

**Public Accounts Committee
Parliament of New South Wales**

**Examination of the
Juvenile Transport Service of the
Department of Family and Community
Services**

1990- 91

Parliament of New South Wales

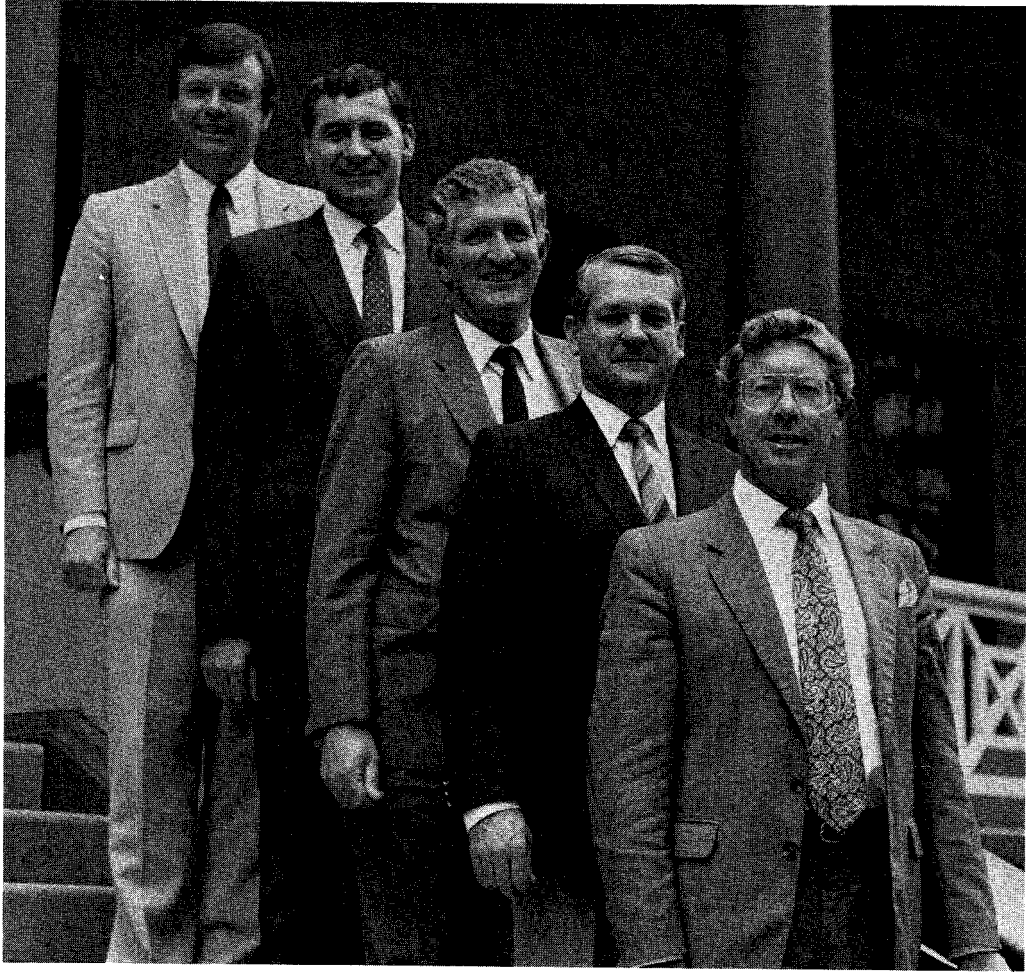
**Public Accounts Committee of the
Forty-Ninth Parliament**

Fifty-Fourth Report

Inquiry pursuant to Section 57(1) of the Public Finance and
Audit Act 1983, concerning the Auditing of Local Government

(Transcripts of Proceedings are printed in a separate volume to this Report)

March 1991



From left:
Phillip Smiles (Chairman), George Souris (Vice Chairman), Allan Walsh, Terry Griffiths, John Murray

Members of the Public Accounts Committee

The Members of the Public Accounts Committee of the Forty-Ninth Parliament are:

Mr Phillip Smiles, LL.B., B.Ec., M.B.A., Dip. Ed., .M.P., Chairman

Phillip Smiles was elected Member for Mosman in March 1984. A management and marketing consultant since 1974, Phillip Smiles has been involved with entrepreneurial business activities since his teens. Since entering Parliament he has been actively interested in areas of small business, emergency services, welfare and financial analysis. He was appointed a Member of the Public Accounts Committee in 1984 and was elected Chairman in 1988,

Mr George Souris, B.Ec., Dip. Fin. Mangt., F.A.I.M., F.A.S.A., C.P.A., M.P., Vice Chairman

George Souris was elected Member for Upper Hunter in 1988. An accountant in public practice for 12 years, George Souris also served as a Shire Councillor in Singleton for seven years, four of which were as Deputy President. At university he was a Rugby Blue, represented NSW Country, Australian Universities and Australian Colts rugby teams. He is the NSW Parliament's appointed Member of the University of Newcastle Council. George Souris has experience in taxation and business management and an interest in financial analysis. He is a member of Rotary and other community organisations.

Mr John Murray, B.A., M.P.

John Murray, formerly a teacher, was elected Member for Drummoyne in April, 1982. An Alderman on Drummoyne Council for three terms, John Murray was Mayor of the Council for five years and served four years as Councillor on Sydney County Council. He has served as a member of the Prostitution Committee and the House Committee, and is a former Chairman of the Public Accounts Committee.

Mr Allan Walsh, B.A.(Hons), Dip. Ed., M.P.

Allan Walsh was elected Member for Maitland in September, 1981. Following eight years as a Mirage fighter pilot with the R.A.A.F, he was involved in business management. Allan Walsh has also taught industrial relations, management and history at technical colleges.

Mr Terry Griffiths, M.P.

Terry Griffiths was elected Member for Georges River in 1988. Prior to being elected to Parliament he was the Chief Executive of the Scout Association of Australia. Before this he was an Army Officer. He is a graduate of the Officer Cadet School Portsea, a graduate of the School of Military Engineering and a Fellow of the Australian Institute of Management. He has been actively involved in Lions, Rotary and other community organisations.

* Mr George Souris, M.P., Member for Upper Hunter, was appointed to the Committee on 23 February 1989, and elected Vice-Chairman on 2 March 1989. Mr Souris replaced Miss W. Machin, M.P., who was appointed to the position of Chairman of Committees on 23 February 1989.

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Examination of the Juvenile Transport Service

of the

Department of Family and Community Services

CONTENTS

	Page
Chairman's Foreword	vii
Executive Summary	ix
Recommendations	8
1. Introduction	1
Background to the Examination	
Focus of the Examination	
Method of Examination	
2. Unauthorised Escort Vehicle Usage	5
Introduction	
Vehicles not Provided for Escort Services	
Vehicles used for Private Purposes	
Log Book Supervision and Authority over Use of Vehicles	
Fleet Management	
3. Staffing	17
Introduction	
Transport Officers	
Employment of Casual Escort Officers - A New Agreement	
Employment of Permanent Court Attendants	
Training of Staff at all Levels	
Economic Rostering of Casual Escort Officers	

Examination: Juvenile Transport, Family and Community Services

	Page
4. Duplication of Police Juvenile Transfers and Family and Community Services Juvenile Transfers	37
Introduction	
Metropolitan Movements - Duplication of Operations	
Country Escort Movements - Duplication of Operations	
5. Safety Standards	45
Introduction	
Escort Officers/Juveniles Ratios	
Handcuff Usage Restrictions	
Body Searches	
Standards of Vehicles Used	
6. Budgetary Control	57
Introduction	
Fragmented Financial Operations	
Responsibility for Budget	
Responsibility of Reporting	
Centralised Financial Operations	

Appendices

1. Transcripts of Public Hearings, 24 September 1990	1
2. Agreement for the Employment of Escorts, Made Between the Public Service Board and the Health and Research Employees Association of Australia	164
3. Approval Form for the Use of Restraining Device	168
4. Department of Family and Community Services Organisation Structure Prior To and After May 1990	169

Chairman's Foreword

This Examination constituted an opportunity for the Public Accounts Committee to focus on a relatively small aspect of a major government department. Such an analysis can, and did on this occasion, provide both insight into one activity centre and give an opportunity for comparison with those sub-sections of other government departments which provide motor vehicles for transportation of people.

The Committee found that the Juvenile Transport Service suffered many managerial and financial problems. These included inadequate training at all levels; lack of financial control; lack of financial reporting or accountability; inefficient management; low staff morale; duplication of services with police; and unauthorised and inappropriate use of vehicles.

The Juvenile Transport Service was particularly deficient in its management of motor vehicles. The Committee found that vehicles had not been made available to escort officers for transferring juveniles when needed, the vehicles had been used for private purposes, vehicles had been garaged at departmental employees' homes overnight and running sheets had not been completed accurately. These findings make it absolutely imperative for the introduction of an appropriate fleet management system for these vehicles and the over 40,000 other government-owned registered vehicles in New South Wales.

In overview, the Juvenile Transport Service requires very significant reform.

I take this opportunity to thank my fellow Committee members and Ms Bernadette Gurr whose research for this examination has contributed significantly to this report.

Phillip Smiles, L.L.B.Ec., M.B.A., Dip Ed., .m.

Chairman

Examination: Juvenile Transport, Family and Community Services

(viii)

Executive Summary

Volume II of the Auditor-General's Report for 1989 alerted the Public Accounts Committee to a number of problems with the management of the motor vehicle fleet of the Department of Family and Community Services. In August 1990 the Committee decided to specifically examine the Juvenile Transport Service of the Department.

One of the responsibilities of the Department of Family and Community Services is to provide services for managing and supporting young offenders, including providing appropriate levels of security and safe transport for those placed in custody.

The Juvenile Transport Service is the section of the Department responsible for the transport of juvenile offenders: to and from courts and various appointments; and between detention centres.

To manage the transport of juvenile offenders effectively the Service needs, on the most basic level: to know which movements of offenders will be required on a particular day; to have a sufficient number of appropriately secure vehicles to carry the offenders; and to have an adequate number of staff trained for duty as escorts.

It was made clear to the Committee during this examination that none of these basic criteria were being adequately met by the Department of Family and Community Services. In this Report the Committee has made a series of recommendations to address these and other problems which became evident during the course of its examination.

The Juvenile Transport Service operates without a plan of action or a clear idea of its objectives and responsibilities. The Committee recommends that the Service develops a Corporate Plan which establishes its charter, aims and objectives and that once in place, can provide clear guidelines to management and staff and help to improve their morale and efficiency.

Examination: Juvenile Transport, Family and Community Services

The Juvenile Transport Service has five vehicles allocated for its use in the metropolitan area. It is important that they are available when required. The Committee heard evidence of many breaches of the Department's own guidelines on motor vehicle usage, including instances where escort officers had been forced to use taxis to transport juvenile offenders while managers used Department vehicles for private purposes. The extent of misuse of vehicles uncovered in the Juvenile Transport Service indicates the need for a stringent fleet management system to be put in place.

The Committee found that inadequate security precautions created problems for the escort officers and were potentially endangering the community. It could be argued inadequate security also created dangers for the young offenders. To increase the security of its vehicles the Committee recommends that the Department Significantly upgrade the security features of all its escort vehicles.

The Committee found that another vital security issue has to date been managed in a very ad hoc manner by the Department. This is the ratio of escort officers allocated to offenders. The Committee recommends that a minimum staff/offender ratio be set and strictly adhered to, with the number of staff only ever being increased, (if extra security is deemed necessary) never the reverse.

The Committee's inspection revealed that the current manual procedures for arranging transfers and allocating beds for young offenders are inefficient. The Committee recommends the development of a computer booking system. This system should include additional data on the proximity of escort officers to pick-up points and recommendations on whether handcuffs should be used during a transfer.

The Committee also found duplication and overlap between the Juvenile Transport Service and the Police Department. The Committee recommends that once the Police have handed a juvenile over to either a detention centre or a children's court, transport of that juvenile should become the responsibility of Family and Community Services. It further recommends that the portion of the Police Department budget allocated for the transport of juveniles be transferred to the Juvenile Transport Service of the Department of Family and Community Services.

Public Accounts Committee

At present there is no formal staff training for escort officers. The Committee recommends that an induction and training program be developed for both permanent and casual escort officers and for court attendants. This program should include among other things: instruction on security and safety procedures and training in the correct procedure for conducting body searches. Those in management positions in the Juvenile Transport Service should undertake an additional training program which includes personnel management, computer training and budgetary control.

The Committee looked at the current industrial agreement that covers casual staff employed by the Department and concluded that it bears little relevance to their current employment conditions. One example of anomalies in the agreement is that casual escort officers are paid for the time they spend travelling to and from their place of residence, which in many cases involves claims for payment for an extra two hours each way. The Department informed the Committee that it has drafted a new industrial agreement for the employment of casual staff which still requires negotiation with the relevant employee's association. The Committee recommends that priority be given to the negotiation of this agreement with the objective of implementing the terms as soon as possible.

The Committee's examination found that whereas the Metropolitan East Regional Office of the Department is financially accountable for the Juvenile Transport Service, responsibility for operational management decisions is exercised by the Metropolitan South Regional Office. One outcome of this muddled approach has been substantial budget overruns. Recommendations are made in this Report that will overcome these problems and bring the Service into line with current management practice, whereby those responsible for operational control are also financially accountable.

Within the thirty two recommendations of this report, the Committee has outlined a plan of action for reform of the Juvenile Transport Service. Once implemented these changes will ensure that the Service operates with a clearer sense of purpose, with proper management of its motor vehicle fleet and increased staff morale and effectiveness, altogether resulting in safer and more cost efficient carriage of young offenders.

Examination: Juvenile Transport, Family and Community Services

(xii)

Recommendations

1. It is recommended that no Juvenile Transport Service escort vehicle be used for any purpose apart from that for which it was purchased, unless written authorisation including reasons for the release of the vehicle is given by the Assistant Director (Juvenile Justice) South.
2. It is recommended that the practice of Transport Officers of the Juvenile Transport Service taking escort vehicles home be discontinued immediately.
3. It is recommended that all outstanding fringe benefits tax liabilities from private use of Departmental vehicles, be calculated and forwarded to the Commissioner for Taxation.
4. It is recommended that the Department of Family and Community Services cease the practice of offering the use of a vehicle as an enhancement to employment in the Juvenile Transport Service.
5. It is recommended that the Department of Family and Community Services gives priority to the implementation of a fleet management information system.
6. It is recommended that in the interim period the Juvenile Transport Service improves its log book recording system for ultimate integration into a Department-wide fleet management system.
7. It is recommended that the Juvenile Transport Service develop and implement a Corporate Plan to establish its charter, aims and objectives.

Examination: Juvenile Transport, Family and Community Services

8. It is recommended that holders of the position of Transport Officer and Assistant Transport Officer be required to undertake an appropriate management training and induction course which includes personnel management relevant to the employment of casual employees, computer training and budget control.
9. It is recommended that the Department of Family and Community Services give priority to negotiations for the new agreement for the employment of casual staff with the Health and Research Employees Association with the objective of implementing the terms as soon as possible. The Committee to review progress in twelve months.
10. It is recommended that the Department of Family and Community Services develop a computer booking system for all juvenile offenders' movements and bed allocations.
11. It is recommended that the Department of Family and Community Services expand the data contained on their Client Information System to include records of the movements and transfers of juvenile offenders with details of service by escort officers.
12. It is recommended that the position of Assistant Transport Officer be regraded to include responsibility for secretarial and clerical support, Client Information System data entry, and checking of staff job records and motor vehicle usage, reporting directly to the Transport Officer.
13. It is recommended that the Department of Family and Community Services commence the recruitment of additional permanent court attendants for Bidura, Minda and Cobham, once negotiations for the agreement for the employment of casual staff have been completed.
14. It is recommended that the Department of Family and Community Services payment of casual escort staff for travelling time to and from their home to any engagement cease as soon as possible. The Committee to review progress in twelve months.

Public Accounts Committee

15. It is recommended that the Department of Family and Community Services include in their agreement for casual staff provision for a travel allowance for the use of an escort's personal vehicle to the starting point of a transfer, based upon similar Public Sector regulations. Alternatively, reimbursement for travel expenses could be made upon presentation of actual receipts.
16. It is recommended that the Department of Family and Community Services implement an induction and training programme for all permanent court attendants, escort officers and casual escort officers, which includes security procedures, instruction on the juvenile detention system, administrative matters, and fitness assessment.
17. It is recommended that the Training and Development Section of the Department of Family and Community Services provide appropriate inservice training courses to casual escort officers.
18. It is recommended that when staff are allocated to transfer a juvenile offender, escort officers be considered according to experience, qualifications, level of fitness, proximity to the point of meeting the escort movement and suitability for the transfer.
19. It is recommended that guidelines for payment of allowances and wages to Department of Family and Community Services casual escort staff be printed and distributed to the accounts section responsible for their payment and to casual escort officers.
20. It is recommended that the statements of duties of the Department of Family and Community Services permanent and casual escort officers be updated to include their responsibilities for security and safety procedures.
21. It is recommended that the Training and Development Branch of the Department of Family and Community Services utilise the recreation area, the gymnasium and the swimming pool on the ground floor of the Bidura complex for training sessions.

Examination: Juvenile Transport, Family and Community Services

22. It is recommended that the Juvenile Transport Service's uneconomic practice of returning casual escort officers to Sydney from country bases when there are court delays cease immediately.
23. It is recommended that no juvenile escort officer be called upon to conduct a transfer until all administrative paperwork has been completed at the local court, or the responsible institution.
24. It is recommended that all metropolitan movements of juveniles, after they have been brought in by police to either a detention centre or a children's court, be conducted by Family and Community Services escort officers.
25. It is recommended that the budget allocation to the Police Department, Operations Planning Unit for the transport of juvenile offenders be transferred to the Department of Family and Community Services and that the cost of escort movements conducted by the police be charged back to the Department.
26. It is recommended that Police Department escort officers conduct all transfers of juveniles from country regions to detention centres when their court hearing is adjourned, and that following a juveniles' admission to a detention centre from an outlying country region all escort transfers be the responsibility of Family and Community Service escort officers.
27. It is recommended that juveniles awaiting trial be held on remand only at a Children's Detention Centre, not in police station holding cells. It is further recommended that no juvenile remain in a police holding cell for longer than 24 hours.
28. It is recommended that the Department of Family and Community Services immediately install on all escort buses: bars on the rear windows and a security grille between the driver's cabin and the rear section.
29. It is recommended that a safe and efficient escort officer/juvenile ratio be determined and adhered to by the Transport Officer.

Public Accounts Committee

30. It is recommended that the Department of Family and Community Services develop guidelines on which juvenile offenders are to be handcuffed while under escort and that these guidelines be strictly adhered to.

31. It is recommended that Family and Community Services escort officers be trained in the correct procedures for body searches, and that body searches be conducted at the beginning of every transfer.

32. It is recommended that the Director of Operations of the Department of Family and Community Services have complete financial responsibility for the Juvenile Transport Service with delegated responsibility to the Assistant Director (Juvenile Justice) South for the financial and operational functions.

Examination: Juvenile Transport, Family and Community Services

(xviii)

1. Introduction

Background to the Examination

- 1.1 The Department of Family and Community Services and its predecessors have employed escorting officers since the 1920s to accompany juveniles held on remand or committed. Since 1983 the Juvenile Transport Service has operated from the Bidura Detention Centre, co-ordinating the escorting and allocation of these juveniles around the state. It has operated in a fairly autonomous manner within the Department, with only minimum scrutiny of performance.
- 1.2 Casual escort officers are employed to accompany juvenile offenders to detention centres, to courts, to medical, legal and other appointments and for supervision in court rooms and court holding rooms.
- 1.3 The Department of Family and Community Services has approximately 16 casual escort officers available for transferring juveniles from the Bidura Children's Court office, located in Glebe Point Road, Glebe. Cobham Detention Centre has three casual escort officers available for its local work. Yasmar and Reiby Detention Centres have 2 casual escort officers each, available for hospital and other local transfers.
- 1.4 There are 134 casual escort officers available in the 42 country areas for moving wards of the state, of which 91 would be capable of also accompanying juvenile offenders. 1
- 1.5 The Department of Family and Community Services has five detention centres with a total of 451 beds for accommodation of offenders. The location and number of these bed allocations are as follows:

1 Minutes of Evidence, 24 September 1990, p. 111

Examination: Juvenile Transport, Family and Community Services

Cobham Detention Centre, Werrington	42
Minda Detention Centre, Lidcombe	
(Paterson House)	16
(Talbot House)	15
(Kendall House)	11
Yasmar Detention Centre, Haberfield	31
Reiby Detention Centre, Campbelltown	93
Mount Penang Detention Centre, Kariong	161
Keelong Detention Centre, Unanderra	28
Worimi Detention Centre, Broadmeadow	35
Riverina Detention Centre, Wagga	19
Total	451

- 1.6 The Juvenile Transport Service has three buses and two cars to transfer juveniles within the metropolitan area. One 22-seater bus is based at Mount Penang, one 22-seater bus and one car are located at Minda, and one 12-seater bus and one car are located at Bidura.
- 1.7 Casual escort officers are called upon to work both during and outside business hours and on weekends. The Juvenile Transport Service arranges flights and escort officers, when necessary, for country transfers.
- 1.8 The Auditor-General, in his 1989 Report, noted the significant increase of the Department of Family and Community Services motor vehicles fleet, "*from 273 in 1980-81 to 1,005 as at 30 June 1989, an increase of 268%*"² Of this fleet, 5 vehicles are allocated for the use of Juvenile Transport Services.
- 1.9 Section 57 (1) of the Public Finance and Audit Act 1983 outlines the Public Accounts Committee functions which give it power "*to examine the opinion or any reports of the Auditor-General transmitted with the Public Accounts or laid before the Legislative Assembly with the accounts of an authority of the State (including*

Public Accounts Committee

any documents annexed or appended to any such opinion or report)" and "to examine any report of the Auditor-General laid before the Legislative Assembly .

1.10 The Auditor-General stated in an audit review published **in his** 1989 report:

"Over the past ten years senior management of the Department has been informed regularly, from both internal and external sources, of the numerous shortcomings in the existing management information systems: shortcomings serious enough to impair the provision of adequate, accurate and timely information to enable the Department to maximise the efficient utilisation of its motor vehicle fleet.. 3

1.11 In 1989, the Committee determined to *"undertake an inquiry into government motor vehicles with particular reference to fleet management."* 4

1.12 The Public Accounts Committee was concerned that small units, such as the Juvenile Transport Service, are not meeting the standards of accountability required for an efficient motor vehicle fleet.

1.13 The Committee resolved on 2 August 1990 to undertake an examination of the Family and Community Services Juvenile Transport Services.

Focus of the Examination

1.14 The Committee advised the Minister for Family and Community Services and the Director General of Family and Community Services on 13 September 1990 that it had resolved to examine the activities of the Juvenile Transport Services.

3 Ibid, p. 56

4 Public Accounts Committee Annual Report for the Year Ended 30 June 1989p. 7

Examination: Juvenile Transport, Family and Community Services

- 1.15 On 14 September 1990 the Committee visited the Bidura Children's Court.
- 1.16 The Committee received submissions from casual escort officers for Family and Community Services claiming that vehicles purchased for the purpose of escorting juveniles were not made available to them for transfers, and were frequently used by management staff for administrative or private purposes.
- 1.17 Submissions received by the Committee from casual escort officers operating from Bidura Detention Centre also claimed that the Transport Officers deliberately arranged uneconomical casual escort movements in order to vindicate a proposal for the placement of more permanent escort officers at the detention centres.
- 1.18 The Committee was initially concerned about unauthorised use of vehicles, lack of accountability and misuse of resources.
- 1.19 As the examination progressed it became clear that there were other issues which exacerbated the problems within the juvenile transport service. These issues included: inadequate training at all levels; lack of financial control, lack of financial reporting or accountability; and duplication of services. As a result of the inefficient management a low staff morale prevailed.

Method of Examination

- 1.20 The methodology for this examination included: an inspection of the Bidura Detention Centre, a full day of public hearings (See Appendix 1); a full day attendance at Bidura Detention Centre, a tour of inspection at Minda and Mount Penang Detention Centres; meetings with Family and Community Services management and staff, and analysis of submissions to, and papers called by, the Committee.

2. Unauthorised Escort Vehicle Usage

Introduction

- 2.1 The Department of Family and Community Services published a procedure manual in 1988 entitled Instructions for the Use and Maintenance of Departmental Vehicles. All units within the Department were issued with a copy. The Premier's Passenger Motor Vehicle Conditions issued in 1986, were incorporated into this manual.
- 2.2 The Instructions for the Use and Maintenance of Departmental Vehicles details requirements for monitoring, purchasing, leasing and for the disposal or replacement of fleet vehicles.
- 2.3 The monitoring requirements include that running sheets must be completed accurately, including details of where the vehicle is garaged overnight, cost associated with trips and details of repairs.
- 2.4 The Instructions for the Use and Maintenance of Departmental Vehicles generally state that vehicles may not be used:
- for private purposes;
 - by officers on study or recreation leave; by officers travelling home after overtime; on a roster system; or for the carriage of private passengers.
- 2.5 The Instructions clearly state that, other than in exceptional circumstances, vehicles are to be parked in Departmental garages overnight.

Examination: Juvenile Transport, Family and Community Services

- 2.6 It became clear to the Committee that guidelines for the use of departmental vehicles were not being adhered to and that an abuse of privileges prevailed in the use of vehicles within the Juvenile Transport Service.
- 2.7 The Committee found that on occasions: vehicles had not been made available to escort officers for transferring juveniles; that vehicles had been used for private purposes; that vehicles had been garaged at Departmental employees' homes overnight; and that running sheets had not been completed accurately.

Vehicles Not Provided to Escort Staff for Escorting Purposes

- 2.8 Section 4.15 of the Department of Family and Community Services Instructions for the Use and Maintenance of Departmental Vehicles states, *inter alia*:

"Except for the vehicle provided for the Director-General, no Departmental vehicle is to be allocated on a personal basis and all Departmental vehicles are to be made available to other Officers for general use for official purposes. Inherent in this instruction is the principle that vehicles are to be used primarily for the purposes of the duties performed by all staff at the Unit."

- 2.9 In a submission (undated) to the Committee, it was alleged that a Transport Officer co-ordinated a juvenile transfer from Yasmar Detention Centre to Wollongong, using a sub-standard, non-equipped utility, with a dangerous juvenile seated between two escort officers in the front seat. The submission stated that on the day in question an escort vehicle stationed at Bidura was parked in the car park of Bidura Children's Court next to the Transport Officer's private vehicle. It was alleged that the Transport Officer only allowed the vehicle to be used for escorting purposes if the escort officers started after 8.00am and were back before 5.00pm.

Public Accounts Committee

The reason given for this restriction was that it was to allow for the Transport Officer to take the vehicle home and to maintain his usual working hours.

2.10 It is the Committee's view that the primary purpose of the vehicles allocated to the Detention Centres is for transferring juveniles, and that a much lower priority is their use for other administrative purposes.

2.11 In evidence given before the Committee, one escort officer cited an occasion where he was required to transfer a juvenile from Cobham Detention Centre to Casino. It was necessary for a taxi to be arranged to conduct the transfer. The Committee asked:

"Was there a vehicle, to your knowledge, that could have been used?"

Witness: Yes, there would have been at Cobham.

Witness: Yes. The Ford Falcon had been available.

Committee: Why was it not used?

Witness: That is what we do not understand." 5

2.12 The Committee was appalled to learn that dangerous juveniles were being transferred by public transport while escort vehicles were parked unused for their intended purpose. This is not only dangerous for the driver, but an unsecured vehicle also places the general community at risk. Obviously, this situation causes unwarranted stress on the escort officer in attending to his or her duties.

2.13 Another instance was cited to the Committee where a taxi was needed to transfer an escort officer and a juvenile on remand from Casino Detention Centre, from Mascot Airport to Yasmar Detention Centre. Again the Committee inquired:

Committee: They would have had a vehicle available ?

Witness: Yes, the Ford Falcon or the Camira.

Examination: Juvenile Transport, Family and Community Services

Witness: They had plenty of escorts on call. There is no problem they will not do it.

Witness: That would have been a safer way to have picked the boy up. If you are trying to get in a taxi at that late of a nighttime (sic), the taxi driver does not know what is going on and a lot of them panic and say "I do not want to know you, go somewhere else." 6

2.14 A check of the motor vehicle usage log of those dates when taxis were used, showed that taxis had been called when a vehicle would have been available during business hours.

2.15 An examination of the motor vehicle usage log for one escort vehicle showed that from 31 August to 21 September 1990 the only journeys entered were the Transport Officer's journeys to and from work, the delivery and pick up of administrative material, and impromptu "*checking*" on permanent escort staff at Minda Detention Centre. The Committee raised this issue with the Transport Officer at the public hearing:

Committee: "Gentlemen, would it be fair to say that that vehicle was not being used for its main purpose, that was, escort duty, in all those entries that I have read out there?"

Witness: It would be fair to say, sir, the documentation is there." 7

2.16 The Committee was appalled that vehicles purchased for the specific purpose of transferring juveniles were not being utilised for such purposes, and that those responsible for management of the service had been responsible for such misuse.

6 Ibid, pp. 26-27

7 Ibid, p. 91

Public Accounts Committee

2.17 This abuse of vehicles, in the Committee's opinion, is due to the lack of effective fleet monitoring and the failure of Head Office to monitor the manner under which its Juvenile Transport Services has been operating.

Recommendation 1

It is recommended that no Juvenile Transport Service escort vehicle be used for any purpose apart from that for which it was purchased, unless written authorisation including reasons for the release of the vehicle is given by the Assistant Director (Juvenile Justice) South.

Vehicles Used for Private Purposes

2.18 The Instructions for the Use and Maintenance of Departmental Vehicles (Section 8.2) reads:

"Unit Managers may permit Officers to garage a Departmental vehicle at home at night and on the weekends when:

- (a) *Officers are performing duties in the field with the use of a vehicle and they wish to proceed to their homes after completion of their work in preference to returning to the office;*

OR

(b) Officer will proceed on duty directly from their homes, on the following day to work at a location away from their normal office,-

and permission will result in reduced vehicle usage, more effective use of the Officer's time on duty or be in the interests of economy."

Examination: Juvenile Transport, Family and Community Services

2.19 Although guidelines have been set down in the Instructions for the Use and Maintenance of Departmental Vehicles, a check of the motor vehicle usage log revealed one Transport Officer's frequent use of an escort vehicle for journeys from work to home and return.

2.20 In evidence presented to the Committee regarding this vehicle, the Officer was asked:

Committee: "What quality vehicle is it?"

Witness: It's an executive, a Toyota executive.

Committee: Is it parked overnight at Bidura?

Witness: It is if it is not being used by - we have had a relief person in there and he has been using it for the last three weeks.

Committee: Is it or isn't it?

Witness: It will be from now on, yes.

Committee: It is used overnight for personal transport?

Witness: It was but from tonight it will be left at Bidura." 8

2.21 The Regional Director (Metropolitan East) submitted to the Committee a memorandum dated 2 January 1990, issued by the Manager, Juvenile Justice Branch, to the Juvenile Transport Service Officer, stating that "*Departmental vehicles are only to be taken home by the Juvenile Transport Service Officer and his Assistant when they are specifically required for tasks to be completed as part of the journey of when there are indications that an emergency is likely to arise requiring these officers attention*" The Transport Officer to whom this memorandum was directed, claimed never having seen the document.

