Department of Attorney General and Justice

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DEPARTMENT OF ATTORNEY GENERAL AND JUSTICE

The Department has not appointed a Chief Financial Officer

Progress on integrating policies, operations and systems since Department was restructured has been limited

Audit Opinion

The audit of the Department of Attorney General and Justice's financial statements for the year ended 30 June 2011 resulted in an unmodified audit opinion within the Independent Auditor's Report.

Operational Snapshot

The Department delivers legal, court and supervision services to the people of New South Wales by:

- · managing courts and justice services
- implementing programs to reduce crime and re-offending
- managing custodial and community-based correctional services
- · supervising and caring for young offenders in the community and in detention centres
- advising on law reform and legal matters.

The net cost of the Department's services for the year was \$1.7 billion (\$1.5 billion in 2009-10).

Key Issues

Integration of Policies, Operations and Systems between the Divisions (Repeat Issue)

Recommendation

I again recommend the Department continue integrating policies, operations and systems between its divisions and appoints a Chief Financial Officer.

The Department was created on 1 July 2009 by merging the former Department of Corrective Services (DCS) and the former Attorney General's Department (AGD).

From 1 April 2011, the functions of the former Juvenile Justice division (now called Juvenile Justice NSW) and the Guardianship Tribunal were transferred to the Department under the Public Sector Employment and Management (Departments) Order 184/2011, from the Department of Human Services. On 31 December 2011, the functions of Privacy NSW were transferred from the Department to the Information and Privacy Commission.

As I reported last year, progress on integrating policies, operations and systems of all entities transferred into the Department was limited. The transfer-in of new divisions in 2010–11 has compounded the issue. For example, the finance functions of each division are maintained on separate systems, they apply different accounting policies, report separately and have separate audit and risk committees and internal audit functions.

The Department has still not appointed a Chief Financial Officer with responsibility for the financial operations of the whole Department. The Chief Financial Officers for the Attorney General, Corrective Services NSW and Juvenile Justice NSW divisions continue to be responsible for their respective divisions. They collaborated during the year to achieve overall Departmental financial control and reporting.

The Department cannot provide information on additional costs associated with the amalgamation, or cost savings it expects to achieve.

Victims Compensation (Repeat Issue)

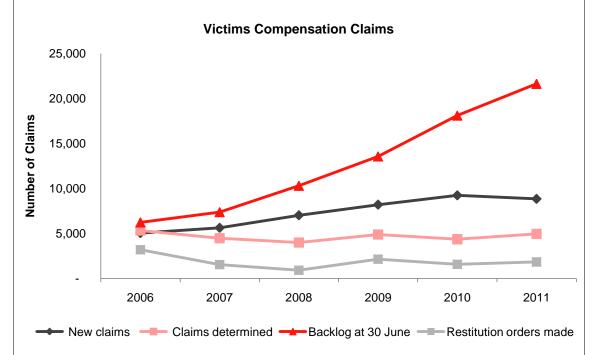
Backlog of victim's compensation claims now represents more than four years of claims and has more than tripled since 2006. Almost 60 per cent of all claims are more than one year old. Of \$289 million of restitution debts owing by offenders, only \$18.8 million is likely to be received.

Recommendation

I again recommend the Department pursue further initiatives to address the backlog of victim's compensation claims, which now represents more than four years of claims and has more than tripled since 2006.

For the last two years, I have recommended the Department seek additional funding from the Consolidated Fund to ensure the backlog of victims compensation claims is processed in a reasonable timeframe. Instead, the Department continues to pursue what it believes are more sustainable options to fund the scheme. These include restructuring the scheme to significantly reduce its operating costs and increase the proportion of funds directly payable to victims of crime.

The Department had 21,646 pending claims for victims' compensation at 30 June 2011 (18,118), which it estimates will result in payments of \$239 million (\$222 million), or an average payment per claim of \$11,041 (\$12,300). Based on the number of claims determined during 2010–11, this backlog represents more than four years of claims and has more than tripled since 2006 as shown in the graph below:



Source: The Department of Justice and Attorney General (unaudited).

Victims Compensation Tribunal NSW – Chairpersons Report 2009-10 (unaudited).

