

# Adult Parole Board of Victoria 2008 - 2009 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 2008 - 2009 Annual Report

## Letter to the Minister

The Honourable Bob Cameron 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 2008 to 30 June 2009. The report contains information about the:

- number of persons released on parole
- number of persons returned to prison on cancellation of parole
- number of persons placed on home detention orders
- number of persons whose home detention order has been revoked and who were returned to prison
- impact of home detention orders on persons residing with offenders
- number of persons in respect of whom an extended supervision order or interim extended supervision order was made under the *Serious Sex Offenders Monitoring Act* 2005
- number of persons transferred to prison from a youth justice centre, and transferred from prison to a youth justice centre
- activities and achievements of the Board and Secretariat.

Yours sincerely

The Hon Justice Simon Whelan  
Chairperson  
10 August 2009

David Provan  
General Manager  
10 August 2009

## 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](http://www.justice.vic.gov.au/paroleboard).

## 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

'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

'ESO' is a reference to an Extended Supervision Order

'ESOTAC' is a reference to the Extended Supervision Order Temporary Accommodation Centre

'PPC' is a reference to the Parole Practice Committee

'SSOMA' is a reference to the *Serious Sex Offenders Monitoring Act* 2005.

# Profile

## Vision

The Board's vision is to make the State of Victoria a safer place 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 extended 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 Act (Home Detention) Acts 2003*, *Children, Youth and Families Act 2005* and regulations, and the *Serious Sex Offender Monitoring Act 2005*, 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 determining instructions and directions for extended supervision orders.
- Make appropriate orders relating to cancelling parole or 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.

## 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.

## 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, and

- 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 Act (Home Detention) Acts 2003*, and
- 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.