2.22 The Committee was informed in public hearings that the Transport Officers had taken the escort vehicles home, and had stopped, on some occasions, at Minda Detention Centre to deliver administrative papers. On other occasions the Transport Officers had stopped at Minda to "*check*" if the unsupervised permanent

⁸ Ibid, p. 61

Public Accounts Committee

court attendants were still attending to their duties. In reference to the use of escort vehicles en route to Transport Officers' homes in order to check on permanent escorts at Minda and to deliver papers, the Committee asked two Transport Officers:

Committee: How often would you or your predecessor or successor use this vehicle to deliver papers at that time of an evening to Minda ?

Witness 1: I have never.

Witness 2: I have only the once, sir.

Committee: What do you mean check on them?

Witness 2: Check that they are doing their work, they are there and they are doing their job.

Committee: You have never used a telephone to do that checking?

Witness 1: I have, yes, quite often.

Witness 2: I haven't, sir. 9

2.23 The Committee formed the view that a more economical means of checking could be used on the permanent staff at Minda, and that it was unnecessary for escort vehicles to be taken home by Transport Officers. If it was deemed necessary to attend to certain duties, the Committee believes that authorisation should be given in writing by the Assistant Director (Juvenile Justice) South.

2.24 The Committee was strongly of the view that impromptu checks on permanent court attendant staff based at Minda Detention Centre should be conducted by telephone, and that the routine use of escort vehicles for such purposes should cease.

⁹ Ibid, p. 89

Examination: Juvenile Transport, Family and Community Services

"On Call" Officers Taking Vehicles Home

2.25 Section 8.3 of the Instructions allows 'on call' Officers to take vehicles home. It reads:

"Unit Managers may permit Officers who are "on call" (i.e., whose duties include a requirement to provide a service in an emergency or to undertake, prior to the next ordinary working day, other official duties which require the use of motor vehicles) to garage a Departmental vehicle at home at night and on weekends."

2.26 When questioned regarding his "on call" status one Transport Officer presented the following evidence:

Committee: "When you say on call, do you do any escort work yourself?."

Witness: No.

Committee: When you are on call what are your duties?

Witness: If there is a problem, if I have a kid stuck up in Bourke or somewhere and we have to get him out of there as expediently as possible, so I would have to come in to work to organise it.

Committee: Why?

Witness: Because we would be getting him out by air and I have to get out the warrants and get them down to the airport so we can get the tickets to move the kid.

Committee: How often would that occur?

Witness: About six or seven times a year, about that. 10

2.27 The Committee held the view that only Managers with the position of Assistant Director(Juvenile Justice), and an equivalent or higher position, had sufficient authority to release a vehicle to an Officer or escort to take home, **on the** recommendation of a Transport Officer.

10 Ibid, p. 61

Public Accounts Committee

2.28 The Committee was advised by Director-General of Family and Community Services that the incumbent Transport Officer withdrew approval on 3 August 1990, for the Assistant Transport Officer to take any escort vehicle home. The "on-call" status was deemed to be "necessary for telephone contact purposes only".¹¹ The Committee found in an examination of the log books, that despite this withdrawal of approval, the relieving Transport Officer invariably garaged an escort vehicle at his home on weeknights and weekends between 31 August and 21 September 1990,

Recommendation 2

It is recommended that the practice of Transport Officers of the Juvenile Transport Service taking escort vehicles home be discontinued immediately.

2.29 The Committee's attention was drawn to the Report of the Joint Review of the Juvenile Transport Service, dated 28 September, 1990 which stated that fringe benefits tax has not been paid on past personal use of Departmental vehicles in the Juvenile Transport Services. Again, this is an error due to the lack of an adequate fleet management system. The Juvenile Transport Service is obliged to correct this error. The Committee was advised that the amount of fringe benefits tax owing for 1990-91 is between \$500-\$2000. The precise debt is not immediately calculable due to failure of three transport officers to fill in log books correctly.

Recommendation 3

-It is recommended that all outstanding fringe benefits tax liabilities from private use of Departmental vehicles, be calculated and forwarded to the Commissioner for Taxation.

¹¹ Submission from Director-General, Department of Family and Community Services, 4 January 1991

Log Book Supervision and Authority Over Use of Vehicles

2.30 The Committee concluded that there had been a lack of adequate and responsible supervision over the use of the Juvenile Transport Services escort vehicles.

2.31 In evidence presented to the Committee it was found that vehicles had been used as an enticement for the employment of a relief Transport Officer. The Committee questioned:

Committee: "Why would the relief be provided with a motor car overnight but not (the permanent Transport Officer) ?

Witness: That was the agreement for him to come in to relieve."12

2.32 The Committee is of the opinion that this form of luring employees is contrary to the instructions issued by the Department of Family and Community Services, and it should cease immediately.

Recommendation 4

It is recommended that the Department of Family and Community Services cease the practice of offering the use of a vehicle as an enhancement to employment in the Juvenile Transport Service.

12 Minutes of Evidence, 24 September 1990, p. 62

Fleet Management Information System

- 2.33 The Committee was informed by the Assistant Director(Juvenile Justice) South that a computerised fleet management information system is currently being implemented by the Department of Family and Community Services for its entire fleet. The current manual system has proven to be inadequate and open to abuse. The Committee was advised that the centralisation of the fleet will impose a rigid standard to be met by the Juvenile Transport Service.
- 2.34 The Committee is of the view that the Department should choose an appropriate system which caters for the disadvantages suffered by small working units such as the Juvenile Transport Service.
- 2.35 The Department of Family and Community Services requires that departmental vehicle movements are to be recorded in the motor vehicle usage log. Section 7.4 of the Instructions for the Use and Maintenance of Departmental Vehicles provides that *"where a vehicle is parked at or near an Officer's home overnight, the address is to be shown on the running sheet in the 'purposes, etc.' column."*
- 2.36 The Committee's examination of the running sheets showed that the relieving Transport Officer had parked an escort vehicle overnight at his residential address from 31 August 1990 until 21 September 1990.
- 2.37 Under present procedures, the Committee formed the view that that it is possible for petrol purchases to be fraudulently appropriated for private use. More advanced systems for monitoring can be installed as part of the new fleet management information system, or in to the vehicles themselves.

Examination: Juvenile Transport, Family and Community Services

Recommendation 5

It is recommended that the Department of Family and Community Services gives priority to the implementation of a fleet management information system.

Recommendation 6

It is recommended that in the interim period the Juvenile Transport Service improves its log book recording system for ultimate integration into a Department wide fleet management system.

3. Staffing

Introduction

- 3.1 Escort officers are required by the Juvenile Transport Service for hours outside general business hours and on weekends. As a consequence the majority of the escorts are employed on a casual basis. There have been proposals mooted for an increase in the permanent staff numbers and a decrease in the casual staff numbers which have caused a rise in the level of discontent amongst staff members. The Committee became aware of the fact that the staff were not satisfied with the management of their service. They had taken it upon themselves to voice their grievances but they felt they were met with little response.
- 3.2 The Committee found that management of staff issues, especially pertaining to the casual staff, in the past had been "ad hoc", followed no strict guidelines, and left itself open to inefficiency and adverse comment.
- 3.3 The Committee found that the Juvenile Transport Service had no Corporate Plan by which it could systematise its plans, and provide clear guidelines, aims and objectives for its staff.

Recommendation 7

It is recommended that the Juvenile Transport Service develop and implement a Corporate Plan to establish its charter, aims and objectives.

Transport Officers

- 3.4 The Committee was informed that within the Juvenile Justice Branch, it is the Transport Officer who is responsible for the efficient and economical management of the statewide escort service. The duties of this officer include the organisation of juvenile transfers to detention centres, courts and medical and legal appointments; the allocation of beds at the detention centres, the maintenance of files on the transfers of juveniles; the recruitment, selection and training of escort officers; and the supervision of escort officers' activities. The Transport Officer is also responsible to Assistant Director (Juvenile Justice) South for reporting on any incidents which occur during transfers, and for the cost control of the juvenile transfers, including travel and wages.
- 3.5 The Assistant Transport Officer's duties are to give administrative and clerical support to the Transport Officer.
- 3.6 The Committee felt that the management, by the Transport Officers, of staff issues, including recruitment, and advising staff of changes in operations pertaining to casual staff had been inadequate. Moves by the Department to replace casual staff had not been explained to the casual escort officers in an appropriate manner, and industrial tension increased in May 1990, when a note issued by a previous Transport Officer was released to the casual escort officers stating:

"As the numbers of Youth Workers (Juvenile Transport) employed at this unit increases the need to employ Casual Escorts will become less.

Some alterations to rostered jobs will occur depending on the numbers of permanent Youth Workers (Juvenile Transport) at any given time for the amount of work available.

Public Accounts Committee

Any Casual Escorts who are interested in positions as Youth Workers (Juvenile Transport) under section 38 should discuss the matter with (the Assistant Juvenile Transport Service Officer). "

3.7 The Committee asked the incumbent Transport Officer about the effect of such a **note:**

Committee: "Do you think that that note was a detraction or a contribution to better industrial relationships between the casual escorts and management?"

Witness: I had seen that note and that was put out just prior to me going down there. No, it didn't make for good relationships, it didn't really explain what they are about." 13

3.8 The Committee believes that the inappropriate treatment of the casual staff was an example of the poor management techniques practiced in the Juvenile Transport Service and reflected their lack of training in industrial management and negotiation.

3.9 In his evidence before the Committee, one Transport Officer was questioned regarding the quality of training required for him to take on his position:

Committee: "What specific training did you receive prior to taking on your current position ?

Witness: I was thrown into the wolves and I learned the job myself." 14

3.10 The Committee concluded that ad hoc procedures had been adopted by the Transport Officers in handling the employment of casual escorts.

13 Ibid, p. 94

14 Ibid, p. 61

Examination: Juvenile Transport, Family and Community Services

- 3.11 Following an examination of the duties of the Transport Officers, the Committee concluded that the duties of these officers should be expanded as the fleet management system is implemented and the training in the management of staff is introduced.

Recommendation 8

It is recommended that holders of the position of Transport Officer and Assistant Transport Officer be required to undertake an appropriate management training and induction course which includes personnel management relevant to the employment of casual employees, computer training and budget control.

Employment of Casual Escort Officers

- 3.12 The current agreement under which the casual staff are employed by the Department of Family and Community Services requires updating. It was made in 1980 and bears little relevance to their current employment conditions (see Appendix 2). The Director of Management Services at the Department of Family and Community Services advised the Committee that a draft of a new agreement, incorporating the terms of employment and rates of pay for all casual escort officers, youth workers and ancillary staff, is almost ready for negotiation with the Health and Research Employees Association.

Public Accounts Committee

Recommendation 9

It is recommended that the Department of Family and Community Services give priority to negotiations for the new agreement for the employment of casual staff with the Health and Research Employees Association with the objective of implementing the terms as soon as possible. The Committee to review progress in twelve months.

3.13 In the Committee's view, once the Agreement has been settled both staff and management should be better aware of their positions industrially. Casual staff should then be able to choose whether they wish to remain in the service under the new conditions of employment of the new agreement.

3.14 The Committee concluded that the Transport Officers must make sure that their staff are made fully aware of the new award to be negotiated by the Health and Research Employees Association and the Department of Family and Community Services.

3.15 The Committee is strongly of the view that the Transport Officer's current procedures for arranging juvenile transfers and allocating beds is time consuming and inefficient. It is currently handled manually and it involves at least ten telephone calls to each detention centre every morning as soon as the office opens. In the Committee's view the transfers could be arranged and monitored in a similar fashion to travel bookings - each detention centre could call into the Transport Officer and book in the juvenile to obtain a seat in the vehicles departing from detention centre, or the court, or to any appointment.

Examination: Juvenile Transport, Family and Community Services

Recommendation 10

It is recommended that the Department of Family and Community Services develop a computer booking system for all juvenile offenders' movements and bed allocations.

3.16 Currently there is a network of computers at the detention centres, holding records of juvenile offenders. This Client Information System, detailing all juvenile offenders' histories, is modified by the remand centres when juveniles are admitted and when they are transferred. For the benefit of the Juvenile Transport Service and to avoid confusion, the Committee holds the view that the Client Information System should hold details of each offender's level of danger and a recommendation on whether handcuffs should be used during transportation.

3.17 The Committee found that there are no records held on the Client Information System regarding the escort officers' histories: when they have conducted transfers; hours of duty. This information is kept only on a diary held in the office of the Transport Officer, to assist in the calculation of wages and allowances. It is the Committee's opinion that this information should also be kept on this system.

Recommendation 11

It is recommended that the Department of Family and Community Services expand the data contained on their Client Information System to include records of the movements and transfers of juvenile offenders with details of service by escort officers.

Public Accounts Committee

- 3.18 The development of such a system would alleviate some of the time currently spent by Transport Officers on phone calls. The information on transfers required on a given day would be readily available to other detention centre administrations and appropriate staffing could be arranged prior to escort movements. A print-out of these movements would be available for management and could form part of a monthly report to the Assistant Director (Juvenile Justice) South.
- 3.19 The Committee found that the Transport Services section did not have necessary secretarial and clerical *support*. The Transport Officer advised that he *would* send handwritten work which requires facsimilies/typing to head office. The Committee is of the opinion that when a suitable computerised booking system has been developed, the position of Assistant Transport Officer should be regraded and that the responsibility for secretarial and clerical support, for checking motor vehicle usage logs and staff job sheets should be included in the new job description.
- 3.20 The Committee strongly believes that the Transport Officer must maintain the ultimate responsibility for checking all escort movements.

Recommendation 12

It is recommended that the position of Assistant Transport Officer be regraded to include responsibility for secretarial and clerical support, Client Information System data entry, and checking of staff job records and motor vehicle usage, reporting directly to the Transport Officer.

Employment of Permanent Court Attendants

- 3.21 Following the renegotiation of the casual escorts award, it is the Committee's belief that the number of positions for permanent court attendants at Bidura Childrens' Court should be determined, the positions re-advertised and suitable candidates selected with consideration being given to their past experience and fitness.

Examination: Juvenile Transport, Family and Community Services

- 3.22 There is currently one permanent court attendant at Bidura Children's Court and three permanent court attendants at Minda Children's Court. The duties of these attendants include receipt of offenders, escort and supervision of offenders on the court premises and taking of details of offenders for file purposes.
- 3.23 It was clear to the Committee that the employment of more permanent court attendants at both Bidura and Minda Children's Courts could reduce the number of casual escort officers required to stay on the premises for supervision purposes during the course of the day. On some days a certain number could be required to remain in the holding room until the afternoon, in order to keep the escort officer/juvenile ratio constant.

Recommendation 13

It is recommended that the Department of Family and Community Services commence the recruitment of additional permanent court attendants for Bidura, Minda and Cobham, once negotiations for the agreement for the employment of casual staff have been completed.

- 3.24 The Committee was advised by the Transport Officer that casual escort officers *"are paid from the time they leave their front door"* and that in many instances they claim payment for two hours of travel time, each way, for a transfer.
- 3.25 In the Committee's opinion the new agreement to be negotiated by the Department of Family and Community Services and the Health and Research Employees Association should include provision for casual escort officers to be reimbursed for travel expenses to and from a transfer, upon provision of receipts. Alternatively, a similar form of reimbursement should be provided so that a travel allowance is available for use of a personal vehicle, or if the job is urgent, reimbursement for a taxi charges.

¹⁵ Ibid, p. 44

Public Accounts Committee

Recommendation 14

It is recommended that the payment of casual staff for travelling time to and from their home to any engagement by the Department of Family and Community Services cease as soon as possible. The Committee to review progress in twelve months.

Recommendation 15

It is recommended that the Department of Family and Community Services include in their agreement for casual staff provision for a travel allowance for the use of an escort's personal vehicle to the starting point of a transfer, based upon similar Public Sector regulations. Alternatively, reimbursement for travel expenses could be made upon presentation of actual receipts.

- 3.26 The Committee is of the view that the implementation of such a travel allowance or reimbursement for travel will reduce the costs of employing casual staff significantly.

Training of Staff at all Levels

- 3.27 The Committee noted that there is little training for staff associated with the Juvenile Transport Service. The Committee was concerned that for such a sensitive position which involves accompanying sometimes dangerous or emotionally disturbed juvenile offenders, a permanent or casual escort had no relevant training with which to protect himself, the general public, or the juvenile, nor the relevant background to be able to assist with advising the offender.

Examination: Juvenile Transport, Family and Community Services

Training for Escorts

3.28 It appeared that the only grounding most escorts had was past experience in a variety of areas. The Committee heard the following evidence regarding training for casual escort officers:

Committee: "What training did you receive before undertaking that particular job ?

Witness: There is no training at all.

Committee: Has there been any on the job training since ?

Witness: No there hasn't.

Committee: When you made an application, what qualifications were required?

Witness: Your fitness I think for starters, some of us did professional wrestling, some were sportsmen, and we can talk to kids and relate to kids, that was the...

Witness 2.. The ability to communicate with them.

Witness 3.' Or a background in youth work so that you were on fairly familiar terms with what is required with young persons." 16

3.29 One Transport Officer, in evidence given to the Committee, acknowledged:

"No none of our people have been trained. That is why I say we need a training program for our people, whether they are casuals or permanents, but they have not got that."

Committee: You just throw them in on the job ?

Witness: Unfortunately, the last new one I got, all I could do with him was speak to him myself. I explained to him what the job and what the problems could be and then I put him with an

16 Ibid, p. 1

Public Accounts Committee

experienced officer and put him on the easy jobs to begin with, and when I got the feedback from the staff member that he was handling that all right, then we graduated him up from there.

Committee: When did you put a submission into the Department requesting that an induction be carried out?

Witness: We have talked about it verbally.

Committee: No written submission ?

Witness: No. We have talked to our training people upstairs but we have not got anywhere with it.

Committee: How long ago was that?

Witness: It was around about - I think the last time we spoke to the people was about April, because particularly if you are going to get new staff we need to let them really understand what they are dealing with.

Committee: The last time was in April; is there any other occasion you can recall in the last two years you have spoken ?

Witness: Previous to that, I have asked about it. We have asked about the training program. Particularly when we were getting permanents in, we wanted a training program, we wanted a week's training program.

Committee: Did they get a week's training ?

Witness: No.

Committee: Did they get a day's training ?

Witness: No. They were spoken to by myself, generally, or (the then Transport Officer), and then they were put with other staff.

Committee: Would that have taken more than one hour?

Examination: Juvenile Transport, Family and Community Services

Witness.'

Probably no, I would not think so." 17

Induction

3.30 In evidence presented to the Committee it was disclosed that permanent youth workers attend 15 full weeks of induction training sessions at Mount Penang. The training session includes subjects which would benefit the permanent and casual escort officers. Currently no permanent or casual escort officers have attended any part of these training sessions. The topics included in this training session are:

- * Introduction and conditions of service
- * Overview of the Department of Family and Community Services
- * Child protection
- * Juvenile justice
- * Report writing
- * Principles of supervision of children
- * Working with difficult and violent behaviour
- * Teamwork
- * Aboriginal issues
- * First aid

3.31 It is obvious that a long and intensive course such as this is not appropriate for casual staff.

3.32 Generally other permanent and temporary staff are given 1-2 weeks of induction and familiarisation in their unit.

3.33 It was apparent to the Committee that there is no adequate formal training offered to casual escort officers on security and escorting procedures.

3.34 It is the Committee's opinion that a full week's intensive training in escorting procedures should be conducted for the induction of both permanent and casual

17 Ibid, p. 75

Public Accounts Committee

escort officers. The Committee believes that the Training and Development Section of Family and Community Services should be responsible for the development and implementation of a training programme for both permanent and casual escort officers. This programme should include instruction on the structure of the Children's Court and the role and operation of detention centres; safety and security procedures; and administration procedures such as completing work sheets.

3.35 A fitness assessment should also be made prior to an escort officer commencing duties.

Recommendation 16

It is recommended that the Department of Family and Community Services implement an induction and training programme for all permanent court attendants, escort officers and casual escort officers, which includes security procedures, instruction on the juvenile detention system, administrative matters, and fitness assessment.

Inservice

3.36 The Department of Family and Community Services has a Training and Development Section. Staff are entitled to apply to their supervisor who can prioritise their attendances at "*unit-based courses*". No casual escort officers have attended these courses. In the Committee's view topics which are relevant to skills needed by escorts in this category of courses include:

- * Assertive communication
- * Counselling
- * Working with difficult behaviour in residential care setting.

Examination: Juvenile Transport, Family and Community Services

3.37 Although these courses could be more appropriate for full-time staff employed at an institution they would prove beneficial to the training of escort officers. Once sufficient applications have been received by a unit supervisor, courses can be conducted. It should be possible for the Juvenile Transport Service to bring sufficient staff together to call on the Training Development Section to run a course.

3.38 in-house training sessions of one or two days' duration are offered by the Department at each Detention Centre. Again, none of the casual escort officers have attended any of these courses. Topics suitable for escort officers in this format could include:

- * Unit expectations of a Youth Worker
- * Supervision and security of young offenders
- * Control and discipline
- * Resuscitation.

3.39 The Committee is mindful that costs of training the casual escort officers may not be easy to meet. The risk involved in training and then possibly losing staff, is high. However, a training programme is essential for safety of the general public. Casual escorts may opt to volunteer to attend in-house training courses. In the Committee's view it is necessary for the Department to design some unit-based courses appropriate for the escorts to attend.

3.40 The Committee feels that training costs could be minimised if casual escort officers opt to attend unit-based and in-house training courses, unpaid. Each training session could be allocated a certain number of credit points, determined by their appropriateness for escorting purposes. The more credit points accrued by an escort officer could add to his or her qualifications.

Public Accounts Committee

Recommendation 17

It is recommended that the Training and Development Section of the Department of Family and Community Services provide appropriate inservice training courses to casual escort officers.

Recommendation 18

It is recommended that when juvenile transfers are allocated, escort officers be considered according to experience, qualifications, level of fitness, proximity to the point of meeting the escort movement and suitability for the transfer.

Training for Transport Officers

- 3.41 It also came to the Committee's attention that the Transport Officers had no training for their specific tasks. Pending the development of a computer network, the Transport Officers, as well as the permanent court attendants, must be instructed on the operation of the system.
- 3.42 The Committee also found that much of the abuse of allowances by casual staff was due to inadequate supervision of the staff work sheets. This reflects the fact that no strict guidelines are available to be adhered to for the calculation of salaries and other expenses.

Examination: Juvenile Transport, Family and Community Services

Recommendation 19

It is recommended that guidelines for payment of allowances and wages to Department of Family and Community Services casual escort staff be printed and distributed to the accounts section responsible for their payment and to casual escort officers.

Recommendation 20

It is recommended that the statements of duties of Department of Family and Community Services permanent and casual escort officers be updated to include their responsibilities for security and safety procedures.

3.43 The Committee found that on an inspection of the Bidura Training Complex a large gymnasium area within a hall, with a stage, plus an outdoor swimming pool were virtually unused by the staff at the complex.

3.44 The Committee was concerned that the Bidura Training complex was not being fully utilised, and that it was unused most of the time. The gymnasium and swimming pool were facilities which could be utilised to develop a fitness program for escort officers.

Recommendation 21

It is recommended that the Training and Development Branch of the Department of Family and Community Services utilise the recreation area, the gymnasium and the swimming pool on the ground floor of the Bidura complex for training sessions.

Public Accounts Committee

Economic Rostering of Casual Escort Officers

- 3.45 The Committee was informed that the number of effective full-time casual escort officers dropped from 56.14 in July 1989 to 22.06 in August 1990⁷
- 3.46 The escort officer is required, on occasions, to work very long hours accompanying a juvenile. It is the Committee's opinion that overtime should be avoided at all times, both to improve the performance of the worker, and the economic performance.
- 3.47 The issue of whether more permanent than casual staff are required has been a cause of friction between casual escorts and management. The Committee was informed in evidence that in order to support a proposal for permanent staff Transport Officers tried *"to make the (casual) escorts look bad, they spend a lot of money"*.¹⁹
- 3.48 Incidents of wasteful expenditure were cited by casual escort officers. One casual escort claimed:

Witness: "On 22 February 1989, a small bus was picked up at Minda for a trip to Wagga to pick up two juveniles who were at Wagga. They had to wait for some papers, some paperwork, and that would have taken an hour and a half. So the escorts rang (the Transport Officer) and told him about it. He said "We cannot wait. It costs the Department money. You come back to Sydney, drive back to Sydney."

Committee: Empty ?

18 Report of the Joint Review of the Juvenile Transport Service, Quinn P, Salzman R, and Sykes P, 28 September 1990, p. 6

19 **Minutes of Evidence**, 24 September 1990, p. 30.

Public Accounts Committee

3.54 Casual staff would still be required to escort juvenile offenders to country areas and duties according to the requirements detailed in Recommendation 19.

3.55 Casual staff would still be required to escort juvenile offenders to venues such as medical and legal appointments.

Recommendation 22

It is recommended that the Juvenile Transport Service's uneconomic practice of returning casual escort officers to Sydney from country bases when there are court delays cease immediately.

Recommendation 23

It is recommended that no juvenile escort officer be called upon to conduct a transfer until all administrative paperwork has been completed at the local court, or the responsible institution.

Examination: Juvenile Transport, Family and Community Services

4. Duplication of Family and Community Services Escorts and Police Escorts

Introduction

- 4.1 Following apprehension, a juvenile who is placed in custody by police, or remanded in custody by a court, or a juvenile who has been refused bail, must be moved by police to the nearest detention centre until the next available court hearing at the local court.
- 4.2 When the juvenile is on remand the Officers of the Department of Family and Community Services are required to contact the Police Department to conduct juvenile transfers from detention centres back to the local court in the area where the juvenile was originally apprehended.
- 4.3 The Operations Planning Unit of the State Commander's Office at Police Headquarters in Sydney organises police movements in regard to their responsibility for juvenile transfers.
- 4.4 Family and Community Services escort officers are responsible for all other movements of juveniles, after the juvenile's trial has been heard.
- 4.5 The Committee was informed that, on occasions, police escort officers transfer a juvenile from the same origin to the same destination at the same time as Family and Community Services escort officers. The Committee was informed that there

Examination: Juvenile Transport, Family and Community Services

are different standards met **by these two services**, and differing attitudinal approaches to the services offered.

Metropolitan Movements - Duplication of Operations

4.6 The Committee formed **the view** that duplicated escort movements were unnecessary and could be avoided.

4.7 The Committee was presented evidence by a casual escort, describing one day at **the Minda Children's Court**. The Committee summed up the overlap of escort movements by Police and Family and Community Services:

Committee: "On Friday, 31 August, this year, two casual escorts picked up a small bus from Cobham. They then drove to Minda with no offenders on the bus, to pick up an offender from Penrith District Court. Two permanent escorts were sent from Minda with a Coaster ... to pick up four boys from Cobham - from Minda Court. Also, one youth worker went with them. The police picked up one boy from Minda courts' (to take back to Cobham),

So by my mathematics, if that instance is true, there is a total of seven escorts and three vehicles went from Cobham to Minda with five youngsters ?

Witness: That is right.

*Committee: Can I ask why couldn't the first bus have **taken***

the five youngsters from Cobham to Minda ?

Witness: That is why we have been asking questions like that and we cannot get answers." 21

²¹ Ibid, p. 42

Public Accounts Committee

- 4.8 Another incident reported to the Committee took place at a Saturday bail court hearing at Minda: five juveniles were taken in for bail hearings, from three police stations, with six policemen conducting the escorts. Some of the police waited outside the holding room as uniformed police do not go into the court with the juvenile on a Saturday. Some of the juveniles were given conditional bail, some could leave, while others were ordered to a detention centre. On this occasion, the police did not need to escort any juveniles after the hearings. The police were paid for the hours they stayed at the Court, despite the fact they were not required in the holding room, or for accompanying the juveniles in Court, or for any return escort duty.
- 4.9 In the Committee's view, as the police are not required to perform any further duty beyond escorting the juveniles from their station to the detention centres, once the juveniles have been admitted to a Family and Community Services institution, they should remain with staff experienced in the care and custody of juveniles.
- 4.10 One casual escort claimed that the police "*generally do not like (escorting the juveniles) and they generally voice that opinion*".²²
- 4.11 The police need to wait at the juvenile's court hearing in case the detention centres are full. On those occasions the juveniles would need to be kept in a police cell overnight until an alternative accommodation with the Department of Family and Community Service can be found. In the Committee's view, accommodation plans should be made immediately after the numbers at the court on that day are known. Police could then be relieved from their duty of accompanying the juveniles, and the juveniles left with Family and Community Services personnel.
- 4.12 In further evidence presented to the Committee, an officer from the Operations Planning Unit was questioned regarding the appropriateness of police having responsibility for escorting duties:

²² Ibid.

Examination: Juvenile Transport, Family and Community Services

Committee: "Do you think that this is the best utilisation of experienced police's abilities ?

Witness: I am certain it is not." 23

4.13 It was further stated by the same Officer, "*we are of the opinion that it is totally a matter which should be dealt with by Family and Community Services, and in fact we are of the opinion that the Police Department in accepting those juveniles back at police stations and in police custody under those circumstances are in breach of that Act.*" 24

4.14 The Committee believes that for the welfare of the juveniles, it is far more satisfactory that they be held in a detention centre where staff are trained in the proper care of children.

4.15 The Committee is aware that it is generally only practical to move the juvenile offender to detention centres from police stations in the metropolitan area. Once a juvenile offender has been escorted to a Family and Community Services institution, the Committee is of the opinion that the juvenile should then be the responsibility of the Department of Family and Community Services, regardless of custodial status after the court hearing.

4.16 The costs of escort movements conducted by the police are not charged to the Department of Family and Community Services. The Committee was informed by the Office of State Command, Police Headquarters, that for the month of August 1990, the cost of expenses incurred by the Police Department, for 108 transfers in the metropolitan area alone, totalled \$37,479.

4.17 The Committee is of the opinion that the Juvenile Transport Service should be able to conduct escort movements more efficiently than police. The accountability of all escort movements would be made easier if the fragmented nature of the present arrangements was eliminated.

23 Ibid, p. 122

24 Ibid, p. 118

Public Accounts Committee

Recommendation 24

It is recommended that all metropolitan movements of juveniles, after they have been brought in by police to either a detention centre or a children's court, be conducted by Family and Community Services escort officers.

Recommendation 25

It is recommended that the budget allocation to the Police Department, Operations Planning Unit for transport of juvenile offenders be transferred to the Department of Family and Community Services, and that the cost of escort movements conducted by the police be charged back to the Department.

Country Escorts Operations -Duplication of Movements

- 4.18 The escort of juveniles to the detention centres from country areas involves a duplication of services by police and the Department of Family and Community Services. A juvenile who commits an offence in a country area and the whose hearing is adjourned to a later date, must be transferred the nearest detention centre to await the hearing. In outlying areas such as the north-west region of New South Wales, this involves a police escort to Woremi (the Newcastle Detention Centre), and a return police escort at the time of the hearing at the court located in the north-west. Should the court then order the juvenile to a detention centre, a Family and Community Services escort officer must then be transported to the country area to escort the juvenile to one of the detention centres located around Sydney. The police escort would return to Newcastle unaccompanied.

