



Justice
State Parole Authority

ANNUAL REPORT 2018



Justice
State Parole Authority

The Hon. Anthony Roberts, MP
Minister for Counter Terrorism and Corrections
52 Martin Place
SYDNEY NSW 2000

Dear Minister

In accordance with Section 192 of the *Crimes (Administration of Sentences) Act, 1999*, I have the pleasure in submitting to you, for the information of Parliament, the report of the NSW State Parole Authority for the period 1 January 2018 to 31 December 2018.

Yours faithfully

A handwritten signature in black ink, appearing to read 'J R T Wood'.

J R T WOOD, AO, QC
8 November 2019

NSW State Parole Authority

Justice Precinct Offices
Level 3, 160 Marsden Street
Locked Bag 5111
PARRAMATTA NSW 2124
P: (02) 8688 3635
F: (02) 8688 3699

Court 1A, Level 1
Sydney West Trial Courts
6 George Street
PARRAMATTA NSW 2150

E: Secretary.ParoleBoard@justice.nsw.gov.au
W: <http://www.paroleauthority.nsw.gov.au>

Table of Contents

Function _____	4	Parole - Other Matters	14
Who We Are	4	Serious Offenders	17
What We Do	4	Appeals	18
SPA vs Statutory Orders	4	Intensive Correction Orders	19
Parole reforms	5	Home Detention Orders	20
How We Do It	6	Periodic Detention Orders	20
What We Consider	6	Reintegrated Home Detention	21
Victims	7		
Serious Offenders	7	Membership _____	22
Manifest Injustice	8	The Secretariat	28
Suspension of Parole Order	8		
Parole Supervision	9	Corporate Governance _____	29
How Orders are Revoked	9		
2018 Snapshot _____	10		
Activity _____	11		
Cases Considered	11		
Parole Ordered	12		
Parole Refused	12		
Parole Revoked	13		

Key to Common Acronyms

CSNSW	Corrective Services NSW
SPA	State Parole Authority
SORC	Serious Offenders Review Council
ICO	Intensive Correction Order

Who we are

The NSW State Parole Authority (SPA) is an independent statutory authority governed primarily by the *Crimes (Administration of Sentences) Act 1999*.

The SPA consists of Judicial, Official and Community Members who sit in five member panels.

What we do

The SPA's role is the protection of the community through determining whether offenders can be safely released into, or remain in, the community. The Parole Authority make decisions in relation to:

- ◆ the supervised, conditional release of offenders from custody on parole
- ◆ the conditions of release
- ◆ the revoking of parole orders for non-compliance and return to custody
- ◆ the revoking, substituting or reinstating of intensive correction orders
- ◆ issuing and revoking reintegration home detention

Release by the State Parole Authority vs Statutory Orders

A "non-parole period" is a minimum term of imprisonment - during which time an offender is not eligible to be released from a correctional centre.

The SPA must consider the release to parole of all inmates who have total sentences of more than three years and a non-parole period, as specified by the Court.

The *Crimes (Sentencing Procedures) Act 1999* prescribes that if a court sentences an inmate to a term of imprisonment of three years or less with a non parole period, the court must issue a parole order and set the parole conditions.

This is known as a statutory parole order and an inmate is able to be released from custody 'automatically', i.e. at the expiration of the non-parole period.

Parole reform : A time of change

In 2017, the NSW Government announced a series of justice reforms designed to create safer communities, and included changes to *Crimes (Administration of Sentences) Act 1999* [the Act]. These changes encompassed a number of recommendations from the NSW Law Reform Commission Parole Report with the roll out commencing in 2017 and completed by 2018.

A significant legislative change to affect the SPA commenced operation on 23 November 2017 with changes to Section 135 of the Act referred to as the *Community Safety Test*.

The Community Safety Test compels the SPA to ensure that community safety is the paramount consideration when making parole decisions. This requires the SPA to ensure that a parole order directing the release of an offender cannot be made unless it is satisfied that it is in the interests of the safety of the community. Additional factors the SPA considers as part of the Community Safety Test include, if applicable, whether the inmate failed to disclose the location of the remains of a victim and whether the inmate has provided any post-sentence assistance.

Additional legislative changes that commenced operation in 2017 included:

- Improvements to information provided to registered victims' about matters before the SPA.
- Legislation to prevent the release of terrorism-related offenders unless satisfied the offender will not engage in, incite or assist others to engage in, terrorist acts or violent extremism

Legislative changes that commenced operation in 2018 impacting the SPA included:

- Standard parole conditions for all parolees irrespective of whether on a SPA or statutory parole order.
- A mandatory condition that parole must be supervised.
- Community Corrections responses to breaches of parole to allow for swift sanctions including the power to issue warnings, directions and curfews to parolees who breach their parole orders.
- SPA able to revoke parole in the absence of a specific breach of a condition of parole where there are concerns for community safety
- Reintegration home detention to allow offenders identified as appropriate by CSNSW to be placed on home detention in the final six months of their non-parole period to assist with reintegration to the community.
- Sentencing legislation which resulted in the creation of conditional release orders, community corrections orders and changes to intensive correction orders

How we do it

An inmate's release to parole is not an automatic right at the end of the non-parole period in circumstances where the total sentence is greater than three years and one day.

Section 135(1) of the *Crimes (Administration of Sentences) Act 1999* states that "The Parole Authority must not make a parole order directing the release of an offender unless it is satisfied that it is in the interests of the safety of the community". As outlined on page 5, community safety became of paramount concern in considering release to parole.

The SPA conducts private meetings to determine whether an offender should be released on parole. This decision is based on a range of documents provided by the relevant stakeholders.

If parole is granted, a parole order is issued and the offender is released on their eligibility date. In the case of serious offenders, the matter is adjourned to a public hearing to provide the opportunity for registered victims and the State to make submissions before a final decision is made by the Authority.

If parole is refused, the offender is able to apply for a public hearing to review the decision not to be released to parole. Offenders can appear by audio/video link and be legally represented. If the offender declines a hearing, or does not convince the SPA that a hearing is warranted, the decision to refuse parole is confirmed.

When specifying reasons for refusing parole, great care is taken to include all the issues and concerns at the time of consideration so that the offender or their representative can fully address those issues at a public hearing.

The next time the offender is eligible for parole is the anniversary date of the earliest release date. If there is less than 12 months remaining on the offender's sentence, they will be released on the date the sentence expires. Offenders may apply to have their case considered earlier under the provisions of manifest injustice.

In rare cases, the release of an offender before the expiry of a sentence or non-parole period may also be considered if the offender is dying or there are other exceptional circumstances.

What we consider

In reaching its decisions, the SPA considers the safety of the community, matters that affect the victims of the crime, factors that affect the offender and the intentions of the sentencing court. It takes into account a broad range of material to determine if the offender is suitable to be released to the community on parole, including:

- ◆ Nature of the offence/s
- ◆ Sentencing court's comments
- ◆ Offender's criminal and supervision history
- ◆ Risk to the community
- ◆ Reports and recommendations from Community Corrections
- ◆ Reports and recommendations from medical practitioners, psychiatrists and psychologists
- ◆ Representations made by any registered victims or persons representing victims
- ◆ Submissions by the offender's support network (family/friends/potential employers / other relevant individuals)
- ◆ Representations made by the offender
- ◆ Submissions by the State, Commissioner and the Serious Offenders Review Council, where relevant.

In all cases, strict conditions are imposed on the offender and additional conditions may be included to specifically address the management of the parolee in the community. These may include:

- ◆ Assessment, treatment and testing for alcohol or drug use
- ◆ Assessment, treatment and counselling for medical, psychiatric or psychological issues
- ◆ Restricted contact with individuals or places the offender is able to frequent or visit
- ◆ Attendance at therapeutic programs

Victims

It is a fundamental belief of the NSW Government and their agencies that victims of crime should be treated with courtesy, compassion, respect and dignity as victims of crime.

The New South Wales Government enacted the *Victims Rights Act 1996* to establish the Charter of Victims Rights. This requires State agencies to have regard to the Charter in the administration of justice and other relevant affairs of the State.

The NSW Government also enacted legislation in the *Crimes (Administration of Sentences) Act 1999* to establish the Victims Register which requires that victim submissions be taken into account when considering the release of an offender to parole.

Written notice is given to victims registered on the Victims Register prior to the preliminary consideration of an offender's release. This is coordinated through the Victims Support Unit, located within CSNSW.