The number of new claims in 2010–11 decreased for the first time since 2006, but remains higher than the number of claims finalised during the year, thus adding to the backlog. The number of claims determined and paid remained at similar levels over the same period. Claims are determined each year to the extent of the budget allocation, and claims in excess of the allocation increase the projected future liability. The budget for 2011–12 is \$69.3 million compared to \$68.1 million in 2010–11. This is unlikely to meet the liability for new claims, much less reduce the backlog.

The Department advises that the average length of time to process a claim is 25 months. This is because claims cannot be processed until all information has been received from relevant parties or before other matters, such as workers compensation proceedings or clients seeking adjournment, have been resolved.

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Backlog of victims compensation claims have tripled since 2006 to 21,646 claims 28

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The Department has implemented initiatives to increase the scheme's revenue

The Department only expects to recover \$18.8 million of the \$289 million payable by offenders

The management of Corrective Service's assets requires improvement

Of all outstanding claims, 40.1 per cent are less than 1 year old and 2.3 per cent are more than five years old. The oldest outstanding claim is from July 1997.

Victims of violent crime are entitled to receive compensation for injuries, even if the offender is unknown or not convicted. Where offenders are convicted, restitution orders can be raised against offenders to recover the compensation paid to victims.

Levies are collected from people convicted of crimes and paid into the scheme. Offenders not convicted of an offence that carries a jail term are now also required to pay the levy. The Department is currently developing proposals with the State Debt Recovery Office (SDRO) to improve collection of restitution debt. The proposals include transferring the management and enforcement of restitution debts to the SDRO.

Last year, the government announced further changes to the scheme. These included expanding support for victims of violent crime who are not eligible for compensation because their injuries do not reach the threshold for compensation. The number of support calls increased from 48,021 to 63,201 in 2010–11.

During 2010-11, the Department awarded \$63.4 million (\$62.6 million) in compensation to victims and only received \$4.3 million (\$4.3 million) in restitution from offenders. At 30 June 2011, \$289 million (\$289 million) was recorded as restitution debt, but only \$18.8 million (\$18.7 million) of this is likely to be received.

The collection of restitution debts is complex as convicted offenders may have multiple debts and may be co-offenders. The development of an electronic information system to help manage, monitor and report on offenders' debts has been challenging. Continuing enhancements to the Victims Services CARES workflow database system and its interface with the Department's financial system are providing ongoing improvements to the financial information necessary to determine a debtor's compliance. Default letters are regularly sent to debtors who have not complied with arrangements with the Director, Victim Services or orders made by the Tribunal.

Property, Plant and Equipment (Repeat Issue) (Corrective Services)

Recommendation

I again recommend Corrective Services NSW ensures appropriate systems and controls are in place to enable the efficient and effective management of assets.

Since 2008, I have reported that the level of detail in asset records did not facilitate efficient and effective management of Corrective Services NSW assets. This situation remains unchanged from the prior year. While acknowledging that ancillary procedures exist, some of these procedures are not operating as intended. For example, I noted the following during my audit:

- the 2010–11 stocktake was incomplete with a number of stock take returns outstanding. The differences identified in the stock take were not investigated or reflected in asset records
- the land and buildings revaluation was not completed early enough to enable Corrective Services NSW to update their asset records for the result of the revaluation, or to fully investigate differences between the valuation results and their asset records
- four instances where correctional centre buildings were included in Corrective Services NSW asset records, without the underlying land being included
- a number of completed projects that were incorrectly included within work in progress.

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Corrective Services NSW advise that the most recent financial year end coincided with the ongoing amalgamation of the former Attorney General's and Corrective Services Departments, as well as the transfer of the functions of the former Juvenile Justice division and the Guardianship Tribunal. The revaluation of land and property assets across the entire Department was also completed within a very short timeframe.

Corrective Service NSW further advise that the introduction of an enterprise assets management policy, and the remediation of the Business Integrated Management System due for completion in 2012, will ensure all these concerns are resolved by 30 June 2013.

Performance Information

Attorney General's Division

Corrective Services NSW

Last year, I commented on Corrective Services NSW's working capital ratio. This has increased from 15.7 per cent to 31.8 per cent, improving its ability to pay its creditors on time. The improvement reflects additional funding it received towards the end of the financial year.

Offender and Imprisonment Rates

The number of people and the length of offender sentences managed by Corrective Services NSW result from the activities of the NSW Police Force and sentencing authorities. Therefore, they are not performance measures of Corrective Services NSW, but drive some of its performance measures.