Examination: Juvenile Transport, Family and Community Services

- 4.19 The Committee is mindful of the fact that if a juvenile commits an offence in a country region where he or she resides, the support structures for the hearing, such as witnesses legal services and family, will probably be located in that region. It is impractical that all the support structures be moved to a metropolitan area near the detention centre holding the juvenile for the hearing.
- 4.20 However, it is equally impractical that two separate escort officers are required at the country hearing.
- 4.21 That Committee sees this unnecessary doubling-up of travel as avoidable. As with metropolitan transfers, the police should deliver the juvenile to the nearest detention centre while the hearing is adjourned. It is the Committee's view that from that point on the Department of Family and Community Services should be responsible for the transfer of the juvenile to the local court hearing.
- 4.22 The Committee was advised in evidence that the total cost for transferring juveniles on commercial flights for country transfers in 1989-90 was approximately \$432,000. For the period December 1989 to August 1990, the cost of using the Police air-wing was \$98,629. The cost of travel for each of these transfers was estimated at \$423(25) (i.e. wages and allowances not included).

Recommendation 26

It is recommended that Police Department escort officers conduct all transfers of juveniles from country regions to detention centres when their court hearing is adjourned, and that following a juveniles' admission to a detention centre from an outlying country region, all escort transfers be the responsibility of Family and Community Service escort officers.

²⁵ Ibid, p. 110

Public Accounts Committee

4.23 One alternative presented in evidence to the Committee was that police stations in regional areas could be upgraded to accommodate juveniles in cells for the period between their apprehension and their court hearing. In evidence presented to the Committee this alternative was expanded upon by the officer from the Operations Planning Unit at Police Headquarters:

Witness: "Part of the perceived manner of rectifying is to have legislation provide that at police stations they can be declared a shelter for a given time to deal with matters that where a juvenile is placed back in that custody for the purpose of remand and for attending the court, and in the country areas where the problems of travel extrapolate and make it much more of a problem, we need to extend that period so that some police stations are able to fit within that new legislative framework to be able to cater for longer periods... we are saying up to 72 hours with the possibility of an extension by a 24 hour period with the concurrence of the local stipendiary magistrate ... most police stations have the ability to hold a young person for up to about 24 hours. There are some problems in other places because of the fact that some stations are not 24 hour stations... in some of the larger country centres it is not a problem because they do have child detention centres nearby, adjacent, and it is practical to be able to move the young people to those shelters.

However, in some of the outer country areas particularly it is a problem holding them at a police station of conveying them to a shelter, so therefore the problem of detention and then having to make the transport arrangements to the city to a suitable detention shelter and then

Examination: Juvenile Transport, Family and Community Services

probably within a week in some cases having to then convey them back to that court house, the outcome of whatever may not be known and we get into the realm of whether it is a purposeful manoeuvre or whether it is a non-purposeful manoeuvre, and not withstanding we are still stuck with the liability at this point of having to arrange and co-ordinate those movements²⁶

4.24 It is the Committee's view that a juvenile should only be detained in a centre which caters specifically for juvenile offenders. Placement of juveniles, whose ages can range from pre-teen to early 20's, into the inappropriate custody of police with no formal training in juvenile detention, could place the juvenile in an emotionally and psychologically disadvantaged position for the impending trial.

4.25 In the Committee's view the infrequency of juvenile apprehensions in country areas by police does not justify the costs of upgrading police stations to 24 hour stations for holding the juvenile.

4.26 In the interest of the child's welfare, the Committee believes that a juvenile should be detained in a Children's Detention Centre until his or her court hearing is held.

Recommendation 27

It is recommended that juveniles awaiting trial be held on remand only at a Children's Detention Centre, not in police station holding cells. It is further recommended that no juvenile remain in a police holding cell for longer than 24 hours.

²⁶ Ibid, p. 118-119

5. Safety Standards

Introduction

- 5.1 The Committee was advised that the standards of the juvenile escort services conducted by police vary from those conducted by Family and Community Services escort officers.
- 5.2 The police escort officers/juveniles ratio is generally higher than the Department of Family and Community Services escort officers/juveniles ratio.
- 5.3 The Committee found that police escorts apply handcuffs to the juveniles as a matter of course, while for the Department of Family and Community Services transfers, the use of handcuffs is at the discretion of the detention centre from which the juvenile is being transferred. The Department of Family and Community Services escorts may make application to use handcuffs when they feel there may be a need.²⁷
- 5.4 The Committee found that the security features of the vehicles used for transferring juvenile offenders varies dramatically between those the Police Department and the Department of Family and Community Services. The Police Department uses station wagons, sedans and paddy wagons, the Department of Family and Community Services uses 16-seater and 22-seater buses.
- 5.5 Although there are currently no training programmes for the Department of Family and Community Services escort officers, they work constantly with young people and their job is to attend to juvenile escort movements. In comparison, police escort officers are general duty police officers, not trained specifically in dealing with young people.

²⁷ See Appendix 3

Safety Standards of Vehicles Used

- 5.6 The Committee found that police escorts generally use paddy 'wagons for transferring any juveniles. The security of paddy wagons is very high and the risk of juveniles escaping is very low. There are no windows; only heavy metal grilles. The police escort driver and the escort travel in the front compartment of the wagon, separated from the offender.
- 5.7 Police can alternatively use station wagons or sedans for transferring one or two juveniles.
- 5.8 The Committee received evidence that the 16-seat and 22-seat buses in which Family and Community Services juvenile transfers were conducted, do not have similar necessary security features.

Barred Windows

- 5.9 The Committee was informed that the Roads and Traffic Authority regulations prevent bars being installed on the buses used by the Department of Family and Community Services for juvenile transfers. As one escort officer explained:

"The department refuses to put bars on for some reason that we have never been able to work out.

In other words, the sides of the bus (are) barred, but the back window is not barred, mainly I think because it is a push out job, a safety window, but then a police paddy wagon doesn't have a safety window."

28 Ibid, p. 9

Public Accounts Committee

5.10 The Committee took evidence from an escort officer who stated:

"Before we had bars on the windows they just took the whole window out, they would just dive out. We have had them going along Parramatta Road where a boy just dived straight through the window, landed on Parramatta Road and got up and ran away.

5.11 It was found by the Committee that the bus doors on the Family and Community Services vehicles are not locked from the outside, and can easily be opened from the inside by juveniles as a means of escape.

5.12 The police paddy wagons, on the other hand, are padlocked on the outside. The police escort officers do not sit inside the locked compartment with the offenders.

5.13 The Committee also noted that there is no barrier between the front/driver and the rear section of the Department of Family and Community Services escort vehicles. Should any incident occur where the juveniles overpower the escort officers, it is possible for a juvenile to gain entry to the driver's cabin and take control. The Committee was told informally that this had occurred in the past.

5.14 The Committee considered the great risks involved in the transfer of some offenders and it is convinced that the likelihood of escape can be reduced dramatically. Modifications to the vehicles will improve their security standards.

5.15 In the Committee's opinion the non-barredback window, the unlocked side door and the accessibility of the driver's cabin from the rear of the vehicle, triples the juvenile's chance of escape. Given that the escort officers sit in the rear of the vehicle with the juveniles, it is practical that only one form of exit should be available in the case of an emergency or an accident.

29 Ibid, p. 12

Examination: Juvenile Transport, Family and Community Services

Recommendation 28

It is recommended that the Department of Family and Community Services immediately install on all escort buses: bars on the rear windows and a security grille between the driver's cabin and the rear section.

Escort Officers/Juveniles Ratios

5.16 In evidence presented to the Committee by officers from both the Police Department and the Department of Family and Community Services, it was acknowledged that police have a higher police/juvenile ratio. It is usually one:one or better (i.e. one driver, plus one or two police officers to each juvenile). The Department of Family and Community Services escort officers, on the other hand, cited transfers where there have been ratios of eight:three, twelve:four, and seven:one (not including the driver)?

5.17 The Committee questions the appropriateness of these ratios. There are no guidelines on the number of escorts per juvenile and it is left to the discretion of the Transport Officer.

5.18 The Committee was appalled to be informed of an incident during a transfer after court hearings from Bidura Children's Court to the detention centres, in which two Department of Family and Community Services escort officers were injured.

Witness: "The bus is going along Lilyfield Road, Leichhardt, and we are all in our vantage positions and all of a sudden this boy yells out "Go, go" ... the bus was in full motion ...

³⁰ Ibid, pp. 10-12

Public Accounts Committee

Committee: And somebody said "Go, go"?

Witness: Which was this karate boy, and as he said "Go, go" he left his seat and he was within striking distance of the back of my head. He let go in one motion and then as he turned off me he felled my friend, the escort as well, all virtually in the same motion, a karate kick then spun off the kick and then hit him in the side of the head with the handcuffs, nearly puncturing his temple, injured him pretty badly really for the amount of time that he was able to work on him he did injure him quite bad, and I was stunned for about 15 seconds. I don't remember much after that, although I was actively involved in grappling with the assailant. I was sort of doing it out of impulse and out of nerves.

I don't really remember where the bus was or what was going on or anything at all except that I had hold of the bloke.

Committee: And what did the other seven do?

Witness: They all just sat looking straight ahead. On this thing of, "Go, go" they chose not to, they lost their nerve for no reason.

If they had decided to have gone there would have been nothing we could have done, because it was taking two us to hold this one down and the other escort was felled.

Examination: Juvenile Transport, Family and Community Services

Committee: Then the third escort then helped you?

Witness: Yes.

Committee: And you handcuffed him back to the seat?

Witness: We just used force to restrain him in the corner of the back seat of the bus." 31

5.19 The Committee confirmed that in this case there were two escort officers responsible for eight juvenile offenders.

5.20 The Committee considers that the better option on this occasion would have been to call in extra escort officers to transfer the offender, as the escort officer had believed that "*just by looking at the kids for half an hour ... without being paranoid, I was able to piece together that there was definitely going to be something on, a solid gut feeling, enough to make me run with it*".³²

5.21 In evidence before the Committee, one female Department of Family and Community Services escort officer cited another incident which occurred in the holding rooms at Bidura Children's Court:

Witness: ~... last Friday, I was there on my own with seven juveniles for a little while, and (the Transport Officer), for instance, said 'You have to supervise both rooms'. I said, 'I can't split myself in half, I shouldn't even be here on my own with seven juveniles'. When he left one of the boys said to me, 'What would stop us from taking the keys off you?' and I just said, 'You wouldn't do that to me, would you?' and I patted him on the head, and he said 'No,

31 Ibid, pp. 12-13

32 Ibid, p. 14

Public Accounts Committee

I wouldn't.

But what would have stopped them;

seven big boys, I mean ?"

- 5.22 The Committee is of the opinion that the number of escort officers for such a transfer and for supervision of the holding room was inadequate.
- 5.23 The Committee considers that the employment of permanent court attendants at Bidura would alleviate this lack of supervision occurring in the future.
- 5.24 In further evidence before the Committee, one Transport Officer estimated that there had been about 10 or 11 escapes in the last year during the Department of Family and Community Services escort transfers. In comparison, the Officer estimated that only one juvenile had escaped from police during the same
- 5.25 The Committee calls into question the efficiency and security of the Department of Family and Community Services escort transfers, and believes that the staff ratios should be increased by the Department of Family and Community Services to improve safety standards, and that guidelines on staff ratios should be set and adhered to.

Recommendation 29

It is recommended that a safe and efficient escort officer/juvenile ratio be determined and adhered to by the Transport Officer.

- 5.26 The Committee acknowledges that there will be exceptional cases, such as violent juveniles, which will warrant a waiving of the guidelines and require more escort officers to be deployed.

33 Ibid, p. 59

Handcuff Usage Restrictions

- 5.27 The Committee was advised by an officer from the State Command at Police Headquarters that the *"police instructions are that all police performing escorts will handcuff the offender, whether it be a juvenile or adult"*.³⁴
- 5.28 The Committee was advised by one Transport Officer that the superintendent of the detention centre from which a juvenile is transferred determines whether a juvenile should be handcuffed?
- 5.29 The Committee found that this policy leads to disagreement between institutions. The superintendent of the unit (i.e. a Transport Officer) from which a juvenile is transferred in the morning may determine that handcuffs are not required, while the superintendent of the unit from which the same juvenile is transferred may determine that handcuffs are required.
- 5.30 The Committee noted that the superintendent at a unit exercises discretion in the handcuffing of new juvenile offenders.
- 5.31 One Department of Family and Community Services Transport Officer felt that the current criteria for handcuffing juveniles was *"fair"*: for *"violent kids... murderers... and escapees"*.³⁶ He continued:
- "I do not think you should brand all kids and put handcuffs on them ... We are trying to run a humane organisation and we should try and remain in that area and treat these kids like human beings"*.³⁷

34 Ibid, p. 128 35 Ibid, p. 54 36 Ibid, p. 74 37 Ibid

Public Accounts Committee

5.32 The Committee was advised by the Assistant Director (Juvenile Justice) South that Family and Community Services escort officers could carry handcuffs, but they were required to gain permission from the superintendent at the detention centre or from the Transport Officer before using them.

5.33 It was of concern to the Committee that there should be such confusion and ad hoc management of procedures in dealing with young offenders.

5.34 It is the Committee's opinion that handcuffs should be available for all the Department of Family and Community Services juvenile escort officers.

Recommendation 30

It is recommended that the Department of Family and Community Services develop guidelines on which juvenile offenders are to be handcuffed while under escort and that these guidelines be strictly adhered to.

Body Searches

5.35 The Committee was informed that police escort officers conduct body searches of juveniles when they are apprehended, prior to them being brought into a court or a detention centre?

5.36 The Committee was concerned that only youth workers in detention centres are trained to conduct body searches, and they "*explain to (an escort officer) how to do the job*".³⁹

³⁸ Ibid, p. 74

³⁹ Ibid, p. 76

Examination: Juvenile Transport, Family and Community Services

5.37 It is the Committee's opinion that the proposed training programme for the casual escorts and permanent court attendants should include the procedures for a body search, given the potential dangers of youths carrying dangerous items such as knives, syringes, etc.

5.38 In evidence before the Committee, escort officers were questioned regarding body searches.

Committee: "Do they (the Department of Family and Community Services officers) search offenders at all?"

Witness: They do search them at times when they are admitted, say to Minda. I have witnessed it, but it is very spasmodic and it is not - they are searched when they come to Bidura.

In the old days when I worked in institutions it was carried out and carried out with a lot of efficiency, but it seems to have wilted away .over the years.

Committee: And if you don't have a full body search it would be pointless having a partial search, wouldn't it?

Witness : Yes.

5.39 The Committee agreed with evidence given that the policy in relation to body searches was such that Family and Community Services is-relying on, and in good faith, a reactive policy; in other words, if officers have a problem, they ring you and seek assistance, rather than a proactive (policy) ..rganising, formalising response to the potential threat of syringes, etc"

40 Ibid, p. 10

41 Ibid, p. 76

Public Accounts Committee

Recommendation 31

It is recommended that Family and Community Services escort officers be trained in the correct procedures for body searches, and that body searches be conducted at the beginning of every transfer.

Examination: Juvenile Transport, Family and Community Services

6. Budgetary Control

Introduction

- 6.1 The Committee found that the Juvenile Transport Service had operated under fragmented financial and operational management for some time, both before and after the organisational re-structure in May 1990.
- 6.2 The Director of Operations based in the Head Office of the Department at Parramatta, prior to May 1990, was responsible for the Juvenile Justice Branch. Although the Juvenile Justice Branch determined the staffing, and *modus operandi* of the Juvenile Transport service and co-ordinated all the transfers, the budget allocation and financial responsibility for juvenile transport was vested in the Department's Metropolitan East Regional Office based in Castlereagh Street, Sydney.

Fragmented Financial and Operational Management

- 6.3 The Committee found that following the restructure in May 1990, the Organisational Structure, as published in the Annual Report, seemed to "*swallow-up*" the Juvenile Justice Branch, and the fragmentation of the services was completely hidden (see appendix 4).
- 6.4 The Committee was surprised to note that the responsibility for operational activities rests with the Assistant Director (Juvenile Justice) South based at Campbelltown, while the Metropolitan East Regional Office facilitates all payments. All budget overruns are the responsibility of the Regional Director (Metropolitan East).

Examination: Juvenile Transport, Family and Community Services

- 6.5 The duties of the Assistant Director (Juvenile Justice) South, as responsible for the operational management of the Juvenile Transport Service, were detailed in a memorandum from the Director of Operations dated 11 April 1990 which stated that the *"position will be accountable for overseeing the management of the human, financial and physical resources allocated to each unit."*
- 6.6 In evidence presented to the Committee, the Regional Director (Metropolitan East) stated: *"My view is that the person who has operational control of an enterprise like this should be financially accountable."* 42
- 6.7 The Committee formed the view that in vesting responsibility for financial resources management with the Assistant Director (Juvenile Justice) South, and responsibility for the financial overruns with the Regional Director Metropolitan East Region, the Department has created a situation which obscured and confused orderly management and lines of accountability.
- 6.8 The Committee is of the opinion that the delegation of financial responsibility should rest with the Director of Operations, to whom the Assistant Director (Juvenile Justice) South is responsible, and that this delegation should be clearly defined in a management brief.

Responsibility for Budget and Reporting

- 6.9 The Committee noted that the Regional Director (Metropolitan East) was concerned that there were large overruns with the expenditure in the last quarter of the 1989-90 financial year, as he explained in a note:

"Although (the expenditure on escorts) is a charge against our regional allocation, we do not have any managerial control over expenditure at all, and are thus not prepared to accept any

Public Accounts Committee

responsibility for the overrun which, as at 28 February 1990, stood at \$207,000 and thus has the potential to approach \$474,000 by the end of June." 43

6.10 The same note detailed that the Metropolitan East Region kept a significant number of jobs vacant in an effort to stay within its total budget. The Committee was concerned that such measures, reflecting poor management and inefficient service, had to be taken by a unit which was not directly responsible for the expenditure.

6.11 The Committee was provided with evidence by the Regional Director (Metropolitan East that the actual overrun on expenditure for escort wages for the 1989-90 financial year was \$403,313.**

6.12 The Regional Director, Metropolitan East supplied the Committee with details on the budget allocations and actual expenditure performance of the Juvenile Justice Transport for the Metropolitan East Region, for the last three financial years.

FINANCIAL YEAR	ITEM	ALLOCATION	ACTUAL EXPENDITURE
1987-88	Escort Wages	\$571,000	\$617,846
	Supervised Travel	\$290,000	\$352,192
1988-89	Escort Wages	\$595,000	\$679,716
	Supervised Travel	\$370,000	\$311,800
1989-90	Escort Wages	\$236,000	\$632,687
	Supervised Travel	\$336,000	\$231,050

43 Note, Quinn, P E, Regional Director (Metropolitan East), 12 April 1990 44 Submission, 27 September 1990

Examination: Juvenile Transport, Family and Community Services

- 6.13 The figures clearly presented the Committee with evidence that the escort wages were out of the control of the budget controller, theoretically the Assistant Director (Juvenile Justice) South.
- 6.14 The Committee questioned the large reduction in Escort Wages allocations from 1988-89 to 1989-90, a reduction of \$359,000, despite the 1989-90 expenditure of \$679,716. The Metropolitan East Regional Office explained that the reduction represented the creation of 10 full-time Youth Worker (Juvenile Transport) positions. These positions were never filled, and casual escorts continued to be used resulting in the allocation for escort wages being overspent.
- 6.15 Of the 10 full-time Youth Worker (Juvenile Transport) position created in 1989-90: eight positions were retained by Central Office and were not filled; two positions were allocated to the Metropolitan East Region, these positions were not filled and the funds were used to offset over-expenditure on casual escorts.
- 6.16 The Regional Director (Metropolitan East), had conducted a review in March 1987 which outlined the problems associated with overexpenditure on casual escorts. These problems included paying of escorts for travelling time to and from their homes and the Department of Family and Community Services centre, engagement of staff who live an unreasonable distance from the Department of Family and Community Services centre to which they report, and allowing staff to claim certain allowances such as daily refreshments.

Central Office Control

- 6.17 The Committee is confident that, with the new Agreement for the employment of casual staff and with the transfer of the budget currently allocated to the State Command Office at Police Headquarters for juvenile transport services, such "*blow-outs*" in expenditure will not occur.

Public Accounts Committee

- 6.18 The Committee is of the opinion that, as the Juvenile Transport Service is a state wide operation, full financial responsibility should be given to the Director of Operations located at Central Office, and the Assistant Director (Juvenile Justice) South be given delegated authority over financial and operational resources.

Recommendation 32

It is recommended that the Director of Operations of the Department of Family and Community Services have complete financial responsibility for the Juvenile Transport Service with delegated responsibility to the Assistant Director (Juvenile Justice) South for the financial and operational functions.

Examination: Juvenile Transport, Family and Community Services

'Examination of the Juvenile Transport Service

of the

Department of Family and Community Services

APPENDICES

CONTENTS

	Page
1. Transcripts of Public Hearings 24 September 1990	
Mrs I H A!sop Casual Escort Officer Department of Family and Community Services	1
Mr A J A!sop Casual Escort Officer Department of Family and Community Services	1
Mr R G Wilcox Casual Escort Officer Department of Family and Community Services	1
Mr B R Neate Assistant Juvenile Transport Officer Department of Family and Community Services	43
Mr G S Carl Deputy Superintendent, Minali Assessment Centre Transport Officer Department of Family and Community Services	81
Mr J Thompson Acting Manager, Minali Assessment Centre Department of Family and Community Services	81
Mr R J Salzmann Assistant Director (Juvenile Justice) South Department of Family and Community Services	102

Examination: Juvenile Transport, Family and Community Services

	Page
Mr G H Clarke Financial Accountant for State Commander Police Department	117
G W Spring Police Sergeant, Operations Planning Unit State Commander's Office Police Department	117
Mr P E Quinn Regional Director (Metropolitan East) Department of Family and Community Services	133
Mr P J McDonald Administrative Officer, Purchasing and Supply Department of Family and Community Services	133
Mr L B Davies Casual Escort Officer Department of Family and Community Services	153
2. Agreement for the Employment of Escorts, Made Between the Public Service Board and the Health and Research Employees Association of Australia	164
3. Approval Form for the Use of Restraining Device	168
4. Department of Family and Community Services Organisation Structure Prior to and After to May 1990	169

APPENDIX I

MINUTES OF EVIDENCE

TAKEN BEFORE

THE PUBLIC ACCOUNTS COMMITTEE

INQUIRY INTO FAMILY AND COMMUNITY SERVICES

JUVENILE TRANSPORT SERVICES

At Sydney on Monday, 24 September 1990

The committee met at 9.00a.m.

PRESENT

MR J.H. MURRAY
MR P.M. SMILES (CHAIRMAN)
MR A.P. WALSH

LM
Public Accounts

1

24.9.90

IRENE HENDRIKA ALSOP [REDACTED], escort for FACS, affirmed,

ALEXANDER JAMES ALSOP [REDACTED], escort for FACS, sworn and

ROBERT GRAHAM WILCOX [REDACTED], escort for FACS, sworn and examined:

CHAIRMAN: Mrs Alsop, did you receive a summons issued under my hand
to attend before the committee today?---(Mrs Alsop) Yes, I did.

Mr Alsop, did you receive a summons issued under my hand to attend before the committee today? (Mr Alsop) Yes, I did.

Mr Wilcox, did you receive a summons issued under my hand to appear before the committee today? (Mr Wilcox) Yes, I did.

MR MURRAY: Ladies and gentlemen, at the start I might say that we are quite unaware of the general nature of your work so I will just elicit
some answers from you in relation to how you go about your activities and training and things like that. First of all, I will start
with you, Mrs Alsop, how long have you been involved in this particular occupation?---(Mrs Alsop) About eight years.

And you, Mr Alsop?---(Mr Alsop) Getting on for 15 years.

Mr Wilcox?---(Mr Wilcox) Just over a year.

In that time you have done the same sort of work for departments with different names, but it is still basically the same work?---(Mrs Alsop) Yes.

What training did you receive before undertaking that particular job?---(Mr Alsop) There is no training at all.

Has there been any on the job training since?---No, there hasn't.

When you made an application, what qualifications were required?---Your fitness I think for starters, some of us did professional wrestling, some
were sportsmen and we can talk to Rids and relate to kids, that was the - -

(Mrs Alsop) The ability to communicate with them.

(Mr Wilcox) Or a background in youth work so that you were on fairly familiar terms with what is required with young
persons.

LM
Public Accounts

2

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: So let's have a look at your previous background, Mrs Alsop?---(Mrs Alsop) I have been a security officer for department stores like Grace Bros., Waltons at the ' time. I have been involved in a lot of youth work at the church, I was leader of a young people's group, about 35 young people aged from 15 to 25.

Mr Alsop?---(Mr Alsop) Nothing much in the department. I did professional wrestling and strong man stunts and stuff like that, and then I just came into the department.

Mr Wilcox?---(Mr Wilcox) About 10 years as a youth worker from maximum security institutions to medium security and also outside the department in suburban youth hostels and places like that for young people, and also many, many years ago a background in boxing led me to think that I could probably be handy in this particular job, taking both things into account.

Do you have to use your fists very often?---No.

{Mr Alsop) You have to restrain them sometimes with as least force as possible, you don't - -

(Mrs Alsop) I am a good talker.

(Mr Alsop) She does the talking.

You talk them around, do you?---(Mr Alsop) Yes. I have done a background in security work as well, licensed.

And you, three backgrounds would mirror most of those people who undertake escort duties?---Yes, because we had some stunt men in there, wrestlers, it is picked from all walks of life. We have all been involved with children along the way.

MR WALSH: How many casual escorts are there in the department?

(Mr Alsop) 16, that's just in our section.

(Mr Wilcox) At a given point of time, there are probably others on the book that are not working, only a couple.

MR MURRAY: Could I just get you to explain, there are escorts who do bus duty, there are escorts to do general duty and then there are escorts to do casual duty, what is the difference between the three?---(Mrs Alsop) The escorts do all the duties, we for instance have one bus day a week and one level one day, that's the court at Bidura, and in between we do other escort work. It is done by the same people, all that work, it is rotating.

Is there any difference between permanent escort people and casual

escort people?---(Mr Alsop) Permanents start from, say, nine till five and that's it.

(Mrs Alsop) And if there is no work, like, say court finishes at two o'clock they put in one of the units to do as an extra or so. As a matter of fact, I know for instance now there is one escort who is doing the washing for the children, and another one is working in the kitchen. When there is no work for them as an escort they do other jobs.

MR WALSH: They are actually working 35 hours a week as permanents?

---Yes.

What are your hours, how many hours do you work a week?---Anything from 20 to 60.

Are you guaranteed a minimum number of hours?---(Mr Alsop) No. It just depends on, if you are a bit of favourite you get a bit more work, in this department they seem to be favouring different people along the --

Wrestlers, or -- ?---(Mrs Alsop) No, no particular --

(Mr Alsop) It is just anybody.

(Mrs Alsop) It doesn't go for your qualifications either, it doesn't seem to matter at all.

(Mr Alsop) It is how you laugh at their jokes or stuff like that really.

(Mr Wilcox) We are really on call too, in a funny sort of a way, we are available to work and do work what time the phone call comes, that is the other thing we offer over and above the youth workers that are called permanents that are pulled out occasionally.

So as a casual, is that your only source of income?---(Mrs Alsop) Yes.

Who actually within the department allocates your work, you said some get priority over others for the work?---Barry Neate.

What is his position?---(Mr Alsop) He is the escort manager over us. (Mrs Alsop) Acting escort manager.

He would ring you up at home and say, "I have got a job for you"?---(Mr Alsop) Yes.

MR MURRAY: So in the city you would service Cobham., Minda, Yasmar, Campbelltown, Mount Penang and Bidura?---(Mrs Alsop) sometimes Keelong and Worimi as well.

And

Where is Keelong?---Keelong is in Wollongong, Worimi is Newcastle.

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4

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: You don't do Endeavour House?---(Mr Alsop)
used to, it is closed now.

We

That is Tamworth, is it?---Yes.

What about the Riverina?---They do their own work, we fly anywhere in New South Wales and pick up boys and bring them back into Sydney, we do all that kind of work.

Are there generally more casuals than permanents?---(Mrs Alsop) Yes,
the permanency only came in about half a year ago.

(Mr Alsop) They are trying to put the permanents in to
wipe us out, they reckon the permanents are cheaper.

(Mrs Alsop) But we disagree.

Why do you disagree on that?---(Mr Alsop) When there is no work there is no pay.

(Mrs Alsop) Work has been very low at the moment, we are
getting about 20 hours a week. If you finish at two o'clock
in the afternoon, one o'clock, 12 o'clock even, they are just
putting them there so they are getting them out of the
way as extras everywhere - -

So what you are saying is when they have completed their escort duties they are then looking for work to occupy them for the residual part of the day?---(Mr Alsop) And they put them into units, the units should be manned sufficiently without putting extra people in on these units.

MR WALSH: They are looking for work for them?---(Mrs Alsop) Yes, just looking for work, like Cobham', someone does the washing and someone else in the kitchen, I think it is ridiculous.

What would be the earliest start time and the latest finish time you would experience in your work?---Four o'clock start in the morning - -

What notice would you get to start at four o'clock?---Not very often, not now any more.

What notice would you get, if you had to work at 4.00a.m. to go and
pick somebody up, the day before?---Sometimes.

(Mr Alsop) We used to ring up about four o'clock and they
would let you know the day before and they say, "You are
working tomorrow". They have been stringing them in
where they say, "We need a boy shifted straight away",
then you have to knock off what you are doing and - -

MR WALSH: You get paid the same whether you work at 4.00a.m. or at night, an hourly rate?---(Mr Wilcox) Yes, we accept that.

What is the hourly rate?---(Mr Alsop) It is 11.75, that's our highest rate.

So you have to have a 12 months probationary period before you go on to the full rate?---No, four years.

(Mrs Alsop) It is in four stages.

How can Bob be on that when he has only been there for 12 months?---(Mr Wilcox) I am not on as much per hour as what Otto would be. I didn't know it was four years, I thought it was one year and then you went onto it.

(Mr Alsop) I think it is how many hours you do over the whole year.

(Mr Wilcox) That's correct, the computer spits it out at a certain time when you have done X amount of hours and then you click over onto the other rate.

So what is your hourly rate?---It is not far away, it is something like \$11.68, I think.

So it is very similar. Do you get holiday pay?---No.

Do you get any long service leave?---No.

MR MURRAY: It is all in the hourly rate?---(Mr Alsop) And no sick pay, that is why we are keen to do the work all the time.

(Mrs Alsop) The more you work the more you earn.

(Mr Alsop) And a lot of the permanents, they found out they get holiday pay and sick pay and straight away they are going off sick, you know, they don't like the job then they say, "I am sick" that day.

In your response to Mr Walsh's question, I wasn't quite certain whether you said there was more weekend work than weekday work, what was the answer to that?---(Mrs Alsop) I don't think he asked that question.

I will ask the question, in terms of weekend work, how does that pan out, do you get much weekend work?---(Mr Alsop) We do the court at Minda bail court on a Saturday and we are on a roster system to be on call for Saturday and Sunday and we all take in in turns. They have given us partners, like two partners, they are on call for the Saturday and Sunday.

LM
Public Accounts

5A

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: What about yourself, Mrs Alsop?---(Mrs Alsop) I hardly ever get any, but only recently I have been put like the men with a partner and I have had phone calls a few times but I hardly ever work.

