Implementing

Case Management in NSW Corrections

An exercise in Change Management
(from lock 'em up and throw away the key - to hold em' & heal them)

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Introducing case management in the NSW Department of Corrective Services has been sporadic and despite best efforts from a small team and senior management, is largely misunderstood. Even today, some 7 years after its introduction, case management is somewhat, at best, sceptically seen as THE management tool for inmates in today's correctional system. Fortunately, this attitude is slowly changing and it is gradually taking on a more positive role and being treated more seriously by both staff and inmates.

In order for us to assess the enormity of such change, however, it becomes necessary for us to look briefly at the history and culture of NSW Corrections as well as the type of inmate currently housed in the system. From there, we will look at the efforts and underlying difficulties in introducing case management into the environment. Operation Cadix, an investigation into possible corruption into the NSW Corrections by the Independent Commission Against Corruption (ICAC), conducted a small research study of case management and produced a report with recommendations which contributed to the current change management approach being undertaken in a final stage of the implementation.

We shall see some of the methods used and the results of this new approach. Finally, there will be further discussion about whether, in the long run, the use of case management with inmates actually produces more responsible citizens or just creates quieter gaols.

HISTORY & CULTURE

It is interesting to remind ourselves that the original profession here in Australia, some 212 years ago now, were Wardens of convicts, members of the British Royal Marines. Prison Officers now have a very strong unionised culture whereby most, if not all changes to inmate management are negotiated with the Union as a matter of course. This culture sometimes serves to numb case management and even water it down to a quick interview and the writing of case notes.

Staff have traditionally been passive and reactive, usually waiting around for crises to happen. These disasters - including self harm, fighting, assaults, rape, gang warfare, riots etc. would then get a swift reaction, often executed in a highly reactive, yet structured and skilled manner involving many uniformed staff.

In 1978, the Nagle Royal Commission into NSW prisons recommended many changes that affected the culture of the prison system. Prior to that time inmates
- were not allowed to look directly at staff;
- had to salute staff, stand in lines and march
- were systematically punished by staff;
- and officers were not allowed to communicate with each other

Reflective of this approach is the inevitably reactive “Group Management”, the antithesis of case management. If there was some trouble in the centre, the reactive measure was to gather the group concerned and “tip” them out – redistribute the offenders to other centres. Case management on the other hand, attempts to predict problems, assess and manage individual cases.

Part of the culture appears to be a resistance to trying new things, especially if that means doing something for inmates. Some officers receive ridicule by their own peers when attempting to be proactive in their case work, being labeled at times as “Care Bears” when they step out from the traditional role. Even the “war stories” reflect the traditional role –
when visiting a centre one is more likely to be shown the bullet marks on the wall from the riot in '74 or the gallows where inmates used to be hanged rather than tell stories of a great case where an inmate was totally reformed.

Much of this has changed throughout the last 20 years to what is a far more humane and a little less regimented system. This is not always heralded, by some, as positive.

NSW Corrections, like most other state run correctional services, has also been characterised by an antiquated set of overcrowded facilities. Much of the current stock of Correctional Centres in NSW were built in the 19th Century, not long after the gold rush days. These prisons, such as those found in Grafton, Goulburn, Bathurst, Parramatta and Long Bay are badly designed by today’s standards, they lack ventilation, isolate inmates, are claustrophobic, either too cold or too hot and were not designed for the number of professional staff we now have. In some places professional staff, including officers, are required to have their offices in one-time cells, and in other cases cells have been “converted” into interview rooms where Case Teams meet with inmates. Only those centres, which were designed in the past 10 or so years, offer facilities that actually enhance case management.

The ever rising number of inmates provides a further barrier to case management, especially with the high recidivism rate. In terms of the inmate population, this has risen in the last 12 years by over 80%. The following graph depicts the most recent rise in numbers, which occurred since 1998 to the present. This presents major difficulties for both the staff and the facilities. The most recent rises have resulted in the re-opening of centres that had only just been closed eg. Parramatta, Norma Parker.