Year ended 30 June	2010		2009		2008				
	NSW	National	NSW	National	NSW	National			
Rate per 100,000 adult population									
Imprisonment	186	169	185	166	180	163			
Community corrections	318	336	335	342	339	338			
Rate for Indigenous per 100,000 adult indigenous population									
Imprisonment	2,455	2,325	2,391	2,212	2,351	2,157			
Community corrections	3,358	3,345	3,532	3,350	3,761	3,288			

 $Source: \ \ Productivity \ \ Commission's \ \ Report \ on \ \ Government \ \ Services \ \ 2011 \ (unaudited).$

The table shows the proportion of the general adult population imprisoned in 2010 remained relatively stable, while the proportion of the indigenous adult population imprisoned increased by 2.7 per cent.

In the case of community corrections, the proportion of the general adult population subject to community correction orders decreased by 5.1 per cent, and 4.9 per cent for the indigenous adult population.

Of the total prison population at 30 June 2010, 20.9 per cent of male and 26.3 per cent of female offenders were indigenous. Corrective Services NSW continues to implement programs to reduce the high rate of indigenous offenses and imprisonment. These include:

- the Rekindling the Spirit program (Lismore and Tabulam)
- the Walking Together Project (Newtown/Redfern)
- the Balund a community based program at Tabulam
- the Yindyama La Family Violence Project (Dubbo).

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In May 2011, I conducted a performance audit on the 'Two Ways Together – NSW Aboriginal Affairs Plan' (the Plan) to consider how well the Plan has worked to improve outcomes for Aboriginal people in NSW. The overall objectives of the Plan were to:

- develop committed partnerships between Aboriginal people and the NSW Government, and
- improve the social, economic, cultural and emotional wellbeing of Aboriginal people in New South Wales.

The report concluded that to date the Plan has not delivered the intended overall outcomes for Aboriginal people, although stronger partnerships between the government and Aboriginal people are now beginning to emerge.

The full report is available on the Audit Office's website at www.audit.nsw.gov.au/ArticleDocuments/143/213_Two_Way_Together_Aboriginal_Affairs.pdf aspx?Embed=Y.

Safety and Containment

The table below shows that from 2009 to 2010 prisoner on prisoner assaults increased by five per cent, serious assaults by prisoners on prisoners decreased by 42 per cent, assaults by prisoners on prison staff remained relatively stable and there were no serious assaults by prisoners on prison staff. Prisoner escapes reduced by 81 per cent between 2009 and 2010.

Year ended 30 June	20	010	20	009	20	008
Rate per 100 offenders	NSW	National	NSW	National	NSW	National
Type of Assault						
Prisoner on prisoner*						
Serious assault	0.15	0.53	0.26	0.68	0.31	0.48
Assault	13.43	9.14	12.83	8.66	13.07	8.52
Prisoner on officer*						
Serious assault		0.03		0.03		0.02
Assault	0.56	0.64	0.59	0.53	0.92	0.63
Apparent Unnatural Death	0.06	0.05	0.04	0.04	0.04	0.03
Escapes/Absconds Rates						
Open perimeter	0.06	0.3	0.31	0.57	0.16	0.51
Secure perimeter**	0.01	0.02	0.06	0.02	0.02	0.09

Source: Productivity Commission's Report on Government Services 2011 (unaudited).

^{*} The Productivity Commission acknowledges that data on assaults are not directly comparable across all States. 'Serious assaults' refer to acts of physical violence resulting in actual bodily harm involving hospitalisation, including sexual assault. Assaults refer to violence resulting in physical injury but not involving hospitalisation.

^{**} Information not available for every jurisdiction.

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Prisoner Costs

Year ended 30 June	20	2010		2009		800
Cost per prisoner per day	NSW \$	National \$	NSW \$	National \$	NSW \$	National \$
Open prisons* (including periodic detention)	175	187	187	191	188	189
Secure prisons*	211	214	217	218	225	214
All prisons	198	207	206	210	211	207

Source: Productivity Commission's Report on Government Services 2011, 2010 and 2009 (unaudited).

The figures include ongoing expenditure in the delivery of correctives services such as salaries and other operating expenses. The costs are adjusted to eliminate jurisdictional differences.