MR WALSH: Just on that weekend work, there is no special loading for weekend work?---Yes, on Saturday you get Saturday rates.

What is that, time and a half?---\$16.02 at the moment.

So it is almost time and a half, not quite. And you, Mr Wilcox?---(Mr Wilcox) It doesn't happen very often because it is structured that the police and whatever have rounded it up and got it finalised by Friday afternoon, but occasionally it does happen and you are prepared to do it, but not very often.

MR MURRAY: Does that require supervision, when you undertake that weekend work?---(Mr Alsop) No.

By seniors?---No.

(Mr Wilcox) I think this is because of the experience that we have, getting back to the earlier question about has there been any formal training, no, there wasn't but, by gosh, after you have done just one year of this job you are very, very experienced.

Is there any formal supervision of your work during the weekdays?---Not really, once we have got the kids in our control we are almost - like, if we are doing a dental job we are almost like free agents really that are left to our own devices with our experience, with our particular way of working with the kids, getting on with them, and a lot of that can be a fairly good source of management within itself.

So you are told the day before where to go and then you pick them up from that institution and then you return them to the institution after undertaking the task, then you would fill out a log book or - -?---(Mrs Alsop) No, nothing.

(Mr Wilcox) The job would be given to us the day before by Barry Neate, who I assume does his paperwork on that particular job and we just fulfill the requirements of that job.

But obviously when you go to Bidura or an institution such as that you have to sign in, don't you?---(Mr Alsop) No.

But how do you get into the institution unless you sign the visitor's book?---(Mrs Alsop) They know us all.

(Mr Wilcox)

They all know us, it is a very personal - -

LM
Public Accounts

6

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: So there is no record of your time of arrival at the institution?---(Mr Alsop) No, only from Barry Neate because he says you have to be there at two o'clock, you have an appointment at such and such a time.

Does he also in his instruction sheet indicate which time you have to return?---(Mr Wilcox) No, that would be an impossible directive.

How does anybody understand how many hours you have worked?---(Mrs Alsop) Say, for instance, if I work today and - -

Let us stop there, what was the last job that you undertook?---Bail court
on Saturday.

So you left home and you arrived where?---At seven o'clock at Minda,
I had to start

So you arrived at Minda at seven a.m.?---From there we went to Yasmar detention centre -

Why did you go to Minda at seven a.m.?---Because otherwise we wouldn't be back in time for bail court, we have to go and pick up the kids. We
picked up there the bus - -

You picked the bus up there, yes, but you didn't pick any children
up there?---No, because even if Minda had children they stay
there because the bail court is at Minda.

So you picked up the bus at Minda, then you drove from Minda to Yasmar at Haberfield?---And normally you have one trip, but we found there
were five juveniles, including one murderer, like an escape artist we call him, he runs fast, so we make two trips on Saturday.
We brought three children first to Minda - -

Wait a moment, you are going a little ahead. So you drove in the
entrance, parked the car?---Yes.

Indicated to the superintendent at Yasmar - -?---And asked the officer in the office there, "Have you got any children for the bail court?"

And there is no signing of those children out of that institution?---Yes, you get a running sheet. I can show you what it looks like, I hope.

MR WALSH: While you are looking for that, are there always two of you looking for the young offenders, or can it be one person?---(Mr Alsop)
Sometimes there is more, it depends on how many kids we are handling and what type of kids.

It could be one, but what would the maximum number be?---On the bus you could have - in the old days you used to have about 12 kids on the
bus and you would match them with escorts as well.

LM	7	I.H. ALSOP	24.9.90
Public Accounts		A.J. ALSOP	
		R.G. WILCOX	

MR WALSH: What, one for one?---Yes, in those days, but now we would handle on the bus say six boys and three escorts.

Who determines how many escorts?---Barry Neate. But he is counting a driver as an escort, and we have been at this for a long time, a driver can only drive and he can't be supervising what is going on in the back of the bus.

So you don't do the driving yourselves?---Yes, we take it in turns.
I don't drive.

(Mr Wilcox) I do, most of us do, there are a couple that don't.

So 50 percent of the time then there is a ratio of two offenders to one escort?---(Mrs Alsop) No, I don't think so, I think it is more like three offenders to one escort.

So 50 percent of the time there is three offenders to one escort, but when there is a difficult offender such as a murderer, or an alleged murderer, then there is a one to one ratio?---(Mr Alsop) No, two escorts to one just to cover him.

Plus the driver?---No, that is covering the driver.

(Mr Wilcox) Last Monday I was on a bus with eight kids, there were four escorts, one of those escorts was a driver. Although that is loaded on us as a fact of life we don't accept that, he cannot be an escort if he is driving a bus, and an incident was on the bus where I got injured, one of the boys is a murderer, so there were three escorts to eight boys really, in real terms, you can't count the driver sitting up the front, nor would the police let us assume that he was an escort at the statement of interview that I was at because he is the driver.

MR MURRAY: Is anybody armed on these buses?---No. So, if you look at that, if you take that the way I have explained it, it is really eight boys to three, so it is not two to one.

MR WALSH: Some of them could be young men at 18 years of age?---
(Mr Alsop) Yes, they are and very, very fit.

MR MURRAY: What is the oldest age?---We could take them up to 20/21 and they are classed as a part niner, they are a bit mentally retarded.

Let's go back to this last Monday incident where you were injured, there were eight on board, what was the age range?---(Mr Wilcox) In that particular batch the youngest would have been 16 and a half, but most of them 17 and a half and verging on 18. I think the murderer, the guy alleged to be a murderer, was a few months off 18 year old, and incidentally, and this has been verified by police, was a fairly highly qualified karate expert, who in fact in the murder that he committed karate chopped the particular person so bad that they in fleeing from him jumped over a safety

wall thinking they were safe and in fact dropped to their death, so a very formidable boy.

MR MURRAY: Would you mind explaining what actually happened on Monday in the bus that caused your injury?---We were positioned, like the driver was in the bus, a man called Joe Deroda was driving, and there were three other escorts all male - -

And the juveniles were all male?---All male. We were sitting at our various vantage positions in the bus that we normally take up for various reasons, like one near the door, one at the back so they can't get out the back window, the department refuses to put bars on for some reason that we have never been able to work out.

In other words, the sides of the bus is barred but the back window is not barred, mainly I think because it is a push out job, a safety window, but then a police paddy wagon doesn't have a safety window.

Anyway, we were sitting in our vantage positions and at a given point of time this particular fellow, who had handcuffs on, yelled out, "Go, go" and they were the only things I heard momentarily because I was karate kicked in the back of the head from behind and I was stunned momentarily and the other kids on the bus who were also handcuffed chose not to go.

In other words, they lost their momentum or lost their water, or whatever you want to call it at that given point of time and chose not to. He then turned on another escort and karate chopped him to the side of the face with his handcuffs and felled him.

By this time another escort had got him from behind and I had regained consciousness and was able to assist in holding this fellow down until we got things back into control. The bus driver, who is an escort, had to pull the bus up in the middle of the street and try to come into assist.

Just before you go on, where did you pick these children up from?---
From Bidura.

And they were going to?---Yasmar detention centre.

What, to court?---No, they were being returned after being at court.

There is still court at Yasmar, isn't there?---Not now. There used
to be.

So all the court work now is at Bidura?---Or Minda.

MR MURRAY: So you picked them up at Yasmar, the high security section there?---Not as Yasmar, no. The murderer was heading on past Yasmar to a place called Patterson House, which is high security.

(Mrs Alsop) Can I say something, the escort I did on Saturday we had five kids and it was just two of us - -

I will come back to yours in a moment, we are still on this one on Monday. So they were picked up, taken to the court?---(Mr Wilcox) Spent the day there in the holding room - -

So they spent the whole day at the court, what are the court procedures in terms of security?---When they are at Bidura whilst waiting to attend court they are held in what we call the holding room - -

Bidura is at Glebe and Minda is at Lidcombe?---Correct. They are held there in this holding room, us escorts sit in the holding room with them, which one day I would like to have changed because times are changing, we are now seeing syringes being used as weapons and whatever, and I believe that it is not far away before we are also going to be subjected to this kind of thing and we are going to wide open for it, much more than prison wardens - -

But aren't the offenders searched?---No.

Why aren't the offenders searched before?---*Because* of do-gooder attitudes within the Family and Community Services - privacy and all sorts of things that people have worked for over the years to achieve the child's rights and whatever.

MR WALSH: You mean that class of FACS worker would find it offensive to have a body search of a young person?---That's right.

Do they search the offenders at all?---They do search them at times when they are admitted, say to Minda I have witnessed it, but it is very spasmodic and it is not - they are searched when they come to Bidura.

In the old days-when I worked in institutions it was carried out and carried out with a lot of efficiency, but it seems to have wilted away over the years.

And if you didn't have a full body search it would be pointless having a partial search, wouldn't it?---(Mr Alsop) Yes.

MR MURRAY: So you are in the holding room with eight offenders? --- (Mr Wilcox) No, at that stage I think there was 12 because you have to remember that the holding room not only has the ones that we have picked up in the morning on our run and brought to there, but it also has the ones that the

police have brought in to what we call upstairs after being charged in a police station. They are then put into another little room up there where Barry Neate books them in, so to speak. When they are booked in we are telephoned down into the holding room and we go up there on the escalator or they are brought down to us.

They then come into the holding room. Also the magistrate at any given point of time may direct a young person who has come in off the street on an offence, he may give him six months inside so that person also then comes through one little room and down to us.

So at one point of time we had 12.

MR MURRAY: On Monday, with the same four escorts?---No, because one of those escorts was doing court duty. In fact, at most times on Monday there was only two of us downstairs.

MR WALSH: Aren't there police officers in the vicinity of the court, though?---(Mr Alsop) A long way away from us, they couldn't come and help us if we were in troubles.

So they are at the entrance to the court or one stationed inside the court and one outside, is that the normal - -?---No, it is only the prosecutor, that's about the only policeman that's around.

(Mr Wilcox) And we are a couple of levels away from court and down corridors, and it is not relevant for them getting to us if anything happened. Quite a way.

Has anything happened in the immediate past that you are aware of?---I have been involved in a couple of bad scuffles where kids have had What we call "a chuck". My colleagues would know a lot more about that having been there longer.

MR MURRAY: What causes the chuck?---(Mr Alsop) A boy gets six months and he doesn't like the sentence he gets, so when he comes downstairs he starts kicking the furniture around or has a go at the TV - -

MR WALSH: Throwing a tantrum you mean?---A bad tantrum. That's institutional talk for chuck. We have had the television smashed and the video smashed - -

(Mr Wilcox) We have had videos thrown at us, because again remember we are sitting in a room without any kind of dividing panels or anything at all.

MR MURRAY: Would it be as big as this room?---No.

(Mr Alsop) No, it is smaller, it is about a third of this room, but you have another section where you can go and smoke and then another section at the back for the solicitor, so

LM
Public Accounts

9A

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

maybe overall it is divided up into about this size, but with partitions in between.

MR MURRAY: Let's take a hypothetical example, if on Monday those 12 young offenders or youths decided that they had had 'enough of the two escorts looking after them, would they have the ability to overpower you?---(Mr Wilcox) Yes, we live with that every day.

What could they do, they have got no ropes to tie you up?---No, but they could physically overpower you that many, take your key which you have got in your pocket or your hand, undo the door and leave.

(Mrs Alsop) Like last Friday, I was there on my own with seven juveniles for a little while, and Barry Neate, for instance, said "You have to supervise both rooms". I said, "I can't split myself in half, I shouldn't even be here on my own with seven juveniles". When he left one of the boys said to me, "What would stop us from taking the keys off you?" and I just said, "You wouldn't do that to me, would you?" and I patted him on the head, and he said, "No, I wouldn't".

But what would have stopped them, seven big boys, I mean?

(Mr Alsop) They are trying to cut costs, and this is the way they are doing it with us, so I think they can say the permanency is a lot better.

MR WALSH: Mr Wilcox, back to the bus incident, if you were overpowered, I think you mentioned three escort officers inside the bus and one driver, how would they get out of the bus, is it locked from the outside, are you locked in?---(Mr Wilcox) No, they would just pull a handle and then the bus door would clip open.

Or they could go out via the safety window?---Or out via the safety window.

(Mr Alsop) Before we had bars on the window they just took the whole window out, they would just dive out. We have had them going along Parramatta Road where a boy just dived straight out through the window, took the whole window, landed on Parramatta Road and got up and ran away.

If it was me a truck would run over me, but he was very
lucky to be alive.

LM
Public Accounts

10

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: So you finished up at Bidura and you are in this room with 12 others, for how long?---(Mr Wilcox) On that day, from 8.30 in the morning I was at Biruda, arrived at 8.30/ quarter to nine and there until 4.15.

And then?---Then we load them into the bus - -

You took eight back, the same eight?---Eight that were in the holding room, others got discharged, others got out on bail.

You took eight there, did you?---We took eight there, yes.

You took the same eight back?---I couldn't say that with accuracy, but we certainly did take eight back. Could I just say that if it weren't the same eight it would be very close to it, it would be seven of the same and one other.

So between Glebe and Haberfield what happened?---The bus is going along Lilyfield Road, Leichardt and we are all in our vantage positions and all of a sudden this boy yells out, "Go, go", which had been planned amongst all of them for break-out

Where do you think that was planned?---That was planned in the holding room.

How could it have been planned in the holding room?---Because they get in the smoking room and they whisper and whatever, because again we sit and watch them, you can't hear what they are saying when they are 15 feet away and they are in a cluster group and a couple of them are acting as stooges jiving around and whatever and the others are in a circle having a pow-wow.

So that is where it was cooked up?---It was cooked up there.

Whereabouts in Lilyfield Road?---To be honest with you, the police asked me the same question and I can't really answer that because, remember, I was badly stunned. The last thing I was worried about when I was - -

The bus was slowing down at a set of lights, or - -?---No, it was going along the road, there were no lights. I must say it probably caught us unaware because if they were going to do something like that you would have thought it would have been at a stop sign or something like that, but, no, the bus was in full motion.

And somebody said, "Go, go"?---Which was this karate boy, and as he said, "Go, go" he left his seat and he was within striking distance of the back of my head. He let go in one motion and then as he turned off me he felled my friend, the escort as well, all virtually in the same motion, a karate kick and

LM
Public Accounts

11

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

then spun off the kick and then hit him in the side of the head with the handcuffs, nearly puncturing his temple, injured him pretty badly really for the amount of time that he was able to work on him he did injure him quite bad, and I was stunned for about 15 seconds. I don't remember very much at all, and I don't remember much after that, although I was actively involved in grappling with the assailant, I was sort of doing it out of impulse and out of nerves.

I don't really remember where the bus was or what was going on or anything at all except that I had hold of the bloke.

MR MURRAY: And what did the other seven do?---They all just sat looking straight ahead. On his thing of, "Go, go" they chose not to, they lost their nerve for no reason.

If they had decided to have gone there would have been nothing we could have done, because it was taking two of us to hold this one down and the other escort was felled.

Then the third escort then helped you?---Yes.

And you handcuffed him back to the seat?---We just used force to restrain him in the corner of the back seat of the bus.

Gave him an A to L,: did you?---Yes, we did, yes. One of the other escorts is an ex professional wrestler who just managed to touch him on the face and show him the strength that this man had in one hand and the karate boy tended to think he had better not go any further.

(Mr Alsop) Can I just say something, the only reason they were handcuffed, they saw that something was going to happen in the afternoon, the way the boys were acting, otherwise

You made that decision?---(Mr Wilcox) That's correct, normally all of them would not have been handcuffed across the board like that. But at two o'clock in the afternoon at Bidura whilst in the holding room I just got a gut feeling myself, and I passed it on to my mate and he went up and told Barry Neate that he thought that something was going to happen due to the information that I passed on to him.

Again this comes back to the experience that you get in the job. Although I couldn't hear what was being said and whatever, just by looking at the kids for half an hour in my mind, without being paranoid, I was able to piece together that there was definitely going to be something on. a solid gut feeling, enough to make me run with it.

And they were all handcuffed?---So on the bus they were all handcuffed this day.

LM
Public Accounts

12

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: Meaning to themselves or to each other?---To each other, but this more dangerous boy was handcuffed just .to himself.

You were going to tell me about your weekend work, so you arrived at
Yasmar at 7.00a.m. in the morning?---(Mrs Alsop) No, it
was about 7.30 by then, I left Minda at 7.00a.m.

You signed out?---No, we don't sign anything, we go to Minda, we go to admissions there, we pick up our bus sheet, we fill in the bus sheet - -

You fill that in?---Yes, that's right and we arrived about 7.30 at Yasmar. We go into admissions and then ask if they have any children for bail court. They said, "Yes, we have five". We said, "We can't take five, it is one driver and one escort". They say, "Yes, and one of them is a murderer and another is a runner".

We said, "We take three and then we will come back and pick up the othertwo", so that is what we did, we picked up three, we drove back to Minda, picked up the other two, the murderer and the runner and then back.

So you sat all day then in the holding room with those five?---Arriving at Minda we were surprised, I didn't expect so many people to be there, and as we arrived there we had five, there were already another six sitting there brought in by police.

Two were from Fairfield police and one from Liverpool police and two from Waverley police - I think it is three from Waverley, I am not real sure, I don't know where the other one came from, so we were a bit upset because that meant there were three cars from the police there and they were all complaining because they needed the cars elsewhere.

There were six policemen there - -

In the holding room with you?---In the holding room, and then we arrived - it means there were eight people and four vehicles and that wasn't necessary either. They could have done it with a Coaster and four or five people.

You say you never pick up from police stations?---No, not any more. You used to?---I think in the old days sometimes.

(Mr Alsop) The police used to bring them to Cobham or to Minda, the boys, and then they would go to bail court themselves, but Campbelltown police brought a boy the week before last on the Friday night to Cobham and then they had to come back the next morning on the Saturday and take him to the bail court where you could have had the Cobham escorts do it, or we live near Cobham we could have done it.

It could have been escorts.

MR MURRAY: So Saturday with the police you had six policemen on a one to one situation?---(Mrs Alsop) No, two from Fairfield, one from Liverpool - -

How many children from Fairfield?---Two juveniles from Fairfield and two policemen and a car.

That's one to one?---That's right. One juvenile with two policemen in a car from Liverpool, and two juveniles with two policemen from Waverley.

So the police who are armed and better trained than you have a one to one?---(Mr Wilcox) Yes, and a paddy wagon so they don't have to sit with them.

So they also come in a paddy wagon, they don't come in a normal car? ---Often they might, but if they do it is a detective each side of them or a policeman each side of them.

Then those vehicles stayed there on Saturday from - what?---(Mrs Alsop) They were there before us, so I would say 7.30 until about 11.

And all those police persons and yourself all sat in the holding room and didn't move?---No, they stood outside the holding room some of them, because the holding room is very small at Minda.

So you all stood on guard?---(Mr Wilcox) All on duty, yes.

What happens if one of the offenders from Fairfield undertook a disturbance, would that be the Fairfield police escort's job to look after that person, do you have a demarcation like that?---(Mrs Alsop) No, it should be, but it never happens. In one of our holding rooms, Minda, wherever, it always finishes up that we are the ones looking after it, we are the ones giving the orders, the police just stand there.

(Mr Wilcox) In Bidura in the holding room, often there will be a prisoner brought in by police and the police will sit there with that person, or that police person will sit there and if anything happens, if that person is known to the other kids, which they often are and they are all in cohorts and Whatever, if anything happens again it is us escorts that are the ones that are involved in stemming that because the police person is normally out of their depth there, it is foreign territory to them, they don't know the rules or the regulations, what to say.

Do the police go into the court with the offender?---(Mrs Alsop) No, they are not allowed to, except at Bidura when they are not in uniform. When the police does an escort, a normal escort

for the day, they are not allowed to be in uniform, not to wear a gun and then they go into court, but on Saturday they were in uniform, had guns and .they don't go into court, we do that.

MR MURRAY: So you then take the offender from Fairfield, as an example, and you escort the offender into court and then the prosecutor then takes over from you?---No, we sit down, he deals with the charge - -

Somebody has to do some advocacy there, who does that?---The prosecutor.

The prosecutor then takes over from you in terms of detailing the difficulties to the magistrate?---Yes.

And the magistrate makes the decision, so you would have escorted
11 children into court on Saturday?---Yes.

And then back again?---Yes.

What about the area between the court and the holding room, do the police undertake escort duty there?---No, they just stand there.

(Mr Alsop) They generally just keep an eye out, that's all, because at Minda it is not very far from the holding room to the court, it would be about this distance.

Then those bail proceedings completed at 11.30 on Saturday?---Yes, it would be about then.

The police extracted their offenders?---No, some of them offenders
got conditional bail, some of them were able to leave Minda at the time, they could meet those requirements of their - -

Under their own steam?---Yes, some of them, and others had to have an adult or someone to sign for them. They went back to institutions with us, the police didn't take any back.

So the police didn't do escort duty, so all they did was in my terms
baby sit?---Yes.

(Mr Wilcox) That's right, they generally do not like it and they generally voice that opinion.

At the end of the day they then took their paddy wagons empty back to their respective police stations, or cars if they were cars? --- (Mrs Alsop)
Yes.

(Mr Alsop) The only reason they stop with the boys is if all the instutions are full then the boys have to go back to the cell at the police station and stop there overnight until they can fit them in somewhere.

LM
Public Accounts

14

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

CHAIRMAN: Could I just clarify something, Mrs Alsop, on that Saturday were you the only juvenile escort - I am sorry, you may have mentioned this but I missed it, were you the only juvenile escort?---No, I had my partner. He was driving, I was the only one sitting in the bus, yes.

MR WALSH: Just another point of clarification if I may, when you fill out your log the starting time is that actually starting from your home or at the court or wherever?---(Mrs Alsop) No, at the place.

It never starts from your home, so that is never taken into consideration?

---No.

Not at any time, weekend work or - -?---No.

(Mr Alsop) We get paid on from when we leave from home, as soon as we leave home we get paid.

That was the question, but you put that in the log?---No.

What is the meaning of that log then?---On the sheets that we fill out in order to be paid on there is a provision in a column there where we write in our own personal travelling time on top of the job time.

Mrs Alsop, do you have a copy of the log there?---No, I haven't.

I will just example this particular log, I don't know who actually signed it, it has start of journey has the time of 1.30?---(Mrs Alsop) Yes.

What you are saying is that that time at 1.30 wouldn't be the actual start time in most cases?---Not the actual start time for using that vehicle.

(Mr Wilcox) Not from leaving home.

So this is only a vehicle time registration?---Yes.

What do they use this for, what does the department use this for?---

I don't know.

So you have to keep another log?---(Mrs Alsop) What I do, for instance, when I leave home, say for instance, Saturday, I write the time when I leave on a piece of paper, say I start tomorrow at nine o'clock at Minda, I write on a piece of paper seven o'clock when I leave home.

And you are paid from seven o'clock?---Yes.

But the department doesn't have a formal sheet upon which you write your starting and finishing times upon which you are going to be paid?---
Yes, that is what I was going to say.

At the end of the week I have to make out a sheet from the jobs that I have done and that is where I fill it in on that end of the week sheet and Barry Neate gets that and we get paid from that sheet.

(Mr Alsop) We have a starting time when we start and then pick up, that means picking up the boy from Minda or so - -

MR MURRAY: Sometimes you fill out a form like the one in Mr Walsh's right hand and sometimes you fill out one that is like that? ---Yes, you will see that on the top they are different cars, one is a bus and one is a car and it is just whatever is in the folder at the time when you pick it up.

(Mr Wilcox) They are probably synonymous with the records of the individual vehicle.

Mr Walsh, just turn them around, that one there would be a bus sheet because it has driver?---(Mrs Alsop) No, they are all the same, they all have driver - -

Is there a car sheet, is there another one?---That is the same, the driver's name is the same, we do the same thing.

(Mr Alsop) Whoever takes a vehicle they just put their name and their destinations they are going to.

We will come back to the return journey, the inwards journey you had two journeys because you had three in one trip and two in the other, the outward journey?---(Mrs Alsop) We had four going back I think.

But you had multiple trips coming back?---No, we had only one trip back and they lent us a youth worker from Minda to come with us.

So you had 11 on board the bus?---No, because some of them got bail.

That's what I want to know, how many came back?---Six total because had to go to two institutions.

Six coming back with three, so it would be six offenders and two guards and one driver?---No, we had Mark as well.

But you only had two people going out?---When we came back - we had only two people going out, we picked up two seconds, a youth worker and another permanent escort who was at Minda as well.

So coming back you had four?---Yes.

LM
Public Accounts

16

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: That's weekend work, you keep mentioning Mr Neate, what is his particular role?---He allocates work.

So that job would have been allocated by him on Friday?---Yes, it was our rostered weekend on, we are on a roster.

Does he come with you on Saturdays?---No.

(Mr Alsop) He has been coming on a Saturday, I think it wasst to justify the car. He is saying he is supervising us, but he is not supervising us while we are there because the superintendent of Minda that is on duty at that day, like the Saturday, he allocates the beds, he rings up Cobham and says, "How many beds have you got, I need beds for two kids", and he allocates them, so Barry Neate used to just come along and just stand and look at us.

Then they took the car from him not so long ago, about three or four weeks ago, and since then he hasn't been of a Saturday. He was driving it home of a night time and driving it back to work, and we couldn't use this vehicle and this was to do escort work with.

CHAIRMAN: I see, he was using it for his own personal use and the department has taken it away from him?---Yes, they said, "You are not supposed to be having this vehicle".

How long did Mr Neate have that vehicle?---They had a Ford Falcon
I think before and that has been changed over, so well over a year, about a year and a half - since he has been in the job really.

When Mr Neate had that vehicle how frequently did you have that vehicle available for escort work?---Not every often over the whole period. If he could fit a job in some time about lunch time maybe he would let you have the vehicle then, but sometimes he wouldn't even let you have it then.

(Mrs Alsop) We had to have it back by five o'clock.

Was there any occasion when you really needed that vehicle, but were forced to use a utility or - -?---(Mr Alsop) Yes, on many occasions.

What sort of occasion, Mr Alsop, would you have needed a vehicle and the acting escort manager's vehicle was not made available to you?---We were at Yasmar on Tuesday, 8 August 1989 and it was Alan Doggett and myself had to do some dental work, take some boys to the dentist at Burwood, and we had two boys and one was in for murder and the other one was an absconding risk, and we had to borrow a car from Yasmar and that was a bus they used for dumping the rubbish, it had no seats in the back of it, and we had

to sit the boy on the motor block in between the driver, and I was at the door and the boys just sitting on the motor block.

We up to the dentist, came back and took - -

MR MURRAY: Normally you should have had that Falcon?---We should have had the Falcon, and there was a bus there from Ed Castles too that wasn't being used at that time, that was at Bidura.

Who was Ed Castles?---It gets complicated, it was one man once, John Francis and - -

But who is Ed Castles, is that the name of a person?---That's a person, yes. John Francis ran the whole escort service himself, finding beds and allocating work to us and he was the boss of Albion Street. He died then they brought Ed Castles in to take his place.

Ed Castles is on a pretty high wage, so he wants an assistant, so he brings Barry Neate in to more or less do the same work and help him, you see.

(Continued on page 18)

LM	17A	I.H. ALSOP	24.9.90
Public Accounts		A.J. ALSOP	
		R.G. WILCOX	

O22

MR MURRAY: It is called empire building?---Yes, and for us little guys, they are pushing us out at the bottom.

(Mr Wilcox) We are the ones in the firing line.

(Mr Alsop) Then you had a man at head office; he was allocating beds and he is on 40,000/50,000 a year, allocating beds for five or six kids, you know. So he found himself a little job as well in that thing. Ed Castles has got a bus, the Toyota bus, PMP it was, and since he got that bus, we were never allowed to use it. We never saw the running sheets; that is why we have got not sheets of it or anything like that.

CHAIRMAN: Was that bus a 22 Coaster Toyota, 22 seater, air-conditioned?

---Yes. Mount Penang has it now.

Are you telling the committee that there was a bus available for the Juvenile Escort Service with 22 seats, purchased for that purpose and that was available on the day you had to use the utility or whatever?---Yes.

Where was it?---That was stationed at Bidura. So that is from Yasmar -like Haberfield to Bidura; we could have gone into Bidura, picked it up.

(Mr Wilcox) Can I just say before we get to the bus, on the issue of did we ever have to use a utility or whatever, one morning my associate, Joe Derota and myself were sent to Yasmar to take a boy to Wollongong Port. Our boss, Bartie Neate, at this time was driving the Falcon and when we arrived at Yasmar to pick up this boy who, I may say, is a most dangerous criminally orientated boy with very, very bad psychiatric tendencies, we were told that there was no vehicles available and after much carry on, we were given a utility.

So the scenario unfolded that Joe Derota was driving the utility with one Richard Vasilarkis, extremely dangerous boy, in between the driver and myself, down to Wollongong Port for the day and back again.

MR MURRAY: In a utility?---In a utility.

Was he handcuffed?---Yes, he was, but a most dangerous situation to be placed in. I could not believe it happened to me and I could not believe when I got through the day that nothing had gone wrong, because this kid, he is well known right throughout the department as absolutely crackers.

(Mr Alsop) And there would be nothing stopping him from grabbing the steering wheel and turning the car over.

(Mr Wilcox) Bartie Neate is driving the air-conditioned car from wherever he lives in that morning, possibly unaware of the whole carry on.

Let US go back to that difficulty that you had last Monday, where you incurred this - -?---Yes.

JZ
Public Accounts

18 I,I-I, ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: Look at the role of the supervisory staff.
the children in the bus?---Yes.

So you took

You were taking them back from Bidura, right?---Yes.

This chap karate chopped you?---Yes, karate kicked me in the back
of the head.

Then karate chopped your other escort there?---Yes.

That is the situation. Let us go back to the holding room itself. In
that holding room there were 12 young offenders?---Yes.

Aged from 16 to - -?---18.

18 years of age; one of them a murderer?---Yes.

There was you and one other?---Correct.

What was Bartie Neate's position whilst you were in that area?---Barrie would have been upstairs two levels up, in this office, answering
the telephone and if he was not getting too many calls, possibly his classical music being played in the background.

What sort of a salary is he on?---(Mr Alsop) He is on about 30,000.

(Mrs Alsop) I am not sure.

We could find that out.

MR WALSH: That is therapeutic the classical music, is it?---(Mr Alsop) He is worrying about the work that you are undertaking.

While you are on the question of allocation, Mr Alsop, I understand
on Friday, 14 September, you went to Casino, you flew to Casino? ---Yes.

MR MURRAY: Come back to that one; I just want to stay with this one for a second. There was another chap you mentioned you does the
allocations for accommodation; who is that?---That would be Graham Carl now.

Where is he located?---(Mr Wilcox) He is sitting about eight foot from Barrie Neate's desk.

He also has got a car or he has got a Coaster or something?---No. He is much higher than Barrie Neate but he has not got a car and admits
that he is not allowed to have one.

MR WALSH; He is the escort manager?---(Mrs Alsop) Can I say something? It used to be the man, Ed Castles, we talked about earlier that
had the Coaster, he used to be in that position. He used to be the escort manager over Bartie Neate and us all. Then they
transferred him and Graham Carl came. But he uses his own car. There is no problems there.