![Figure 1: NSW Inmate Population 1 July 1998 – 4 February 2000](image-url)
Despite the overriding culture, the old stock and the rises in population, case management has flourished within small pockets of the Department. One such area is a therapeutic unit within Long Bay, the Special Care Centre. For almost 20 years – 13 years before the commencement of case management on a statewide basis, the SCU has had a major impact on thousands of inmate lives and hundreds of officers. The SCU pioneered a new role for correctional staff, which preceded the implementation of case management. It involved Correctional Officers working closely, even therapeutically, with inmates in an intensive program of group therapy and individual problem solving sessions. Staff use their time with inmates rather than kill it, and are utilised in roles such as monitor, but also as assessor, co-facilitator, mentor, carer.
THE CLIENTELE
Working with inmates in a full time correctional setting is not an easy task. Even given the psychosocial backgrounds one expects in a prison, it is still a more concentrated environment and predominantly is staffed by a tradition which is possibly less trained in caring than any other case managed workplace. The following statistics give a snapshot of the population:

- 95% male
- 69% prior imprisonment
- 24% with sentences > 5 years
- 4% Life imprisonment
- 17% ATSI
- 26% NESB
- 28% 18-24
- 13% Intellectual Disability
- 75% AOD problem use
- 16% males sexually abused < 16
- 21% attempted suicide
- 40% meet diagnosis for Personality Disorder
- 60% not functionally literate or numerate
- 44% long term unemployed
- 60% did not complete Year 10
- 64% have no stable family
- 35% Hep B &/or Hep C positive

And as for female inmates

- 25% ATSI
- 39% previously attempted suicide
- 23% on psychiatric medication
- 73% admitted to Psych/Mental Health Units

- sig. Higher levels of illicit drug, Hep C, depression, sexual abuse than men
CASE MANAGEMENT – the first years

Prior to the introduction of case management in 1993, the structure of inmate management comprised of a mix of services, programs and management tools which were not well integrated, and in many cases were quite at odds with each other:

Figure 2: Previous model of inmate management

Case management was introduced into the NSW Department of Corrective Services during a period of extended and massive change. An examination of the context of this change is essential to gain an appreciation of what has actually been achieved.

The following details many of the extensive changes that have occurred since Case Management was introduced:

1993

- Area and Case Management Implementation Team was established. This team gave presentations to all staff in regional and correctional centres to explain the new models of Case and Area Management;
- Change in our language began to appear – “Prisoners” and “Crims” became “inmates”; “gaols” and “prisons” became “correctional centres”. This was legislated in 1998;
- Detailed planning undertaken to commence operation of 600 bed private Correctional Centre & the downsizing by reducing Correctional Officer numbers by 220 and no corresponding decrease in professional staff (in fact, this increased during the period);
- Newnes prison camp closed and Young Adult Offender program transferred to Oberon (Oberon inmates relocated);
- Central Industrial Prison and Industrial Centre merge to create Reception and Industrial Centre (not seen as a success);
- Intensive scrutiny of Deaths in Custody by Committee chaired by Kevin Waller
- Initial discussions about new case management model commence. Corrective Services Academy commence strategic plan for Area and Case Management Training
- Modified Screening and Induction program trialed;

1994
- The introduction of new technology enabled consideration of destaffing towers. The technology and removal of staff from towers created industrial problems.
- Detailed planning and negotiations commence to introduce Case Management into NSW Correctional Centres;
- Strategic plans for Area and Case Management training was implemented
- The role of Program Manager was developed with unions. This position was to oversee the work of the Inmate Development Services staff, as well as the case management process;
- Case Management, which introduced “dynamic security”, allowed for the “reviewing” of staffing profiles at Correctional Centres.
- Case Management Files developed for all inmates – correctional staff now involved in associated clerical duties

1995
- Four Regions reduced to three, with one Regional Commander losing his position
- Planning and construction of a new 900 bed facility
- Review of Case Management files identified problems with information management and compliance. Records Centre Established.

1996
- Central Industrial Prison wings amalgamated with Industrial Training Centre – with little staff acceptance
- Case File and Forms redesigned
- Revised model of case management endorsed by senior departmental staff.
- New Case Management model trialed at Bathurst Correctional Centre
- Reception, Screening and Induction Program Reviewed
- Risk Intervention Teams introduced at all centres

1997
- Significant re-organisation of inmate population scheduled to coincide with the closing or downsizing of older Correctional Centres (Maitland, Cooma, Tamworth, Reception & Induction Centre, Metropolitan Remand Centre, Parramatta)
- 500 staff and 2,000 inmates relocated
- New state wide computer system (Offender Management System) commenced with extraordinary difficulties
- Metropolitan Remand and Reception Centre commissioned
- New files and forms and model introduced in conjunction with the commissioning
- Roll out of revised Reception, Screening and Induction Program
- Case Management CD ROM introduced as training resource
- ICAC Operation Cadix commences
1998
- Inmate population increases significantly from 6,200 to 7,000
- Recommissioning of retired bed stock
- ICAC research report into Case Management commences
- Competency Based Training introduced
- Onsite audit of case management carried out at each centre by COS Team

So it can be seen with all the enormous disruptions going on around the state that it is somewhat incredible that case management actually got off the ground at all.