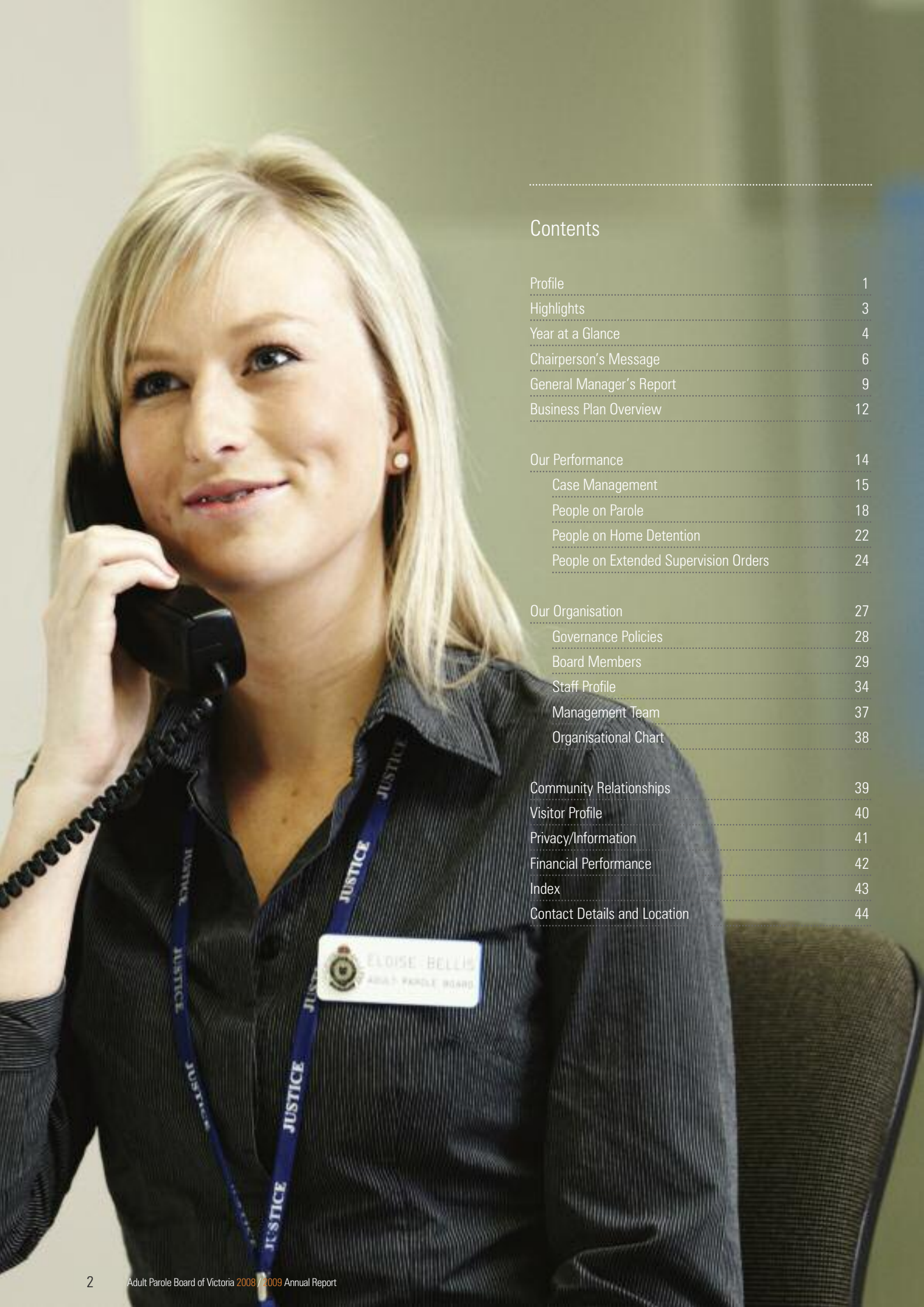
## How We Do It

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 or those who have psychiatric issues. 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.







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# Highlights 2008 - 2009

- Justice John Coldrey, retired Judge of the Supreme Court of Victoria, was appointed as a Judicial Member from 2 December 2008 for a three year term.
- Ms Carmel Arthur was appointed as a Community Member from 2 December 2008 for a three year term.



Newly appointed members, Justice John Coldrey and Ms Carmel Arthur

- A review and restructure of the Board's secretariat was undertaken in November 2008. Two new administrative positions were created.
- Introduced the Board's 2008/09 business plan, covering a range of projects designed to improve the Board's operations.
- On 29 May 2009, members of the secretariat participated in a planning day. A three year strategic business plan was developed for the 2009/2012 period.
- The Board continued to facilitate every second prison sitting via videoconference. The use of technology to conduct hearings maximises the benefits of the Board's 'state-of-the-art' videoconferencing equipment at 444 Swanston Street.
- The Parole Practice Committee (PPC) held its inaugural meeting at the Board on 19 February 2008 and continued to meet quarterly during 2008/09. The PPC membership includes representatives from each Community Correctional Services (CCS) region together with staff of the Board. The Committee's purpose is to provide a forum where participants can suggest ideas for improvement, discuss issues, challenges and developing trends, as well as engage in activities and joint projects that will strengthen the working relationship between CCS and the Board.
- A first aid officer was appointed and participated in a two day training course on 1 and 2 June 2009.
- Registry staff participated in a tour of the County Court on 11 June 2009.
- Staff of the registry participated in privacy training on 20 November 2008.
- 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 2008/09, Victoria Police and Operations ROPE staff executed 271 warrants of apprehension.
- Delivered 14 presentations about the work of the Board to a number of organisations and community groups.
- Increased opportunities for representatives of stakeholder groups to visit the Board and observe its decision-making process. During 2008/09, 75 visitors attended meetings to observe the work of the Board.
- Sonja deFriez, Communication Manager of the New Zealand Parole Board, visited the Victorian Board on 15 and 16 August 2008.
- Established detailed staff *Performance Management and Progression Plans* for 2008/09.
- Staff participated in professional development opportunities designed to enhance service quality.
- Appointed two Occupational, Health and Safety representatives who, in March 2009, participated in a five day training program.



Victoria Police Operation ROPE staff (from left to right): Detective Sergeant Mick Gunn, Senior Constable Craig Goudy, Senior Constable Niall Waring and Senior Constable Len Clark