Victims are able to obtain support and guidance about writing a submission and having input into the decision making process undertaken by the SPA.

A registered victim of a serious offender also has an opportunity to make verbal or written submissions to the SPA at the public review hearing before a final decision is made about the serious offender's release to parole.

Victims of serious offenders are also entitled to access modified documents regarding the offender's efforts to address their offending behaviour while in custody.

Serious offenders

Section 3(1) of the *Crimes (Administration of Sentences) Act 1999* defines serious offenders. These include:

- ◆ inmates serving a sentence with a non-parole period of at least 12 years,
- ◆ inmates convicted of murder, or
- ◆ those where the Commissioner of CSNSW has determined that designation of *serious offender* is appropriate.

The Serious Offenders Review Council (SORC) is the statutory authority that is responsible for managing serious offenders in custody.

One role of the SORC is to provide advice to the SPA concerning the release on parole of serious offenders as they become eligible for release. In particular, advising whether or not it is appropriate for the inmate to be released on parole.

Except in exceptional circumstances, the SPA must not make a parole order for a serious offender unless the SORC advises that it is appropriate for the offender to be released on parole.

If the SPA forms an intention to grant parole the matter must be listed for a public hearing.

The public hearing allows for the State and registered victims to make submissions regarding the release of the offender before the SPA makes a final decision to either grant or refuse parole.

Manifest injustice

The *Crimes (Administration of Sentences) Act 1999* allows the SPA to consider an offender's case at any time after the date on which the offender first becomes eligible for release on parole...in such circumstances as may be prescribed by the regulations as constituting manifest injustice.

The provisions of *manifest injustice* previously only applied to offenders in custody who had been refused parole. The legislative change enacted in July 2017 now enables manifest injustice circumstances to apply where a parole order has been revoked, as well as where there has been a refusal to make a parole order.

Clause 223 of the *Crimes (Administration of Sentences) Regulation 2014* detail the matters that constitute manifest injustice. It enables manifest injustice circumstances to apply where a parole has been refused or revoked where:

- ◆ It becomes apparent that the decision to refuse or revoke parole was made on the basis of false, misleading or irrelevant information
- ◆ It becomes apparent that a matter that was relevant to a decision to refuse or revoke parole is no longer relevant
- ◆ It becomes apparent that a matter that was relevant to the decision has been addressed in a way that warrants reconsideration of the decision or can be addressed by imposing additional conditions of parole.

The regulation now also allows Community Corrections to make application to the SPA and request reconsideration of a decision to refuse or revoke parole, other than where parole was revoked because the offender committed an offence.

Alternatively Community Corrections may make application to the SPA and request that a matter is reconsidered where parole was revoked because while on release on parole the offender committed an offence for which any of the following sentences was imposed:

- A non-custodial sentence
- A sentence with a non-parole period of less than 12 months
- A sentence with a fixed term of less than 12 months.

Suspension of parole

If circumstances exist where a division of the SPA need to meet on a matter requiring urgent attention, however, are unable to be convened, the Commissioner of CSNSW may apply to a Judicial Member of the SPA to suspend an offender's parole order and issue a warrant for their arrest and return to a correctional centre.

Such circumstances may occur when an offender presents a serious and immediate risk to the community or themselves or concerns exist that the offender will abscond, harm another person or commit a serious offence.

A suspension order remains in force for up to 28 days after the offender is returned to custody. During this period, a full division of the SPA has the opportunity to review the offender's situation and determine whether it is appropriate to revoke the parole order or allow time for an inquiry to be conducted into the allegations that led to the suspension of the parole order.

Parole supervision

Parole is the supervised and supported reintegration of offenders in the community prior to their total sentence expiring. Parole provides a continuing measure of protection to the community during this period given supervision is mandatory.

The Community Corrections division of CSNSW is responsible for the supervision of parolees in New South Wales.

Release to parole is not leniency of the sentence provided by the Court or a reward for good behaviour. Parole does not mean that offenders are free, as an offender is still considered to be subject to their sentence and there are consequences for breaching the conditions of the parole order., the most serious being return to custody.

Parole is an extension of the sentence that provides the opportunity to assist and monitor an offender's adaption to a normal, lawful community life.

Parole ensures the safety of the community by ensuring offenders are supervised and supported during their return to the community, and reduces the likelihood that the offender will commit further offences.

Parole provides an effective way of protecting the community by ensuring that the release of an offender at the expiry of their sentence does not occur. This would result in the absence of assistance and supervision during the transitional period back into the community.

As a bridge between custody and liberty in the community, parole is a form of conditional release that involves a thorough review of information and assessment of risk.

Parolees must abide by the conditions of their release. If the conditions of parole are not met, parole may be revoked and the offender returned to custody.

How orders are revoked

The SPA considers the revocation of all parole orders, including those issued by courts, if parolees fail to comply with the conditions of the parole order.

A breach of parole occurs when an offender fails to comply with any of the conditions of their parole order.

The Parole Authority is notified of breaches of parole through reports prepared by Community Corrections. The report outlines the breach of parole conditions, the parolee's response to supervision and a recommendation as to the type of action Community Corrections believe is appropriate for the Parole Authority to take.

Revoking a parole order and issuing a warrant for an offender's arrest and return to custody is the most severe penalty the Authority can take in response to a breach of parole.

When determining that revocation of the parole order is the most appropriate response to the breach, the Authority must choose an effective of revocation and identify the conditions on the parole order the offender has breached.

A warrant for an offender's arrest and return to custody is then created by the Secretariat, signed and forwarded to NSW Police. This warrant remains active until it is executed (the parolee arrested) and the parolee is returned to a correctional centre.

The warrant will outline the reasons for the revocation of parole (conditions breached), the date at which parole revocation was effective (the date parole ceased) and the remaining balance of parole an parolee is required to serve (the time between the date of revocation and order expiry).

Once returned to custody, the parolee is not eligible for bail on the revocation of parole, however, is eligible to appear at a public review hearing, so long as the balance of parole is greater than 28 days.

2018 Snapshot

	2016	2017	2018	% change
Matters considered	19,775	20,127	20,875	4
SPA meeting days	323	349	379	9
- Private	98	131	143	9
- Public	144	138	140	1
- Secretary Sitting	52	51	50	-2
- ICO / PD* / HD*	29	29	46	59
ICOs revoked	445	497	618	24
Reinstatement ordered	214	231	309	34
Reinstatement declined	13	2	2	0
ICOs overseas travel approved	28	25	15	-40
Total parole releases	8,010	8,308	11,109	34
- SPA orders	1,188	1,249	1,480	18
- Court based orders	6,822	7,059	9,629	36
Parole refused	256	210	229	10
Parole orders revoked	2,838	2,859	2,995	5
- SPA orders	470	466	542	16
- Court based orders	2,372	2,380	2,453	3
- Total revocations rescinded	455	512	559	9
Variations to parole orders	171	213	148	-31
SPA formal warnings	842	824	655	-21
State submissions	47	28	29	4
Victim submissions	61	107	111	4
Parole overseas travel approved	8	10	15	50
SPA decisions appealed against	14	5	2	-60

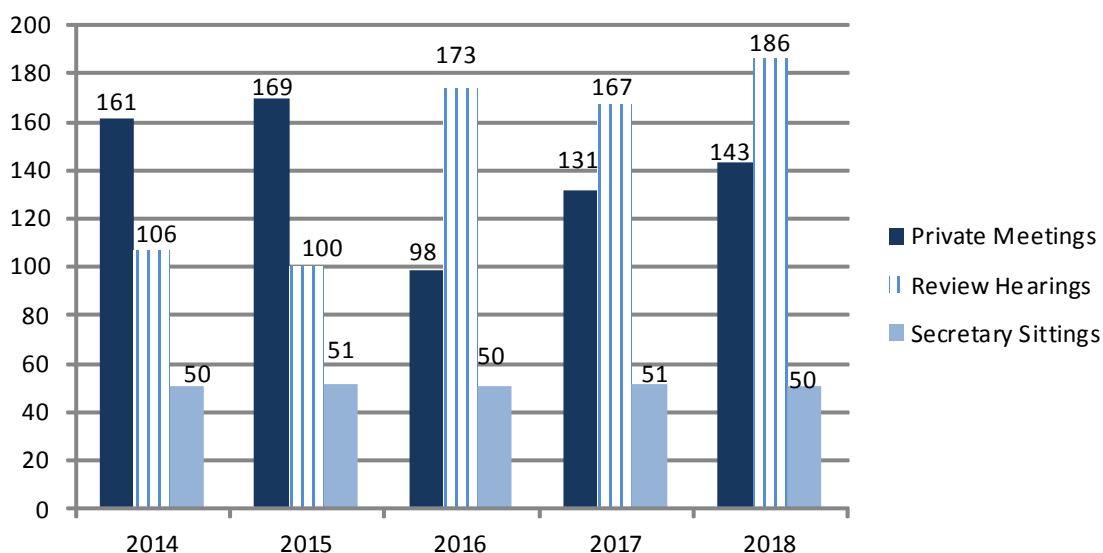
Cases considered by the SPA

The SPA meets weekly in divisions of 5 members to deal with its significant workload. Each week there are three private meetings (principally for consideration of release to parole and revocation of parole) and four public review hearings (to review decisions and a specific day to deal with intensive correction order matters).