During the last 7 years, our expectations and understanding about case management have changed considerably. In 1993 case management was defined as:

"...A personalised interactive approach to the management of offenders in custody. Essential to this concept is the high degree of positive interaction between staff and inmates designed to develop attitudes and skills needed by the inmate for successful reintegration into the community..."

In 1999 in the new Inmate Case Management Policy, case management was redefined as:

"...a collaborative, multi-disciplinary process which assesses, plans, implements coordinates, monitors and evaluates options and services to meet an individuals needs..."

The reader may recognise this definition as an adaptation of the Case Management Definition set by the Case Management Society of Australia in 1998.

One thing in its favour, was that it was found that case management and the security aspect of corrections actually go hand in hand. Although some believe that this should only be a side benefit, security is a subject close to the hearts of custodial staff, and certainly one that any gaol is judged on, that is, how well we keep inmates inside the walls.

Case management began to form a very different relationship between inmates and custodial staff. This new relationship requires staff to get to know their inmates more closely and better supervise them, and as a result staff have a firmer hold on security by having a better idea of what is actually happening in the centre.

In addition, like many other agencies, the NSW Department of Corrective Services began implementing case management in using existing resources. That is, custodial staff - a highly unionised group of fairly hard-line prison officers who had applied to become security focussed prison officers and not Case Officers were suddenly made accountable to care for inmates. This is a far cry from many other departments where nurses, social workers or therapists have become case managers within community settings.

Another hurdle is the difference between what officers seem to believe case management to be, and the ideal of case management. For the Implementation Team it means the linking of inmates into programs and services which are likely going to benefit them most - and to meet the vision of the department - to produce responsible, law abiding citizens. Inmates would come in, be screened for risk and their needs assessed, so as to create a map with inbuilt milestones. This map translates into a Case Plan, which would then become the stimulus for the casework by both program and custodial staff. The reality of this, however, is that most
case officers see case management not as a linking program but simply seeing an inmate once a month and seeing how they are going.

**OPERATION CADIX**

When a system such as case management is not accepted well by staff one tends to blame some extraordinary things on it. In 1997, the NSW Independent Commission Against Corruption (ICAC) launched Operation Cadix with the purpose of uncovering any corrupt practices by staff of the Department. It was during this operation that a number of staff, in their defence against certain corrupt actions (such as provide information to the underworld, or supply drugs to inmates), pleaded that they were not able to keep a professional distance from inmates because case management forced them to get close to inmates.

ICAC therefore began to scrutinise the departments’ case management system in order to discover what case management was about and if it was, indeed, a corrupt practice.

ICAC, in its report *Case Management in New South Wales Correctional Centres* (Coulter, 1999) undertook a series of extensive interviews with both staff and inmates to ascertain the extent and usefulness of the case management system. This research looked not only at the possibility for corruption, but also served NSW Corrections with a launching pad for the review and refocus of case management in the state.

A summary of the findings are listed below:

**What does case management mean?**

The research found that for officers, case management means better management and monitoring of inmates. For inmates it means being able to sort out their problems with one officer as a point of contact, whom they trust, and it provides support.

**How well is case management working?**

Most officers think that case management is not working well in their correctional centre. Inmates’ comments indicated a similar view.

**Relationships between inmates and officers**

Inmates think that it is very important to be able to ‘get on’ with their case officer, and because of the capacity of the officer to affect their life in custody, it is important not to get on the ‘wrong side’ of the officer. If an officer was making life difficult, most inmates said they would ignore the officer, do nothing and try to stay out of the officer’s way.

Similarly, officers said it was important to be able to ‘get on’ with inmates because it makes their life easier, the environment is better for everyone and intelligence is better.