The cost per prisoner per day for all prisons reduced to \$198 in 2010. Corrective Services NSW advises this was because employee related costs have decreased and some custody resources moved to community programs.

Offenders in custody compared to capacity of correctional centres

The average daily number of offenders in custody decreased from 10,258 in 2009–10 to 9,916 in 2010–11, or 3.3 per cent. At the same time, the capacity of correctional centres increased from 11,011 to 11,269 beds, or 2.3 per cent. Corrective Services NSW advises the new Intensive Correction Order (ICO) which started in October 2010 has contributed to this decrease. An ICO is an order of imprisonment for not more than two years made by a court, which directs the sentence to be served by way of intensive correction in the community. An ICO is served in the community under the strict supervision of Corrective Services NSW, rather than in full-time custody in a correctional centre.

The occupancy rate at the end of June 2011 was 88 per cent (93.2 per cent). The table below shows the number of offenders at each level of security facilities.

30 June Offenders in Capacity custody		Offenders in custody	Capacity	
	2011*	2011*	2010**	2010**
Correctional Centre				
Maximum security facilities	3,799	4,380	3,673	4,001
Medium security facilities	2,548	2,818	2,919	3,088
Minimum security facilities	3,569	4,071	3,666	3,922
Total	9,916	11,269	10,258	11,011

Source: Corrective Services NSW (unaudited).

Overcapacity continued to increase after year end, with the inmate population decreasing by a further 69 inmates to 9,847 at 28 August 2011. In response to the overcapacity, on 6 September 2011, Corrective Services NSW announced that the Parramatta, Kirkconnell and Berrima Correctional Centres would close. These centres have a combined capacity of 905 inmates, and held 430 inmates at the date of the announcement. All three correctional centres closed during October 2011.

The inmates have been relocated, and staff offered voluntary redundancy or redeployment. Corrective Services NSW estimates this will result in savings of \$26 million per annum.

^{*} Information not available for the Northern Territory.

^{*} at midnight 26 June 2011.

^{**} at midnight 27 June 2010.

Juvenile Justice

The Juvenile Justice division of the Department deals with young offenders who have committed, or alleged to have committed offences and are between the ages 10 and 18. It delivers its services under three service groups (programs), namely Youth Justice Conferencing, Community Based Services and Custodial Services.

Costs

The table below shows the average daily cost for supervising and caring for young offenders over the past four years.

Year ended 30 June	2011** \$	2010 \$	2009* \$	2008* \$
Average daily cost per juvenile in custody	652	589	543	541
Average daily cost per juvenile in community based services	17	13	15	16
Average daily cost per juvenile in Youth Justice Conferencing	7	6	7	10

Source: Department of Attorney General and Justice (unaudited).

- * Responsibility of the former Department of Juvenile Justice.
- ** Responsibility of the Department of Family and Community Services up to 31 March 2011, and the Department of Attorney General and Justice thereafter.

Juvenile Justice advises:

- the average daily cost per juvenile in custody increased by 10.7 per cent due to the costs
 of opening two new units at the Acmena and Reiby Centres, coupled with a reduction in
 the average number of juveniles in custody over the year
- the increase in the average daily cost per juvenile in community-based services was due
 to the additional costs of introducing Graffiti Orders, whilst the average number of young
 people serviced by Juvenile Justice reduced.

Capacity in Juvenile Justice Centres

The following table shows the number of offenders in custody and the number of available beds at each Juvenile Justice centre. Whilst total capacity increased by 5.3 per cent, the total number of young offenders in custody decreased by 8.6 per cent.

At 30 June Juvenile Justice Centre	Offenders in custody	Capacity	Offenders in custody	Capacity
	2011*	2011*	2010*	2010*
Acmena	34	45	27	30
Frank Baxter	106	120	119	120
Broken Hill Shelter		8		8
Cobham	62	85	70	85
Emu Plains	31	40	36	40
Juniperina	29	46	31	46
Orana	37	45	41	45
Reiby	52	67	49	57
Riverina	36	45	46	45
Bronte Adolescent Mental Health Unit**	4	Na	9	na
Total	391	501	428	476

Source: Department of Attorney General and Justice (unaudited).