In the case of all meetings (both private meetings and review hearings), material for consideration is electronically distributed to the members of the SPA one week prior to the meeting for reading and consideration. Members then attend their designated meeting to come together and determine the outcome of each matter.

A single matter may be considered on more than one occasion. This is most clearly understood given the holding of public review hearings for the refusal or revocation of parole; noting all matters commence initial consideration in a private meeting. Other matters may be considered on multiple occasions, for example where it is stood over for the receipt of additional reports or to await the finalisation of ongoing court matters.

20,875 matters were considered over 379 meetings in 2018. This included 50 *Secretary Sittings*, sittings for the purpose of dealing with various administrative decisions for cases under consideration. Examples of these decisions include the registration of interstate parole orders, standing a case over to a future date to allow for a report submission or the finalisation of court results.



SPA Volume 2014 -2018					
	2014	2015	2016	2017	2018
Cases Considered	13,760	15,601	19,775	20,127	20,875
Meeting days	318	319	321	349	379

Parole ordered

Of the 11,109 releases to parole in 2018, the SPA ordered release to parole in 1,480 cases - representing approximately 13% of all parole releases in NSW. Of these, one offender was granted parole pursuant to Section 160 of the *Crimes (Administration of Sentences) Act, 1999*, which permits parole to be granted before the expiry of the non-parole period if the offender is dying or there are other exceptional circumstances.

The remaining 9,629 parole releases from custody were statutory orders and were not considered by the SPA for release.

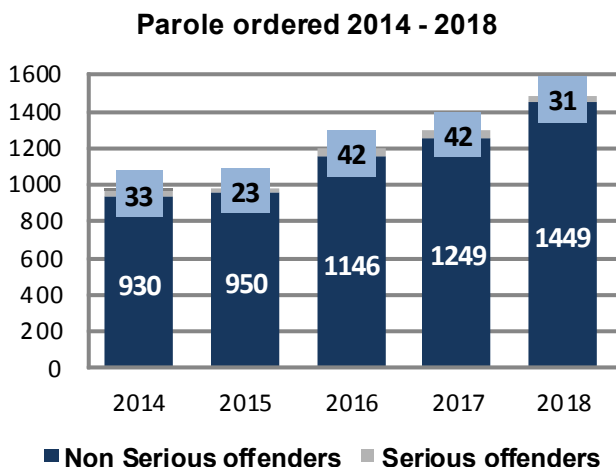
Parole ordered by SPA 2014 - 2018

2014	2015	2016	2017	2018
963	973	1,188	1,249	1,480

Serious offenders

Of the 1,480 parole orders determined by SPA in 2018, 31 parole orders were made in relation to serious offenders.

There were no serious offenders granted parole pursuant to Section 160 of the *Crimes (Administration of Sentences) Act 1999* during 2018.



Parole refused

The SPA does not automatically release offenders to parole at the end of the non-parole period for sentences of more than three years.

Three principal matters need to be considered before releasing an offender

1. the risk to the safety of the members of the community in releasing the offender,
2. whether release to parole is likely to address the risk of the offender re-offending,
3. the risk to community safety of releasing the offender at the end of the sentence without a period of supervised parole, or at a later date with a shorter period of supervised parole.

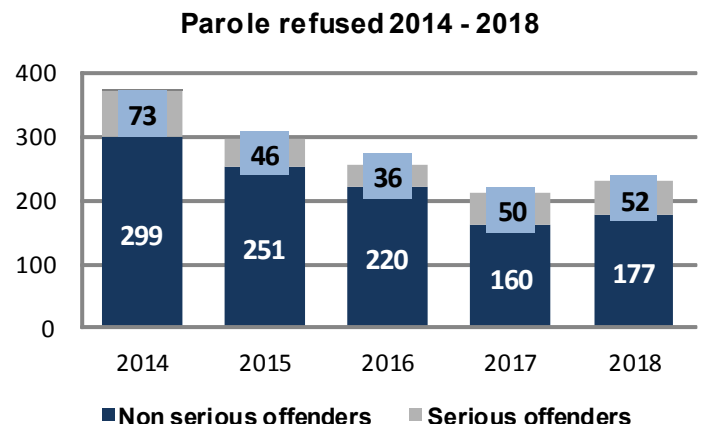
In 2018, parole was refused in 229 cases.

Parole refused 2014 - 2018

2014	2015	2016	2017	2018
372	297	256	210	229

Serious offenders

Of the 229 parole matters refused by SPA in 2018, 52 cases were related to serious offenders.



Parole revocation

The SPA revoked a total of 2,995 parole orders in 2018 of which approximately 82% were statutory parole orders made by the court.

Of all revocations, 920 were the result of a breach of conditions other than the commission of further offences, sometimes called technical breaches.

Technical breaches include the failure to maintain contact with Community Corrections, leaving the State without permission, failure to attend for appointments with service providers and failure to abstain from drug and/or alcohol use.

The total number of breaches that were as a result of outstanding charges or further convictions was 1,388. While 687 revocations were for both a breach of conditions and further convictions.

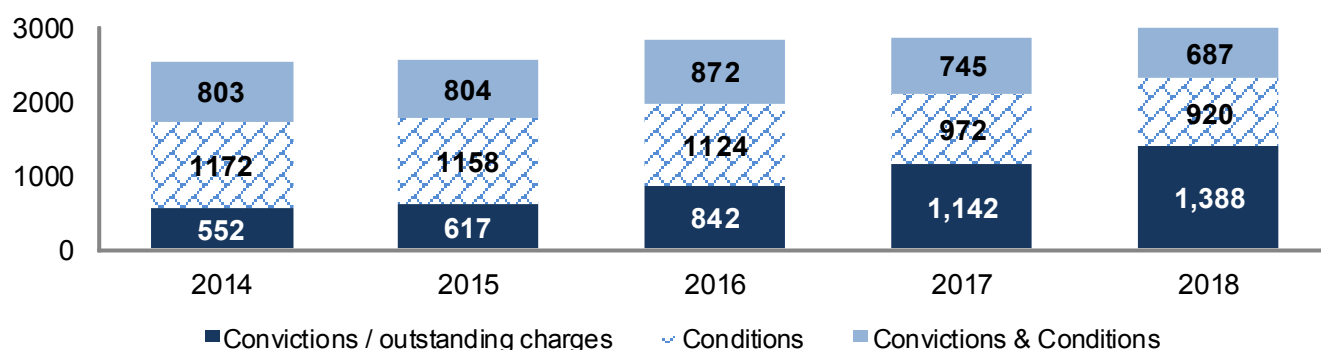
Serious offenders and revocation of parole

Nine serious offenders had their parole revoked in 2018.

Three serious offenders had their parole order revoked for breach of conditions that were not related to re-offending (technical breaches) while six serious offenders had their parole order revoked for outstanding charges.

Of the 687 offenders that were revoked for breach of supervision conditions and further convictions, none were serious offenders.

