

Her Honour Jelena Popovic

- » Deputy Chief Magistrate of Victoria.
- » Appointed as a Magistrate in 1989, followed by her appointment as Deputy Chief Magistrate in 1997.
- » Appointed as a Judicial Member on 17 March 1998.
- » Reappointed from 6 July 2009 to 5 July 2012.

Her Honour Lesley Fleming

- » Victorian Magistrate.
- » Signed the Bar Role in 1989.
- » Previously, practised at the Victorian Bar for ten years and as a Judicial Registrar for the Industrial Relations Court of Australia until her appointment as a Magistrate in 1998.
- » Participated in training of law graduates and undergraduates at the University of Melbourne, Leo Cussen Institute and the Legal Training Institute in Papua New Guinea.
- » Appointed as a Judicial Member from 11 October 2005 to 10 October 2008.
- » Reappointed from 10 February 2009 to 9 February 2012.

His Honour Steven Raleigh

- » Retired Victorian Magistrate.
- » Admitted as a Barrister and Solicitor of the Supreme Court in 1977.
- » Member of the Australian Federal Police from 1977 to 1981.
- » Practised as a solicitor advocate from 1981 until his appointment as a Magistrate in 1998.
- » Appointed as a Judicial Member from 11 October 2005 to 10 October 2008.
- » Reappointed from 2 December 2008 to 1 December 2011.

Full-Time Member

Michael Hepworth

- » Admitted as a Barrister and Solicitor of the Supreme Court of Victoria in 1984.
- » Solicitor in both private practice and Victoria Legal Aid until 2001.
- » Became accredited Specialist in Criminal Law in 1995.
- » Sat on the Panel of Advisers to the National Institute of Forensic Scientists in 1999 and spent 12 months working in the Northern Territory with the North Australian Aboriginal Legal Aid Service during 1997-1998.
- » Appointed Full-Time Member on 18 September 2001.
- » Reappointed from 18 September 2010 to 17 September 2013.

Community Members

Jim Berg

- » Jim Berg is a Gunditj-Mara man from the Western District of Victoria.
- » A Justice of the Peace for more than twenty years.
- » For more than thirty years he has worked throughout the community, from grass-roots level with community organisations through to all levels of government.
- » He has a strong commitment to building bridges of mutual respect and understanding across the different sections of the community, and across all levels of society.
- » Appointed as a Community Member on 17 October 2000.
- » Reappointed from 17 October 2010 to 16 October 2013.

Vera Olson

- » A retired Member of the Victorian Basketball Association Tribunal and retired Deputy Chairperson and Member of the Victorian Basketball Association Regional and Metropolitan Tribunal.
- » Previously, Chairperson and Secretary of various school councils.
- » Worked with the Department of Justice for more than 20 years.
- » Appointed as a Community Member on 15 January 2001.
- » Reappointed from 16 February 2009 to 15 February 2012.

Dr Julian Davis

- » A consultant psychiatrist in private practice.
- » Having graduated from the University of Melbourne in 1971, he later became Deputy Medical Superintendent and geriatrician at Mount Royal Hospital in Parkville.
- » Appointed to the Guardianship and Administration Board in 1987.
- » Appointed Senior Lecturer in Intellectual Disability Psychiatry at the University of Melbourne in 1993.
- » Between 1993 and 2008, he held various positions as consultant psychiatrist at St Vincent's Hospital, Austin Hospital and Executive Director and Authorised Psychiatrist for the Loddon Campaspe Southern Mallee Area Mental Health Service.
- » Currently, an Honorary Senior Associate in the School of Psychology at the University of Melbourne and Adjunct Clinical Professor in the School of Psychology, Psychiatry and Psychological Medicine at Monash University.
- » Sessional member of the Victorian Civil and Administrative Tribunal (VCAT) on the Guardianship and Business and Occupational Regulation Lists.
- » Appointed as a Community Member from 5 July 2005 to 4 July 2008.
- » Reappointed from 5 July 2008 to 4 July 2011.

Janet Farrow

- » In 1988, graduated with a bachelor degree in Social Work from the University of Melbourne and graduated with a Master of Business Administration from RMIT in 2000. In 2008, graduated with a Graduate Diploma in Law from Monash University.
- » Awarded Churchill Fellowship in 2001 and completed the Williamson Community Leadership Program in 2003.
- » Currently Head of Clinical Programs, Headspace (National Youth Mental Health Foundation).
- » Previously, held clinical and management roles in drug treatment, mental health, child and family welfare, disability services and served on the secretariat of the Premier's Drug Advisory Council.
- » Appointed as a Community Member from 5 July 2005 to 4 July 2008.
- » Reappointed from 5 July 2008 to 4 July 2011.