# Year at a Glance

|   | 2008/09 | 2007/08 | 2006/07 | % Change |
|---|---------|---------|---------|----------|
| <b>Case Management</b>  |         |         |         |          |
| Cases considered  | 8,605   | 8,520   | 8,529   | 1.0      |
| Board meeting days  | 129     | 123     | 129     | 4.9      |
| Meetings at prisons   | 50      | 51      | 53      | (2.0)    |
| Prisoners in custody (at 30 June)   | 4,350   | 4,223   | 4,183   | 3.0      |
| Prisoners eligible for parole (at 30 June)  | 2,937   | 2,852   | 2,755   | 3.0      |
| Prisoners interviewed at prison   | 1,489   | 1,606   | 1,700   | (7.3)    |
| Parole orders made  | 1,656   | 1,601   | 1,526   | 3.4      |
| Parole orders completed successfully  | 1,094   | 1,010   | 962     | 8.3      |
| Parole orders denied  | 190     | 186     | 194     | 2.2      |
| Submissions from victims  | 51      | 77      | 49      | (33.8)   |
| <b>Cancellation of Orders</b>   |         |         |         |          |
| Parole orders breached  | 973     | 887     | 903     | 9.7      |
| Parole orders cancelled   | 489     | 435     | 520     | 12.4     |
| Reason for cancelling parole orders due to:   |         |         |         |          |
| • failure to comply with conditions of parole   | 357     | 324     | 335     | 10.2     |
| • further conviction and sentence   | 132     | 111     | 185     | 18.9     |
| Length of parole served prior to cancellation:  |         |         |         |          |
| • day of release to less than three months  | 179     | 163     | 159     | 9.8      |
| • three to less than six months   | 108     | 93      | 120     | 16.1     |
| • six to less than 12 months  | 106     | 84      | 116     | 26.2     |
| • 12 months or more   | 96      | 95      | 125     | 1.1      |
| Breaches not resulting in cancellation  | 484     | 452     | 383     | 7.1      |
| Warnings issued relating to breaches not resulting in cancellation by:                              |         |         |         |          |
| • Board   | 146     | 148     | 107     | (1.4)    |
| • Community Correctional Services staff   | 310     | 278     | 187     | 11.5     |
| • letter from the Board   | 12      | 24      | 49      | (50)     |
| Cases where no further action was taken by Board relating to breaches not resulting in cancellation | 16      | 2       | 40      | 700      |

|  | 2008/09 | 2007/08 | 2006/07 | % Change |
|--|---------|---------|---------|----------|
| <b>Home Detention Orders</b>             |         |         |         |          |
| Home detention applications received     | 311     | 292     | 295     | 6.5      |
| Home detention orders made by the Board  | 83      | 63      | 47      | 31.7     |
| Home detention orders made by the courts | 18      | 21      | 42      | (14.3)   |
| Home detention orders revoked            | 10      | 4       | 9       | 150      |

### Extended Supervision Orders

|                                     |    |   |   |       |
|-------------------------------------|----|---|---|-------|
| Instructions and directions imposed | 22 | 7 | 7 | 214.3 |
|-------------------------------------|----|---|---|-------|

### Youth Transfers

|   |    |    |    |      |
|---|----|----|----|------|
| Transfers from Prison to a Youth Justice Centre | 4  | 2  | 2  | 100  |
| Transfers from a Youth Justice Centre to Prison | 14 | 20 | 13 | (30) |

### Interstate Transfers

|   |    |    |    |      |
|---|----|----|----|------|
| Parole orders transferred from Victoria | 27 | 19 | 47 | 42.1 |
| Parole orders transferred to Victoria   | 30 | 25 | 24 | 20.0 |

### Members of the Board

|                              |    |    |    |      |
|------------------------------|----|----|----|------|
| Judicial members             | 12 | 11 | 11 | 9.1  |
| Full-time members            | 1  | 1  | 1  | -    |
| Community members            | 8  | 7  | 9  | 14.3 |
| Departmental representatives | 1  | 1  | 1  | -    |
| Total members                | 22 | 20 | 22 | 10   |

### Staff of the Board

|                 |    |    |    |      |
|-----------------|----|----|----|------|
| Total employees | 18 | 16 | 15 | 12.5 |
|-----------------|----|----|----|------|

### Parole Orders Caseflow – 2006/07 to 2008/09

|         | Orders Made | Orders Breached | Orders Completed | Orders Denied | Orders Cancelled |
|---------|-------------|-----------------|------------------|---------------|------------------|
| 2006/07 | 1,526       | 903             | 962              | 194           | 520              |
| 2007/08 | 1,601       | 887             | 1,010            | 186           | 435              |
| 2008/09 | 1,656       | 973             | 1,094            | 190           | 489              |





# Chairperson's Message

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When a person is sentenced to imprisonment in Victoria there is only one sentence. The prisoner is serving that sentence until the last day has expired. But the sentencing judge can, and usually will, fix what is called a non-parole period. After that period has expired, a prisoner can be permitted to serve the rest of the term of imprisonment in the community subject to conditions and under supervision. The Adult Parole Board decides whether to allow a prisoner to serve part of their sentence this way; it sets the conditions, and it deals with reported non-compliance. Prisoners who comply with the law and the conditions imposed can serve the balance of their sentence outside jail. Those who do not are liable to have their parole cancelled and, if that occurs, they are returned to prison.