Revocation of parole
2014 - 2018



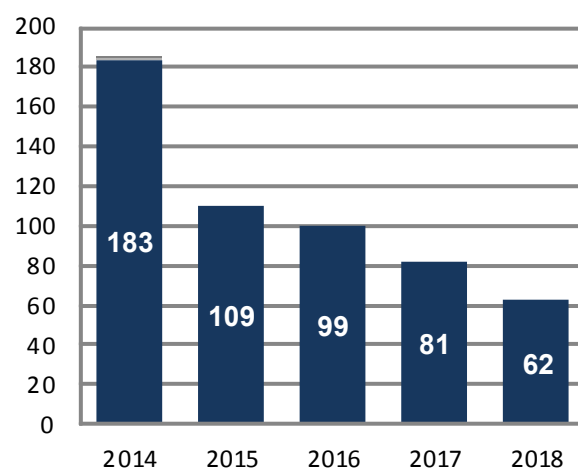
Parole revocations prior to release

The SPA may also consider the revocation of parole prior to an inmate's release, including statutory parole, under specific circumstances outlined in legislation including where an inmate:

- presents as a serious and identifiable risk to themselves or the community, that cannot be mitigated by changing the conditions of parole
- does not wish to be released to parole
- may be identified as a terrorism related inmate

In 2018, SPA revoked 62 parole orders prior to release, 56 these being statutory parole orders.

Parole revocation prior to release
2014 - 2018



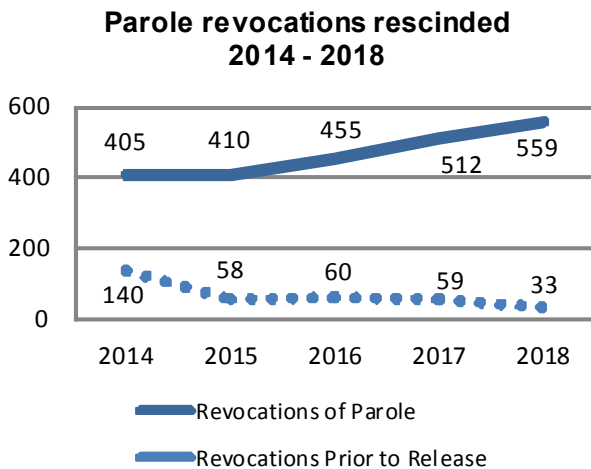
Parole revocations rescinded

Once an offender is returned to custody on a parole revocation warrant, they have the right to a review of this decision in a public hearing before the SPA.

This provides the opportunity for the SPA to determine whether incorrect information was relied upon on the initial consideration of the case or whether there are circumstances that would support rescission of the revocation and the offender's return to parole supervision in the community, known as rescission.

In 2018, 559 parole revocations were rescinded and a further 33 revocations of parole prior to release were also rescinded.

Of the 559 parole rescissions, five of these related to serious offenders.



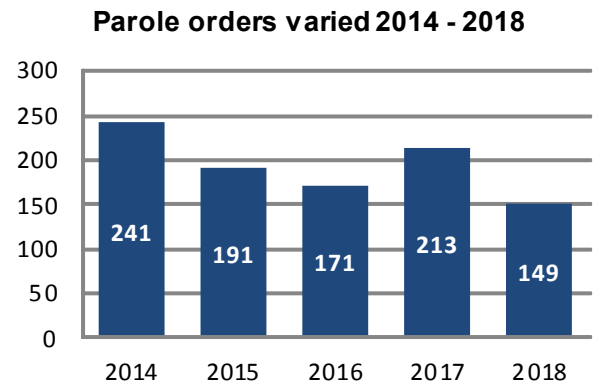
Variations to parole orders

During the parole period, it may be necessary to vary the conditions of a parole order to ensure the order continue to be relevant and appropriate in the supervision of a parolee.

Parole orders may be varied for a multitude of reasons and can include the addition or removal of electronic monitoring, the imposition of geographical restrictions and to restrict contact between parolees and victims or any antisocial associates.

Requests to vary a parole order may come from Community Corrections, victims, the police and other sources.

In 2018, variations to parole orders were made on 149 occasions.

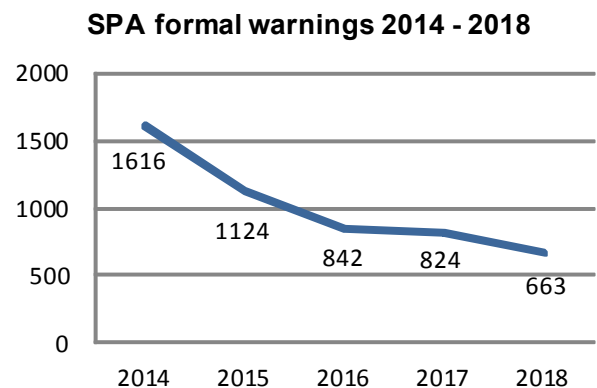


Warnings

Formal warnings are issued by SPA to parolees who are at risk of having their parole orders revoked for breaching conditions of the order. These are separate to warnings provided by Community Corrections.

Parolees are advised in writing from SPA that their continued failure to comply with the conditions of parole may result in revocation of their parole order.

663 SPA warnings were issued in 2018. Eleven of the 663 warnings issued in 2018 were to serious offenders.



Overseas travel

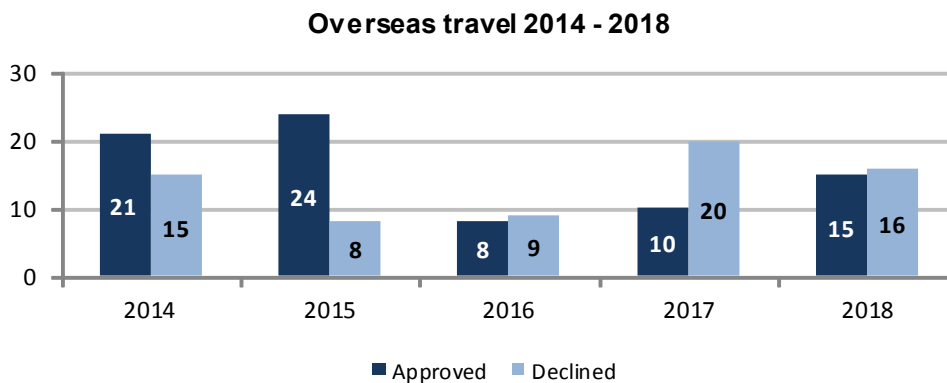
Parolees must seek approval from the SPA prior to travelling overseas and must provide evidence as to the reason for the request. Applications for travel also require a report from Community Corrections indicating the parolee's level of compliance with the parole conditions and stability in the community.

It is unlikely that such stability could be demonstrated in less than six months from the date of release to parole and in general, travel for recreational purposes is not approved.

In 2018 the SPA considered 31 applications for overseas travel, with 16 applications being declined. Of the 15 parolees approved for overseas travel reported as directed upon their return to New South Wales.

Serious offenders and overseas travel

Of the 30 applications for overseas travel received by the SPA, one was from a serious offender. This application was declined.

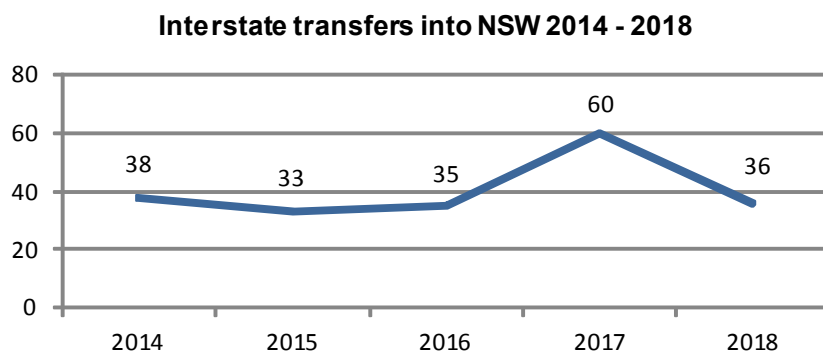


Interstate transfer of parole

Legislation in all Australian States and Territories enables the interstate transfer of parole orders for reasons such as family responsibilities or to pursue work or study opportunities.

Once a parole order is registered in the receiving jurisdiction it ceases to have effect in the originating State or Territory. The laws of the receiving jurisdiction apply as if the sentence of imprisonment had been imposed, served, and the parole order issued, in that jurisdiction. If an offender breaches the conditions of parole, the order can be legally enforced in the receiving jurisdiction.

There were 36 registrations of interstate parole orders in NSW in 2018.



State submissions

Section 153 of the *Crimes (Administration of Sentences) Act 1999* provides the opportunity for the State to make submissions to the SPA at any time concerning the release on parole of a serious offender.

There were 29 submissions received by the State for 25 serious offenders in 2018.