- * Responsibility of the Department of Family and Community Services up to 31 March 2011, and the Department of Attorney General and Justice thereafter.
- ** The Bronte Adolescent Mental Health Unit facility is administered by Justice Health. The facility's capacity is not administered by Juvenile Justice and is therefore not applicable.

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In October 2010, a new 15 bed unit opened at the Acmena Centre and an additional 10 beds were added at the Reiby Centre. Upgrades to the Riverina Juvenile Justice Centre will result in a new 15 bed unit being built in 2013.

Other Information

Major Projects

JusticeLink project costs and implementation

JusticeLink has been a long term information technology project that has suffered delays and required increases in its budget. All components of the project were implemented during 2009–10.

The Department advises the major works to the JusticeLink project were completed during 2009-10 at a total cost of \$48.2 million. Enhancements to the original project continued to be made during 2010-11 at a total cost to date of \$11.8 million. These included changes in business processes, client services and best practice.

The table below shows a summary of the projected completion dates and costs of the project. I have combined the costs and budgets of the Courtlink project from 2001 and the JusticeLink project from 2006 as they are related projects.

Year ended 30 June		JusticeLink major works budget forecasts						
	2001	2005	2006	2007	2008	2009	2010	2011
Expected Completion	2006	2007	2007	2008	2009	2010	2010	Completed
Capital cost of project to date (\$m)	ns	29	34	ns	44	46	48	48
Total Expected Cost (\$m)	30	42	45	48	48	48	48	48

Source: 2005 to 2010 Auditor-General's Reports to Parliament and information provided by the Department for 2011 (unaudited).

ns not stated.

Year ended 30 June	Enhancements (from minor works appropriation)					
	2008	2009	2010	2011		
Cost of original project to date						
(\$m)	3	6	9	12		

Source: Information provided by the Department for 2011 (unaudited).

Last year, I reported on the inability of JusticeLink to automatically refer debts to the State Debt Recovery Office due to unresolved interface issues. The outstanding debts of \$31.4 million at that time have reduced to \$10.7 million as at 30 June 2011, mainly due to enhancements to the JusticeLink system.

Last year, I also reported the Department's bank reconciliations were affected by changed procedures for JusticeLink. A significant number of ledger and bank entries could not be matched in a timely manner. The Department has made several changes to JusticeLink and to business processes to resolve all outstanding issues during 2010-11.

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The Department, along with key stakeholders, is auditing the data received from the higher courts. These audits are performed to ensure the statistics for offences compiled from the JusticeLink system are accurate. Errors noted by the audit can be seen in the table below.

Year	200	9-10	2008-09		
Error Types	Number of errors noted	Number of cases checked	Number of errors noted	Number of cases checked	
Critical	839	31,857	1,525	29,124	
Non Critical	1,411	31,147	1,605	28,871	
Total	2,250	63,005	3,130	57,995	

Source: Information provided by the Department (unaudited).

There is a notable decrease in the number of both critical and non-critical errors noted during the reviews conducted in 2009–10 compared to the previous year. This was as a result of the Department implementing quality control mechanisms to improve the data quality in the JusticeLink system.

Other IT Projects

LifeLink

The LifeLink project commenced in 2002–03 to replace the Registry of Births, Deaths and Marriage's paper-based LifeData system. In November 2009, the Department terminated the contract with the project provider due to a substantial breach of contract, and a new contract was entered into with another provider in September 2010. A total of \$3.5 million was written off during 2010–11, as the work performed up to the date of termination could not be used by the new provider.

In 2010–11, the Department successfully sued the terminated contractor and obtained a judgement of \$2.7 million. Payment was received on 15 July 2011.

An audit of the status of the project was completed in September 2011. The project is now expected to be completed by August 2012.

The table below provides details of the expected costs of the project. The Department has assessed that the benefits from this project will significantly exceed the costs.

	Phase 2 of the project			Ongoing m		
Year	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Total Cost (\$m)	7.8	3.7	0.5	0.5	0.5	0.5

Source: Registry of Births Deaths and Marriages LifeLink Program August 2010 Business Case (unaudited).

Joined Up Justice

This project will enable New South Wales courts to expand and improve the electronic exchange of information with other Justice agencies. The Department advised the total expected cost of the project remains at \$9.9 million with \$2.9 million (\$3.0 million) spent during 2010–11. The project is expected to be completed in August 2012 and it is tracking on target without any delays. It is expected that \$300,000 will be rolled over to 2012–13 to cover the costs of the final stage of the project.