This system of parole helps to protect the public by enabling the re-introduction of offenders into the community under supervision and with the immediate prospect of a return to prison if circumstances warrant it. It also gives offenders an opportunity to further their own rehabilitation and to re-build their relationships outside jail before their term of imprisonment has ended.

As is the case in many areas, the extent of supervision must be limited by the resources available. But, subject to those inevitable constraints, the system is strict. Parolees can be, and often are, cancelled and returned to prison. On occasions, they go directly from the hearing room back into custody. Often parolees are cancelled in their absence. The system has to be strict, and cancellation is a necessary part of that. The Board's wide powers to respond to non-compliance are an important factor in enabling the Board to grant parole.

The Board also has responsibility for determining whether home detention will be granted to eligible prisoners and for determining the instructions and directions which apply to sex offenders under extended supervision orders.

This brief description of the Board's role reveals both the importance and the difficulty of the decisions it makes.

Over the last year the Board's members have made 8,605 such decisions, and conducted 129 hearings. That is a remarkable achievement by the members and the staff.

Last year I referred to two important issues that were in the process of being dealt with at that time, the first concerned the Human Rights Charter and the second concerned the future administration of extended supervision orders.

## Charter of Human Rights and Responsibilities

Over the last year a great deal of time and effort has been expended by the Board, by the Department of Justice and by the relevant Ministers on the very difficult issue of the interaction between the Board's legislative function and its methods of operation on the one hand and the Charter of Human Rights and Responsibilities on the other. Advice from outside counsel has been obtained and much consideration has been given to the way in which competing policy priorities can be reconciled. The issues are very complex. The Attorney-General is expected to shortly announce the government's decision on this issue.

## Extended Supervision Orders

Extended supervision orders, both final and interim, are increasing, as was predicted. In this area protection of the community is the primary concern. It is important to record that so far instances of breaches of extended supervision orders have been few in number.

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**The Board's wide powers to respond to non-compliance are an important factor in enabling the Board to grant parole.**

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Corrections Victoria has dedicated, and is continuing to dedicate, substantial resources to persons on extended supervision orders. The staff involved are making significant efforts to promote the rehabilitation, care, and treatment of the offenders. Notwithstanding these continuing efforts, it must be said that the circumstances in which a number of those on extended supervision orders are presently living are not conducive to their rehabilitation.

While the number of persons subject to extended supervision orders is small, the Board's experience has been that they occupy a greatly disproportionate amount of the Board's time and resources. The need for a specialist body to deal with these offenders has become apparent over time.

For a considerable period, Board members and staff have been working with officers of the Department of Justice and the relevant Ministers on the future administration of extended supervision orders for sex offenders. More recently, that work has had to address proposed legislative changes which the government has announced. The process of finalising the new system is still being undertaken.

### Areas for Improvement

There is always room for improvement in any system. The corrections system is no exception. From my perspective, as Chairperson of the Adult Parole Board, there are three important areas where improvements could be made.

First, the single greatest difficulty faced by prisoners seeking parole, and by offenders on parole, is accommodation. Corrections Victoria is aware of the need in this area. There are housing workers in most prisons and Corrections Victoria works with government and other housing agencies to assist in finding accommodation. The experience of the Board is that often the only

accommodation that can be found is less than ideal. The circumstances of a parolee's accommodation are a very significant factor in the risk of recidivism. It is perhaps time for serious consideration to be given to a more sophisticated system of supported halfway houses for parolees and newly released prisoners. Greater availability of appropriate accommodation would enhance community safety by reducing the risk of recidivism.

Second, Corrections Victoria has allocated significant resources to developing and maintaining programs in prison that address the circumstances that led to offenders committing offences. The Board's experience is that further thought and discussion as to how to provide programs to all prisoners who need them could improve the system further. In particular, the Board's view is that all sex offenders assessed as suitable for treatment should do a sex offender program in prison. Under the current arrangements, that is not always possible. The other area in which the Board would like to see greater availability of programs is in the area of violence intervention.