Commissioner submissions

Section 141A of the *Crimes (Administration of Sentences) Act 1999* provides the opportunity for the Commissioner of CSNSW to make submissions concerning the release on parole of any offender.

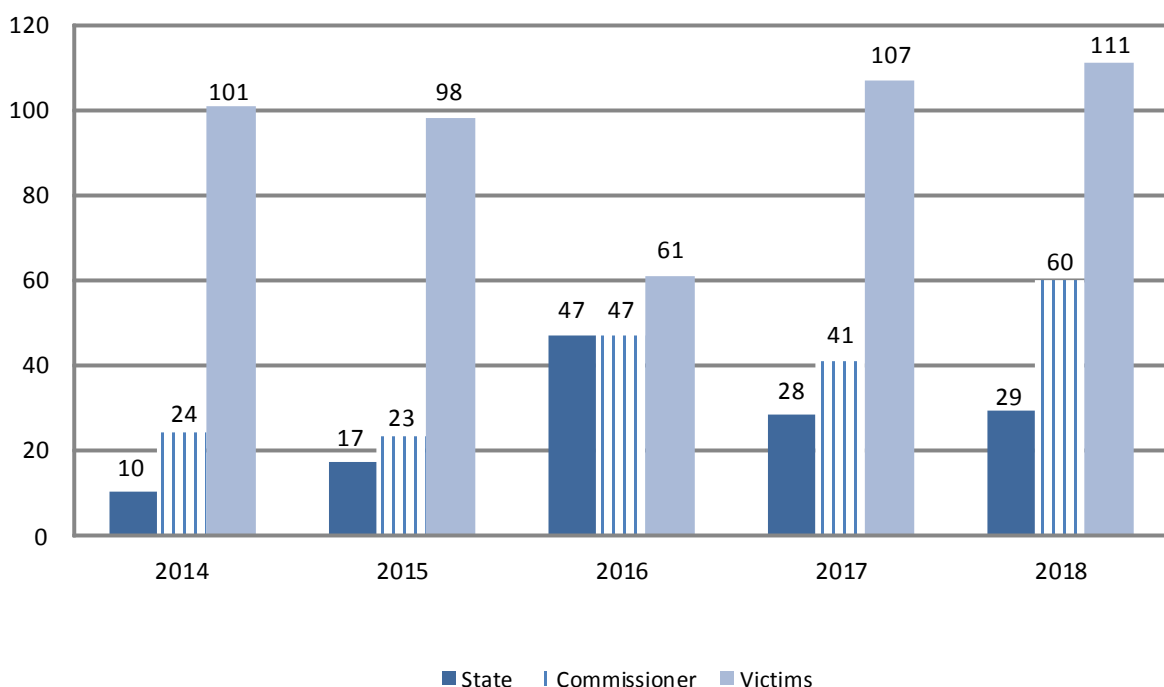
There were 60 submissions received from the Commissioner for 54 offenders in 2018.

Victim submissions

The *Crimes (Administration of Sentences) Act 1999* gives registered victims of crime the right to make submissions to the SPA when it is considering a decision about an offender's possible release to parole. Written notice is given to victims registered on the Victims Register prior to the preliminary consideration of an offender's release by the Victim Support Unit.

111 submissions were received from registered victims in 2018 with 37 of these submissions relating to 27 serious offenders.

Submissions 2014 - 2018



Serious offenders

According to Section 135(5) of the *Crimes (Administration of Sentences) Act 1999*, except in exceptional circumstances, the SPA must not make a parole order for a serious offender unless SORC advises that it is appropriate for the offender to be released to parole.

Parole granted - of the 1,480 parole orders granted by the SPA in 2018, 31 related to serious offenders. This represents just over 2% of all offenders granted parole by the SPA being serious offenders.

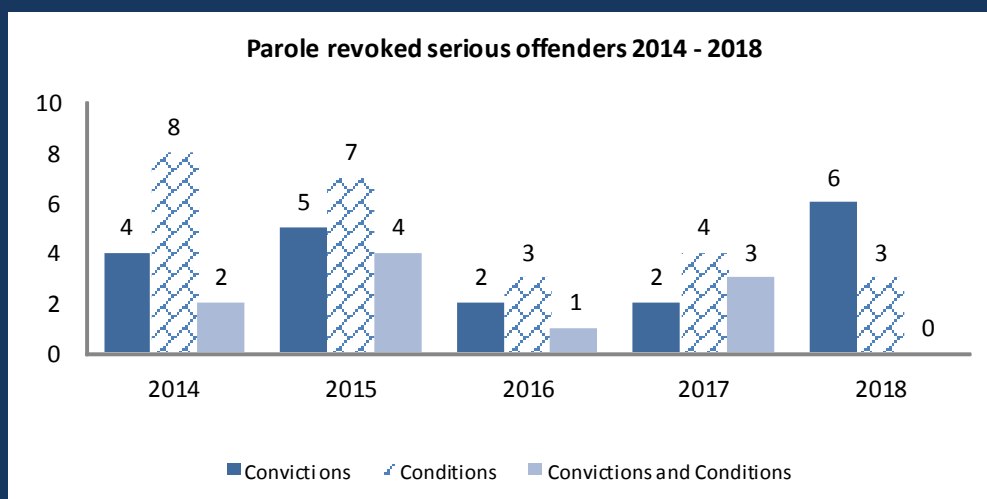
Parole refused - of the 229 offenders refused parole by the SPA in 2018, 52 refusals were related to serious offenders which represents approximately 23% of all offenders refused parole.

Victims' access to documents - Section 193A(2) of the *Crimes (Administration of Sentences) Act 1999* allows registered victims of a serious offender to access certain documents held by the SPA concerning the measures the offender has undertaken to address their offending behaviour. During the year, the SPA provided ten victims of serious offenders with access to such documentation.

Victims submissions - the SPA received 37 submissions from victims of serious offenders during 2018.

State submissions - the SPA considered 29 State submissions in relation to 25 serious offenders in 2018.

Revocation of parole - nine serious offenders had their parole revoked in 2018. Three serious offenders were revoked for breach of conditions that were not related to re-offending. Six serious offenders were revoked for re-offending.



Warnings - 11 warnings were issued by the SPA to serious offenders in 2018.

Variation to parole conditions - 5 parole orders were varied for serious offenders in 2018.

Overseas travel - one application for a serious offender to travel overseas was received by SPA in 2018. It was declined.

Appeals against SPA decisions

The legislation permits an offender to appeal a decision of the SPA. Appeals are made to a single judge sitting in the Administrative Division of the NSW Supreme Court. This legislation does not give the Supreme Court jurisdiction to consider the merits of the decision or release of an offender to parole, but the court may provide directions for the SPA to reconsider the matter.

In such appeals the offender usually alleges that a decision was made on the basis of false, misleading or irrelevant information.

In 2018 there were two appeals to the Supreme Court.

Section 156 provides for the Attorney General or Director of Public Prosecutions to allege that the SPA made a decision regarding a serious offender on false, misleading or irrelevant information. This allegation is then considered by the Supreme Court who may provide direction to the SPA. There were no such appeals in 2018.

Intensive Correction Orders (ICO)

A separate division of the SPA deals specifically with cases arising from Intensive Correction and Home Detention Orders. This division also deals with the remaining Periodic Detention Orders still in force since its abolition as a sentencing option in 2010. In 2018, 46 meetings were held to consider matters related to Intensive Correction, Home Detention and Periodic Detention Orders.

An ICO is a sentence of two years or less which is served by way of intensive correction in the community under strict supervision by Community Corrections.

An ICO is for a fixed period and does not have a parole period. The Court can sentence an offender to an ICO once an assessment for suitability has been completed by Community Corrections.

Prior to sentencing reform, ICOs consisted of a supervision/case management component and a community service (work) component. The offender being required to report to Community Corrections, perform 32 hours of community service work each month, attend rehabilitative programs if directed and be subject to drug and alcohol testing.

Community Corrections are responsible for the administration of these orders. If an offender does not comply with their order, a report is submitted to the SPA for consideration.

In response to non-compliance, the SPA may issue a letter of warning to the offender, impose sanctions on the order, including seven days home detention, or revoke the ICO.

If an offender's ICO is revoked, the offender can apply for reinstatement of their ICO upon serving at least one month in custody. The offender must satisfy the SPA that they can successfully complete the remaining period on their ICO and a reinstatement report from Community Corrections must also assess them as suitable.