Officers said that the boundaries between personal and professional relationships with inmates get blurred when officers are caught unaware by a manipulative inmate. That it is best to be on your guard, keep your distance from inmates and tell them nothing personal about yourself.

Nonetheless, generally officers reported they are happy with the new role and responsibilities that case management has provided. However, most felt let down by the initial training process, which was, at best *ad hoc.*
A further outcome of the research was the handing down of some 28 recommendations which the Senior Management have accepted and is in the process of ensuring they are implemented. These cover areas such as:

- the Induction of inmates,
- the functioning of case management,
- acknowledging the role of the case officer and case manager,
- changes to case officers,
- case management of long and short term inmates
- the security of case files and the information within them,
- the training of officers to complete case management properly, and
- the recruitment and selection of officers.

**CURRENT PROJECT – METHODOLOGY**

In response to the research, the Department put together an Implementation Team to assist centres in implementing the recommendations.

It was decided that, at this point, this team would work intensively with staff in three correctional centres of different security ratings (maximum, medium & minimum) which cover three areas of the state.

Some of the methods used in the pilot centres include working with staff in:

- Conducting needs analysis including Audits, staff survey, S.W.O.T. analyses and unstructured interviews;
- Support and training for individual staff such as Program Managers, Case Managers
- File Audits
- Writing standard operation procedures for the centre
- Group training

And on a more global scale:

- The introduction of a Case Management Policy across all centres;
- Standardised forms used in Case Management across the state;
- Rewriting state-wide Position Descriptions to include Case Management;
- Re-writing of all recruitment ads;
- Reconfiguration of all warrant and case files to achieve greater confidentiality and security of information;
- The introduction of discharge summaries to indicate significant events, difficulties and achievements inmates had experienced in their last sentence. This allowed the transition from continuous to episodic case management;
- The addition of standardised assessments (including Criminogenic needs) to the Reception, Screening and Induction Program;
- The introduction of an Intranet for dissemination of information including Case Management Policy;
- The production and distribution of a CD-ROM training package;
• Development of more suitable training packages for new custodial officers;
• The rewriting of the Classification and placement manual to emphasise this process as an outcome of case management and to further refine case management principles;
• The production of an Inmate Handbook and other improvements in inmate induction;
• An integrated Program Service and Delivery Plan across all centres;
• Pay increases for custodial staff for conducting Case Management;
• Improved relations developed between Government Departments e.g. Juvenile Justice, Probation and Parole, which improves the prospect of throughcare.

CURRENT PROJECT – RESULTS
In response to the question “What changed as a result of our work in the pilot centres and within the Department”, we will first look at global changes followed by changes within the centres.

Global
• I have already mentioned how, at least in Corrective Services case management is linked to dynamic security, i.e. security related not to walls, towers, and guns, but the intelligence collected along the way. In this regard, case management is proving to be very popular.

• The rate of escape from gaols is at the lowest it has ever been. The following graph represents the number of escapes over the average inmate population for the represented 12 months.

\[\text{Figure 3: Rate of escape}\]

\[\begin{align*}
\text{Rate per 100 inmates held} & \quad 0.06 \\
& \quad 0.05 \\
& \quad 0.04 \\
& \quad 0.03 \\
& \quad 0.02 \\
& \quad 0.01 \\
& \quad 0.00 \\
\end{align*}\]

83/84 84/85 85/86 86/87 87/88 88/89 89/90 90/91 91/92 92/93 93/94 94/95 95/96 96/97 97/98 98/99

• A further indicator of the success of case management in corrections relates to the decrease in violence within centres as well as the amount of abusive behaviour. As the following chart shows, the number of abusive behaviour charges laid by staff, which is an indicator of the relationship between staff and inmates, has reduced. This is seen to be a further indicator that case management is working.
Also on the increase is the number of programs attended by inmates since case management began. Case plans lay out various courses and services which inmates are responsible for enrolling in, and attending. Some of these programs include therapeutic centres, sex offender programs, Drug units, acute crisis units and programs for inmates with intellectual disability.

Further, classification ratings of inmates has generally been lowered. That is, whilst in the 1980's over 35% of inmates were held in maximum security, today the figure is less than 8%. With case management assisting in the dynamic security of inmates, there is a shifting focus away from solely relying on the static security structures such as electronic surveillance, towers, razor wire, walls and guns. This corresponds, of course, with the increased numbers now housed in minimum security facilities where whilst some static security measures are still present, case management may very well be the main form of security.