Finally, the area of mental health is an area of concern. A high proportion of prisoners and parolees suffer from some form of mental illness. The Board is aware that resources for mental health generally are limited. Prisoners and parolees have high needs in this area. When those needs are not met, it is the community as a whole which potentially suffers. On occasions the Board has been put in the position of having to cancel the parole of a person because of the risk of injury to themselves or others when it seemed to the Board that the issue was really one that appropriate mental health services would have addressed better.

### New Members

Over the last year there were two significant additions to the membership of the Board.

Justice Coldrey was appointed to the Board as a judicial member. Justice Coldrey was a judge of the Supreme Court of Victoria for 17 years and before that was the Director of Public Prosecutions. He has served on a number of advisory committees in relation to criminal matters. He brings an unparalleled wealth of criminal law experience to the Board.

Carmel Arthur joined the Board this year as a community member. Ms Arthur is a member of the Sentencing Advisory Council. Her involvement in the criminal justice system arose as a consequence of being a victim of crime. In that respect she brings an important perspective to the Board. In her professional life, Ms Arthur has worked in building and facilities management for more than twenty years and has held important positions in both the public and private sectors.

The Board is very fortunate to have two such outstanding new members.

### Professional Development for Members

The Board undertook some significant professional development activities for members over the past year. A half day meeting was held on 17 February 2009 at which presentations were made by:

- Dr Kerry Devine, Senior Psychologist, Dame Phyllis Frost Centre - Making Choices Program
- Chelsea Manners, Jessica Wotherspoon and Wendy Droney, Melbourne Citymission - Women's Integrated Support Program (WISP)
- Anatolie Frawley and Leanne Barnes, Strategic and Financial Services - Projected Prisoner Numbers - Outcomes of the 2008 Prisoner Projections Process



- Rob Francis, Senior Project Officer, Drugs Policy Unit - Alcohol and Anger Management Treatment Program
- John Black, General Manager, Community Correctional Services, Gippsland Region and Alfie Oliva, Programs Manager, Offender Management Services.

On Friday 27 March 2009, an all-day annual general meeting was held, which was also attended by all available staff. A short presentation was made by Brendan Money, Assistant Commissioner for Offender Management Services, and the balance of the day was spent addressing issues of particular relevance to our day to day work including consistency in decision making, the Charter of Human Rights and Responsibilities, mental health disorders, access to prisons, and business planning and research. It was a very worthwhile exercise. It is hoped that a further meeting of a similar kind will be held before the end of this year. The full time member and I attended a meeting of parole authorities in New Zealand on 16 and 17 November 2008.

## Acknowledgments

The past year has been a difficult one in many ways for the general manager and for the staff. Our long term operations manager, Anna Djuric, had to take extensive time off as a result of a serious illness suffered by a close family member. Our registry manager, Cheryn Leahy, went on maternity leave. This, to some extent unexpected combination of circumstances, placed a significant strain on all staff. There were difficulties. The staff rose to the challenge magnificently. In particular, I would like to express my appreciation to Tonnette Santiano, who acted in the position of operations manager, and to Joanne Papadopoulos who is acting in the registry manager's position.

Anna Djuric resigned in May 2009. She had been a member of the Board staff since December 1993. Her contribution to the work of the Board over those years was very significant and much appreciated by Board members and by her fellow staff members. We are most fortunate to have retained Pauline Bailey as the new operations manager.

I must express my unbounded appreciation for the work of David Provan as general manager, and Michael Hepworth as full time member. To say that their work is invaluable is not to overstate the matter.

Finally, during the year Kelvin Anderson resigned as Commissioner of Corrections in order to take up a position in Queensland. I express my appreciation for Kelvin's work with the Board during my time and I look forward to working with the newly appointed Commissioner, Robert Hastings APM.



**The Hon Justice Simon Whelan**  
Chairperson

# General Manager's Report



The 2008/09 year was another challenging period in which the administrative staff efficiently managed a demanding caseload during a time of significant change.

The administrative staff of the Board is made up of a team of very dedicated and highly motivated individuals who strive collectively to deliver the highest level of service to members, the public and their colleagues in the corrections system.