O24

MR MURRAY: Then there was a second occasions when you told us about the problem where the six police came along with the six offenders, right?---(Mr Wilcox) Yes.

That was a weekend, was it not?---That was Irene's weekend duty.

That was your weekend?---(Mrs Alsop) Yes.

So last weekend you picked up the murderer and the runner and three others?---Yes.

You went to the holding room and there were two of you, a driver and yourself looking after those five?---Yes.

Yet the six police who brought people in all had a one to one?---Yes. They were all armed?---Yes. You were not armed?---No. What was Barrie Neate doing on that day?---I do not know. (Mr Alsop) He was sitting at home. (Mrs Alsop) We do not know. (Mr Alsop) He was not there that day.

He was not a worker that day?---No.

Why would he not work on that day doing the work that he is supposed to do when he works Monday to Friday? I mean, what is the difference between the Saturday and the Thursday?---We cannot understand that either.

(Mrs Alsop) We do not understand - that is a question we cannot answer.

(Mr Wilcox) We always used to say amongst ourselves that Bartie is qualifying his car.

What do you mean "qualifying his car"?---As far as I could work out, he was never ever meant to have a motor car.

You mean justifying it?---(Mrs Alsop) Justify, yes.

(Mr Wilcox) Yes, to justify the use of a government vehicle.

MR WALSH: To drive it to the court during the week and drive it back to his office?---Yes.

CHAIRMAN: Mr Wilcox, could I just clarify, there was a time when a gentleman at the Childrens Court of Surrey Hills ran the whole service?---Correct; Mr John Francis.

Mr Francis liaised with you escorts?---Yes.

JZ
Public Accounts

20 I.H. ALOOF
A.J. ALSOP
R.G. WILCOX

24.9.90

O25

CHAIRMAN: Presumably liaised with the institutions and the courts that had to move the people around and liaised with the BEDS? ---
Yes.

You are now telling us that it has gone from one man to three men?
---(Mr Alsop) Three men, that is right.

In what period of time?---(Mrs Alsop) Five years.

(Mr Alsop) Yes, it is about five years John has been dead.

Would you say there are any more offenders handled by your escort service in five years?---They have been cutting us down; like allocating
the work out to Yasmar - -

MR MURRAY: No, the question was if any more people required to
be looked after?

CHAIRMAN: In other words, over the five years, do you think there has been a dramatic increase in juveniles your escort service has to - -
?---(Mrs Alsop) No.

(Mr Alsop) No, none whatsoever.

MR WALSH: Mr Alsop, the question I asked about Casino; you flew
to Casino on behalf of the department back in September. Could you detail for the committee, from start to finish, what
happened there?---I had to take a boy from Cobham to Casino Court and we had to fly - -

MR MURRAY: You pick him up at Cobham, which is out Penrith way?
---That is right.

How do you pick him up?---I do not live that far from - I live about
a few minutes - so I picked him up by taxi there.

So you got a taxi to home?---From home to Cobham, and from Cobham to the airport, to Mascot Airport. That cost about \$60-odd in taxi
fare, when you have got vehicles sitting at Cobham that could have been used for that.

MR WALSH: So you say the vehicle could have been used to pick the boy up and yourself or another officer and drive to the airport; not to
drive to the Casino though?---No, just to the airport. That vehicle driving from Cobham to the airport and back, if you even
allowed four hours for that, which you would be exaggerating a bit, would work out less than the taxi fare; far less.

Was there a vehicle available, to your knowledge, that could have been used?---Yes, there would have been at Cobham.

(Mrs Alsop) Yes. The Ford Falcon had been available.

Why was it not used?--- (Mr Alsop) That is what we. do not understand.

JZ
Public Accounts

21 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR WALSH: Mr Neate rang you and asked you to go to Casino; was that the situation?---That is right. The Casino one was the day before. We had two times. One was to Dubbo; that was the first time by taxi. Then the Casino one, we had to take the taxi; that was at short notice I went to Casino.

Do not worry about those details at this stage. When you filled out your log for your claim for hours worked, what would you have actually filled out on that occasion? You left home; just start from there. So you left home at what time?---I do not know what time I left. One was early in the morning.

Do not worry about the actual time. So you would have put the start time down for when you left home, and you caught a cab to Cobham and picked up the offender, and then the same cab to the airport?---That is right.

Then you fly to Casino that night?---No, one was in the morning, and I started- -

(Mrs Alsop) The Casino one was at nighttime.

(Mr Alsop) If the Casino one was at night, I had to bring a boy back from Casino.

So you get to Casino; you get accommodation there?---No, we come back on the same plane. The police meet us at the airport and we came back on the same plane. We got back about 10.30, and the boy had to go to Yasmar. If you imagine, you come out of the airport - it was a rough night on the flight that night and the boy said he was going to die-we were bouncing everywhere. So we get to the airport and I feel he is going to run if I give him a chance. So we have got to stand in a taxi cue. You have got the boy by the seat of the pants and you are standing in a taxi cue with baggage, waiting for - -

MR MURRAY: How old would that boy be?---He was about 17. He came from jail. He has been in jail, I think, three months and they could not leave him in till the Saturday; they wanted him out straight away because he was an Aboriginal. So they said he cannot stop any longer in jail; he has got to come out that night. That is why I went up there.

MR WALSH: Why would'nt the department have had a vehicle there at the airport to pick you up?---We have been asking for that but they say that would cost the department money, too much money.

Why?---That is their excuse to us.

(Mrs Alsop) That is what they say to us.

They would have had a vehicle available?---(Mr Alsop) Yes, the Ford Falcon or the Camira.

(Mr Wilcox) They had plenty of escorts on call. There is no problem. They will not do it.

JZ
Public Accounts

22 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

(Mr Alsop) That would have been a safer way to have picked the boy up. If you are trying to get in a taxi at that late of a nighttime, the taxi driver does not know what is going on and a lot of them panic and say, "I do not want to know you, go somewhere else".

CHAIRMAN: have you been refused by taxi drivers?---Yes. I have had to go back in the airport, still holding the kid and get the police to get a taxi for me.

Mr Also, what has the 17 year old been charged with?---I think assault and escaping from custody and break enters.

So, Mr Alsop, you are telling us, the Public Accounts Committee, that on a recent evening you got off a commercial aircraft at Sydney Airport, you alone, with a young man obviously in reasonable health?---Yes.

You had to stand in a taxi queue, with this young man who has been charged with some physical harm, apart from other charges?---That is right.

You had to wait for a taxi and, on past experience, there has been times when a taxi driver would refuse you?---That is right, yes.

MR MURRAY: Mrs Alsop, you are nodding. Has that happened to you as well?---(Mrs Alsop) Yes. I had to go to Wagga. I did not get an authority to handcuff the boy. I went to Wagga and I picked up a 17 year old; it was night time, and the police kind of looked at me and they say, "You have got your handcuffs?" I said, "We do not get issued with handcuffs. I wasn't told this boy needed handcuffs." They said, "I hope you get him there. Is a vehicle there waiting for you at the airport?" I said, "No, I have to take a taxi." They nearly did not want to hand the boy over to me because they thought it was so ridiculous.

I said, "What is he like?"; we usually ask that. They said, "Well, we don't really know him so we can't tell you." So I did talking all the way because usually by talking you can feel a little bit what the person is like and I did a bit of praying as well at the same time. I am going through the airport, but again, I had to wait for a taxi. There was no taxi there and I am standing there with a boy who is one metre 80, one metre 90, and here I am - -

What was his offence?---I do not know really what his offence is now. I think it was break and enters but I am not real sure.

CHAIRMAN: You felt that your safety was at risk?---But I got him there, but I think it was a lot of luck involved really.

MR MURRAY: I will just come back to you, Mr Alsop; the trip from Casino, the chap was in jail or in the police?---(Mr Alsop) He was in Grafton jail and the police brought him down from Grafton to Casino.

JZ
Public Accounts

22A I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: Why wouldn't the jail system undertake the conveyance of that chap from Grafton to the court?---I think Juvenile Justice or so - it is not Juvenile Justice any more, is it - the higher up people said, "He belongs to us, we don't want him in jail."
So he came over the FACS side of it, and as soon as he comes over to that, then it is our job to shift him.

MR WALSH: So prison officers do not do the transfer and all of that?---No.

CHAIRMAN: Could I just explore a subsidiary question? Mrs Alsop, you mentioned that you have to get permission to handcuff one of these youngsters that you are escorting; has there ever been any representation by the escort officers with regard to having the opportunity to carry handcuffs in case there is a problem?---(Mrs Alsop) We have been fighting that for years.

(Mr Alsop) We have been begging for it.

(Mrs Alsop) We have been begging for that, because there was a rule out at first, made I think by Mr Ed Castles and Bartie Neate - because we said what if we get trouble at the airport? We stand there; we cannot handcuff him or nothing. They said, "You ring us" - fancy, you stand there with a kid who wants to fight - "You ring us, you make a phone call and we will send someone out with handcuffs, so you can handcuff him."

From Glebe?---From Glebe.

(Mr Alsop) Wherever.

(Mrs Alsop) Which is to me absolutely ridiculous.

MR WALSH: Is Mr Neate available after 5 p.m.?---You have to ring him at home, if you can get him.

Where does he live?---I think he lives at Northmead, but I am not real sure.

(Mr Alsop) When John Francis ran it, we all carried handcuffs but they were never seen. So if we were on a trip and it looked a bit suspicious, we would just automatically hook him up. Years ago, through the airport, that was a running thing with me; I just hooked the boy up, took him through till I got to the other end, because he can dodge through at the airport and disappear.

Why were they taken off you?---Someone said that they are juveniles, they should not be handcuffed. But you are handling now drug addicts, murderers. Before you are handling like kids that wag school or something; they should not be handcuffed.

These are up to 20 years of age; 217---Yes, you are handling more - -

(Mr Wilcox) The times have changed a lot.

(Mr Alsop) When we say it to Barrie Neate, he said, "No, only I can issue handcuffs." You know, like it is a big deal.

(Mr Wilcox) A power based type thing.

(Mr Alsop) That is what he is going on about.

CHAIRMAN: I understand, on Good Friday of this year some officers were sent to the court which was not operating; was that just hearsay?---No, that was true. I have got the officers' names and that, and that could have been about \$600 that day that has just gone down the drain.

Is that a reasonable mistake to make? I mean, does court normally sit every Friday and they had forgotten it was Good Friday?---No, it was just Good Friday and he assumed himself that there was a bail court on.

(Mr Wilcox) I have only been there a year but there are stories of bungled trips of quite unbelievable dimensions of people being sent away to country areas to pick up, only to find when they have got there that the boy has been released or, you know, a complete breakdown in communication. What angers me about this is, casual escorts are supposed to be too expensive but all of that cut costing, somehow or other we are wearing that.

In other words, mismanagement and bungling is coming out that the escorts are too expensive.

Mrs Alsop, you have something to say?---(Mrs Alsop) Talk about bungling' up something. On 22 February 1989, a small bus was picked up at Minda for a trip to Wagga to pick up two juveniles who were there in cells. I have got it here written down. Ed Castles sent a bus with escorts up to pick up the juveniles.

MR MURRAY: How many escorts?---Three escorts for the first trip.

So that is the driver and two escorts?---Yes. While they were at Wagga they had to wait for some papers, some paperwork, and that would have taken about an hour and a half. So the escorts rang Mr Castles and told him about it. He said, "We cannot wait. It costs the department money. You come back to Sydney, drive back to Sydney."

Empty?---Empty; and he sent the next day three different people up with the same bus to pick up those boys.

(Mr Alsop) We have the names of the escorts as well.

(Mr Wilcox) There have been similar kinds of things happen.

So to save you on the overtime?---(Mrs Alsop) Yes.

That extra hour to do the work would have put you into some overtime?---Yes. Then there was another one on 19 April 89. There was an escort had to fly to Bathurst to pick up a boy. The boy was not ready for court, so was not ready in time for the early flight back to Sydney. So the escort rang the manager and said, "Look, we have to catch a later flight; he is not through court yet." He was told to come back without the boy; he said, "Leave the boy", and the next day someone else was sent up to pick up the boy.

MR MURRAY: Rather than use a motel overnight?---Or wait for a later flight. There was a 5 o'clock flight.

(Mr Alsop) The 5 o'clock flight was the last flight; he could have made that. Because the police said, "Catch the 5 o'clock flight, he will be ready then", and that was what he wanted to do, but no, he had to come back.

MR WALSH: Why do you think those errors of judgment are being made now and they were not made previously?---(Mr Wilcox) Incompetence.

(Mr Alsop) And power; just to try and assert some kind of authority or so.

You do not think it is just trying to justify permanents against the casuals, what you are?---(Mrs Alsop) I think that might be the case myself; that is a personal thing.

(Mr Alsop) We sort of wear it.

(Mrs Alsop) And to make the escorts look bad, they spend a lot of money. The same with the taxis. Like they have the cars there but while we are spending on taxis, that looks bad: see how dear they are. But basically it is them that make us do those things.

The 16 at your centre, the 16 escorts; are they all casuals?---They are all casuals, yes.

How many permanents are there?---There are no permanents in that - -None at all?---We are talking about those 16 casuals. Where are the permanents located?---(Mr Alsop) Minda. That is two permanents at Minda and three at Cobham.

You feel that the department is wanting to get rid of the casuals and put permanents in?---We know that.

Has it been written anywhere?---No. When Ed Castles came in he had a meeting with us; that was three years ago - five then, is it? He said the department wanted to get rid of us but he said we are an efficient lot of guys and he said, "We'll try and keep you on, but I was sent here to cut down and get rid of you people."

MR MURRAY: Mr Wilcox, you have only been in the department in this particular position for 12 months. As a taxpayer, I am outraged at those sorts of examples of a complete waste of money? ---(Mr Wilcox) Sure. There are a lot more than them.

You are a taxpayer; do you have the same feeling that I have?---Incredibly so, yes.

You are obviously closer to the action than we are; we are just hearing some of the stories. In the past 12 months could you outline to the committee similar types of incidents that you, yourself,

JZ
Public Accounts

24A I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

031

have been involved in?---No, not really, because I have not done a lot of country trips. For whatever reason, I do not know; it is just by the fall of the penny. Since I have joined there, this cutting back that seems to be going on, if you notice some of the dates that we have given there on the examples, were probably just before, or whatever, when I started.

So since then and because I am the new chum, probably, I have not been sent on them, but my co-worker, who has been there two or three years, he has got some horrific stories to tell, and I know personally he is very, very angry from a taxpayers point of view when he sights some of the unbelievable things that have happened by way of similar incidences, where people have been sent away to Wagga or wherever, only to find that the prisoner is not even there, or whatever.

CHAIRMAN: Mr Wilcox, taking Mr Murray's point, let us just chase the issue of buses. I have been looking through material supplied to the committee which would indicate that the escort service now has in and around Sydney basically, is it, three buses, a very small bus and two Coasters, or similar?--- (Mr Alsop) That is right.

(Mrs Alsop) One Coaster has been transferred to Mount Penang.

(Mr Wilcox) That is the one that Ed Castles was using as his vehicle. But it is still used, is it not, for that purpose?---(Mrs Alsop) We do not know.

(Mr Alsop) It is used at Mount Penang now. They come down to Sydney. That is to justify that bus. But then our Coaster, that we have been using constantly every day, is not being used so much any more.

MR MURRAY: We will stay with the Mount Penang one; is it used for escort duties?---As far as we know, it does not come down to Sydney every day.

No, that is not the question. The question is: is it used for escort duty?

---(Mrs Alsop) We do not know.

You go to court, you would see it arrive?---(Mr Alsop) It does arrive a couple of times a week but we do not know how many times. Like, it would go to Minda; we would not see it there, only if we are on duty.

MR WALSH: You could answer the question another way. Do any of your escort people go to Mount Penang to do escort duty at the moment?---Yes, in the afternoon, they said we could do the Mount Penang run. The boss from Mount Penang is supposed to do the morning run and then we do the afternoon run if there are any boys to take back.

CHAIRMAN: Wait a minute; that was a run that was being accommodated by the one bus that your service still has - -?---(Mr Wilcox) The one for casual escorts for many years.

JZ
Public Accounts

25 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

CHAIRMAN: How many years did the one bus do the Mount Penang run, plus whatever the bus you have got at Minda does? --- (Mr Alsop) Since I have been there. We did it before -15 years you can say. We had one bus, and we were doing all the work to Mount Penang and bringing the kids back from Mount Penang.

MR WALSH: So there is a bus located at Mount Penang for exclusive use by Mount Penang and then that bus not coping, in other words? --It is only being used once or twice a week, as far as we know.

MR MURRAY: Get that straight; it only brings a juvenile from Mount Penang to one of the two courts in Sydney?---Yes, to Minda - the other day it went down to Wollongong; it did Minda and Wollongong.

(Mr Wilcox) Basically, yes.

Only to the two courts in Sydney. It drops the offenders there and then goes back again?---Yes.

Then a bus down here picks them up in the afternoon, takes them back and then comes back again?---Yes.

MR WALSH: So the question is what is the bus doing at Mount Penang in the afternoons?---(Mrs Alsop) We do not understand that either.

(Mr Alsop) It is more or less to save us breakfast, they say, because if a boy has got to come to court like, at 10 o'clock, then we must leave early in the morning - say, at 4 o'clock -to go up to Mount Penang to pick the kids up to come back for court. But years ago, we used to do it - you can do it in the middle of the day. The bus can go at 12 o'clock or 3 o'clock in the afternoon; you take the kids from court that have been to court up to Mount Penang, and you bring back the next day's - the boys for the court for the following day, you bring them down that night, during the day. So you do not have to work overtime or anything like that. .

Minda is not always full and Yasmar is not always full, or Cobham, so the boys you bring back, if you have got four or five kids, you could put them at Minda, Cobham, Yasmar - -

MR MURRAY: Cobham would be the same distance to Glebe as Mount Penang would be?---(Mr Wilcox) Not far off it.

It is only less than an hour now on the expressway if you do 110?---Yes.

I do not know how fast the bus can go?---Legally 100.

CHAIRMAN: Just to chase; that bus that is now at Mount Penang was for a time in Sydney?---Yes.

Could I clarify, was that used extensively? You did touch on it before but can I just ask was that bus that now is at Mount Penang, was that in your view used extensively in Sydney - -?---No.

CHAIRMAN: - - to justify having two 22 seater buses?---(Mr Alsop) No. That was Ed Castles' bus. The PMP bus, he drove all the time for himself and it was only used - -

Did Mr Castle ever take juvenile offenders?---Once or twice, but he was just sitting there on his own driving around.

Over what period would he have once or twice taken - -?---He took one one Saturday after the bail court, as far as I know, to Cobham by bus. I know that for a fact.

MR WALSH: Where did he go to? Mr Castle, has he been transferred to where?---To Bathurst, the last I heard.

What position down at Bathurst does he hold?---I could not tell you, to be honest with you.

CHAIRMAN: How long would Mr Castles have had what appears to be exclusive use of that bus?---Up until about September we went and saw Ken Buttram and Neil Lee about them using the bus and just a short time after that, say October or November, he stopped using that bus, and that was standing at Bidura from that time on and was - -

So how long did he have that bus until that September period last year? ---From when it was brand new.

Which was how long ago?---(Mrs Alsop) We do not know.

Would it have been a year or two years?---Two years maybe.

(Mr Alsop) The bus has been there about two years.

So you are trying to tell the committee that there was a bus in one of the Sydney establishments for somewhat like two years?---Yes.

You can only recall a couple of times when that bus was used for juvenile escorts?---(Mr Wilcox) Correct.

(Mr Alsop) When our other bus went in for service, that would just replace it for the days it was in service.

You are trying to tell us that that bus was used for otherwise the exclusive use of one of the managers?---That is right. It used to be parked at his place. We have got witnesses to say that they have seen it at different times and about four other - -

(Mrs Alsop) I personally have seen it in front of his house.

(Mr Wilcox) When I arrived there to work a year ago, that bus was there in pristine condition; you could eat your breakfast off the floor, and it was commonly known that was Mr Castles' bus.

MR WALSH: It is a 22 seat, air-conditioned bus?---Yes, 22 seat, air-conditioned bus.

(Mr Alsop) That is why we have no running sheets on it because we could not even get near it to be able to photograph any running sheets.

CHAIRMAN: Did you, as officers, ever complain during those two years that there was a bus?---Yes.

How many times did you complain about a bus not being used that you may use in your professional duties?---(Mrs Alsop) Very many times.

Just approximately how many times did you approach management, either in writing or informally by going up and saying, "Excuse me, Mr Manager", how many times in those two years, while that bus was used almost exclusively for a manager's transportation? --(Mr Wilcox) I asked a few times when I first started but I got nowhere; "Barrie Neate, can we use that bus out there?" "No, that is Ed's bus."

Mr Alsop, can you recall approaching management, concerned about the - -? --- (Mr Alsop) No, because I did not drive myself at the time, so I never did anything.

Mrs Alsop, did you or any of your colleagues?---(Mrs Alsop) Twice, officialMR WALSH: In writing?---No, in meetings with other people present.

CHAIRMAN: We know Mr Wilcox's response; Mrs Alsop, what was the response to your two official expressions of concern about that bus?---"We will look into that", was the first one; that was with Ken Buttram and Neil Lee. Then we mentioned it again on 16 May 1990 about Barrie's car and the bus from Ed Castles. We used the words "Barrie's car" and "Ed's bus" because that was becoming a practice. Mr Salzmman replied, "Don't talk about it, that is in the past; we should forget about that."

So that bus is now at Mount Penang?---Yes.

It is doing duties that the bus you have on at the Sydney establishment was doing for in excess of ten years, did you indicate? --- (Mr Alsop) Yes, over ten years. Because if that bus was not - before they used to have a KLM from the airport, they used to hire a bus in the 'old days and that bus used to go in the morning, do the Mount Penang run, then go back to work at the airport, and then come back in the afternoon and pick up and do the runs like that.

MR WALSH: Mrs Alsop, you mentioned two names: a Mr Ken Buttram and a Mr Salzmman. What were their respective positions? (Mrs Alsop) Mr Ken Buttram was the head of Juvenile Justice at the time. I do not think that is there any more, so I do not know what his position is now.

So you said you lodged a complaint with him?---Yes. Every one of the escorts individually went in personally for an interview; like, we all spoke to him for about half an hour. It was a whole day set out for that.

JZ
Public Accounts

27 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

O35

MR WALSH: Was this just a get to know you exercise on his behalf?---No. We asked for that because we were getting so frustrated with the behaviour of Mr Neate and Mr Castles that we thought, really, someone has to listen to us. All of the escorts went in personally in head office - -

The whole 16 of you?---Whoever was there at the time, yes, and we had an interview and it was mentioned in written - -

MR MURRAY: Who did you have an interview with there?---Mr Ken Buttram.

There was nobody else there?---Mr Neil Lee was sitting in on the interview when I was there.

(Mr Alsop) Yes, for me too.

(Mr Wilcox) Mr Neil Lee done mine, and it was just - -

MR WALSH: So he listened to your complaints and said, "I'll look at it", or whatever?---(Mr Alsop) "Leave it with us".

And it was left?---It was left, yes.

(Mrs Alsop) That is right.

Mr Salzmann, what was his position?---That was another meeting on 16 May; we had still a lot of complaints about the way things were run.

This is 16 May?---This year, 1990.

What was his job?---I think he is director - some regional director for FACS.

You sat in with him again?---Yes, with all of us escorts and we handed him a photo from Barrie Neate's old car that was standing in the garage, unused and out of rego.

(Mr Wilcox) The garage being underneath at Bidura.

(Mrs Alsop) Underneath at Bidura, and he handed it straight back to us; he was not really interested.

What was the photo?---A photograph of an unregistered personal car of Barrie Neate's - -

MR MURRAY: So since the Falcon came into Mr Neate's possession, his personal car was then transferred and garaged at Bidura?---Yes.

Of course, not being in use, there was no need to register it?---That is right.

So it then became an unregistered vehicle taking up a carparking space in a government facility?---Yes. It stood there for years leaking oil.

We have photographs of that, do we?---(Mr Alsop) Yes, we gave you some photographs.

JZ
Public Accounts

27A I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

(Mr Wilcox) Could I just say something to Mr Walsh? Getting back to Mr Castles, he has been transferred but technically, I am told that he still does hold the position of our manager.

Back to Mr Smiles, answering something earlier about John Francis and the subsequent men that have replaced John Francis to do that job; the men that have replaced him collectively to do that job, I would like you to note that they are men .much, much higher graded than what John Francis was in public service.

MR WALSH: Just finishing the point, when you showed Mr Salzmann the photo of Mr Neate's vehicle, what was his response? ---(Mr Alsop) He gave it back to me. I gave him that and the running sheet and he said, "Do you want it back?" said, "No, that is for you to sort out."

He did not say he would pursue it further or look at that?---No, nothing.

Was he shocked?---No, he did not seem surprised at all. Just a run-of-the-mill, "Yes, that's okay", you know, and that was it.

(Mrs Alsop) Can I say something that I think is important?
We have got a Toyota Camray now - -

MR MURRAY: A car or station wagon?---A car. I think that has taken the place now of the Ford Falcon that Bartie used to use because it is, as far as I know, not being used for escort work.

What is the registration number for that Toyota?---It is RJS915.

So it is a new one?---Yes, and it has never been used by any of us escorts, and on Wednesday, 19 September - so, recently -a boy had to 'be taken to the airport, dropped off at the airport, and one of the escorts said, "Can I use the Camray, it is here at Bidura; I will just drop him off?" Barrie refused, not giving any reason why, and he sent someone with a taxi to go to the airport and then take the taxi home.

How did that car get into Bidura?---I do not know.

Who drove it there?---I think it is another fellow called Jack Thompson, but I have not seen him personally driving it.

What is Jack Thompson's situation there, what is his position?---He is just at the moment filling in for Graham Carl, who is on holidays.

He is a relieving officer?---A relieving officer, that is right.

Where would he have been employed before coming there?---I think he was a director of Reiby School at Campbelltown, Reiby Detention Centre.

The Falcon is still there, is it not?---The Falcon has been placed at Minda now and is at this moment used occasionally for escort work.

The Camray has taken its place?---It has taken its place and it is not being used.

MR MURRAY: Taking the car spot you mean?---Yes, and we are not using it. It is standing there.

(Mr Alsop) We are not using it at all. Only, I think, Jack Thompson was - he said, "I would do the job if you give me a car to drive to work" so they gave him a Camry.

He has got the car just to drive to work?---Yes.

(Mr Wilcox) He is a casual. He is an ex-permanent who retired and then came back into the workforce as a casual.

He is under contract, then?---(Mrs Alsop) I could not answer that; he could be, yes.

MR WALSH-. I just want to ask two questions: Are there any escort cars at Mount Penang?---(Mr Wilcox) Not as far as I know.

(Mrs Alsop) I do not know.

(Mr Wilcox) I think they have probably got a small pool of cars that they use for a wide range of things that are used by the superintendent up there, for instance, and I think if a medical may have to be done or something like that from their local - -

MR MURRAY: But there is no known escort vehicle?---No, not as such.

I want to return to you, Mr Wilcox. The Monday that you were explaining where you took the five lads, or whatever the number, and then there were all the police there. You know, you had six police?---No, sir.

That is right; there were the six. police and they all had a paddy wagon each and they just brought the offenders there. You then looked after them, and when it was all over, the police left with their paddy wagons empty?---(Mrs Alsop) Yes.

You then had to do the police work after that, and whilst they were there, you did the police work as well; that is reasonable?---Yes.

Then I questioned you and I asked whether Mr Neate would come along on a Saturday, and you said that he would also come on Saturdays but there was no need for that; was that correct?---That is correct.

But you felt it was only a justification for him to have a vehicle?---Yes, that is correct.

Why was there no justification for Mr Neate to be there on Saturdays? -Because we .had done the job without him; we are doing the job without him at this present time, and he never does anything when he is there.

You did the job during the job during the weekday without him but you could not do the job on Saturday when the overtime was involved? ---That is right.

MR MURRAY: That is a reasonable assessment that I am making?---Yes.

Then you indicated that there was another gentleman who undertook some allocation work, and I just want to refresh my memory on that in terms of accommodation or residential - -?---(Mr Alsop) That would be the superintendent of Minds. This is talking about the bail court on the weekend, is it not?

Yes?---Barrie Neate does all of the allocations during the week but then the superintendent of Minda does the allocations on the Saturday, so it is no need for Barrie to be there.

So they are paying a person on Saturdays to do that allocation. In other words, if the magistrate indicates that that youngster has to face a charge, he will go back to an institution, and then somebody has to determine which institution that person needs to be taken to, and the superintendent at Minda does that?---Does that on the ball court for Saturday.

MR WALSH: That is just finding a bed, in other words?---(Mrs Alsop) Yes, always. One important thing: this morning we arrived at Minds - -

MR MURRAY: This morning , today?---Today, and our bus arrived at Minda to pick up that particular murderer on Saturday, a David Sudantic, to take him to Bidura. The police arrived and they walked out with David, handcuffed, and took him in their car. We said, "Who have you got there?" They said, "David Sudantic." Our escort said, "We had to take him to Bidura." The police said, "I wish I had known that because we had other important things to do; we especially called in to do this."

What, two police?---Two police and a small bus.

A small police bus?---Yes.

They came to do the job that somebody in your facility had been organised to undertake?---Yes.

Those police will spend how long at the court today?---It was Four Wheels.

Four what?---They call it Four Wheels, the transport section of the police.

That is a common thing. I said, "What police station are you from?" He said, "Four Wheels." So we know it is from the transport section of the police.

So one policeman will be with this boy all day. Then he will ring the transport section when the boy is through court and they come and pick them up and take him.

So there will be a driver and a policeman?---Yes.

Then the policeman will be set down with the lad?---Yes.

The driver will go away?---Yes.

Then later in the day the driver will come back and collect him?---Yes.

MR MURRAY: One other question: will he be armed?---No.

So he came in civilian clothing today?---Yes.

Will the driver be armed?---Most times, yes.

So the driver of the paddy wagon will be armed?---Yes.

So here we have an instance where you are not armed, and you are likely to suffer attack, and have, and you can get the police coming in doing exactly the same work when they can be armed? ---Yes.

(Mr Alsop) We had another incident about three weeks ago.

We borrowed a bus from Cobham. We had go to Minda to pick up a boy to go out to Penrith. So we picked the boy up - -

Minda is at Lidcombe?---Lidcombe; Cobham is at St Marys. So we came in, picked the boy up and we took him off to Penrith Court. In the meantime, some Minda escorts, the permanents, got a bus and went out to Cobham and picked up, I think, four boys and brought them back to Minda, where we could have done that trip in the morning with an extra escort that was already coming in to Minda.

Then in the afternoon we are bringing the boy back from Penrith Court and we get to Minda; there is a police car with two policemen. They pick up one boy to take to Cobham. Our bus arrives from Bidura and it has got to pick up two boys to take off to Cobham and we go back to Cobham empty handed, and the bus belongs to Cobham. So the police car has got to drop them off, then go to Zetland where they finish. Our guys are getting paid overtime to go to Cobham, to go back, and then they have got to travel home.

(Mrs Alsop) And they were on their way to Cobham anyway with an empty bus.

(Mr Alsop) We all met together and we all took off together. So, you know, it is crazy.

Absolutely crazy?---(Mrs Alsop) Yes, we agree.

MR WALSH: And a waste of money?---It is unbelievable.