Other results achieved on a global scale include:

• More advanced screening and specialist assessment which is now linked to case management, rather than being a stand-alone program. The purpose of screening inmates arriving in gaol has changed. It began in 1993 as a response to Coronial Inquiries and Reports and the 1992 Royal Commission into Black Deaths in Custody. The present program now not only continues to assess for self-harm, special needs and triggers for self-harm, but also sets out a basic profile of an inmate and lays the pathway for assessing the inmates who need assessment. This in turn feeds into the case management process, all staff have access to these assessments and recommendations which form the basis of the Case Plans.

• Better Induction of inmates – most centres now hold Induction meetings and provide written and audio information and local brochures on the services and facilities available in each centre. An Inmate handbook has been produced in various community languages – these will be launched in next month. Also underway is a brochure for first time inmates who have never been to gaol before – this outlines very simply the process of Induction.
and routine that they will need to know for the first night – who to talk to, what is going to happen etc. Induction groups are starting up in most centres, and a series of Induction videos are in pre-production. This will help staff enormously, especially in centres which take in the greatest number of inmates (we have 15,000 new receptions per year) who have to repeat the same message daily. In addition, a series of Induction videos is being produced, one for viewing within the first 24 hours after arrival and a second for viewing a week after arrival.

- **Case Plans** are more thorough than they have been previously, and although there is a long way to go in this area, the idea that case plans drive case management and classification is being embedded.

- The amount of **case work** carried out by an officer has increased – our audit function has been conducted for the last three years and those involved comment about greater and more useful case notes being written.

- All staff are now being issued with the **Case Management Policy** which has recently been updated and made more relevant to the new model.

- All staff are required to sign a **confidentiality agreement** in relation to information management.

- **Training** has improved – all new staff undergo intensive training in case management as part of their initial training. This is competency based and uses modern training methods. This is well coordinated and responses has been good.

- **Inmate access** to their case files is now a reality, with policy and procedures in place across the state.

- **Case Files and Forms** have been standardised across the state. Where once these forms were homemade and gaol specific they now standardise all the information gathered and reduce the amount of duplication. This also means that when an inmate arrives at a different centre, staff do not need to repeat all the assessments which have already been carried out. A further outcome has been a vast improvement in the security of information collected.

- **Case notes** have improved. Officers have been recording their observations and events, both positive and negative for a long time, these have been usually in a "running sheet" format – these are now incorporated in with more extensive case notes and are no longer just a snapshot of the inmate, but a narrative and reflect the case plans.

- When breaches of discipline occur, inmates are **more intensively case managed** now, rather than the normal punishments being dished out. Now at least when there has been a breach of discipline, yards are not the main or only management tool. Where at once an inmate might have been isolated or kept in a particular yard, now at least there is a great deal more consideration given to the management of the inmate. Options could include counselling, prioritising the inmate onto a special course or program which could include a Violence Prevention Program at a separate institution. This means that the disaster scenario, whereby staff would sit around monitoring and waiting for things to go wrong has been turned on its head now that they are more in touch with the lifeblood of the centre and the inmates around them.
• **Overseers**, the staff in charge of inmates in places of employment such as workshops, farms, factory settings etc. within the centres have also taken on the role of Case Officer. Many of these people work alongside inmates up to 6 hours a day, and were defacto Case Officers all along. This helps to relieve the caseload of custodial officers, and provides inmates with more regular contact with their Case Officer.

• **Prioritising inmates** for case management has started to receive more attention. One of the findings in the ICAC research revolved around the idea that not all inmates need or would benefit from the same level of case management. Remanded inmates also have clearly different requirements and needs than long term inmates.

• **Throughcare** – the continuous care of inmates through the Juvenile Justice system or probation service through the correctional system and on to parole officers is improving. This is a major direction for the Department.

**Inside the Pilot Centres**

All three pilot centres have reported an increase in, and better acceptance of case management, however, not all the results have been positive. The Implementation Team conducted an attitudinal survey of staff during the pilot program at all three participating centres. A mixed result was found, for example:

• 64% of staff said they were keen to improve case management;
• 66% were confident about conducting monthly case management interviews with inmates;
• 77% saw case management as flexible, and that an inmate's case plan could be altered if need be;
• 54% believed they were influential in their inmate's case management;
• 74% believed they should share information with other staff about inmates without breaching confidentiality;
• Only 24% stated that they believed Case Management takes too much time;
• 86% believed that it was important to read an inmate's file before seeing them.