## Staff Movements

There were a number of staff movements during the year. Cheryn Leahy, the Board's Registry Manager, became a mother for the first time giving birth to a daughter in October 2008. Cheryn will be on maternity leave until 15 February 2010. Annette Ting retired on 18 July 2008. Annette's loyal and dedicated service over more than 20 years is very much appreciated by members and staff of the Board.

The following staff left the Board during 2008/09:

Anna Djuric  
Rebecca Donne  
Melissa Gale  
Christian Gonzalez  
Christie Hall  
Claire Waghorne  
Kandie Whichello

The members and staff thank these personnel for their contribution to the work of the Board and wish them well for the future.

## Appointments – Administrative Staff

Valerie Babet, Ruth Hajal and Hannah Williams commenced as Meeting Coordinators.

Pauline Bailey commenced as the Operations Manager.

Eloise Bellis commenced as the Administrative Assistant (Receptionist).

Emma Hyde commenced as a Meeting Assistant.

Karlie McDermott commenced as the Assistant Coordinator – Home Detention.

Joanne Papadopoulos commenced as the Acting Registry Manager.

Kirrilee Till commenced as the Senior Registry Officer.

The new staff to the Board have conducted themselves in an enthusiastic and professional manner since joining the team.

## Review and Restructure

A review and restructure of the Board's secretariat was undertaken in November 2008 and a significant outcome of that review was the creation of two new administrative positions. On 19 January 2009, Tonnette Santiano was appointed to the Senior Operations Officer position and Kirrilee Till to the Senior Registry Officer position. I take this opportunity to congratulate Tonnette and Kirrilee on their appointment to these important roles.





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

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## Business Plan

During the year under review, a *Business Plan 2008/09* was prepared to identify objectives and performance targets and to set priorities to achieve the Board's objectives. On 29 May 2009, members of the secretariat participated in a planning day and contributed to the development of a three year strategic business plan for the 2009/2012 period.

## Use of Videoconferencing Equipment to Conduct Hearings

The Board continued to facilitate every second prison sitting via videoconference. The program commenced in January 2008 and maximises the benefits of the Board's 'state-of-the-art' videoconferencing equipment at 444 Swanston Street. The approach minimises disruption to prison operations, increases productivity (given the significant time staff and members would have spent travelling to and from prisons) and reduces the risks associated with staff and members who travelled over 60,000 kilometres a year.

## Parole Practice Committee

The Parole Practice Committee (PPC) held its inaugural meeting at the Board on 19 February 2008 and continued to meet quarterly during 2008/09. The PPC membership includes representatives from each Community Correctional Services (CCS) region together with staff of the Board. The Committee's purpose is to provide a forum where participants can suggest ideas for improvement, discuss issues, challenges and developing trends, as well as engage in activities and joint projects that will strengthen the working relationship between CCS and the Board.

## Administrative Work Practices

In order to improve organisational efficiency, the Board undertook the following activities:

- met regularly with registry and operations staff
- conducted a planning workshop on 29 May 2009
- designed and implemented quality assurance procedures.

## Home Detention

Now in its sixth year of operation, the Home Detention Program enables the Board to release non-violent, low-security offenders convicted of specified offences to home detention, after serving two thirds of their sentences in prison.

I thank Melissa Gale (from 16 July 2007 until 22 August 2008), Rebecca Donne (from 1 September 2008 until 6 March 2009) and Karlie McDermott (from 10 March 2009) for the professional and dedicated approach they have provided in managing the Board's home detention work.

## 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, the Prisoner Information Management System (PIMS) still remains the database of record.

During the early stages of the project, Tonnette Santiano represented the Board and worked with the computer analysts to design the Board's functionality. Since May 2005, Tonnette has performed the roles of acceptance testing, training and support as well as undertaking the

duties of her substantive position as the Senior Operations Officer. Kirrilee Till was appointed during the year under review to work with Tonnette to support the developments and enhancements to the CJEP system. I thank Tonnette and Kirrilee for their work throughout the year.

### Performance Management and Progression Plans

In July 2008, all staff prepared (in consultation with their manager) a detailed *Performance Management and Progression 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. Feedback and review meetings were conducted in July 2008 and January 2009 and focused on the officer's current level of performance and the ways in which they could improve.

The performance management cycle runs from 1 July of each year until 30 June the following year and provides a mechanism for evaluating work and rewarding good performance based on outcomes.