(Mr Alsop) That is what we are going crook about. We are fighting for our jobs and I maintain the more you work, the more money you get.

(Mrs Alsop) That is a fair thing, I think.

(Mr Alsop) That is a fair thing. If it is no work that day, you do not get paid for it. We do not have our sick pays and all that kind of stuff.

MR MURRAY: You do not do any washing up or wiping?---No, we do not.

MR MURRAY: Not like the permanents?---No, we just do escort - and we are professional in what we are doing.

MR WALSH: We did not cover this area earlier; do you have an on-call roster for the casuals?---Only for a weekend.

So during the week you are on-call all the time?---All the time.

24 hours a day?---Yes. If the phone rings and you are not there, you do not get the job. So it is just simple facts. you have just got to wait around all day.

So sometimes

(Mrs Alsop) If you want to work.

You are only averaging at the moment about 20 hours per week, is it?---Yes.'

I can imagine it is a lot of stress on you individually to hang around?---It is. For the last couple of years it has been an awful lot of stress. One of our escorts got a heart attack, a lady from work.

Do you often ring in and say, "Is there any work coming up, I want to go down the street shopping", or whatever?---Yes.

Do you do that?---Yes.

What is the usual response?---"No".

(Mr Alsop) Just to pick up the phone, my phone is in tatters because you get so frustrated with him. You know, just the attitude of the person that is handling the job. He thinks he is some kind of a God, that he is dealing out - and he is playing with our lives.

Do you find, say, if you rang today and there was no work and a job appears tomorrow, do you think when you had taken that job on that you could have perhaps been notified the day before; is that occurring?---Yes.

(Mr Wilcox) Two weeks or three weeks ago, I had to borrow the money to assist towards my rent, and that really hurts when you think that really I am on-call and have been on-call for a year, day and night, prepared to go anywhere, and do go anywhere at any given point of time on any sort of notice, and you have got permanents in a bus from Mount Penang, for whatever reason, rolling down in the morning and doing what we have been doing. It just does not add up. To me, it is sort of like a double whammy.

CHAIRMAN: Can I chase a couple of things? I would like to read something to you and I would like your comment. It was material presented to the committee:

"On 24 August of this year a meeting took place between the Health and Research Association and the escorts. Mr Graham Carl _"

Who, I understand, is now the manager; is that his title, of the escorts?---Yes, he would be thmanager.

JZ
Public Accounts

31 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

CHAIRMAN: It continues;

"was asked by one of the Bidura escorts how he could justify a bus running from Mount Penang to Bidura, Minda."

It alludes to something, Mr Wilcox, you made some mention of a moment ago:

"His reply was that MP and C bus would start later than the Bidura bus -"

Which you acknowledged a moment ago:

"which would save them breakfast money of \$7.90 per escort."

As I understand it, there is normally two escorts, so that is a \$15.80 saving per day?---Yes.

By introducing that bus, you have indicated in response to Mr Walsh's question, that to your knowledge there are permanent escorts being employed to run that bus?---(Mr Wilcox) That is correct, yes; stationed at Mount Penang.

To your knowledge, what would a permanent escort get paid a year?---The same rate as a youth worker.

(Mrs Alsop) I would say it is about 23,000 a year at the moment.

How many full time escorts would be employed at Mount Penang to run this bus; would there be at least two?---Four. We have been told four.

(Mr Wilcox) Four, with an idea of it being five, I think, and at the moment, four.

This is in recent months?---(Mrs Alsop) Yes.

Full timers have been taken on?---Yes.

To run a bus that you have told us in evidence is not necessary because the work that bus does, the bus closer to Sydney was doing for years?---(Mr Wilcox) Yes, correct. And they have not got rid of the original bus that is in Sydney.

MR WALSH: Because it was doing the afternoon work. They were not going down to pick up the offenders in the afternoon; they are only bringing them down for the morning to - -?

---(Mr Alsop) Yes, they just halve the work over two buses.

(Mr Wilcox) Remembering, under the old system, we always went back in the afternoon anyway, if we had

CHAIRMAN: So you, as casual escort workers, as Mr Walsh was just indicating to me, are still going up in the afternoon?

---(Mr Alsop) Yes. Only when there are movements to go up there.

JZ
Public Accounts

32 I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

MR MURRAY: But it did save \$15 at breakfast?---It did, yes.

CHAIRMAN: But, Mr Murray, it does allow the department to maintain a bus worth \$80,000 or \$100,000 plus employ four or five people at 23,000 plus?---It is not necessary for us to go up so early. As I said, we can go up later on in the day and still do the same job.

MR WALSH: Just one final question in relation to that bus: to your knowledge, would the running sheet for that bus be organised by Mr Neate or would it be organised by the superintendent at Penang?---Penang. And he would have the running sheets on it.

CHAIRMAN: Another instance which I would just like to clarify; on Friday, 31 August, this year, two casual escorts picked up a small bus from Cobham. They then drove to Minda with no offenders on the bus, to pick up an offender from Penrith District Court. Two permanent escorts were sent from Minda with a Coaster, seating about 22 people, to pick up four boys from Cobham -from Minda court. Also, one youth worker went with them. The police picked up one boy from Minda courts.

So by my mathematics, if that instance is true, there is a total of seven escorts and three vehicles went from Cobham to Minda with five youngsters?---That is right.

Can I ask why couldn't the first bus have taken the five youngsters from Cobham to Minda?---That is why we have been asking questions like that and we cannot get answers.

Mr and Mrs Alsop and Mr Wilcox, could I thank you for your attendance before the committee this morning. Your evidence, as we have not tried to hide, has been extremely interesting and, frankly, extremely distressing. Our Director, Mrs Walker, will see you from the room and we hope you will join Mrs Walker for morning tea in our offices upstairs, and on behalf of the committee, I thank you for your attendance.

I would anticipate that the committee will be presenting a report on this matter to the Parliament in perhaps several weeks time and we, as a matter of courtesy, will be sending you a copy of that report. Thank you?---Thank you very much.

THE WITNESSES WITHDREW

(Short Adjournment)

JZ
Public Accounts

32A

I.H. ALSOP
A.J. ALSOP
R.G. WILCOX

24.9.90

UPON RESUMING AT 11.10A.M.:

BARRIE ROBERT NEATE, 1115 Redback Road, Northmead , Assistant Juvenile Transport Service Officer responsible for running of the service at Bidura, sworn and examined:

CHAIRMAN: Mr Neate, did you receive a summons issued under my hand to .appear before the committee today?---I did.

MR WALSH: Mr Neate, I would like you to give the committee the background to your work experience, how long you have been with FACS and things of that nature?---I have been with the department 21 years. I started in the old days at Minda as a youth worker and then I became a senior at Minda and I have worked at three other establishments, Albury, Yasmar and Bidura when Bidura was a detention centre.

I then went back to Yasmar as admin senior, responsible for rosters and the running of the units, supervision of the staff, making sure that the activities were implemented and then I was the acting program supervisor and again that meant the role I had with programs which were to be implemented for detainees and the units, and then I was asked initially.to relieve at Bidura when Ed Castles was there to go on leave, I went in and relieved him for three months.

Then I went back to Yasmar as the program supervisor and about a year later I returned to Bidura and have been there ever since.

This is after Mr Castles was transferred?---No, I went in there initially as the acting manager, they changed the title in that time, while he was away, and then when he came back they had decided to put an assistant in there and I stayed there as the assistant.

They advertised the position last November, I applied for the position and won the position, and have been there since.

Does Mr Castles still have any relationship to your position now, or is he in a different section altogether?---He is still the manager at this stage. He went to Orange on a four month trial thing and now he is at Bathurst. There is a position there which he might take up but that is still in abeyance at present.

MR MURRAY: Would that be a promotion for Mr Castle?---No, he will lose about two grades.

MR WALSH: He can technically come back and take your position?---He can take the manager's position, which is the person you are seeing next.

MR WALSH: You are the - -?---I am the assistant.

Was it a promotion for you, the job?---Yes.

A substantial promotion?---Yes.

Has it been a challenge to you?---Very much so, yes.

In what way?---When we went in there there were a lot of problems with the unit and our brief was to solve the problems and get the unit running properly.

Tell us about those problems?---Put it this way, before we went in there the staff were earning something between 60 and 70,000 a year and that has now been reduced to around about 30 to 40,000 which doesn't go down to well.

Do you mean that is the total wage bill?---No, that is per casual escort. They were earning 60 to 80,000 per year?---Yes.

For how many people?---We have 16 casual staff, out of those 16 there are three women and we have another Five women which we call on when necessary.

So it is really 16 plus five, is it?---Yes.

You said they were earning between 60 and 70,000 per year, per casual?

---Yes.

And that was up until you took over?---No, when Eddie went in his brief was to sort this problem out.

What time was that?---That would be 1987/1988, I think from memory, because there were certain people doing specific jobs to give them the chance to earn this money, he put them into teams on a rotating roster, so he made it much fairer on the people and then we started working out the other areas which money could be saved in the unit.

You put them into teams, what, teams of two?---Teams of two, and we did was they have a level one duty which means they supervise the detainees in the area downstairs. On the following. day they will be on the bus duty.

MR MURRAY:How do they get to the supervisory position, how do they get from home to undertake that workload?---They are paid from the time they leave their front door to the time they get back to it.

In their own vehicle?---No, public transport, or if necessary a taxi if the hours are unsuitable for public transport.

CHAIRMAN{ : Why aren't they paid a kilometre allowance to use their own vehicle, Mr Neate?---Because that has not been the policy. Who determined the policy?---The department. The suggestion has been /made, but that has not been a policy so that - -

MR MURRAY: Say on Friday at Minda, how many people were in the holding room?---Last Friday, from what I understand they had four kids, from what I understand.

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How many escorts?---There 'would have been three staff there.

How many of those three staff were transported by taxi to the holding room?---I will have to see who was there first, if I may, then I can tell you that. We would have had two permanent staff there, and they don't get that allowance if they have to make their own way there, and we had one casual staff member there who went by taxi under my instructions because the person who should have been there went sick on us and didn't ring in until a quarter to nine, which is no good when your court starts at 10.

So you had a ratio of two offenders to one staff?---Yes.

How did those offenders get to Minda?---They would have been brought there by the police or from the unit itself, depending where the kids had to come from.

The police didn't stay?---It depends on the - if there is not sufficient staff the police will stay.

I am asking the question, on Friday did the police stay?---Not that I know of.

Why would they stay on some occasions and not on other occasions?---Because of the staffing and the type of offence the kids committed it is wiser to have that security.

Who determines whether the police stay or not?---Sometimes they will ring me, otherwise those staff would make that decision themselves.

Were you aware that the police were bringing offenders there?---If the kids are coming they are brought by police, but as far as I understand Friday, there weren't any police there.

Has there ever been any occasion when police have decided on their own volition to stay and you have brought casuals in to act as escorts in the holding room?---No, the day the amount of staff allocated for Minda is automatic, they are people allocated to there. The two permanents automatically arrive at 8.30. We have a casual at Minda who works at that court all the time. At present he has been covering somebody else in the court area, so we cover him on the days it is necessary.

On this occasion when this person rang in sick, he was sick practically all week, so I asked him how many kids they had and he said two, and I said, "In that case unless it increases I won't put that third party on. If there is a problem with that get back to me and I will give you the third party", but I wasn't prepared with two Kids to put that third one on.

So there are days there on which they would only have two staff.

MR MURRAY: But we have had evidence earlier on where we have had 12 people in the holding room there with one or two escorts? ---There is always three people on at Minda unless, as I say, they have only got a couple of kids. The staff there are entitled to ring us at any time to ask for more staff if they consider it is necessary.

MR WALSH: You mentioned Mr Castles mission, if you like, when he was appointed to the job to reduce the money spent on casual escorts, you mentioned also they were earning between 60 and \$70,000 on average per year, what evidence do you have that that the total budget has been reduced over the year since 1989, your total budget, do you see the budgetary figures?---No.

Do you know whether that objective has been successful or not?---I believe it has, I think we have succeeded in getting the costs down.

But how do you know those costs haven't been deferred or defrayed to other areas, like permanent staff or up to Mount Penang or whatever, you don't see the budgetary figures?---We don't see any budgetary figures at all.

So all you see is the casuals are working fewer hours and you assume that the total cost is less?---Logically speaking, I would assume it would be, yes.

Have you ever sought to look at the budgetary figures for your section?

---No.

MR MURRAY: You have two permanents at Minda now?---Yes.

How long have they been there?---Brian started in December last year and I think Mark started in March.

And what is their salary?---Theirs would be a youth worker salary, they would be on the bottom rung, about 21 a year I think it is at present.

So that is 21 gross and then you have your overtime?---They have very little overtime.

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Public Accounts

36

B.R. NEATE

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MR MURRAY: What about Saturdays?---We use the permanents at present for court duty on a Saturday, which is approximately four hours.

That is time and a half?---Yes.

So they do do overtime, then?---Yes.

That's equivalent to a day, that is one-fifth roughly, isn't it?---Yes.

So that is another \$4,000, that's up to about 25,000 and then you have got your holiday loading and your long service leave, so you are probably talking about \$35,000 per person there all up? ---Yes.

MR WALSH: Do they get a transport component

MR MURRAY: You are reducing some of the funding but you have put on 70,000 extra staff just in Minda, haven't you?---Yes, but otherwise if we didn't have the permanents we would have casuals there.

Yes, I understand it. You have been putting the permanents on and you then claimed that the casuals who were earning 70 or \$80,000 are only earning \$30,000 so you had a saving, but that saving has been transferred over into permanents, right?---I don't think that it would be, if you really worked the figures out I think you will find we saved on that on the permanents there.

We haven't saved the figure that you quoted earlier on though, have you, because you have now got extra salaries equivalent to roughly \$70,000 a year with the permanents just at Minda? ---Yes, for two people.

What about Bidura and Mount Penang and Campbelltown and Yasmar and Cobram, have you got permanents there as well?---We have permanent staff now at Mount Penang which do the morning run,

How many?---Three permanent juvenile transport staff there.

Three full time permanents, and what is the projection for that, is it going to say at three?---They do the runs in the morning, whatever is required
--

No, is the projection that it is going to remain at three permanents?

---Yes.

There is never going to be a fourth put on?---Not at this stage.

MR WALSH: A figure of five was given to the committee, is that with two casuals perhaps?---Originally there was five, yes, but

MR WALSH: Five permanents?---Five permanents, but I think two have been taken somewhere else and they are youth workers and not juvenile transport.

Why were they taken, do you know?---No, I don't know.

They don't answer to you?---No - well, I co-ordinate the run from the mountain each day, so if we require the mountain bus to run I generally suggest the time that it runs and if there is any to go back, the kids to return on it.

MR MURRAY: What about Wednesday, what happened on Wednesday?---On a Wednesday we have two kids that come down for a psyche - -

No this Wednesday, what happened on Wednesday?---Last Wednesday,
I think that we had three kids come down from the mountain.

Three kids down and how many permanent staff?---Two.

But you said there were three?---Yes, 'but the three are not always on that bus.

How many permanent staff are up there?---Three.

For escort duty?---For juvenile transport, yes.

So three came down, three offenders came down and two staff?---Yes.

The other staff is paid to do the job and wasn't doing it?---He was working at the mountain as far as I understand.

He is paid to do escort duty, isn't he?---No, the system - -

So he is not paid for escort duty?---The system as far as the people employed in the units is they can be used for whatever requirements of the unit other than the bus run, to cover the bus run.

No, you are not answering the question, there is an establishment at Mount Penang which says there are three youth workers for escort duty, is that correct?---That is correct.

They are paid for that job?---Not specifically, they are paid to do whatever is required to benefit the mountain.

If they are used every day, what happens to those jobs that they are allocated for in lieu of doing that work, they are not done, so obviously they are allocated for one job, which is escort duty, isn't it?---I think it is a bit more liberal than that. I think the usage of the - put it this way, if there was no run to Sydney those staff would be used elsewhere at Mount Penang.

MR MURRAY: What doing?---That is up to the superintendent. They might have their own medicals from up there, they might use them in the mountain, it is entirely up to them I don't utilise that area.

And their salaries are costed against the overall salaries of Mount Penang or are they costed against escort duty salaries?---I believe they are costed against ours.

So they are costed against your salary, you are paying for them but they are doing work at Mount Penang?---Yes.

What check do you have that people that you are overseeing are being gainfully employed for the work that they are paid for?---As far as the mountain is concerned - -

No, as far as you are concerned because they are under your control? ---I haven't anything other than what I discuss with one of the people who is in charge of the mountain.

MR WALSH: Who would that be, who is in charge?---John Byers is the person I talk to.

Why doesn't that bus that brings young offenders down. in the morning pick them up in the afternoon to take them back to Mount Penang, why is that work done in the main by casual escorts? ---If we have kids to come down to court that bus has to leave the mountain by seven o'clock in the morning.

MR MURRAY: That's on Wednesdays, they come down at seven o'clock, is it?---Yes, it would come down at seven o'clock and it can be one boy to Minda court and then taken two kids to see the psychologist, and on the way back they would have picked up their boy who has been to court for the mountain and taken him back.

What time?---From what I understand, they were back at Minda, I think it was at two o'clock, from what I understand.

MR WALSH: You don't see the running sheets for that bus?---No, the running sheets are done at Mount Penang and checked at the mountain, I don't see them.

If that is the case, then how do you know if that bus can't be used for work in the city which is at the moment being done by casuals, or to whom you have to allocate casuals for?---Could you try that one again?

If you don't see the running sheets of that vehicle, in other words, you don't know on a day to (lay basis what time that vehicle is going to be back in Mount Penang, which is correct, then how can you allocate your casuals to replace that vehicle with permanents with justification, in other words, if you don't see the running sheet how can you say, "I have to put casuals on here", when that bus may be available to take people back to Mount Penang?---We have our own buses. We have

two buses allocated to our unit, which is the buses we use for that run to the mountain if we need to go to the mountain. The bus that Mount Penang use is based at Mount Penang.

MR MURRAY: So that is three buses altogether?---We have three all told, yes.

That's two down here?---And one up there.

What are the two buses down here?---We have got a Coaster and a Nissan now, a small Nissan.

CHAIRMAN: The coasters are about 22 seaters, are they?---Yes.

And Nissan Is, what, about six or eight seats?---No, about 12 I think. If I need to run, like today for argument's sake, we have six kids down from the mountain. Four of those are for Bidura court, one is to see a psychologist and one is for court at Minda.

The Mount Penang crew will do their deliveries and then pick up some kids from down here and take them back, to be back at the mountain by - I estimate they should be back there by one, which gives them an hour's grace before they finish duty.

MR MURRAY: Then what about those that they brought down here?---I am starting a bus at midday today from Bidura, and when that bus crew gets in they will take the boy from the mountain to see a psychologist, then they will come back to Bidura and they will do the return run to the mountain this afternoon.

That is what Mr Walsh says, why couldn't the one bus do all of that? ---Because if you use your permanents for the whole of that period you are going to be into a hell of a lot of overtime, and I don't think that is economical to do that overtime because our court may not finish until five o'clock, or it may be six o'clock,

Monday is a bad day for us, or Friday is a bad day, so if that doesn't finish until then you are already into three hours of overtime, and then with the amount of traffic you would have on the road tonight going up the central coast they are not going to get back to the mountain until probably something like 7.30, eight o'clock. It is not economical.

It is much more economical to bring your casual staff in later in the day to do that return run.

You have still got the same number of staff, haven't you?---Yes, it depends on the amount of kids that are involved.

MR MURRAY: Because you have got that staff that are coming down and going back, they are still being paid for that half day, then you have got another set - how many staff have you used today for Mount Penang?---At this stage only two, but there will be five all told.

So you bring the five down, so you have five staff working for that day but only doing half a day's work, and then you have got another bus and you have got another five. How many more will you have for this afternoon?---This afternoon I will probably put three staff on that bus.

So you will have another three who will be on this afternoon doing this afternoon's, so you have three full salaries for the day over and above the five, and you have three full salaries to save overtime on five, maybe a couple of hours overtime. I understand there will be additional overtime, but to overcome that overtime you have put on three full timers for the afternoon, haven't you, and a bus?---Yes, but I think you will find it is cheaper to put those casuals on - -

Three full times on and a bus than to pay the overtime for the others? ---I think you will find, as I say, you would be cheaper to put those casuals on against paying overtime for permanent staff.

MR WALSH: But how can you make those assumptions if you don't see it in the budgetary figures, I mean, you don't talk to the accountant and say, "Look, how are we going for the six months, are we above budget or below budget?"---If you cut their salaries down to what they are getting paid per hour I think you will find that we can get away with it cheaper that way.

But you think, it is hypothesis?---The casuals get \$10.96, I think the majority of our casuals per hour, the permanent staff I think is earning about \$13.80 an hour for youth workers, so working on that thesis I think you will find it would be cheaper to use your casuals for the second run than to have permanent staff on overtime.

MR MURRAY: Those permanents today, what time will they be back at Mount Penang?---They should be back ~~they~~ one o' clock.

MR WALSH: But you won't know whether they get back at one?---No.

And you never ever see their running sheets?---No, we don't see them, they are checked at the mountain.

Do you see whether they have claimed overtime or not?---No.

So you wouldn't know whether they claimed overtime, so you wouldn't know whether - -?---I think if they had I would have been told.

MR WALSH: Would you?---Yes.

Why would you have been told?---Because our relationship with the people at Mount Penang is good. They understood that overtime should not be worked unless it is essential, and generally in our conversations they would say, "Look, we had to work the people overtime on this specific day".

That is an area of saving, but how do you feel when evidence given to the committee back, say, to Good Friday there were five or six casuals sent to the court when there was no court sitting? ---Try that one again, which court was this?

The bail court?---The bail court on a Saturday, the way that system works is we have is one of the permanents does overtime on that day, he is a court officer for that day, then if there are kids in custody at Yasmar or Cobham then an on-call crew is brought in, the unit themselves. Yasmar rings those people early in the morning to get them in, pick those kids and take them

• up.

Some weeks sometimes they are called out, some weeks are they are not, and the same thing happens at Cobham where they bring in their staff to bring their kids to Minda, to Bidura bail court, and that is the way it has been at this stage.

When we get the permanents which we are supposed to be getting that could change, but at this stage we are working partly with the old system and partly with he new.

Back to my specific question, I said on evidence given to the committee, it was on Friday, 13 April, Good Friday, that you asked a Mr Doggett, Mr Proctor and Mr Parker to go to Minda bail court when there was no bail court that day. It has been estimated that cost the department \$600, how do you answer that?---The information I had been given was incorrect, I had been told there was a bail court there on that day, so I had staff, as expected.

MR MURRAY: Who would have given you that information?--Minda court.

Who?---The clerk generally sends us through paperwork and confirms that the court is sitting.

You have paperwork there to back that up?---No.

MR WALSH: What sort of notice do you get on court sitting days, is it a monthly sheet or weekly sheet?---Minda court sits every day.

MR MURRAY: Good Friday, Christmas Day?---Not Christmas Day, no.

But you have assumed it was sitting on the Good Friday?---From what - I queried it with the court and they said yes, it would be sitting, and that is why I provided the staff to go there.

When I found out it wasn't on, I was in a bit of a cranky,
but there was nothing I could do.

MR MURRAY: Getting back to that Mount Penang, those officers today are going to work six hours, so instead of working eight hours they are going to work six hours?---No, the balance of their hours will be utilised at Mount Penang.

They are going to work six hours on escort duties, aren't they?---On
the bus run, yes.

I still can't conceive that they are being paid to do escort duty and you are not using them for escort duty, do you understand, there was two hours of escort duty there for three officers, which is available but is not being used for that purpose - three officers for today, is that right?---Two officers going down to court.

Well, you have got four hours there, haven't you?---Yes.

MR WALSH: And have you got the one officer who is there to do escort work but wasn't needed for today, so he is doing something else?---Let's try and get away from the misconception you have between escorts and youth workers' juvenile transport.

We are trying to get away from the old term of escort. The people we have been employing as youth workers' juvenile transport are youth workers. They can be utilised within the units for any purpose that is beneficial to that unit, so 'if they haven't got work on the bus to do they would work in that unit as a youth worker.

MR MURRAY: Let's test that, we will give you a phone there now, I want you to ring the Mount Penang supervisor and get him to tell me what these two people are going to do after one o' clock today when they return to Mount Penang. Could you do that now?---We could, I haven't got Mount Penang's number on me.

We will arrange that.

MR WALSH: The department has actually tried to re-establish this position, which is normally called escort worker to that of a similar position as a prison officer where prison officers do escorting work and they work within the jails, a similar type of role that they are trying to establish, is that the' situation?---We had a task force that went through our unit about three or four years ago and that task force recommended that the department employ 56 permanent staff.

Eddie had a look at that and he spoke to me about it, and I said, "It is blasted ridiculous, you can't run this unit with all permanent staff, it is not practical."

054

We had positions which we could put permanents into but we definitely needed casuals to do the other work within this unit, otherwise your costs are going to be blown right out.

So Eddie then put another submission into the department of 26 permanents and the balance in casuals around New South Wales and they accepted that, and that is what we started to implement.

If we had these people like on your court duties, your level one duties, your bus runs per unit staff it would be cheaper than having these casuals under the conditions they are employed at present under.

MR MURRAY: We understand that, we understand the multi-skilling and I don't think there are any real difficulties with that, but I want to come back to that escort today. Just remind me, how many juveniles are being escorted?---They had six kids.

Six coming down today, and there is two escorts?---Yes.

So there is one driving the bus and there is one sitting up the back?---Yes - by the door.

But they can get out the back door, can't they?---They can get out the windows, yes.

How old are these six offenders?---They would be 16 and over, 16 to 18. So the eldest one would be 18 years of age?---Possibly.

And what are their offences?---The offences of those particular kids I wouldn't be able to tell you exactly offhand what they are coming down for.

You determine whether they are to be handcuffed?---No, the - -

Yes, you do, you make that decision?---No, the superintendent at Mount Penang makes that decision.

You do it elsewhere?---No, all units, if kids are moved from units the Superintendent of that unit makes that decision.

You have never ever given a decision to an escort indicating that person should be handcuffed or not?---Yes.

You have never made that decision?---I have, yes.

You have?---Yes.

That doesn't sit with your previous statement?---The system changed.

MR MURRAY: When?---About two months ago, something like that.

So prior to that you made the decision?---I made the decision. I
would go through the computer to see what the offences were,
whether they met the criteria for handcuffs.

What would the likely offences of those six offenders be, because there would be a cross-section of people up there and over a period of time if you brought six down you would have a certain number in one category and a certain number in another category, wouldn't you? What would you guess these six offenders would be coming to court for?---I would say the majority of them, in fact, none were handcuffed, and I would therefore have to say they didn't meet the criteria for handcuffs, that they would be for break and enters, stealing cars. That is the area I would say they would be in.

Would most of them be first offenders?---No.

Mount Penang isn't a first offender institution?---Some kids are first offenders, yes.

But most times not?---They are repetitive, yes.

Would there be any runners there?---If they had been runners they would have been handcuffed, that is part of the criteria.

So you have got six young adults in the vehicle and they can
pop out the back window, but they can't pop out the side
windows?---No.

Do you think that is a safe situation for those two people, I mean, one of them is a driver., so you have only got one warder looking after six offenders, haven't you?---My instruction to the mountain on Friday was that owing to the fact that we have six kids I would consider that a third party would be required but that is subject to the superintendent's concurrence.

They then decided owing to the group they were bringing down that it wasn't necessary for that third party. This afternoon I will be bringing a third party on it because the staff that I have on today would need that third party.

MR WALSH: Would need it?

MR MURRAY: Same offenders?---Same offenders.

Are you likely to have more than six go back?---No, because the
mountain doesn't take freshers in the afternoon, unless it
is special arrangements they have to be there by midday.

MR WALSH: So it is not the same six going back?---Yes.

Why in your opinion would you need three?---Because my staff will ask for a third party and that is why I have worked on it.

MR WALSH: Is that because they don't consider the driver as being an escort person, as just being a driver himself?---No, he is still part of the team, part of the escort there, but I just feel that with the staff that I have it is wiser to have that third party on there, because I anticipate what they will ask.

MR MURRAY: What about the police, if they were bringing those offenders down they would have at least one policeman per offender, wouldn't they, in some cases they would have two police per offender?---But all the kids would be handcuffed, the police do not move the kids without handcuffs.

That is what I am saying, they will have a one to one situation and they will have them handcuffed, and 50 percent of the time they will have a two to one ratio and they will be in a single vehicle, won't they, rather than the bus?---It depends, they sometimes use a wagon, depending on the amount of kids they move. If it is only one kid it is generally a car.

How come the police who are very experienced in the movement of offenders insist on the one to one relationship for the same types of individuals and yet your department can run a system of one person, because I really don't believe you can call a driver an escort - they are the driver, they can't be looking after them, you have unarmed people looking after the same type of individual, unhandcuffed and you have a six to one ratio?---Yes.

Why the variation?---Because the policy, that is the way we handle the kids to move them. That is the way it has always been done.

MR WALSH: Just to interrupt, the name of your contact at Mount Penang?---John Byers.

We will see if we can get him on the phone.

CHAIRMAN: Mr Neate, I am a little puzzled, you referred to the issue of handcuffs a moment ago, could I just clarify in my mind, at this stage it is up to the sending institution superintendent to make the decision whether the kids be handcuffed?---Yes.

So if you are sending those kids back today from your establishment back to Mount Penang you can make the decision as to whether they have handcuffs?---If I override the superintendent it wouldn't go down too well, I don't think. Those boys came down without handcuffs and therefore they will go back without it, unless we had a problem.

So you are telling me the superintendent at Mount Penang makes this morning a decision that none of the six youngsters are to be handcuffed, they come down to the Sydney to the various institutions in Sydney with on your admission one less supervisor, one less escort than they are going to have going back, that's the first thing, so you have the right to make

the decision as to whether you increase the number of escorts, but you under the current policy don't have the right to make a decision on handcuffing?---I have the authority to do that if the boy is a fresh one.

CHAIRMAN: We are still talking about those six from the mountain?---Those six from the mountain, if there was no reason why they should have been handcuffed coming down, there would be no reason going back that they should be handcuffed unless something has happened at Bidura between now and this afternoon where the risk factor has increased, then I would authorise handcuffs.

If that risk factor increases how will you know it has increased?---Because my staff would have liaised with me on the problems they had with the kid.

Okay. I imply no criticism of you because I understand you are working to policy guidelines. In your professional judgment, do you think it would be more appropriate for the escorts, as apparently they once did, to carry handcuffs, albeit not obviously, but to carry handcuffs so that if an incidence arose on the bus to or from Penang they could at that time make in their professional judgment an assessment to put handcuffs on the youngster?---That has been discussed, to have cuffs on the bus, but nothing came of it.

How often have your escort officers been physically hurt by young offenders this year?---I wouldn't be able to answer that offhand.

MR MURRAY: Would it be more than 10?---I don't think so. I don't think we have had that many attacks upon the staff.

CHAIRMAN: Was there an attack last week?---Yes.

How serious was that attack?---One staff member seems to be worse off than the other, which is the person you saw this morning. The other staff member seems to be all right, but we had a higher ratio of staff on that bus on that day than normal.