Dr Kerry-Lee Jones

- » In 1993, graduated with a BBSc (Hons) and in 1996 with a M.Psych (Neuro).
- » Appointed as a Clinical Neuropsychologist in the alcohol and drug field in 1995 and later worked in neurological rehabilitation, psychiatry and aged care.
- » Completed an Alfred Hospital research scholarship for her doctoral degree in 2001.
- » Appointed as a Community Member from 5 July 2005 to 4 July 2008.
- » Reappointed from 5 July 2008 to 4 July 2011.

Lisa Ward

- » In 1987, graduated with a Bachelor of Social Work (Hons) and in 2007 graduated with a Master of Business Administration from Monash University.
- » Extensive experience in a range of human services including Juvenile Justice, Adult Corrections, Child Protection and Homelessness Services.
- » For the last decade, has operated a human services consulting business, providing research, program evaluation and policy review services to government and community organisations.
- » Member of the Victorian Women's Correctional Services Advisory Committee since 2004.
- » Appointed to the Sentencing Advisory Council in 2008.
- » Appointed as a Community Member from 5 July 2005 to 4 July 2008.
- » Reappointed from 5 July 2008 to 4 July 2011.

Judith Wright

- » BA (Legal), Dip Crim, M Crim. (Masters Thesis on Managing Offenders in the Community).
- » Awarded the John Barry Medallion in 1994, Criminology Department, University of Melbourne.
- » Extensive experience as a Senior Community Corrections Officer from 1985 until 1999.
- » Previous experience in policing, security and investigations, youth work and lecturing.
- » Appointed as a Community Member from 5 July 2005 to 4 July 2008.
- » Reappointed from 5 July 2008 to 4 July 2011.

Board Members cont.

Carmel Arthur

- » Appointed to the Sentencing Advisory Council in August 2004.
- » A member of the Victorian Law Reform Commission's Bail Advisory Committee in 2005.
- » Worked in building and facilities management for over 20 years, and has held key positions in both the public and private sectors.
- » Appointed as a Community Member from 2 December 2008 to 1 December 2011.

Departmental Representative

Penny Armytage

- » Secretary to the Department of Justice.
- » Appointed as a Member on 17 March 2003.

Code of Conduct

The Board follows a Code of Conduct (the code) for members. The code provides guidance about the general standards of performance and ethical conduct expected of all Board members. The code presupposes that members will act according to the law in the performance of their duties and is designed to ensure that the independence of members in relation to their decision-making functions is not compromised in any way.

Staff Profile

Staff of the Board provide all of the administrative and support functions associated with the organisation of Board meetings and a comprehensive visiting schedule conducted in both the Melbourne metropolitan and rural prison locations. In addition, the Secretariat undertakes significant monitoring, reporting and liaison functions associated with the timely and appropriate processing of all offenders who come within the jurisdiction of the Board.

Staff are responsible for compiling all relevant material regarding offenders for inclusion in the Board's files, including:

- » psychiatric and psychological reports
- » Community Correctional Services reports
- » incident reports involving offenders
- » judges' sentencing comments
- » criminal history
- » victim impact statements tendered at court hearings and victim submissions
- » other material the Board may request.

In addition, staff facilitate all referrals to programs ordered by the Board, monitor offenders' progress in treatment and assist in providing information and advice to the public, Community Corrections Officers, offenders and prison staff.

During 2010-11, there were 21 administrative staff (22 in 2009-10). The Division's Acting Operations Manager, Daniel Beronic completed his fixed-term secondment to the Division on 28 January 2011.



Top row (from l to r): Eloise Bellis, Ruth Hajal, David Provan, Cheryn Leahy, Zoila Sosa, Valerie Barbutt

Bottom row (from l to r): Emma Hyde, Tonniette Santiano, Peka Pau, Erica Ford, Helen Kostic, Jennifer Fitzgibbon

Not present: Anthony Vitale, Deborah Hyman, Hannah, Karlie McDermott, Kirrilee, Kym Gray, Pauline Bailey, Haley Jackson, Sarah lavasile

Staff Profile cont.