### Financial Management

During the year, the Board maintained efficient, effective and responsible management and control over its finances, and ensured public accountability by regularly reviewing its expenditure. However, the Board's expenditure was \$61,135 over the allocated budget because of an increase in rental expenses and the appointment of two additional administrative staff.

### 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 last year:

- Australian Community Support Organisation (ACSO) staff
- Brendan Money, Acting Assistant Commissioner – Offender Management Services, Corrections Victoria
- Cangi Capraro and Gill Crimmins, Corrections Victoria
- Clinical Services (Corrections Victoria) staff
- Community Correctional Services staff
- Community Offenders Advice and Treatment Service (COATS) staff
- Corrections Victoria employees including 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, Deputy Commissioner – Community Correctional Services and Sex Offender Management, Corrections Victoria
- Kelvin Anderson, PSM, former Commissioner – Corrections Victoria and the newly appointed Commissioner, Robert Hastings APM

- Malcolm Feiner, PSM, Manager of the Corrections Victoria Research and Evaluation Unit
- Offender Management Services (Corrections Victoria) staff
- Sex Offender Program Unit (Corrections Victoria) staff
- Victoria Police, Operation ROPE and Carlton 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 and Joanne Papadopoulos – and the Board's full-time member, Michael Hepworth, who have worked tirelessly throughout the year. I thank Pauline, Joanne and Michael for undertaking their respective roles with such dedication and professionalism.

Despite many challenges tackled during the past 12 months, 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



# Business Plan Overview

The Board's Business Plan builds on our previous achievements and charts a course for the future. The 2008/09 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

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| <ul style="list-style-type: none"><li>Fulfil our statutory obligations under the <i>Corrections Act</i> 1986, <i>Corrections and Sentencing Act (Home Detention) Acts</i> 2003, <i>Children, Youth and Families Act</i> 2005 and the <i>Serious Sex Offender Monitoring Act</i> 2005 efficiently and effectively and in the best interests of the community.</li></ul> | <ul style="list-style-type: none"><li>Conducted 8,605 hearings (8,520 in 2007/08).</li><li>Conducted 129 meetings (123 in 2007/08). Fifty meetings were held at various Victorian prisons where the Board interviewed 1,489 offenders and 79 meetings were held at the Board's office, Community Correctional Services locations and at the Thomas Embling Hospital.</li></ul>   |
| <ul style="list-style-type: none"><li>Make independent and appropriate decisions regarding the release of offenders on supervised conditional release or home detention orders and in relation to extended supervision orders.</li></ul>   | <ul style="list-style-type: none"><li>Made 1,656 orders that offenders be released on supervised conditional release (1,601 in 2007/08).</li><li>Made 83 home detention orders (63 in 2007/08).</li><li>Considered and imposed instructions and directions on 22 extended supervision orders (seven in 2007/08).</li></ul>   |
| <ul style="list-style-type: none"><li>Make appropriate orders relating to cancelling parole or home detention orders and returning offenders to prison custody.</li></ul>  | <ul style="list-style-type: none"><li>Cancelled 489 parole orders (435 in 2007/08).</li><li>Revoked 10 home detention orders (four in 2007/08).</li></ul>  |
| <ul style="list-style-type: none"><li>Ensure that offenders are properly prepared to reintegrate into the community.</li></ul>   | <ul style="list-style-type: none"><li>Continued to provide a case management function for parolees by interviewing prisoners early in their sentence to identify rehabilitation objectives before being considered for parole.</li><li>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.</li></ul>   |
| <ul style="list-style-type: none"><li>Maintain a program of continuous improvement including the ongoing review of management practices and strategic plans.</li></ul>   | <ul style="list-style-type: none"><li>Introduced the Board's 2008/09 business plan covering a range of projects designed to improve the Board's operations.</li><li>A review and restructure of the Board's secretariat was undertaken in November 2008. Two new administrative positions were created.</li><li>On 29 May 2009, members of the secretariat participated in a planning day. A three year strategic business plan was developed for the 2009/2012 period.</li><li>Conducted regular planning meetings with registry and operations staff.</li><li>Increased staff involvement in strategic projects as leaders or working party members.</li><li>Identified opportunities to streamline business practices and procedures.</li><li>Implemented quality assurance procedures.</li><li>Responded to all incoming correspondence within 14 days of receipt.</li></ul> |