Legal eServices

This two year project will reduce waiting times in courts and provide secure internet access to information only available in courts. The Department advises the total expected cost of the project remains at \$10.0 million. The Department has spent \$5.1 million (\$3.1 million) in 2010–11. The major implementation is expected to occur in June 2012, with \$150,000 to be rolled over to 2012-13 to cover the final cost of the project. The first online process from the project was launched in April 2011.

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Major Capital Projects and Correctional Centre Occupancy Rates

Recommendation

The Department continue to monitor the rate of its correctional centres occupancy, and assess whether further rationalisation is required.

In 2010-11, Corrective Services NSW:

- continued work on the 250-bed expansion of Cessnock Correctional Centre. This project commenced in June 2005 and completion is expected in 2012. The budgeted cost is \$98.6 million and at 30 June 2011 the actual cost was \$66.7 million
- commissioned the new 600-bed multi-classification facility on the South Coast in December 2010. The project commenced in June 2005 with a budgeted cost of \$155 million. The actual cost at 30 June 2011 was \$147.4 million.

Recommendation

While completion of these projects adds to current overcapacity, the projects commenced when prisoner numbers were increasing. The Department will need to continue to monitor the prison population to ensure the available capacity is appropriate.

Human Resources

Excessive Annual Leave

Last year, I recommended the Department review the effectiveness of its policies for managing excessive annual leave balances.

Corrective Services had 1,796 employees (2,326 employees) with more than 40 days of accrued annual leave at 30 June 2011. The highest employee leave balance at 30 June 2011 was 153 days.

While the situation improved in 2010–11, managing excessive annual leave remains a challenge for the Department.

Overtime

Recommendation

Corrective Services NSW should continue its efforts to reduce overtime and continuously reassess the effectiveness of its policies and management of overtime.

Corrective Services NSW incurred overtime in 2010–11 of \$18.8 million (\$32.8 million), representing 2.6 per cent (4.6 per cent) of total employee related expenses. Some initiatives implemented under the 'Way Forward' program, such as the use of casual officers instead of offering overtime, have contributed to the decrease.

While there has been an overall reduction in overtime, 3,712 (4,221) employees received overtime payments, with 26 (114) of these receiving overtime payments equal to or exceeding 50 per cent of their base pay.

Employment of Contractors

Recommendation

Last year, I recommended the Attorney General's Division create and maintain a single record of all contractors engaged by the Division.

The Division still does not maintain a central registry for all contractors but agrees with the recommendation above. It has commenced this process through the completion of an initial register. The issue of fully installing and maintaining a contractor register is currently under review by the Department centrally, with a view to leveraging upon established best practices and processes across different divisions of the Department.

Corrective Services NSW advises it maintained a central registry for contractors engaged during the year and it is reviewed regularly.

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While the use of contractors has its benefits, particularly on projects, extensive reliance on this employment source may result in higher employment costs and less ownership and commitment to organisational goals and objectives.

Financial Information

Abridged Statement of Comprehensive Income

Year ended 30 June	2011 \$'000	2010 \$'000
Employee related expenses	1,260,478	1,188,426
Compensation to victims of crime	63,385	62,650
Other expenses	660,882	577,070
Operating Expenses	1,984,745	1,828,146
Operating Revenue	315,240	295,375
Other losses	11,950	6,301
Net Cost of Services	1,681,455	1,539,072
Government contributions	1,751,627	1,542,348
Surplus	70,172	3,276
Other Comprehensive Income		
Increase in revaluation reserve	362,408	48,399
Decrease in net assets through equity transfer	(5,745)	
Superannuation actuarial loss	(165)	(10,030)
Total Other Comprehensive Income	356,498	38,369
Total Comprehensive Income	426,670	41,645

Employee related expenses increased due to pay increases and the transfer of Juvenile Justice from 1 April 2011 to the Department. Refer to the Law and Order Overview for Administrative Restructure comment.

Contributing to the increase in other expenses was an additional \$22.8 million given to Law Courts Limited for significant upgrades and maintenance of the Supreme Courts, and additional grants of \$11.2 million to Juvenile Justice and NSW Trustee and Guardian.