In some instances the SPA may rescind the revocation of an ICO, for example if further charges are subsequently dropped. This can occur at the schedules review hearing or before.

In 2018, 46 meetings were held to consider matters related to Intensive Correction Orders, home detention and periodic detention. During this reporting year 618 ICOs were revoked and 309 ICOs were reinstated.

Offenders can apply for conversion of the remaining period of an ICO to home detention. This occurred on one occasion in 2018.

39 applications to travel overseas were considered by the SPA in 2018 for offenders on an ICO. Of these, 15 were approved to travel. All offenders who travelled overseas returned and reported as directed.

Intensive Correction Orders 2014 - 2018

Year	Revoked	Rescinded	Reinstatement Ordered	Reinstatement Declined	Travel Approved	Conversion to Home Detention
2014	359	22	115	25	14	1
2015	443	20	182	16	14	7
2016	445	15	214	13	28	2
2017	497	26	231	2	25	1
2018	618	34	309	2	15	1

Home detention

Home detention is a rigorously monitored, community supervision program aimed at the diversion of offenders from incarceration in prison.

The decision to allow an offender on the Home Detention Program is based on the nature and circumstances of the offence, the degree of risk an offender poses to the community and the suitability of the residence where the sentence will be served.

A Home Detention Order is still a custodial sentence and strict guidelines apply. Offenders are required to remain within their residences unless undertaking approved activities and may be required to perform community service, enter treatment programs, submit to urinalysis and breath analysis and seek and maintain employment. Community Corrections monitor offenders' compliance with conditions on a 24 hour-a-day basis utilising electronic monitoring.

If a detainee fails to comply with the order, Community Corrections prepares a breach report for consideration by the SPA. Breaches of supervision conditions, further offences or unauthorised absences may result in revocation of the Home Detention Order and imprisonment in a correctional centre. Once returned to custody, the offender can be assessed for reinstatement of the order after serving three months in custody.

In 2018, eight detainees had their Home Detention Order revoked.

Home Detention Orders 2018

Revoked	8
Reinstatement ordered	5
Reinstatement declined	0
Warnings	10

Periodic detention

In 2010 periodic detention was abolished. Prior to this when an offender was sentenced to a term of imprisonment of more than three months but less than three years, the sentence could be served by way of periodic detention. Some of these orders are still in existence.

The orders required the offender to remain in custody for two consecutive days of each week for the duration of the sentence, while also allowing offenders to maintain their ties to the community by remaining in employment, maintaining their support network and living in their home. Following abolition of the scheme offenders still subject to periodic detention are now required to complete community service work.

While the scheme was in operation the SPA would revoke a Periodic Detention Order when an offender had not attended, or failed to report for three detention periods without a reasonable excuse. When the order was revoked a warrant was issued for the apprehension of the offender to serve the remainder of the sentence in full time custody. Much like home detention, offenders could be reinstated on the order after serving three months in custody and upon a suitable assessment for such an order.

In 2018, one Periodic Detention Order was revoked by the SPA. Two orders were reinstated and two reinstated orders were converted to home detention.

Periodic Detention Orders 2018

Revoked	1
Reinstatement ordered	2
Reinstatement declined	0
Conversion to Home Detention	2

Reintegration home detention

Section 124 of the *Crimes (Administration of Sentences) Act 1999* allows an offender to be released into the community on electronic monitoring no more than 6 months prior to their earliest release date. This is known as reintegration home detention (RHD). The purpose of the scheme is to facilitate the reintegration of the offender back into the community.

Community Corrections identify appropriate inmates (whether being released on statutory parole or requiring SPA consideration) and provide appropriate assessment reports. For inmates on statutory orders, the assessment report is required to address the risk of re-offending and post release management plans while the offender is on parole. For inmates requiring SPA consideration, a Pre Release Report is provided and an RHD assessment.

SPA then make the decision as to appropriateness of release of the inmate onto RHD. Offenders subject to RHD are strictly monitored by Community Corrections and electronic monitoring devices during this period.

Breaches of RHD are reported to the SPA in same manner as breach of parole. RHD breaches may occur for a number of reasons, including:

- ◆ non-compliance with the conditions of the order
- ◆ the offender posing a serious and immediate risk to the safety of the community
- ◆ a serious and immediate risk they will leave NSW
- ◆ a significant change in circumstances that warrants revocation
- ◆ if the offender requests revocation
- ◆ if the parole order is revoked

The SPA has a number of options available to them in respect of breach of RHD, including:

- ◆ Taking no action
- ◆ Providing a formal warning
- ◆ Varying or removing some of the RHD conditions
- ◆ Imposing additional RHD conditions
- ◆ Revoking the RHD order

In circumstances where SPA choose to revoke the RHD order, SPA must also consider whether it is appropriate to revoke the parole order prior to release (whether statutory or SPA). In 2018, only 1 RHD order of the 60 made were revoked.

Reintegrated Home Detention (Statutory Order)		
Year	RHD granted	RHD revoked
2018	35	1

Reintegrated Home Detention (State Parole Authority Order)		
Year	RHD granted	RHD revoked
2018	25	0

Membership

The SPA is constituted under the provisions of Section 183 of the *Crimes (Administration of Sentences) Act, 1999*. At least four of the appointed members must be judicial members; acting or retired magistrates or judges of a New South Wales or Federal Court. At least ten community members are appointed to reflect the community while only two sit at any meeting.

The other three categories of members do not require appointment by the Governor. They are a member of the New South Wales Police Force nominated by the Commissioner of Police and an officer of Community Corrections nominated by the Commissioner of CSNSW. The Secretary of SPA is delegated authority by the Chairperson to dispose of routine business.

As of 31 December 2018, there were eight judicial officers, 16 community members and six official members serving on the SPA.

Judicial Officers

The Honourable James Wood, AO QC was appointed a Justice of the Supreme Court of NSW in 1984, retiring in 2005. He was also appointed as the Chief Judge of Common Law and member of the Court of Appeal (1998 - 2005) and was a non-resident Judge of the Court of Appeal in Fiji (2004 - 2006). Judge Wood also served as the Royal Commissioner leading an inquiry into corruption within the NSW Police Service and into paedophilia (1994 - 1997), the Special Commissioner into an inquiry of the Child Protection System of NSW (2007 - 2008), Inspector at the Police Integrity Commission (2005 - 2007) and was a Member of the Customs Reform Board (2013 - 2014), the Independent Review Cycling Australia (2012 - 2013) and the Human Research Ethics Committee at the Sydney Children's Hospital (2005 - 2014). Judge Wood was also the Chairman of the NSW Law Reform Commission (2006 - 2013) and is currently the Chairman of the NSW Sentencing Council. Justice Wood was appointed as the Chairperson of the SPA on 12 December 2013 and was re-appointed on 12 December 2016.

Judge David Freeman was a solicitor for 5 years, a barrister for 11 years and was appointed a Judge in 1980. He retired from the District Court in October 2011 having spent the last 15 years of his judicial career sitting on criminal matters only. After his retirement, he was appointed an Acting District Court Judge and in 2013 an Acting Supreme Court Judge. Judge Freeman brings to the SPA considerable experience in the field of criminal law. Judge Freeman was appointed as the Alternate Chairperson of the SPA on 15 December 2013 and was re-appointed on 15 December 2016.

Mr Allan Moore was appointed a Magistrate in 1989 and maintained that appointment before retiring in December 2010. Mr Moore presided at Central Local Court during this time as Magistrate for a period of 11 years dealing primarily with the most serious of offences committed in the state of NSW. In February 2011, he was appointed as a Tribunal Member with the Victims Compensation Tribunal and was also appointed Acting Magistrate of NSW. Mr Moore was appointed as a Judicial Member of the SPA on 14 March 2012 and re-appointed from 14 March 2015.

Judicial Officers continued...

The Honourable Graham Barr, QC practised at the New South Wales Bar, including as a Deputy Senior Crown Prosecutor and Deputy Crown Advocate, until his appointment as Judge of the Supreme Court of NSW. Following his retirement from that office in 2009, he was appointed as Acting Judge from time to time. Justice Barr was appointed Inspector of the New South Wales Crime Commission in April 2013. Justice Barr was first appointed as a Judicial Member of the SPA on 17 December 2014.