Workforce Profile

Employee numbers and composition by Victorian Public Service (VPS) Grade —2006-07 to 2010-11

VPS Grade	2010-11			2009-10			2008-09			2007-08			2006-07		
	Male	Female	Total												
VPS Grade 6	1	1	1	2	-	2	1	-	1	1	-	1	1	-	1
VPS Grade 5	1	1	2	1	1	2	-	1	1	-	-	-	-	-	-
VPS Grade 4	-	1	1	-	1	1	-	1	1	-	2	2	-	2	2
VPS Grade 3	-	8	8	-	8	8	-	7	7	-	5	5	-	5	5
VPS Grade 2	-	9	9	-	9	9	-	8	8	1	7	8	1	6	7
VPS Grade 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2	19	21	3	19	22	1	17	18	2	14	16	2	13	15

Employee Remuneration and Benefits

Employee remuneration totalled \$1,356,329 in 2010-11 compared with \$1,316,818 in 2009-10. Superannuation benefits (9% of each officer's salary) were paid into a nominated fund such as the ESSSuper (Emergency Services and State Super) and VicSuper funds.

Professional Development

During the year, staff attended courses conducted as part of the Department of Justice Learning Program that were relevant to their current work, career aspirations and organisational needs.

All staff are expected to participate in at least two professional development days per year. Staff participated in professional development opportunities, delivered internally and by external training providers, such as business writing, preparing ministerial briefs, new managers program, Certificate IV in Training and Assessment, managing violent and potentially violent situations, managing people workshop, young leader training, excel computer training, learning to lead, fire warden training, leadership development programs and communication skills training course.

Performance Development Planning

All employees are required to participate in the annual performance cycle activities under the Performance Development Plan (PDP) system. The PDP system draws heavily on the Department of Justice Capability Framework (Knowledge, Skills and Personal Qualities). The Department of Justice Capability Framework provides managers and employees with a shared understanding of the knowledge, skills and personal qualities that are critical for success. Success is defined as the achievement of an individual's goals which are aligned with the Board's strategic objectives.

In July 2010, all staff prepared (in consultation with their manager) a detailed Performance Development Plan. Each plan outlines the officer's work priorities and the knowledge and skills required to support their current and future job and career needs. The performance development program includes the following elements:

- » performance in the job
- » professionalism
- » experience and efficiency in the role
- » learning and development.

These four elements are combined to create a basis for individual progression through a seven grade structure with defined progression steps or payments. Central to progression is the need for managers and staff to identify what should and can be delivered to warrant progression through a combination of capacity, productivity, performance and professionalism. This formal interaction between managers and staff gives authority and integrity to the structure and its sustainability in the long term. The underlying philosophy of the program is developing and rewarding staff through a structured progression process.

The performance development cycle runs from 1 July of each year until 30 June the following year.

Staff Involvement in Strategic Projects

All staff were actively involved in the improvement of the Board's operations by identifying one or two strategic projects that they would either lead or assist as a working party member. These projects were then listed in the staff member's Performance Development Plan.

Mentoring Program for New Staff

All staff new to the Board are invited to participate in a mentoring program. The mentor provides support, advice and assistance to the new employee during the two week induction and orientation period and then for a further six months. After that, the program continues by agreement between the mentoree and the mentor.

Flexible Working Arrangements

The Board is committed to providing flexibility in the workplace that will enhance the delivery of services, while also assisting staff to balance work with family and other personal responsibilities.

Flexible work arrangements are not entitlements, but are arrangements that can be initiated by staff or managers and introduced when there is mutual agreement.

Job sharing is available at the Board and is a voluntary arrangement in which two or more people share one full-time job, each working part-time on a regular, ongoing basis.

A system of flexitime is also available to staff at the Board. The system of flexible working hours operates with the dual objectives of maximising service delivery and providing reasonable flexibility for employees.