Operating revenue increased due to a rise in victims compensation levies of \$3.7 million, other grants and contributions of \$9.5 million, and filing fees of \$7.5 million.

Land and buildings and other assets were revalued at 30 June 2011, resulting in the increase in asset values.

Abridged Statement of Financial Position

At 30 June	2011 \$'000	2010 \$'000
Current assets	175,305	149,278
Non-current assets	3,849,757	3,175,092
Total Assets	4,025,062	3,324,370
Current liabilities	323,384	343,951
Non-current liabilities	149,090	151,318
Total Liabilities	472,474	495,269
Net Assets	3,552,588	2,829,101

Current Assets increased primarily because of an increase in cash due to better collection processes and increased activities during the year.

Non-current assets increased due to the transfer of \$289 million of assets to the Department through the Administrative Restructure; increases in asset values of \$362 million; and \$158 million of construction works for new correctional centres.

Abridged Service Group Information

The net cost of services on a service group basis is detailed below:

Year end 30 June	Net Cost of Services			Net Assets	
	2011 Budget \$'000	2011 Actual \$'000	2010 Actual \$'000	2011 Actual \$'000	2010 Actual \$'000
Legal, Policy and Regulatory Services	40,313	37,099	31,651	9,600	19,815
Court Services	309,847	317,147	284,020	1,289,612	1,059,745
Court Support Services	85,778	86,219	85,154	84,652	52,653
Crime Prevention and Community Services	104,432	103,192	91,968	9,067	14,055
Registry of Births, Deaths and Marriages	(9,652)	(10,070)	(5,745)	17,118	6,804
Crown Solicitors Office	34,578	46,861	42,212	15,292	12,206
Business and Personnel Services		(1,394)	(6,185)		(117)
Custody Management	685,835	761,148	733,496	1,616,502	1,593,957
Supervision of Offenders in the Community	126,575	154,871	144,701	151,269	45,033
Offenders Program	123,935	135,328	137,800	67,546	2,896
Non-Custodial Services*	17,151	20,193		(1,326)	
Custodial Services*	28,638	33,109		282,822	
Not Attributable		(2,248)		10,434	22,054
Total	1,547,430	1,681,455	1,539,072	3,552,588	2,829,101

^{*} Service Groups from Juvenile Justice transferred to the Department on 1 April 2011.

The overall increase in net cost of services across all service groups is primarily attributed to a four per cent increase in salary costs.

Court Service's net cost of services increased by \$33.1 million over the prior year primarily due to a \$22.8 million contribution to a major refurbishment of the Supreme Courts NSW.

Custody Management's net cost of services increased by \$27.6 million due to an increase in correctional centre management costs of \$11.7 million. The Department hired an additional 110 staff as a result of the new South Coast Correctional Centre which opened in November 2010.

The Crown Solicitor's Office incurred additional costs in employee related expenses and legal disbursements due to an increase in the core legal work in the current year, including increased work in highly complex and sensitive children's matters and increased number of matters referred to the office from the Coroners Court. The office received a one-off supplementation of \$14.8 million to meet the increase in core expenditure.

Supervision of Offenders in the Community's net cost of services exceeded budget by \$28.3 million. This was mainly due to increased activity in community compliance and the community offender support programs. These programs were introduced in October 2010.

Department Activities

The Department of Attorney General and Justice delivers legal, court and custodial and community supervision services to the people of New South Wales.

The Department divisions are the Attorney General's Division, Corrective Services NSW and Juvenile Justice NSW.

The Attorney General's Division manages and supports the State's court registries and legal jurisdictions, implements crime prevention programs and supports victims of crime. It also provides research data and legal and policy advice to the New South Wales Government and the community.

Corrective Services NSW provides custodial and community based correctional services, conducts programs and services that reduce the risk of re-offending, prepares offender reports to assist sentencing and releasing authorities, and supplies prisoner security services at a number of courts.

Juvenile Justice NSW supervises and cares for young offenders in the community and in detention centres. It provides youth justice conferences for young offenders referred by police or the courts.

Department services also include those provided by the Registry of Births, Deaths and Marriages, the Guardianship Tribunal and the Crown Solicitor's Office.

The Department supports the Attorney General as the Crown's First Law Officer.

For further information on the Department of Attorney General and Justice, refer to www.lawlink.nsw.gov.au.