Judge Colin Charteris SC was appointed Senior Counsel in 2001. As a barrister, he appeared for both the prosecution and defence in many significant criminal trials across all NSW court jurisdictions. Since joining the bench in 2003, Judge Charteris has presided over criminal and civil trials in Sydney, as well as 26 regional District Courts throughout NSW. He is currently an Acting Judge of the District Court. Mr Charteris was appointed as a Judicial Member of the SPA on 13 June 2018.

Mr John Bailey was appointed Acting Local Court Magistrate in 2008, sitting on an ad hoc basis as a Magistrate in both the Metropolitan and country circuits. He was previously a Public Solicitor in the Criminal Indictable Section and a Local Magistrate from 1985-1996, dealing with both criminal and civil matters. Mr Bailey is the Proper Officer and member of the Board of an Australian charity, The East African Fund Inc., which has built a school in Tanzania to educate those less fortunate. Mr Bailey was appointed as a Judicial Member of the SPA on 23 November 2016.

Mr Shaughan McCosker was admitted as a solicitor in December 1988. He held various Senior Management positions within the Local Courts and was appointed Acting Magistrate in May 1994 sitting at metropolitan and country locations. In September 1995 he was appointed Magistrate of the Local Court of New South Wales attached to the Armidale and Taree circuit. Mr McCosker was appointed as a Judicial Member of the SPA on 23 November 2016.

Mr Ian McRae was the Mayor of Temora Municipal Council from 1973 – 1978. In 1986, he was a Senior Managing partner of Farelle Goode and McRae Solicitors until his appointment as a Magistrate in 1988. Mr McRae was the Home Fund Commissioner (NSW) from 1994-1997, a Senior Fellow of Corporate Director's Association of Australia Ltd in 1996, a Senior Coordinating Magistrate in the Western Suburbs Local Court from 2002-2011 and was a previous Judicial Member of the NSW Racing Tribunal. Mr McRae was appointed as a Judicial Member of the SPA on 23 November 2016.

Community Members

Mr Jay Bacik is a retired Christian Minister. He has led innovative churches in Wollongong, Dundas Val and Crows Nest. He has had leadership roles in a number of major charities, He has been CEO of Life Education, CEO and founder of Sydney City Mission Foundation, Assistant National Director of Austcare. In California USA, he was Vice President of Advancement at Hope International University. He has had over 35 years experience in broadcasting in TV and Radio. He is currently a talk-back host on Radio 2GB. His Board experience includes, NSW Council of Churches Broadcasting, Christian TV Association, Mission Australia, Drug Free Australia, Positive Vibes NSW. He is the author of two books. Rotary International has appointed him as a Paul Harris Fellow. Mr Bacik was appointed on 21 December 2018

Mr Robert Cosman retired as the Director and Secretary of the NSW State Parole Authority on 12 February 2016 after completing 20 years of service in NSW Corrective Services. He previously held positions for 12 years with NSW Youth and Community Services working with juvenile offenders. His career with Corrective Services NSW included positions in parole and community corrections. He represented the Probation and Parole Service, now Community Corrections, as the representative to the then Parole Board before taking up administrative positions with the SPA including Operations Manager, Deputy Director and Assistant Secretary and finally from 2009 as the Director and Secretary of the State Parole Authority. Mr Cosman was appointed on 16 March 2016.

Ms Peta Drake has an LLB from the University of WA and an LLM from the University of Sydney. She worked for 20 years as a solicitor both in private practice and in-house at energy companies in Sydney and London. After a period of maternity leave, Peta established a retail home textiles brand in Australia which was sold on-line as well as from her own store. In 2012 Peta was appointed to the NSW Administrative Decisions Tribunal. For the past 5 years Peta has worked on a voluntary basis for Australian Red Cross in its Immigration Detention Monitoring Program. Ms Drake was appointed on 20 October 2015 and was re-appointed on 7 November 2018.

Mr Wayne Gleeson retired from the NSW Department of Education on 11 June 2016. Wayne commenced his teaching career in 1978 after he completed his Bachelor of Commerce (Economics) and a Diploma of Education from the University of NSW. During his career, he held a number of teaching positions, including as a teacher at Riverside Girls High School, Head Teacher Social Sciences at Liverpool Girls High School and Deputy Principal at Bass High School and Woollooware High School. He was the driving force behind the implementation of Legal Studies as part of the Higher School Certificate in 1991. He was awarded the first Professional Teachers Council Outstanding Service Award for Legal Education in 2007. In 2012 he was awarded the inaugural Rule of Law Institute of Australia (RoLIA) Excellence In Teaching Award for Services to the Teaching and Learning of Legal Studies in NSW. In November 2014 the NSW Attorney General appointed Wayne as a Community Representative on the NSW Sentencing Council. Since retiring from teaching in 2016 Wayne has worked in a number of educational positions including as a Policy Officer at NSW Educational Standards Authority (NESAs) and as a School Improvement Officer for Wollongong Catholic Education. Mr Gleeson was appointed on 25 October 2018.

Community Members continued...

Mr Rod Harvey APM retired from the NSW Police in August 2001 at the rank of Detective Chief Superintendent after 35 years' service, the majority of which was devoted to the investigation of major crime and the management of major investigations. In recognition of his service to policing he received the Australian Police Medal, the National Police Service Medal, the NSW Police Medal, and the National Medal along with several commendations. Since retiring as a police officer he has undertaken a range of consultancies and investigations, including engagements with Corrective Services NSW and the NSW Police Force. Mr Harvey was appointed on 28 November 2012 and was re-appointed on 27 November 2015 and 27 November 2018

Stuart Hemmings FACE, GAICD, JP has a background as a secondary school teacher of agriculture and science. Mr Hemmings is a non-executive Director of the Primary Industries Education Foundation Australia and also works part-time as an education consultant (including an Associate role with Cambridge Education). Prior to this he held a number of senior positions in the NSW Department of Education in both rural and metropolitan settings, most recently as Director of Policy, Planning and Reporting in the NSW Public Schools portfolio. He has also worked extensively for the NSW Board of Studies in a number of capacities and is a graduate of the Australian Institute of Company Director's course. Mr Hemmings maintains membership of the AICD, the NSW Association of Agriculture Teachers and the Royal Agricultural Society of NSW. He is also a member of the Australian College of Educators and was awarded Fellowship of the College in 2014. Mr Hemmings was appointed on 20 October 2015 and was re-appointed on 7 November 2018.

Ms Martha Jabour is Executive Director, Homicide Victims Support Group (Aust.) Inc., a position she has held since 1993. Her interests are to further promote the rights and needs of family members of homicide, especially children. Ms Jabour has and continues to represent the community and family members of homicide on a range of committees and boards. Other areas of special focus are on crime prevention, particularly in the areas of domestic violence, mental health and juvenile justice. Ms Jabour was appointed on 4 October 2006 and was re-appointed on 21 October 2009, 21 October 2012, 21 October 2015 and 25 October 2018.

Ms Karen Lindley is Managing Director of Karen Lindley Pty Ltd for more than 35 years. She runs a boutique business that has marketed Australian opals internationally. Ms Lindley holds a Diploma in Gemmology and currently holds a Fellowship in the Gemmological Association of Australia. She has formed a close association with victims of historical sexual assaults and developed advocacy streams for victims to seek justice which resulted in the creation of the Purple Angel Society. Ms Lindley held appointments in the NSW Government "Women in Business" Program as a mentor, a Minister for Small Business to the Board of Small Business Development Corporation and Women's Mentor Program for Australian Institute of Management. Ms Lindley is appointed in the Jeweller's Association of Australia 2016, Survivor and Mates Support Network and Lillians Refuge for homeless girls 12-17 years old. Ms Lindley was appointed on 21 December 2018.

Mr Peter Lucas is a Chartered Accountant, Chartered Secretary and Fellow of the Australian Institute of Company Directors. Since ceasing full time work he undertakes environmental, operational and financial risk management activities as an Independent Chair or member of several Audit & Risk Committees for NSW Government entities, and for a not-for-profit charity involved in food security for less privileged Australians. He holds an appointment as a Justice of the Peace in NSW and a Bachelor of Commence from University of New South Wales. Prior to semi-retirement he held senior financial roles in private sector merchant banks and financial institutions and within the NSW public sector. Mr Lucas was appointed on 25 October 2018.

Community Members continued...