Equal Employment Opportunity

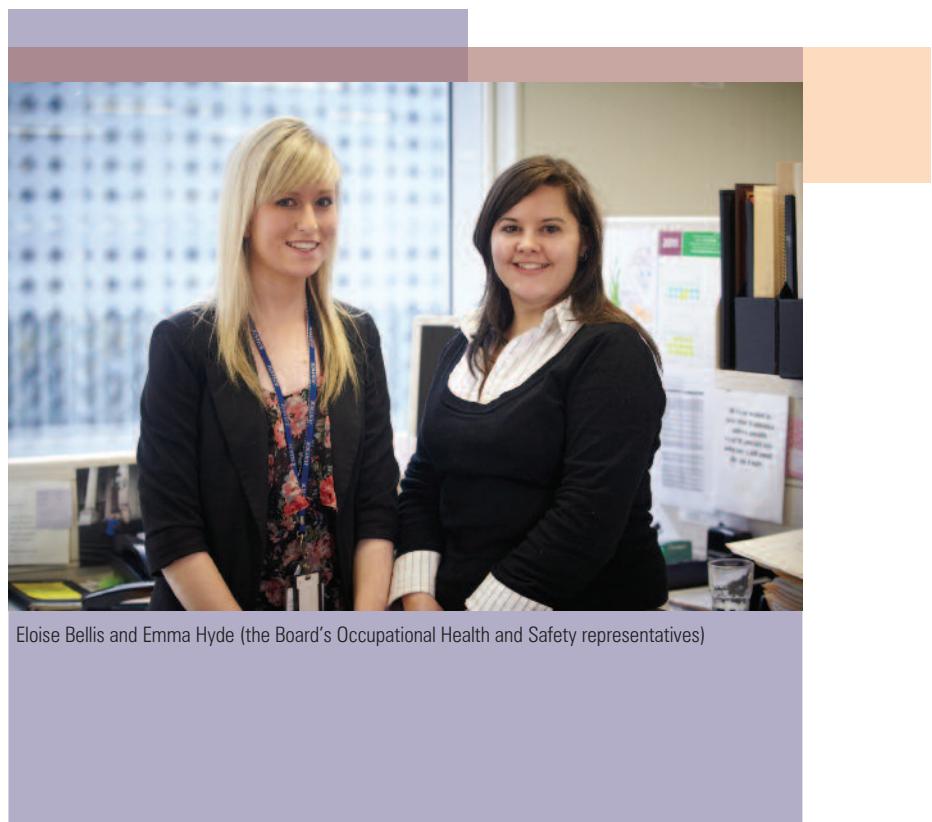
The Board is an equal employment opportunity employer. Appointments and promotions are based on merit, and staff members receive the training and experience required to enhance their skills and abilities.

The Board values and respects the diversity of its workforce and is committed to providing a workplace that is free from sexual harassment, bullying and workplace violence for all staff and visitors to the Board.

Occupational Health and Safety

The Board provides and maintains a working environment that is safe and without risk to health for all staff, members and visitors. The Board manages health and safety at work through the Department of Justice Occupational Health and Safety (OHS) committee and various health and safety representatives.

Emma Hyde and Eloise Bellis are the Board's Occupational, Health and Safety representatives. Kym Gray is the Board's first aid officer.

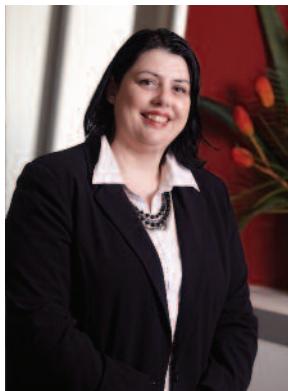


Eloise Bellis and Emma Hyde (the Board's Occupational Health and Safety representatives)

In line with occupational health and safety practices and the well-being of our staff, the Board offers all staff the opportunity to participate in a Debriefing Program. The program provides structured, clinical debriefing of our staff who are repeatedly exposed to sexual assault-related material.

Management Team

The management team of the Board comprises:



David Provan

- » General Manager
- » Qualifications in education and management as well as a Master of Business degree
- » Commenced at the Board in January 2005
- » Responsible for the overall management and administration of the Board
- » Management of complex inquiries/matters
- » Finance, budget, building and facilities
- » Policy development, strategic and business planning
- » Media management
- » Liaison with Corrections Victoria staff/stakeholders
- » Briefings for the Chairperson/Minister for Corrections/Commissioner, Corrections Victoria
- » Public presentations/lectures