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- Develop and sustain an organisational culture of excellence through best practice human resource management.
  - Increased the Board's membership by the appointment of The Honourable Justice John Coldrey and Ms Carmel Arthur. Justice Coldrey and Ms Arthur were appointed on 2 December 2008 for a three year term.
  - A comprehensive orientation and induction program for Justice Coldrey and Ms Arthur was delivered on 20 February 2009.
  - Conducted regular debriefing sessions with staff.
  - A Members' Meeting was held 17 February 2009 and a number of guest speakers delivered short presentations.
  - The Board held its Annual General Meeting on 27 March 2009.
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- Develop a flexible, responsive and skilled administrative staff by providing a safe, challenging and team-oriented work environment and professional development opportunities.
  - Prepared detailed staff *Performance Management and Progression Plans* for 2008/09.
  - Staff participated in professional development opportunities designed to enhance service quality.
  - Staff of the registry participated in privacy training on 20 November 2008.
  - Appointed two Occupational, Health and Safety representatives who, in March 2009, participated in a five day training program.
  - A first aid officer was appointed and participated in a two day training course on 1 and 2 June 2009.
  - Registry staff participated in a tour of the County Court on 11 June 2009.
  - Justice Whelan (Chairperson) and Michael Hepworth (Full-Time Member) attended a meeting of parole authorities in New Zealand on 16 and 17 November 2008.
  - Conducted feedback and review meetings every six months.
  - Provided higher duties assignments for staff.
  - Conducted regular debriefing sessions after prison meetings to ensure staff wellbeing.
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- Maintain efficient, effective and responsible management and control of the Board's finances and ensure public accountability.
  - The Board's expenditure was \$61,135 over the allocated budget because of an increase in rental expenses and the appointment of two additional administrative staff.
  - 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.
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- Promote the accessibility and efficiency of the Board by increasing awareness of its functions and powers.
  - Delivered 14 presentations about the work of the Board to organisations and community groups.
  - Maintained an active 'observers program'. During 2008/09, 75 visitors attended meetings to observe the work of the Board.
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# Our Performance



## Case Management

During 2008/09 the Board met on 129 occasions (123 in 2007/08) and considered 8,605 matters (8,520 in 2007/08). This result represents an increase of 1.0% 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 2002/03 to 2008/09

|         |       |
|---------|-------|
| 2002/03 | 6,732 |
| 2003/04 | 7,061 |
| 2004/05 | 7,515 |
| 2005/06 | 7,643 |
| 2006/07 | 8,529 |
| 2007/08 | 8,520 |
| 2008/09 | 8,605 |

The complexity of cases involving offenders, both in custody and on parole, placed considerable demands on the Board's time in determining cases. 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.

To monitor such offenders, the Board required offenders 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.

### Prison Visits

Of the 129 occasions the Board met, 50 meetings were held at various Victorian prisons (51 in 2007/08) where the Board interviewed 1,489 offenders (1,606 in 2007/08). This result represents a decline of 7.3% in the number of offenders interviewed by the Board at prison and a decline of 2.0% in prison visits, compared with 2007/08.

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 fully advises them of their responsibilities and obligations under parole.

### Offenders in Custody

On 30 June 2009, the number of offenders eligible for parole totalled 2,937, compared with 2,852 on 30 June 2008. 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 4,350 as at 30 June 2009 (4,223 as at 30 June 2008) representing a 3.0% increase over the period.

### Offenders Considered for Release

The Board takes into account the individual merits of each case to determine the appropriate time to release an offender on parole. Before making its decision, the Board reviews reports from Community Corrections Officers (CCOs), custodial staff, medical practitioners, psychologists and psychiatrists.

### Number of Board Meetings Conducted to Consider Cases 2002/03 to 2008/09

|         | Meetings Held<br>in Prisons | Board's Office/<br>CCS Centres/Other | Total |
|---------|-----------------------------|--------------------------------------|-------|
| 2002/03 | 51                          | 61                                   | 112   |
| 2003/04 | 52                          | 63                                   | 115   |
| 2004/05 | 54                          | 62                                   | 116   |
| 2005/06 | 51                          | 66                                   | 117   |
| 2006/07 | 53                          | 76                                   | 129   |
| 2007/08 | 51                          | 72                                   | 123   |
| 2008/09 | 50                          | 79                                   | 129   |