Mr Frank Mennilli APM retired from the New South Wales Police Force on the 20 July 2018 at the rank of Assistant Commissioner after completing 41 years of service. The first half of his policing career was devoted to criminal investigation and later into senior management, having spent the last 12 years as the Region Commander for the South West Metropolitan Region and the New South Wales Police Force's Corporate spokesperson for Custody and Corrections. In recognition of his policing service, he was the recipient of the Australian Police Medal, the National Police Service Medal, the NSW Police Medal, along with numerous citations and commendations. Mr Mennilli was appointed on 21 December 2018.

Ms Catriona McComish is the Director of Firefinch Consulting which provides clinical, forensic and organisational psychology services to public sector agencies, training groups and NGOs. She previously worked for 30 years in public sector education, health and justice services developing and leading the delivery of mental health and behaviour change policy and programs in WA and NSW. Additionally, she has held appointments in the university sector in psychology and criminology research and teaching. She finished her public sector employment in 2006 as Senior Assistant Commissioner Community Offender Services in Corrective Services NSW. Ms McComish was appointed on 23 January 2013 and was re-appointed on 22 January 2016 and 22 January 2019.

Mr Donald McDonald AC, AO, BComm, Hon. DLitt (UNSW) was Chairman of the ABC for 10 years (1996-2006). In 2007 he was appointed Director of the Australian Classification Board for 6 years. Prior to that he was Chief Executive of Opera Australia (1987-1996) and General Manager of the Sydney Theatre Company (1980-1986) and earlier of Musica Viva Australia. He was a director of the Sydney Organising Committee of the Olympic Games and previously of the Sydney Olympic Bid; Chairman of the Constitutional Centenary Foundation; a Fellow of the Senate of the University of Sydney; a director of University of New South Wales Foundation; a Visiting Fellow of the University of Edinburgh; and Chairman of The Australiana Fund for 12 years until 2017. Mr McDonald was appointed on 21 December 2018.

Mr Andrew Nattress began his career as a police officer in the United Kingdom, before moving to Hong Kong in 1974 where he joined the then Royal Hong Kong Police Force as an Inspector. Subsequently taking a position as an investigator with the Hong Kong Independent Commission Against Corruption (ICAC), he served in various roles until his departure in 1987 as a Chief Investigator with the ICAC. Upon his departure from Hong Kong, Mr Nattress came to Australia and joined the then National Crime Authority as an Assistant Director in charge of the fledgling telecommunications interception branch. He was subsequently appointed as the National Director of Intelligence before his departure in 1996 to take up a position with the newly created New South Wales Police Integrity Commission as the Director of Operations. When Mr Nattress retired in 2013, he was an Assistant Commissioner and Director of Operations of the Police Integrity Commission. Mr Nattress was appointed on 26 February 2014 and was re-appointed on 26 February 2017.

Community Members continued...

Mr Donald Sword works for an inner-city homeless service and teaches at the Sydney Institute of TAFE. On behalf of the NSW Ombudsman, he delivers training services to state and federal agencies and non-government organisations. He has served as an Official Community Visitor appointed by the Minister for Disability Services, and as an Official Visitor to the hospital at Long Bay Correctional Centre. He is a member of the NSW Civil and Administrative Tribunal (Guardianship Division), the NSW Legal Aid Review Committee, and the Justice Disability Advisory Council. Mr Sword was appointed on 20 October 2015 and was re-appointed on 25 October 2018.

Mr Lloyd Walker was once the Acting Coordinator for the Aboriginal Corporation for Homeless and Rehabilitation Community Services and has been an Official Visitor for Lithgow Correctional Centre. He was appointed as a community member of the Serious Young Offenders Review Panel in December 2013. Mr Walker was appointed on 1 July 2000 and was re-appointed on 1 July 2003, 1 July 2006, 1 July 2009, 1 July 2012, 24 June 2015 and 27 June 2018.

Mr Peter Walsh APM was formerly the Senior Assistant Commissioner of the NSW Police Force after 38 years within the Force. Awarded both the Centenary Medal in 2000 for service to the community and the Australian Police Medal in 1996 for distinguished police service, he completed the majority of his service throughout country NSW. Mr Walsh was appointed to the SPA on 17 January 2005 and was re-appointed on 17 January 2008, 17 January 2011, 22 January 2014 and 26 February 2017.

Official Members

Community Corrections Representatives

Ms Joanne Moore was appointed as a Community Corrections Representative on 24 May 2018.
Ms Ingrid Pedersen was appointed as a Community Corrections Representative on 28 May 2018.
Ms Amy Ticehurst was appointed as a Community Corrections Representative on 2 July 2018

Mr Luke Easterbrook, Ms Christie Lanza, Ms Sarah Gilmour, Mr Liam McOnie and Mr David Walsh acted as deputies during leave by official appointees.

Police Representatives

Senior Sergeant Pettina Anderson was appointed as the Police Representative on 2 June 2009.
Chief Inspector Hamed Baqaie was appointed as the second Police Representative on 11 December 2009.
Detective Sergeant Jason Wills was subsequently appointed as the third Police Representative on 8 October 2013.

Sergeant Joanne Sinclair and Senior Constable Kelly Green acted as deputies during 2018.

Secretary

Ms Amy Manuell
Director and Secretary

Ms Elizabeth Leafe
Acting Deputy Director and Assistant Secretary

The Secretariat

The SPA would not function without the hard work of the Secretariat. Staffed by officers from CSNSW, the Secretariat is made up of three interdependent teams; the Submissions, Reviews and Support Teams.

Support Team - consists of six officers, three trainees and a Senior Administration Officer that provide administrative support to the Secretariat, led by the Team Leader in Administration. This team is responsible for duties such as data entry into OIMS, preparation of agendas for SPA members, coordination of offender appearances via audio visual links, preparing requests for psychological and psychiatric reports and the preparation of documents to be forwarded to offenders and their legal representatives.

Submissions Team - consists of four Submissions Officers and a Senior Administration Officer led by the Submissions Team Leader. Together, they are responsible for the preparation and collation of all matters that go before the private meetings. This preparation includes a wide range of tasks from requesting criminal histories, police facts and judge's sentencing remarks to coordinating the submission of reports from Community Corrections Officers. Upon receipt of all necessary documents for an offender's case, they are filed on the electronic records management system, ready for distribution to the members. Submissions Officers are also responsible for the preparation of warrants, orders, memoranda and correspondence.

Reviews Team - consists of four Reviews Officers and a Senior Administration Officer led by the Reviews Team Leader. The Reviews Team is responsible for the preparation and collation of all matters that go before the public review hearings at court. Each Review Officer is responsible for a particular day of the week. Preparation includes coordinating submission of updated reports, filing reports in the electronic records management system, ensuring appropriate people are available to give evidence on the day (offenders, legal representatives and Community Corrections Officers) and the smooth running of court hearings. Review Officers are also responsible for the preparation of warrants, orders and correspondence.

Guiding Principles

Corporate Governance

Performance against corporate governance, service delivery and performance objectives.

Meet all statutory obligations ensuring all decisions are appropriate and in the public interest:

- Considered 20,875 cases.
- Conducted 143 private meetings, 140 public hearings and 46 intensive correction order meetings.
- Conducted 50 Secretary sittings.
- Conducted 379 meetings.
- Issued 1,480 parole orders.
- Revoked 2,995 parole orders, 618 intensive correction orders and eight home detention orders.

Manage the existing corporate governance framework and maintain a program of continuous review and improvements:

- Tabled the 2017 Annual Report in Parliament.
- Conducted regular operational / planning meetings and issued policy / procedure directives to staff.
- Met all *Public Finance and Audit Act 1983* directives regarding the annual stock take, budget cycle and financial management requirements.

Develop strategic partnerships with stakeholders and improve public knowledge and awareness of the SPA:

- The SPA website was updated to provide the public with information about the operations and functions of the SPA.
- Continued to meet statutory obligations to victims by facilitating access to modified documents.
- Facilitated training sessions for Community Corrections Officers and custodial staff at the Academy and Community Corrections locations.
- Provided presentations to CSNSW staff and at the University of NSW.
- Maintained partnerships with CSNSW, SORC, NSW Police and the Mental Health Review Tribunal.

Develop a membership that embraces diversity and is reflective of the community:

Total Members: 30

- 28% are female (8 members)
- One indigenous member
- Two members have a CALD (culturally and linguistically diverse) background
- Two members live in country locations