Pauline Bailey

- » Operations Manager
- » Diploma of Business Management and Advanced Diploma of Business Management
- » Commenced in the role on 10 July 2009
- » Responsible for the management of the day-to-day operations of the Board
- » Management of operational functions - extraditions, warrants of apprehension, interstate transfers, youth justice centre transfers
- » Supervision of all Meeting Coordinators and the Assistant Coordinator, Home Detention
- » Preparation of the annual schedule of sittings/allocation of work to the Meeting Coordinators
- » Implementation of quality assurance processes
- » Correspondence/general email inquiries
- » Case management of complex matters
- » Public presentations/lectures

Cheryn Leahy

- » Registry Manager
- » Bachelor of Arts degree (Criminal Justice Administration)
- » Commenced at the Board in January 1999
- » Responsible for the management and coordination of the daily activities of the Board's Registry
- » Management and coordination of the daily activities within the Board's Registry
- » Supervision of all Registry staff
- » Coordination of the work experience/visitors program
- » Coordination of the production of reports
- » Monitoring and planning workloads
- » Overseeing the preparation of files
- » Management of telephone inquiries and providing advice/information to clients

Anthony Vitale

- » Manager – Detention and Supervision Order Division
- » Bachelor of Arts degree (Psychology), Master of Business Administration (in progress)
- » Commenced at the Board in February 2010
- » Responsible for the management of the daily activities of the Division
- » Supervision of all Division staff
- » Monitoring and planning workloads
- » Preparation of the annual schedule of sittings for the Division
- » Policy development and strategic business planning for the Division
- » Correspondence/general email inquiries
- » Case management of complex matters
- » Management of telephone inquiries and providing advice/information to clients and stakeholders

Our Performance

Adult Parole Board
of Victoria



- Case Management
- People on Parole
- People on Home Detention

Case Management

During 2010-11 the Board met on 166 occasions (148 in 2009-10) and considered 8,963 matters (8,840 in 2009-10). This result represents an increase of 1.4% in the number of cases considered, compared with the previous financial year. The table below shows the total number of cases considered.

Total Number of Cases Considered 2006-07 to 2010-11

2006-07	8,529
2007-08	8,520
2008-09	8,605
2009-10	8,840
2010-11	8,963

The complexity of cases involving offenders, both in custody and on parole, placed considerable demands on the Board's time in determining matters. The Board continued to monitor specific offenders who had been released on parole with problems involving psychiatric and accommodation issues, and the risk of drug use.

Number of Board Meetings Conducted to Consider Cases 2006-07 to 2010-11

Meetings Held in Prisons	Board's Office/ CCS Centres/Other	Total
2006-07	53	76
2007-08	51	72
2008-09	50	79
2009-10	53	95
2010-11	55	111

To monitor offenders, the Board required many parolees and those subject to supervision orders to attend interviews regularly at its office or, if they resided in country Victoria, their closest Community Correctional Services office. The Board requested reports from Community Correctional Services to keep informed of the progress of such offenders. The transient and drug culture lifestyle of many offenders prior to their imprisonment usually presents difficulties for them in obtaining new accommodation on release. Such regular reports enable the Board to intervene and re-direct the lifestyle of offenders. The Board maintains its involvement with offenders on parole and takes appropriate action when necessary to ensure offenders are able to meet the conditions of their parole orders.

Prison Visits

Of the 166 occasions that the Board met, 55 meetings were held at various Victorian prisons (53 in 2009-10) where the Board interviewed 1,671 offenders (1,659 in 2009-10). This result represents an increase of 0.7% in the number of offenders interviewed

by the Board at prison and an increase of 3.8% in prison visits, compared with 2009-10.

The Board aims to ensure that all offenders are aware of their obligations and the consequences if they breach their parole. It is impossible, however, for the Board to interview all offenders who are released on parole, particularly if a court fixes short non-parole periods for offenders or where offenders are transferred within the prison system.

If the Board does not interview offenders in prison, the full-time member often interviews them by video conference prior to release or the Board directs them to attend its office. Such offenders are then interviewed by either the Board or the full-time member who advises them of their responsibilities and obligations while under parole.

Offenders in Custody

On 30 June 2011, the number of offenders eligible for parole totalled 3,230, compared with 3,088 on 30 June 2010. The number of offenders fluctuates over a 12-month period as offenders enter and leave the prison system on a daily basis, either after having been released on parole or when their sentences expire. For example, the above figures do not take into account offenders who were sentenced to a short non-parole period and entered and left prison in the same year. The number of prisoners in custody totalled 4,737 as at 30 June 2011 (4,537 as at 30 June 2010) representing a 4.4% increase over the period.