However,

• Only 39% were comfortable with inmates having access to and looking through their file;
• 72% stated that security is more important than case management; and
• 53% said that when they are away from others, people say that case management is a waste of time.

Also responsible for the mix of results was a change of management which coincided at each of the centres – either a new governor was brought in, a new deputy governor, program manager or new case managers. In one centre, three of the four essential personnel have changed during the pilot period.

The role of case manager is an integral part of Case Management. In each of the three centres, these positions are regularly unfilled as a result of staff shortages, and in one centre the position was filled by temporary staff who have not been trained at all in the position. The following graph depicts what has happened to the number of monthly reviews in the past 5 months at this centre because of such a disruption.
Because of our intervention and the dedication of the governor in the past month or so this position has not been stripped and a new Case Manager has been placed in the role. The result of this (January 2000) is obvious.

Further to compound the problem for implementing Case Management is staff shortages. At the centre there is an 18% vacancy in the officers ranks which includes the role of Case Managers.

Intensive case management is also on the rise. In one centre, instead of automatically punishing inmates by placing them in yards or tipping them to other centres, inmates are now interviewed and behaviour modification contracts are drawn up individually with their case manager. For example, if an inmate commits a drug offence while in custody they make a contract to address the behaviours. This way inmates are not punished by default and staff do not automatically send off their difficult inmates to other centres and manage the problem themselves.

Strategies have been carried out to make case interviews easier for staff to conduct. Ensuring staff have the right space such as confidential interview rooms, have blank case-note pads at their workstation, clear procedures for interviewing and more input into case management team decisions have gone a long way to assist.

There continues to be significant work to do at the pilot centres. The team needs to be present and seen promoting case management in the centres. This has proven difficult for us in recent weeks because of competing priorities and union action. More training is required not only for the staff who are in their roles, but given the staff shortages, for those acting in the roles as well.

Finally, the rostering of staff needs to be addressed to better meet the requirements of case management. Some staff report that within a 4-week period they may only have 5 days that they do a day shift when the inmates are out of the cell. If these shifts require them to be on the other side of the gaol, there is slim hope that they will be able to see their caseload.
CASE MANAGEMENT – FACT OR FICTION?

We in NSW corrections have come a very long way from the “crash and bash” days where we should “Lock ‘em up and throw away the key”. We still have a way to go to achieve full implementation of case management to meet the aims of the department, i.e. the safe, secure management of inmates and to return offenders to the community as law abiding citizens.

A realised benefit is that inmates are more responsible for their outcomes and this gives rise to a quieter working environment. Case Management invites the staff, who have not been asked to do this before, to believe in and allow the inmate to have a say, and challenges staff to believe that they can have a positive effect on the lives of inmates.

Case Officers in particular need to know they can connect with the inmate, with Program Staff, Case Management Teams and so forth, to feel supported in their work. They need to change their mindset about their role as monitor to that which includes integrator, advocate, co-assessor, consolidator, monitor and motivator. This of course requires the desire to make a difference, and believe in themselves and the inmates.

If case management in NSW Corrections is to improve, then management has to empower staff to be more proactive – to move from their passive position of monitoring and monthly interviews to an attitude of believing that they can make a difference, that their intervention can help. The workday has to become more of a challenge than a routine. At present, maybe only a minority believe this, and the high rate of recidivism does not help as many staff witness some inmates returning over and over.

Finally, to answer the questions – is Case Management in NSW correctional centres working? Is it a fact or is it mere fiction? The answer seems to be both.

Case Management is working for us, the correctional community; but it may not yet be working for the inmate or wider society. We have fewer escapes; we have quieter gaols, increased participation in programs, better intelligence, jobs that are more challenging and better teamwork. Inmates, on the other hand, have better access to programs than they have before, someone that they are more able to trust than others and to whom they can go if they are having problems.

Nevertheless, there is, as yet, no firm evidence that we have any less inmates coming back to gaol because case management helped them turn around their lives and to live as responsible citizens. With continued and steady focus by all of us in NSW Corrections, we will, hopefully ensure case management realises its full potential and really make a difference.