MR MURRAY: What was the ratio?---Five to seven kids, mainly because the staff had spoken to me about the situation downstairs, and owing to the fact that this had been planned and the boy, the instigator of it, is a murderer I authorised for the five staff to go on plus they were to handcuff them, but it was still glossed over in some sense.

CHAIRMAN: What were the injuries suffered by the two staff members hurt last week?---Bob, I think it was his neck and shoulder was kicked in the head by the kid. The other staff member was hit by the handcuffs, the kid used the handcuffs as a weapon and got him down the face with the handcuffs.

058

MR MURRAY: He is a karate expert, that alleged murderer, is he?

---I don't know.

CHAIRMAN: Have you ever been hit by someone wearing handcuffs?---No,

Do you have any indication from that officer or from other professional sources as to the damage handcuffs can do to someone's head? ---No, I have not. From what I saw of that officer, he was in a mess when I saw him on the Monday night, and the boy was charged with assault and after thinking about it I think we could have possibly laid a charge of an offensive weapon by using the handcuffs, but that wasn't done, he was charged with assault at the time.

MR MURRAY: Do you have any escort vehicles at Mount Penang?---Only the bus.

No cars there?---No, they are all Mount Penang's vehicles.

How many vehicles are housed at Mount Penang other than the bus?---I don't know, I have no idea, because there are occasions when I would like a use there instead of the bus, it would be more economical to run when you have only got one or two kids.

Do you ever call on the police to do escort duty?---Now and again, yes.

Are they cheaper than casual escorts?---I wouldn't know what police costs - I have no idea.

They don't charge you?---No, they don't charge us, no.

So it is a freebie?---Yousee, all remand kids are police movements. The only reason why we move kids from Minds and Yasmarr is because we come that way, we start at Minds, call into Yasmarr, pick up any and bring them in. By rights, it is a police movement, all those remand kids would be police movements normally, so from any other establishment the police bring them in.

Do you charge the police for that work?---No.

It is a contra?---It has just been the practice that we do it.

Do you think the police do a better job than your escorts?---No, { think my people do an excellent job.

I get the impression that the police really don't want to get involved in this escort duty, is that a reasonable assessment?---That is a loaded question, it would be possible, I think there has been discussion on it.

You are there all day every day, you would know?---Comments have been made that they would rather not move juveniles.

MR MURRAY: Do you think it is cost effective to have two policemen, a paddy wagon and one person hanging around the court all day?---No, obviously it wouldn't be.

MR WALSH: In your time in the job as assistant manager have there been any escapes from offenders in transit?---Yes, we have had our back window kicked out and kids have escaped from the court itself.

How many?--We don't get that many, we might get around about 10 or 11 a year.

Ten or 11?---Yes.

You would keep a record of those escapes, wouldn't you?---There has been a record kept, yes.

Who would keep the record?---That would be on the computer probably now.

But you would keep it, I mean, you are an assistant manager, you have already indicated to the committee you don't have a record of the number of accidents which would be inflicted upon your officers working for you, you don't have a record of the number of escapes, surely all that information must come through your hands as assistant manager?---Yes, we get a report of the escape from the staff and that would be kept on file, but I don't think they are there now.

So you get on average 10 or 11 escapes per year?---Yes, that is working on the figures for the last financial year.

How many escaped from police hands during escort duties to your knowledge?---Probably about one.

So on a comparative basis you can't say your officers are doing a good job compared to the police if 11 escaped last financial year?---I wouldn't agree with that, I think that considering

MR MURRAY: Your job is to escort them so they don't escape, isn't it? That's right.

Do they escape?---The kids on occasions have done that.

Well, you must be inefficient?

CHAIRMAN: How many in total would you guess you transport or escort each year?---Each year around about 5,000 kids, so ratio-wise I think we have done exceptionally well.

MR WALSH: How many did the police escort?---I couldn't tell you their figures, I don't know.

MR WALSH: So you don't really know whether you did well or not?---Yes, I think we have.

MR MURRAY: How many cars and buses operate from Bidura?---We have two buses and two cars. The two buses are parked at Minda and one car is parked at Minda.

And what are the two cars?---One is a Ford and one is a Toyota I think.

When was the last time the Toyota was used?---It has been used all the last few months.

You would have the book there for the last time it was used, wouldn't you?---The vehicle, no.

You have the movements in that book there?---The staffing - -

But you don't know which vehicle?---We don't put down what vehicle goes for which job, no.

Let's have a look at what happened last Monday, tell me what happened on Monday?---In what respect?

In terms of movements to Bidura?---One bus would have been used, I think we had extra staff on for that, and then we had a kid for an appeal, but that was by air.

By air, where did he come from?---We had a kid went from Reiby to Narrabri for an appeal.

How did he get from Reiby to Narrabri?---He was transported by Reiby, or she was actually.

By one of your staff?---By one of theirs and one of my staff met them at the airport.

How did they get from Reiby to the airport?---By Reiby's vehicle.

And then at the airport?---They flew to - -

Your staff had to get to the airport, how did they get to the airport?
---The officer that I sent got there by public transport.

So on that day you have used a bus, you have got a second bus available and you have got two cars, and that officer hasn't used any of those vehicles, what are the other movements then?---We had some kids come down from Mount Penang.

That's the Mount Penang bus?---And we had a kid went to Keelong which was done by my staff. They used the car for that job.

Which car?---The Ford.

061

MR MURRAY: Was the Toyota .used that day?---Not that I can recall.

Let's look at Tuesday, what happened Tuesday?---Again we had the bus that came into Bidura and then we had two staff take three kids to Reiby, they would use the small bus.

So on that Monday the small bus wasn't used either, so you had the Toyota and the small bus not used on the Monday. On the Tuesday the small bus used?---Yes, we used the small bus for this trip to Reiby. Then we used the car at Bidura.

Which car?---The Toyota, and that went to Long Bay and to Bidura.

What time did it leave Bidura?---We don't put times down at the time but I think - -

So the Falcon wasn't used that day?---No, not that I can see, no.

So you have two cars on Monday, one was used, two cars on Tuesday, one was used. Wednesday?---The Ford would have been used at Minda for dental work, that's all.

Was the bus used?---The bus would have been used to come in to Bidura, yes.

Both buses?---No, only the one that - -

That Toyota, how much did it cost?---I have no idea what it cost the department, we don't purchase them. That is done by our regional office.

What quality vehicle is it?---It is an executive, a Toyota executive.

Is it parked overnight at Bidura?---It is if it is not being used by -we have had a relief person in there and he has been using it for the last three weeks.

It is or it isn't?---It will be from now on, yes.

It is used overnight for personal transport?---It was, but from tonight it will be left at Bidura.

MR WALSH: By a relief person, what is the relief person doing?---He is finished now because Graham is back.

Graham?---Carl.

MR MURRAY: So he is relief for what?---He was relief for Graham Carl. But that is what?---The manager.
So he is one over you?j--Yes.

CHAIRMAN: Does Mr Carl have a car to use overnight?---No, he uses his own.

CHAIRMAN: Why would the relief be provided with a motor car overnight but not Mr Carl?---That was the agreement for him to come in to relieve.

Did he travel from some distance that made that - -?---Yes, Campbelltown. He came from Campbelltown?---Yes.
Where does Mr Carl come from, to your knowledge?---Merrylands

MR WALSH: Prior to that three weeks, what was the vehicle used for? ---It was used for medicals and any jobs that might be necessary for Bidura. Previous to that I had been allowed to use it as I was on call, and then they started getting apprehensive about this fringe benefits tax so they took it off.

CHAIRMAN: Mr Neate, when you say on call, do you do any escort work yourself?---No.

So, Mr Neate, when you are on call what are your duties?---If there is a problem, if I have to come out, we might have a kid stuck up in Burke or somewhere and we have to get him out of there as expediently as possible, so I would have to come in to work to organise it.

Why?---Because we would be getting him out by air and I have to get out the warrants and get them down to the airport so we can get the tickets to move the kid.

How often would that occur?---About six or seven times a year, about that.

That six or seven times a year, on each of those six or seven times would you have had to have access to warrants and the like? ---Yes, because generally a flight has to be organised.

MR WALSH: Do you get paid an on call allowance?---No, all I get is an allowance for my phone.

So when you had this vehicle for your use or for on call purposes did you have your own personal vehicle in addition to that?---I had my own car, yes.

MR MURRAY: Where is that parked?---It was parked at Bidura.

It is parked at home now?---Yes.

CHAIRMAN: Would most of your work when you are called on those six or seven occasions be by telephone?---Partly it is by telephone, yes, because I would have to ring the airlines to organise the tickets, or ring for the staff to be at the airport at a specific time and then I would have to get the warrants out to the airport.

CHAIRMAN: You would have to get the warrants out to the airport?---Yes, that is the only way we can get the tickets.

So you would personally drive from - Minda, would it?---No, from home.

From home to the airport?---I would have to drive from there to Bidura first to get the warrants, confirm the airline tickets, confirm with the staff the time, get the warrants out to the airport and then go home.

MR MURRAY: The airline will take a warrant number?---No, they won't, I can assure you. We have tried that, we have had a few problems with the airlines as far as that is concerned.

CHAIRMAN: Why wouldn't your superiors have negotiated with the airlines to allow you as the designated senior officer to authorise a warrant by telephone?---Because the airlines won't do that, I have tried it myself. I have asked them to accept my word for the warrant number and I would get it to them the following day, but they won't go along with it.

Let's look at one other thing, in your view would it be more economical given that the department does pay you an allowance for your home telephone for you to carry a booklet with the key telephone numbers and to in fact either drive yourself from home straight to the airport with warrants you keep as an emergency for such a purpose?---These things are supposed to be locked up, warrants can be easily used by other people.

I concede that?---We generally keep them locked up so that nobody can get hold of them for other purposes.

The concern I have is they are intra state, aren't they, they are warrants for travel within New South Wales?---Even further afield if necessary.

It can be interstate?---Yes.

I am just having some trouble justifying on a risk factor the need for the department to primarily keep a motor car so that on six or seven occasions a year you can travel from home to your office and then to the airport to get an offender, a youngster, into Sydney. It would seem to me somewhat cheaper - -

MR MURRAY: Or to book an airline ticket.

CHAIRMAN: Yes, it would seem to me somewhat cheaper to take the risk that a warrant might go missing, with no reflection on your honesty, let's assume a house break at your house or something, it would seem to me somewhat cheaper to take that risk and to facilitate a situation when you got an on call request for assistance to send that warrant even by taxi from your home to the airport rather than to maintain a reasonable quality motor car. Would you understand my concern?---I can accept that, but let's understand too this vehicle has been used for other purposes as well. When I arrived at Bidura that car was used during the day for other jobs, it was there for use by the staff.

MR MURRAY: What is the number plate for that vehicle?---It is just a new one now; I would not have the faintest idea what the number plate is on it.

But you said when you arrived it was being used for that job, and there
you tell me it is a new vehicle?---No. We change our vehicles
every 40,000.

You mean it is a replacement?---Yes.

So you have always had two escort cars there?---One escort at Bidura, one vehicle at Bidura.

But there is two there now, is there not?---No.

The Falcon has gone to Minda?---The Falcon is at Minda, yes.

Have they always had a vehicle at Minda?---Yes.

So it has replaced another vehicle?---Yes.

CHAIRMAN: So, Mr Neate, just to clarify; if you have got a vehicle,
such as the one we have been talking about in these last couple
of minutes, where an officer, whether it is you or someone else,
has the right to take it home, that means it can only be used
for escort service between what 9.00 and 5.00?---Yes.

So that if there is any requirement outside that, of course, that would clash with the officer's need to take it home?---We would not let the escort take the vehicle home unless he was specifically doing that for a certain job. The car will remain on level one on the garage unless we have a specific job for it to be done.

Let me chase, while Mr Murray's looking through some documentation, the issue of this bus that has gone to Mount Penang. That is a 22 seat Coaster Toyota?---Yes, a Coaster.

To your knowledge, how long was that bus located at Glebe?---About
14 months.

During that time how frequently, to your knowledge, was it used to
transport offenders?---It was not used that often, I would say.

MR WALSH: Were you aware of what could be considered disparaging reference, that bus as being Ed Castles' vehicle?---Rubbish.

Rubbish what, rubbish the fact or rubbish the - -?---No, that vehicle was not to be used as Ed Castles' vehicle at any time. He may have used that for the purpose of making sure the thing was running; testing it out, giving it a run, because it had been standing there for a while. He may have taken it home on occasions because he was going elsewhere afterwards; doing
runs somewhere, test runs, that type of thing. He certainly
was not using it for his own purposes.

You would have the running sheets available?---Yes.

And the time it was purchased by the department?---Yes.

MR WALSH: Can you supply letters to the committee; can we get the running sheets from the time it was purchased?---That is possible, yes.

MR MURRAY: We would also be able to reconcile that with the escorts sheets to see which escort rode in that vehicle on which .days? --- Yes.

MR WALSH: You mentioned the number of escapes that happened last financial year and in earlier events given to the committee, a view was expressed that if those buses had barred rear windows that the security of the window be much more adequate; why has not the department barred the rear windows, which can be easily killed out?---The major traffic authorities will not allow us to.

They will not?---No. We have tried it. They refuse to let us do that.
They will not register the vehicle if it is.

Yet the police paddy wagons have barred rear windows?---I agree.

You think that is a ridiculous situation?---Prisons even can do it. But we have tried it and we have been knocked back every time.

So the prison officers are using the same vehicle - -?---They have got vehicles which, I believe, are barred, the back windows are barred.

Similar vehicles?---Yes.

They can have barred windows but you cannot because of the Motor Traffic Authority?---They will not allow us to, which is ridiculous in one sense, but when you look at their argument, they say you have got to have an access of the vehicle if it is in an accident. We said we appreciate that but it would be for our benefit, for our use it is more wiser to have that back window barred.

So you have got two doors from the driving cabin and you have got a side door?---Yes.

They do not accept that as being reasonable egress points?---No. We have had battles on that one. We have just got nowhere with it, unfortunately. It would be logical but they say no. So since then we have not had our go at it.

Yet the prison officers are using a similar vehicle and they have got theirs barred; are they registered vehicles?---Yes.

MR MURRAY: Can I just follow that through; I noticed here on 26 January 1990 that you drove the vehicle from Northmead to Minda to Yasmarr - then what is MDC?---It is not Mount Penang, MPC, is it?

It might be MPC?---Mount Penang, that is.

Why would you have done that journey on that day?---Because we probably had to have our kids go to the mountain and I went along with it to the mountain.

MR MURRAY: That was Australia Day?---Yes.

You would have worked all day, Australia Day?---Part of it, yes. I used to go into the bail courts each weekend, to make sure I supervise it, make sure it is running properly, and when the staff finished, the times they finished.

It was from 8.30 to 3.10?---Yes.

Then on the next day, which is the Saturday, you went from Northmead to Minda to Cobham to Yasmarr and back to Northmead, 8.40 to 12.00?---Yes, that is our bail court day.

Why would you have gone through to Cobham and Yasmarr?---Because it is possible that we had more kids than the - if the Cobham escorts were there - than they were prepared to take, then I went with a kid to Cobham, as a staff member.

In other words, you were undertaking escort duties; that is what you are telling me?---I went along, yes, with it.

I mean, it is the car; it is not the bus. You would have driven that car, would you not?---Yes.

You would have taken somebody with you?---Yes.

Who?---One of the staff.

And an offender?---Yes.

Can you show us whether the bus was used on either of those days?---Which days was this?

On 26 January and 27 January. Whilst you are looking, do you get paid overtime for public holidays?---No.

Do escorts get paid overtime?---No, escorts get paid their normal salary.

For public holidays?---For public holidays, yes; a certain higher rate on public holidays.

What happened on 26.1.90?---I would say the buses were not used on that day.

Who required transportation on that day?---What I have here at present, one kid came in from - I have not got the boy, but we moved on that day, in this book.

What have you got written in your diary for 26 January 1990?---What I have got is a boy from Mount Penang for discharge but that is -

That would not be you?---No.

So you have not got any record there about Minda and Yasmarr and that. Now on 27 January, what were the movements on that Saturday? - --Four kids went to Mount Penang and one boy came from Mount Penang for Cobham.

MR MURRAY: What about Yasmar?---The kids that went to court -if we have any movements on the weekend, like the kids for bail court, which is what Minda is, they would not be in this diary because they would be freshets and they would have come in overnight and therefore, they would not be in my diary..

Just go to 3 February, which is also a Saturday. Tell me, what were the movements on that day?---We have a boy from Mount Penang down to Yasmar but, as I say, I would not have any court movements in there.

You undertook that because according to this record it went from Northmead to Minda to Mount Penang back to Northmead on that day. Was the bus used on that day?---If we had a kid for court, it would have been.

Why would your car then have gone that way, on the same route that the bus went on?---I do test runs myself to the mountain at certain times to clarify the times that - -

This is a fairly new car though, is it not?---It was, yes.

MR WALSH: What are you testing there for?---The time period it takes to get from there.

Would that vary with traffic a lot?---It does, yes.

MR MURRAY: What about on the Sunday, on 4 February; was there any movements on Sunday?---Again, as I say, there are no movements that I am aware of.

But there would have been a test run from Northmead to Yasmar and back to Northmead on that day?---As I say, I cannot recall what it was used for on that day I went there.

CHAIRMAN: Mr Neate, why would you undertake test runs on a public holiday or a Saturday or a Sunday, when much of the transportation you have to manage is undertaken Monday to Friday?---Sometimes it is more convenient to do it at those times than it would have been during the week and make an estimate of what the other traffic conditions were at the time.

Mr Neate, how can you make an estimate driving on a public holiday, a Saturday or a Sunday. of what the same trip would take, as it is a daytime trip, Monday to Friday?---It is a matter of judgment of what is required - what is possibly on the road at that time. As I say, for the reasons that I went to the mountain that time, I do not know which kids we moved or anything. I would have gone with a kid and a staff member.

MR MURRAY: Do you, realise, Mr Neate, that you are on oath here?---Yea.

And this is equivalent of court?---Yes.

If you are telling an untruth here, you are treated the same way as court, as a Royal Commission would treat you; are you aware of that?---I was not but I understand.

MR MURRAY: You took an oath at the start of this and that oath is that you will give the evidence, it will be the truth and nothing but the truth?---That is what I am endeavouring to do.

I just wanted to remind you of that situation.

CHAIRMAN: Mr Neate, have you undertaken test runs similar to the ones you are claiming to the committee now during the workdays, Monday to Friday?---I have, I think, once done that but I have not had the opportunity again to do that.

Mr Neate, given the workload your organisation has in moving juveniles around and including Mount Penang as one of the facilities, how many vehicles do you really need to transport the young people around?---That is a debatable one because you cannot guarantee on what your requirements are going to really be.

Mr Neate, how long now have you, for the edification of my colleagues, how long now have you been in charge of the arranging for escorts to take vehicles and take youngsters about; how long have you had this position?---On a full time basis of two years.

Given those two years, has there been, in your view, outstanding variations in the workload that would never be repeated again?---I would not say that it would not be repeated. I feel that the vehicles we have are not adequate for what we need for our unit.

Mr Neate, given what you have just said and given your two years of experience, may I again come back to my question; what vehicles, if you had the ideal situation but recognising the practical necessity of the numbers you have to move around, what vehicles do you really need to service your clients, as it were, including those folk from Mount Penang?---What we were after, we were after vehicles which we could use for our unit at Minda, Cobham and Yasmar, as well as Bidura. We could save, I think, quite a bit in taxis by having those vehicles. The vehicles may not do 15,000 a year but I still feel they would save us in taxi fares because a lot of our staff come from way out and I borrow vehicles, from Cobham particularly, to save on taxis and I feel that if we had those vehicles there, it would be more economical.

The vehicles we have got now - as I say, at this stage, this week, the Toyota may be stuck in Bidura. It might be used in the month 20 times. It might sit there for ten days or something. But I think in the longterm that vehicle will make its worth known over the period of time. As I say, the jobs we are going to do can vary, particularly your medicals, which is basically what we would have from Bidura - kids coming from the mountain, and that would be used for medicals or it would be used to take kids into the appeals court, bail court in town.

MR WALSH: Just on that, when you are working out your work roster for the program for tomorrow or the day after, you must receive reasonable notice from the various sources as to the movement requirements you are going to allocate your vehicles for?---Yes. I know my movements for tomorrow. At this stage, tomorrow - -

MR MURRAY: Is the Falcon being used tomorrow?---Not at this stage.

Is the Toyota being used tomorrow?---Not at this stage.

That Falcon at Bidura, is it taken home at the end of an evening?---No, not now.

But it used to be?---Yes.

When it was first purchased it was taken home?---Yes.

From where I sit, it seems that these vehicles are being purchased for use of officers to go to and from work and now and again are used during the daytime to justify the purchase of that vehicle? ---I would not agree with that, no.

I am just letting you know how the evidence coming across is impressing me?---I appreciate that.

MR WALSH: Back to your roster; so you have got tomorrow's program there?---Yes. I have one boy coming from Minda.

Without going into the details, have you got the day after's program?---Yes.

How far ahead can you work with the rosters?---It is generally a week.

We generally work on a week basis.

CHAIRMAN: Mr Neate, do you give a week's notice to your casual escorts?

---No.

How much notice do you give them, Mr Neate?---They are informed like, this afternoon whether they are working the following day.

MR WALSH: Why is that so, if you would know on average two or three days ahead just what you are going to require for your roster?---

That is the way that we work it at present.

You like the people sitting by the phone 24 hours a day hoping for a job?---No. They understand when they were employed for this job the way the system worked and they understand that part of it, that they are notified the day previous to whether there is work.

It sounds a bit of a Dickensian system.

CHAIRMAN: Just look at that, Mr Neate; when you say the day previously, do you have an arrangement with your escorts, your casual escorts, that you will ring them between a certain hour on the day previous?---The system used to be they used to ring in at 4 o'clock in the afternoon. Now that has been changed, and if there is work, I ring them.

Why can't they ring in at 4 o'clock any more?---My boss decided it was more appropriate that we spend the money on the phone call than them.

CHAIRMAN: Mr Neate, you have got casuals who only work when the work is available. You had a system where they rang in at approximately 4 o'clock and got a yes/no and details of where they would be. That has changed so that, according to the statement you have just made as offered by your boss, so that they are saved the phone call. Do you ring them at 4 o'clock? ---If there is work for them, yes.

Only at 4 o'clock?---Between 4.00 and 5.00 generally.

How often do you have to ring casual staff outside that hour?---A reasonable amount. I cannot predict exactly how many per day. Like yesterday, I spent nearly four hours trying to contact staff for today's movements because of the extent our area had changed and I was trying to get these people over that period of time.

MR MURRAY: In the past they would have all rung in within 15 minutes from 4 o'clock?---No, this was over the weekend.

Yes, but those casuals used to ring in at 4 o'clock, would they not?---Yes.

They would all have rung in within 15 minutes?---But the work for Monday had already been clarified on the Friday.

You just spent four hours trying to locate these people, whereas in the previous system they all rang in within a 15 minute period at 4 o'clock?---But between Friday and Sunday, there was an area that changed, so I had to then get the staff in to do the job.

CHAIRMAN: Mr Neate, do you get some sort of allowance for that four hours' work?---No.

Mr Neate, do you think it would be economical and of assistance to you in your management role if your casuals were supplied - given this system and on the assumption this system continues - if your casuals were supplied with a \$150 telephone answering machine, so you could leave a message?---That would probably benefit, but I need clarification they can do it.

MR WALSH: It seems a fairly simple management exercise if your work roster is - you can work on a roster two or three or four days ahead, and you have implied up to a week ahead, and okay, you do get variations from day to day, which would be a small percentage or 20 percent variation, why can't you tell your workers, the casual workers, two or three or four days ahead when they are going to be working, rather than having them sitting by a phone, and on average - from the evidence given to us - they are only working 20 hours a week?---Unfortunately, at present, yes.

So they are sitting around on 24 hour day notice waiting for a phone call; they may not get a phone call if they are not required. They are still sitting at home waiting for work, and yet you would know whether or not the work would be available three to four days ahead, on average?---Yes.

MR WALSH: Why can't you be more sympathetic to the workers and give them a better deal?---I could inform them now at this stage that there is no work for a certain amount of people but that is an area that could change. If they have then committed themselves to something else, that puts us in a quandary.

But you can still give a reasonable assuery as to whether or not they would have work two or three days down the track?---What they generally ask is: how much work there is on this week?

I tell them, as far as the diary is, there is very little work on.

How do you allocate the work, or prioritise the work for the casuals? ---As I say, we have six teams of two. Those six teams of two are generally guaranteed one or two days of work that week because they are level one or bus duty. I have six staff who are not in teams; they are on a miscellaneous roster.

So those people that are guaranteed those two days, generally speaking, we have to then look at those people who are not guaranteed any work that week, and give them a start on the next week. So you have got to try and give everybody a fair share of the work. If these five people have not any work, you have got to try and give them two days in the course of the week, as well as what the other people are getting, and it does not always work because the work is not there or maybe those people are not suitable for the job that is being asked to be done.

MR MURRAY: Mr Neate, on how many occasions in the last 12 months would all the buses and the two cars have been used fully? Can you recall a date that it did occur?---Yes, we have had days when they have been but I would not be able to - -

So, therefore, you probably would have had taxis to provide the overrun?

---We would have to go to, yes.

Do you have a record of the taxi movements and payment?---No, I have not. That will be coming with - I think Graham has got the taxi thing.

So there is a record of taxis?---Yes.

Could I match up the taxi engagements with the days when the vehicles were fully used?---It would possible be feasible but it would involve a lot of work, yes.

What sort of answers do you think I would find when I did that?---I think possibly - -

Would there be a close correlation between taxis used and all vehicles in use?---I would say it would probably be a reasonable one.

Where there was no correlation, why would a taxi be used when there were vehicles available?---Because it would have been more economical to have used the taxi than the person going to one of the bases for a vehicle. You got to remember, you have got to pay this person to go there to pick up the vehicle, and when they finish the job, you have got to pay them until they get back home.

MR MURRAY: You are talking about casuals?---Yes.

What about the permanents; you do not pay them?---No, we do not, fortunately not, but you have got to give your casuals work; your permanents are based in the court area, as they do the court duty - -

Why would you give casuals work which involves taxis, which is the most expensive item, when you could have used permanents and still used taxis?---We cannot work the permanents overtime unless it is an emergency.

MR WALSH: A question on the claim sheets submitted by the casual escort officers; who actually processes those worksheets?---I do.

Do you cross-refer them to the other forms of journey details, etcetera? ---No, I refer them to my diaries, and I clarify that the job they did that particular day was what I had in the diary and then I make a judgment on the hours they spent doing it, and if it seems reasonable enough for that period, then I accept it. When we do this, we look at the time they have taken to get from home up to the job. If there is a discrepancy there,

I will query it with them. If they give me a satisfactory explanation, I will accept that, and the same on the return trips. The period of time they have taken to do the job, again, if I feel that it is excessive, I will ask why it took so long.

CHAIRMAN: Mr Neate, where are the cars and buses serviced?---Generally at the Government motor garage.

That is at?---At Glebe, in Bay Street.

Glebe or sort of Broadway area?---Yes, near Wentworth Park.

You say generally; is that, to your knowledge, the only place they go? ---Yes. The only time we would have a bus service elsewhere is when it is new and it is under the warranty thing. We would have it done for the first 1,000 generally at the people we bought it from; then after that it would go to the motor garage.

Where would those people you bought it from be; can you recall what suburb?---I do not know who they buy the vehicles from.

MR MURRAY: It has got it written on the back of the vehicle. Which vehicle are you driving at the moment?---None.

You said you were taking a vehicle home?---No, I ceased

What did it have on the back window?---I think the Ford came from Ford's along Parramatta Road.

Jubilee?---Homebush, I think it is. It is on Parramatta Road there.

CHAIRMAN: Can you recall any other location that a bus or car was serviced in your two years other than Broadway or the Homebush Ford?---Yes, we have serviced one at Nissan Capital Motors.

Where are they?---They are near Silverwater Road.

CHAIRMAN: Anywhere else?---Those are the only ones that we have used that I - -

MR MURRAY: Where would the Toyota have been purchased?---I do not know where the last one was purchased from. We have used the Toyotas on Parramatta Road - I think it is Croydon.

Truscotts?---Truscotts, yes.

Have you ever driven the vehicle there?---No.

CHAIRMAN: Mr Neate, you obviously have considerable responsibility in terms of moving people and vehicles around; have you ever undertaken or received fleet management type training?---No.

Is there any proposal within your department for you to receive information and training on managing a fleet?---Not that I know of.

Is there any other officer associated with your service receiving instruction on Fleet Management Information Systems?---Not that I know of.

One other question I would like to ask; you mentioned freshers. In the time we were discussing the institution at Mount Penang and the movement of offenders to and from, you may recall we had some interest in the use of the two buses in the morning and the afternoon shift, but you clarified one of your answers by indicating that freshets were not included in that transportation.

If there are freshets going from the court system or the institutions in Sydney to Mount Penang, why are they not transported by one of the two bus trips at present going out each day to Mount Penang?---Any kid that gets committal at, for argument's sake, court today would not go to the mountain till tomorrow because the mountain only will take - the staff manpower they have in the afternoons is not as great as the mornings, so they will not accept freshets at night time. So we would send them up the following day.

There will be occasions when I would get them to take a boy if our bedding situation is poor, and I would then work on their generosity to take a fresh kid in there. Basically, they are taken the following day.

Are they taken in the bus going up in the morning?---They system now is the mountain bus comes down and would drop off the kids they have and take the fresh ones back.

Mr Neate, just one very general question; given what we have discussed with you this morning, if you had your way and your superiors gave you total authority, what would you change in the service you now manage?---I think that the policy of having permanents as well as casuals would be beneficial to our unit, Over a longterm, I think it would be more economical to have permanent staff in specific positions and casuals doing the other work; that is the trips to the country, your appeals, and that type of thing, because their hours are much more flexible than the permanents can be, and therefore, I feel that it would save us; on a different contract to what they have at present

because I think it is ridiculous paying people to come from home to work. I think we could save a lot of money there, and I think in allowing them to use taxis to get to work is only going to - I believe that those areas should be taken into benefit, and we should be able to give our people a logical training program before they start into the service itself.

CHAIRMAN: Any changes in handcuffs?---I do feel that the criteria which we have at present for handcuffs is a fair criteria for the type of kids we are dealing with. I do not think that all kids should be handcuffed. There are some that do definitely need handcuffs; your violent kids, your murderers, your escapees, and people like that. But I do not think you should brand all kids and put handcuffs on them. I think that is unfair to those kids.

We are trying to run a humane organisation and we should try and remain in that area and treat these kids like human beings.

MR MURRAY: You can understand the apprehension of an escort who gives evidence to us that that individual is in a room with 12 young offenders between the ages of 16 and 21, and that person is apprehensible that some of those offenders may have syringe, which is now becoming a mode of operation for the criminal class, and there is no likelihood that there is any searches undertaken on those offenders; is that right?---There is not. It is a very delicate area, sir.

I understand that. I am not advocating it; I am just saying here is evidence that we have been given. That person sincerely believes that they should be able to have a greater degree of personal safety through the handcuffing procedures than what is being offered to them today. Do you think that that evidence was reasonable?---I would say that, theoretically speaking, your kids you bring from your detention centres should not have anything on them, and I know that that is an open question.

Prisoners are not supposed to have anything on them either?---Yes, it can happen. When we have fresh kids in, they have been, theoretically speaking, searched by the police. So you in trust believe that that kid has not got anything on him. If you are going to do a second search, for safety reasons maybe it would be a good idea to do that but that would have to come from above to authorise that type of thing being done.

The syringes are found in institutions now?---Yes, I would agree with you there.

There is that likelihood?---There is always the possibility of something like that happening, I quite appreciate that. If the staff have any fears, they can always talk to us about it, and we, so far, have never knocked them back on it, that they have asked. If there is a problem that is there, we will look at the problem and see if we can solve that problem for them. If they have group of kids, like we have got 14 kids downstairs today; if they feel that one of those kids has got something on them, all they have to do is ask and we will take that kid somewhere private with another staff member and search him, by all means.

MR MURRAY: How many escorts are supervising those 14 today?---Today, we have got four staff down there, plus our court officer, who is in there, in and out, sort of thing, all the time.

The court officer is not an escort officer?---Yes.

Trained in it?---These people have been doing it for years.

Trained in apprehending kids?---No, none of our people have been trained. That is why I say we need a training program for our people, whether they are casuals or permanents, but they have not got that.

MR WALSH: You just throw them in on the job?---Unfortunately, the last new one I got, all I could do with him was speak to him myself. I explained to him what the job and what the problems could be and then I put him with an experienced officer and put him on the easy jobs to begin with, and when I got the feedback from the staff member that he was handling that all right, then we graduated him up from there.

When did you put a submission into the department requesting that an induction be carried out?---We have talked about it verbally.

No written submission?---No.' We have talked to our training people upstairs but we have not got anywhere with it.

CHAIRMAN: How long ago was that, Mr Neate?---It was around about -I think the last time we spoke to the people was about April, because particularly if you are going to get new staff we need to let them really understand what they are dealing with.

The last time was in April; is there any other occasion you can recall in the last two years you have spoken - -?---Previous to that, I have asked about it. We have asked about the training program. Particularly when we were getting permanents in, we wanted a training program, we wanted a week's training program for them.

Did they get a week's training?---No.

Did they get a day's training?---No. They were spoken to by myself generally, or Eddie, and then they were put with other staff.

Would that have taken more than one hour?---Probably no, I would not think so.

MR MURRAY: It is pretty stringent, isn't it?---You talk to them about the type of kids you are dealing with, and you tell them how you expect them to handle those kids and where you expect them to be.

MR WALSH: They are not really kids, are they? You are talking about up to 21 years of age?---We do not get a lot of that age group.

If you get 17 and 18s?---Yes, 17 and 18.

Big strapping - -?---Yes, they are.

CHAIRMAN: Mr Neate, do any of your officers go through some regular physical training to keep in shape?---I believe some of them do.

That is of their own volition?---Yes, of their own volition.

Mr Neate, we had an officer from your section before us this morning; the gentleman who suffered injury through the punch or kick to the back of the head last week. How long would you anticipate he will wear that neck brace?---He tells me he is like that for four weeks, and I think it could be longer, but he tells me four weeks.

Will he be given any work during that time?---He is on compo.

Will that pay him - in the averaging, will he lose financially by being on compensation, compared with the work he might have received in the normal course?---I believe they would look at the average of what he would have earned and he would get that from that.

MR WALSH: The question of training, you did make mention of the whole area of body search being one of great sensitivity and you also mentioned that your officers can undergo body searches if required; surely there is some formal training officers undergo in relation to body searches?---No, ours would not have had any training in that at present, but a youth worker in a detention centre, he would explain to him how to do the job, yes.

So a youth worker would have that explained?---In a detention centre, yes.

The difficulties with a body search, etcetera; but your officers would not?---No. I do not think any of my people have done that. Maybe one, because he has worked in units when they have been shorthanded but probably the rest of them, no, they would not have done.

So at the moment you are relying on, and in good faith, a reactive policy; in other words, if officers have a problem, they ring you and seek assistance, rather than proactive, you know, organising, formalising response to the potential threat of syringes etcetera, etcetera?---We have asked the staff if they have problems, by all means talk to us about it, and we will see those problems can be resolved.

But at the moment though, your section has not formalised a response, whether it be just educational, in a briefing to officers to say: look, these are potential problems, you should be aware of this, this and this. What you are saying is that if you have got a problem, ring us and we will try and sort it out?---Yes.

CHAIRMAN: Mr Neate, if I could conclude our questions by simply asking you about your training in job; what specific training did you receive prior to taking on your current position?---I was thrown into the wolves and I learned the job myself.

Mr Neate, on my inspection of your work area the other week, I noted that you had computers in your office area; what are they and do you use them and for what purpose?---There is a CIS;

it is an information on the detainees we have in - gone through the system. I can draw up any kid on that, and it will give me where he is, his record, etcetera, and I can make a judgment like, for argument, for handcuffs. If that kid then meets the handcuff criteria, I can authorise those handcuffs on what is going on in the machine, and that is basically what it is used for; for just information.

CHAIRMAN: I am puzzled; I thought it was your superintendent who authorised the handcuffs. Do you bring it up on the machine and go to your superintendent or equivalent?--No. You see, Graham, that is my boss, and myself both have the authority to do it. If they are fresh kids in custody coming from the court, for argument's sake, or kids that have come in fresh today from the police, if they meet the criteria, we have the authority to do that, but if they have come from a unit detention centre, then it is the responsibility of that superintendent to authorise it.

MR MURRAY: Freshets would not be on your computer program, would they?--If they are oldies they would be, yes.

CHAIRMAN: If they are recidivous?--Yes.

MR WALSH: You can override the superintendent, you said, if you feel handcuffs are warranted?--These kids that have come down from the mountain today, if my staff turn around to me and say, look, this kid is really upset, he is really having a good old chuck, and I will assess that situation, and if I think it is relevant that kid should be handcuffed, I will authorise that to be done. I have to justify it on the handcuff form why I have done it.

CHAIRMAN: We accept that, Mr Neate. The issue of your use of the computer to find out about a young offender or person coming into your system, apart from the handcuff issue, what communication do you have with your escorts on the overall behavioural background to the youngsters that they might have in their care?--Quite often, you know quite a few of the kids that come through the system. So, therefore, I have already an opinion of that particular kid. If they are new ones, I will go on the judgment of my staff on those kids, on what information they fed me.

That just interests me, given the instance last week where two of your officers were hurt. There was a decision for handcuffs. One of the officers who, in fact, ultimately was hurt, one of the two sensed that there might be a problem on the bus trip; was he or his colleague given any other information about the young offenders, apart from the fact that they obviously would be handcuffed?--No, they were not given any record of the kid, no.

Casting your mind back to that bus load of offenders, would you have had a number of those on your computer system?--Probably all of them may have been on it; that is quite possible. I would say all of them had been on it.

MR WALSH: That particular bus where your two officers were injured, where you had the young offender who carried out the assault on your two officers, a supposed karate expert and an alleged murderer, given the fact that when you know the backgrounds to those offenders whom you are transporting, would it not be advisable to have a police officer to assist your escort officers in carrying out that day's court duty?---Yes, I would agree with you there. It is generally a bit more difficult to get the police to agree to move kids from Minda or Yasmar, although it is their responsibility, because we have been doing it for years. But after that incident, that boy was transported the following day by police to Bidura.

At your request?---Yes. I rang up the movement section and it took me a little bit to get him to agree to do it but he did, and I expected the kid's potential - he was already up for murder, he seems to have no attitude about people, he can do it again, and I certainly do not want it to happen to one of my staff.

CHAIRMAN: Mr Neate, are you telling the committee that following a relatively vicious assault on two of your officers, where one is off on a minimum of four weeks compensation and the other one, by your own description, had head injuries that you described as a mess, that you had difficulty convincing the New South Wales Police that you needed police assistance in moving the offender?---It can happen that way, yes. This boy now for all his other movements will be moved by the police.

MR WALSH: The police do that moving by themselves though . Can they escort your officers?---That is not normal.

Not normal?---No. We would only have the police on it. We would only have the police officer bringing the kid in. Our people would be doing their jobs that they are allocated for.

MR MURRAY: Mr Neate, at holding room the police would not take over; you would take over once they were in?---Yes, but the officer remains there with that kid.

CHAIRMAN: Mr Neate, in terms of that issue of the other week, with the two officers hurt, coming just back to my point about the difficulty you had convincing the New South Wales Police to provide assistance, what area of the police force do you ring seeking that sort of assistance?---The movement section, which is, I believe, in the Commander's office.

How long would you have taken to convince the particular police officer on the day that you, in your professional view, genuinely needed police assistance?---I think I was on the phone for about a quarter of an hour.

15 minutes?---Yes.

Was that police officer informed of the extent of the possible injuries to your two officers?---I explained the possible injuries to my staff.

Would that police officer understand that your officers are not armed?
---Yes, they would know that, yes.

CHAIRMAN: Would that police officer understand that your officers have little or, as it is, no training?---Probably they would have seen that, I would say; I do not know whether they are aware of what - -

In your view, would that officer at least know that the police induction training is far more extensive than anything offered by your - -? ---I would imagine he probably would consider they are better trained than my people, yes.

MR MURRAY: I just want some general information. I know the complement changes from time to time in terms of the institutions but, on average, how many offenders would they house at Cobham? ---I think their total is 32 kids.

Minda?---About 30, I think, is at Minda nowadays. Yasmar is 31.

You do not do Endeavor now?---No.

Campelltown?---I think they have gone up to 92.

What is it called, Campelltown?---Reiby.

Mount Penang?---I think their correct total is 161 but I think they have got about 173 kids at present.

So 173-odd. Bidura?---None.

It is just a court, is it?---Yes.

There is no overnight accommodation there?---No, not now.

It has just got that holding section for the day?---Yes. It used to be a detention centre. They closed the detention centre in 83, I think; 83/84. So all we have now is a holding area for the kids for court.

What has happened to all that upstairs section?---That is used for staff development.

CHAIRMAN: Mr Neate, may I on behalf of the committee thank you for your attendance today. It is our intention to move promptly with this report and as a matter of courtesy, I should indicate that sometime in the next several weeks will be presenting our report to the Parliament.

MR WALSH: You are going to supply the committee with the running sheets for the bus that is now at Mount Penang?---Yes.

CHAIRMAN: I am sorry, Mr Walsh, Mr Neate had noted that in his notes. THE WITNESS: Can I ask what time period was this for?

MR WALSH: From the time that the department purchased the vehicle.

CHAIRMAN: Thank you very much. Mrs Walker will see you out of the building?---Thank you.

THE WITNESS WITHDREW

(Short Adjournment)

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Public Accounts

64A

B.R. NEATE

24.9.90

UPON RESUMING AT 12.58P.M.:

GRAHAM SIDNEY CARL, Deputy Superintendent, Minali Assessment Centre, acting officer in charge Juvenile Transport Service for Family and Community Services, and

JOHN THOMPSON, [REDACTED], acting manager, Minali Assessment Centre, D.O. Community Service, Y.O.S.T., Metropolitan South Region, sworn:

CHAIRMAN: Mr Carl, did you receive a summons issued under my hand to attend before this committee?---(Mr Carl) I did, this morning.

Mr Thompson, did you receive a summons issued under my hand to appear before this committee?---(Mr Thompson) I have, sir.

Mr Thompson, I might start with the committee's questions and there are four or five I would specifically like to ask of you. Let me say because I did have the opportunity to meet with you during my inspection of your facility there are questions I won't take the committee's or your time with this morning of a general nature which we covered during my meeting with you. So, Mr Thompson, can you explain your prior service which qualified you to act in the position of escort manager?---Yes, I have a total of 21 years with the Department of Family and Community Services. I was assistant superintendent at Reiby detention centre and Minda detention centre, I was the manager of one of the community homes that was conceived in 1985 until 1989, and then it was closed and then went to Reiby.

I was then retired and came back under another section as a temporary employee, as a young offender support team worker, district officer, community worker. I was in that employment when I was asked if I would go down and relieve Mr Carl when he went on holidays.

Mr Thompson, you have by your description extensive professional background of a broad and interesting nature, from that background is there any aspect that you would consider would be training, either of a formal nature or informally by way of work experience assisting you to act in the position of escort manager?---Yes, sir, dealing with juvenile delinquents and the type of children that the escorts would be escorting and the type of person required to handle that child.

Mr Thompson, could you provide the committee today with log sheets for the escort buses and cars for August 1990?---I can, sir.

LM
Public Accounts

65

G.S. CARL
J. THOMPSON

24.9.90

CHAIRMAN: Thank you, Mr Thompson. Mr Thompson, included in that bundle are there the sheets for September 1990?---There are, sir.

Do those sheets include the new Mount Penang escort bus?---It does, sir.

Mr Thompson, do you have any details on the leasing of escort vehicles and the allocation of those vehicles to the various units?---Yes, sir, the vehicles are got through the Government Administration Service and the cars are kept for two years or 40,000 kilometres, whichever comes first. The buses have no time period but a 65,000 kilometre mileage. Then they are put to auction and we are reallocated vehicles in their place.

Mr Thompson, do you have details of the taxi expenses incurred over the last three years for casual escorts and other escort purposes?---I do, sir.

Thank you, I take them as tabled. Mr Thompson, how many permanent escorts and casual escorts are employed at Bidura, and secondly throughout the Sydney metropolitan area?---Sir, I will have to ask Mr Carl advice on this one.

Mr Carl, would you care to answer that question?---(Mr Carl) We have 16 casual escorts working out of Bidura, we only have one temporary employee working out of Bidura, so we have 16 casuals plus one temporary employee under section 38. Minda detention centre we have two temporary employees working within the court system doing escorting to and from the courts and other escorts as required.

We have one permanent officer and one casual.

Mr Carl, reflecting on your duties as escort manager, could you explain what those entail?---The supervision service based at Bidura is administrative supervision rather than operational in lots of respects. Barry Neate does most of the operational work.

I have been involved in a fair bit of operational work over the past 15 weeks because I was trying to catch on to the system that they had going at the time. We have also looked at a number of modifications, trying to get things running a little smoother and take away some of the - - there seemed to be a lot of anger within the unit when I first came to it 17 weeks ago, so I had to look at that, look at the service that we are offering to the detention centres and the courts and try and rationalise it a bit.

We were bringing people, say, from Warragamba dam to do an airport run where we had people living at, say, Sutherland, so it is a lot cheaper to do that sort of thing.

CHAIRMAN: Indeed. Mr Carl, while we appreciate you have only been in your current position for some 17 weeks, during that 17 weeks have you gained the impression that there is any huge variation, particularly any huge increase in number of offenders and charge and other youngsters over the last five or six years?---The figures I have seen, and I have collected a number of stats over a period of two or three years for different little committee meetings I have been involved with, the numbers of kids that we are actually moving is coming down.

The work for our escorts is becoming less, it is decreasing rather than increasing.

So your impression is the work is decreasing?---Decreasing.

Compared with say, five or six years ago?---Yes.

Mr Carl, that is puzzling. Why, given what you have learnt in the last 17 odd weeks, would five years ago one man have done the job that it now takes three men including yourself and Mr Neate to do?---Administratively I think five or six years ago the transport service was involved with the metropolitan boys shelter, I am not too sure of the periods of time, but there was the manager of that unit, he also managed the escort service.

At times one of the escorts was brought in on a daily basis as well to assist in the organisation of the movements for the following day. I believe that the department administratively is trying to make the service a more professional service, we are trying to make it function as economically as possible and we are watching what we are doing all the time.

I think we have a long way to go there yet.

Mr Carl, are you really there as a long term, full time internal auditor?

---I certainly don't think so, and I certainly hope not.

Mr Carl, why would you describe Mr Neate's job as being a position that involved the logistics or operational work, and yet the description of one of the problems you have had to address is again a logistics or operational problem, and that is the rationalisation of the service according to where your officers live, why wouldn't Mr Neate have done that?---I can't answer for Mr Neate, I am afraid.

There seemed to be some problems with the service when I came in, there was a lot of anger there, for what reasons I don't really know. A number of the escorts have spoken to me privately over different matters, and we have tried to resolve the distribution of work. There is a number of complaints about the unevenness of their distribution of work.

They felt that some were being disadvantaged to the advantage of others, there may have been favouritism there. I haven't seen a lot of evidence of that while I have been there, although I suppose I have seen a little.

I have spoken to Mr Neate on a number of occasions about that and we have I believe sorted most of those problems out.

CHAIRMAN: If you have sorted most of those problems out, is there any reason why you continue in your current position?---I also look after the returns for the unit, I do all the staffing matters. We are also negotiating with the association at the moment, the HREA, regards a new award, although that is not directly my responsibility, but I have been involved with the committees on it.

The unit is split up, we have Bidura where we have quite a number of our kids held during the day for courts, we have Minda detention centre where kids are held for courts and Cobham detention centre. They are our main children's court centres.

I have also got an overall responsibility for that service. They have discussed awards, although I don't believe it will come under the Juvenile Transport Service, in that that is a separate service that is run by basically Minali assessment centre.

That is where I had some of my experience for escorting.

Mr Carl, on the committees dealing with the award negotiations are there industrial relations officers from your department?---Yes.

Mr Carl, you mentioned three centres, you said that the service had broken up into three and you mentioned three locations, are they all on the telephone?---Yes.

Do they have fax facilities?---Yes.

Mr Carl, what hours are you expected to work?---That has never been fully put to me, that one. I work roughly between 8.00a.m. and 5.00p.m.

Are you expected to work on weekends?---I work one Saturday a month generally, I generally go to bail court at Minda.

MR WALSH: For what purpose?---Just for the supervision, to see how things are going. I also look after bed allocations, I am sorry, I had forgotten this one, for the state detention centres system, so that when kids come into custody I know where all the bed vacancies are and the classifications of the beds and what have you.

Do you get a monthly budget you have to work to, or do you see any figures?---Since I have been at Bidura I have seen no budget as yet, but we are just coming into a budget period. I haven't been given any funding, no.

MR WALSH: You don't know the budget trend of your section over the years?---No.

There is no financial criteria on which you measure your performance as a manager?---No, not at this stage, I am hoping to get some sort of budget given to me this financial year.

CHAIRMAN: Mr Carl, are you ever required to escort juveniles?---I have never put myself in the position to do so, no. I don't believe I should do that.

Mr Carl, you mentioned your duties in terms of allocating beds, how many beds do you have to keep track of it, as it were?---463 if I am correct, give or take 10 or 20.

How much time each day does it take in your allocation of those 463 beds?---It varies considerably. A routine for me for the day, I suppose, I would get to work about eight, I then phone every detention centre and find out what their bed vacancies area, whether they have got any rooms or beds out of order because of damage kids have caused.

How many phone calls is that?---That's 10.

MR WALSH: Do you that personally?---I do that personally, yes. Then I try and ascertain where all the kids are going, what courts are taking what kids that day. A lot of this is to do with - I could get a phone call from, say, Dubbo court at four in the afternoon saying, "We have got Johnnie Blob here, he has just been sentenced, where do I put him?" Rather than saying, "We picked him up this morning from Cobham, does he go back to Cobham?", quite often the court officer or the police in Dubbo wouldn't know where they picked him up anyway.

You have a computer - -?---I do it all by hand manually.

Couldn't you get computer information in relation to bed allocation?---The CIS is a huge system to just get the kids going for court that day from the CIS, at this stage I don't think it is possible.

CI standing for?---Client information system, it is the department's computer system.

CHAIRMAN: Mr Carl, how much of that information you have just described in response to Mr Walsh and my questions of the last few minutes has to be communicated to Mr Neate for his purposes?---Once I have been asked to allocate a bed I would then notify or advise Barrie, if it is a requirement of us to escort this young person, otherwise it will be a police matter.

Basically the kids we move are the kids that are sentenced or on appeals or medical movements, all kids on remand or fresh charges are normally a police movement except in the metropolitan area.

CHAIRMAN: Mr Carl, coming back to your day, you did indicate that you have the 10 phone calls to make, what happens thereafter? ---Every day is different. Bed allocations, I have certain returns to do on different days, I do the salary returns for the staff, that's for the permanent staff I have been doing, Mr Neate has been doing the casual staff, answering the calls as they come through from either police or the courts as regards beds, where can we place certain kids.

The odd inquiry I take from the public prosecutions office where is a young person housed so they can call him before a court the next day or the following day - there is lots of little things.

MR WALSH: Most of those little things you have described today could be done by a clerk, your ringing and checking, they are not managerial decisions in the main, are they? Where do you actually make your managerial decisions, what sort of issues?---The department tried a couple of years back, I believe, to have a clerk doing the bed allocations and it never really worked.

One, I know the system fairly well, I have been working in the detention centres and residential care for 25 years, so that' is one. The other area is that I know the administrative staff and I can negotiate the touchy bed placements, and we have a number of those, kids coming in with murder or kids that are known absconders, things like this, who need some special attention.

A competent clerk, yes, could do a lot of it.

I am not reflecting that upon your performance, just the nature of the duties?---I have not taken it as such.

CHAIRMAN: Mr Carl, we have yourself, and in posing this I am not directing a criticism to you the person, I am just taking about the position regardless of who filled it, we have yourself as escort manager, we have Mr Neate who is assistant manager and we have a third manager, don't we, is that your superior? ---No, there is the only the two, there is the manager and the assistant manager. They are not managers any more, they are just transport officer and assistant transport officer, that's the official titles, and the escort staff.

Do you have to report to someone at head office?---I am responsible to the assistant director.

LM
Public Accounts

69A

G.S. CARL
J. THOMPSON

24.9.90

MR WALSH: Is it the intention of Mr Castle to come and take his old job back at this stage?---I don't really know, I believe not, but it is only hearsay. I have heard on the grape vine sort of thing that he is trying to get a job out at Dubbo, apparently some domestic problem will be sorted out and he wants to move back to the country. I understand that.

CHAIRMAN: Mr Carl, are you provided with a vehicle?---No.

At any time?---I have used a vehicle, about once a month I use it to go to the mountain when I can't get a ride off another superintendent.

Is that once a month to the mountain some time between Monday and Friday?---I normally go up Thursday evening, stay overnight, attend the superintendent's conference on the Friday and come back Friday afternoon.

Have you ever been provided with a vehicle apart from that?---Not in this job, no.

In this job have you had to use your private vehicle for any purpose apart from just getting to and from home and work?---Quite often if I am going to drop into Minda, I live at Greystanes, and Bidura, so I take my own car home and just drop in on the way home rather than make a special trip of it.

MR MURRAY: Could I just check a few of the figures here. I notice with the Camry - that you did use it on a few occasions there on the 20th, does that ring a bell?---20 August.

You went from Bidura to Greystanes, so that would have been from work to home, would it?---Yes, I can't remember that, to be quite honest with you.

And then you went from Greystanes the next day to Gosford, and then from Gosford back to Greystanes?---Prior to bringing on the escorts starting from Mount Penang, I went up there on Tuesday the 21st early in the morning, I had to be at Mount Penang at 9.00a.m. to do a training session for the new staff, so I took it home that evening - -

MR WALSH: The new permanents?---The new permanents, yes.

They give the permanents training sessions but not the casuals?---The casuals, most of them have been with us seven or eight years, I can't answer for that one. Apparently they haven't, I would agree.

MR MURRAY: I noticed here on 1 August that it was filled up at Newcastle BP, why would that be?---I would need to see the voucher for that.

(Mr Thompson) That would be an escort that went up to Worimi to take or collect. It went to Worimi detention centre at Newcastle.

MR MURRAY: While I am walking around, Mr Thompson, I want to direct some questions to you. I understand that part of your job commitment was the provision of a car because of the distance you had to travel to and from work?---That's correct, sir.

I am not questioning that, but I want to find out is was the car used for anything else other than conveying you to and home each day, and if I look at these sheets, this is 1 September to
? September, and if I just run them through - on 1 September you left Minda and you went home, no problem. On 3 September you then left home and returned to Bidura, right, and then during that day the car went from Bidura to Bidura, which says, "Deliver data to Parramatta" with a chap called Duncan, and later in the day it went from Bidura to Bidura, meaning it delivered data to Auburn. What would both those trips be about?---Duncan is an escort, sir, he is an escort and he has used that car to take documentation to head office at Parramatta.

The one to Auburn, he had been taking some documentation to the district centre at Auburn appertaining to a child.

Is the car used often for that purpose, for delivery of documents?---(Mr Carl) Most of the delivery of documents would be done between Bidura and the metropolitan east regional office which is in Castlereagh Street, Sydney. Most of those documents would be things like salary sheets, salary returns so we can get the pays over quickly.

I understand this is an escort vehicle purchased for escort purposes? ---I prefer to see it as a departmental vehicle used for departmental business, but if we have some business to be done and the vehicle is available I think we should use it.

So it would get preference over escort work?---I can't say that, no. Escort work would get preference?---That is the preference. Then after it has done those two trips it has then gone home again via Minda, where it says, "court papers" driven by you, Mr Thompson?---(Mr Thompson) That's correct, sir.

Why would you be taking court papers at 4.35?---Because I have to make visits to the escorts at Minda and I had to deliver some papers and it was en route via home.

LM
Public Accounts

71

G.S. CARL
J. THOMPSON

24.9.90

089:

MR MURRAY: How often would you or your predecessor or successor use this vehicle to deliver papers at that time of an evening to Minda?---

(Mr Carl) I have never.

(Mr Thompson) I have only the once, sir.

Why was that?---Because we do at least once a week check on the escorts at Minda - -

What do you mean check on them?---Check that they are doing their work, they are there and they are doing their job.

But they would have gone home because this is 4.35 in the afternoon? ---Sometimes a court goes on until quarter past five, half past five at night, sir.

MR WALSH: What are you actually checking when you go to see whether they are doing their job?---To see if the workers are there on the job.

Where would be if they weren't there?---It is like everything else, if people aren't supervised they take advantage of the system and leave early.

MR MURRAY: They have to take the offenders back to their place of residence, haven't they?---If it should happen that there is no offenders to be taken back then they are free to leave.

They are in the main casuals, aren't they, that we are talking about or are they permanents?---(Mr Carl) There is one permanent, one section 38 or temporary employee and one casual.

So you are checking to make sure they are still there even though

there is no work there?---(Mr Thompson) Yes.

There is a form, if he hasn't got any court duties then he has to go to Minda detention centre until such time as his time finishes and he signs off the signing on book.

MR WALSH: You have never used a telephone to do that checking?---(Mr Carl) I have, yes, quite often.

(Mr Thompson) I haven't, sir.

(Mr Carl) One of the things with our staff at, say, Minda in particular, is that we have some days where court may finish at midday or one, two, other days it will go on for an extended period and the days that court finishes early those escorts have been advised and advised and advised that they must go over and talk to the superintendent of the detention centre and say, "Court is finished, what work is available?" or ring us and we will arrange something.

Wouldn't they just sign a book when the court is finished?---They are permanent staff, permanent staff you don't send home, they should do their eight hours, or seven hours.

MR WALSH: No, I mean, sign off at the court and then head off to Minda, wouldn't they do that?---Minda and the court are in the same building, it is the same complex.

MR MURRAY: Then that day you then returned the vehicle to Campbelltown. The next day you have gone from Campbelltown to Bidura, right?---(Mr Thompson) Yes.

And that is all that happened on that day?---Yes, sir.

So how did you get home?---By the car, sir.

Not according to this because there is only one entry?---Bidura to Campbelltown.

6.45 you left Campbelltown, you got to Bidura at eight a.m. and then the next entry is the next day. The next day we have you at Bidura at 9.00a.m. and you have gone to the city, right?---Yes.

But there is a chap called Parker driven the vehicle that day?---That's correct.

And then you have driven it home that night from Bidura to Campbelltown, so it was actually used for 14 ks that day, it was used for an hour/an hour and a half. The 6th it is has gone from Campbelltown to Bidura and then from Bidura back to Campbelltown, so it wasn't used during that day?---No.

The next day it has gone from Campbelltown to Bidura and Bidura to Minda and Minda home, right?---Yes.

So you probably put some documents in again on the way through or did a check?---A check, yes.

But you don't involve yourself in these checkings that Mr Thompson does?---(Mr Carl) Yes, I generally drop in to Minda at least once a week, but I generally do it on the way home in my own vehicle, and occasionally I do it on my way to work.

Then on 10 September we have gone from Campbelltown to Bidura and then Bidura back to Campbelltown, so it wasn't used that day. The next day it has gone from Campbelltown to Bidura and then to the city, and it has got Mr Parker, staffing salaries, what would that be for?---(Mr Thompson) To collect the salaries for the staff.

So I haven't seen it undertaken for any escort duty at all, it is all for admin so far. Then on the 11th it has gone from Bidura back to Campbelltown. On the 12th it has gone from Campbelltown to Bidura and then, same day back to Campbelltown, the 13th Campbelltown to Bidura, back to Campbelltown. 14th Campbelltown to Bidura, we have got a Minda here and on that day, on the 14th it did court papers, so that wouldn't be escort, and then it has got Minda

to Bidura, return to Bidura, that would be coming back with those court papers and then Bidura back to Campbelltown, and then on the 17th - I don't know what happened on the 15th and 16th, that must be the weekend - what about private use on the weekend, are you entitled to use this car for private use?---No, I am not, sir, I am not entitled to use it on the weekends, I have my own Commodore, sir.

MR MURRAY: But I notice that you, Mr Carl, did use it for private use, on 20 August you have written it here as 27 ks travelled for private use, so it is used for private use?---(Mr Carl) That was to go home, was it?

Yes, from Bidura to Greystanes?---I took the vehicle home that night, just for garaging purposes.

So it can be used for private use then?---I don't know whether you call - - fair enough.

I agree, it is much more efficient to do that. The last two entries on this sheet, on the 17th Campbelltown to Bidura and then Bidura back to Campbelltown. Gentlemen, would it be fair to say that that vehicle was not being used for its main purpose, that was, escort duty in all those entries that I have read out there?---(Mr Thompson) It would be fair to say, sir, the documentation is there.

CHAIRMAN: Mr Murray, I note Mr Carl agrees with that assertion.

MR MURRAY; It would be fair to say, and I made this assertion to an earlier witness, that it seems to be that these vehicles are being purchased for the purposes of travelling from home to work for officers and that a furphy is put forward that they are there for escort duty because they are not being used for anything in the main except for transportation of officers from home to work and return?---(Mr Carl) I think you will find that you have found a particular fortnight there where Mr Thompson was doing a relief.

We might have a period at Bidura where we could have that vehicle sitting downstairs in our garage for three or four days without being used, and then all of a sudden we haven't got enough vehicles around to cater for our work, and that is the escorting work.

It is just so unpredictable, we have a busy week and then we have a low week.

CHAIRMAN: Mr Carl, if we could take Mr Murray's question there, given the unpredictability, given admittedly the one fortnight Mr Murray has alluded to, has any thought been given to arranging to hire a vehicle on the occasional day there is a demand?---To my knowledge, no.

MR MURRAY: I have another sheehere, what is the Commodore station wagon RJU?---That is a vehicle that is stationed at Cobham detention centre and is used for escorting.

Don't you have a bus there?---They haven't got a bus now.

Who is Ryan?---He is one of the escorts that are employed by Cobham detention centre.

And Brown?---Bourke, he is a Cobham escort.

CHAIRMAN: Gentlemen, I have three or four questions and I know Mr Walsh has one or so to present to you. I would like to look at the issue of repairs of vehicles. Mr Carl, how quickly are repairs undertaken for such things as fixing seats in your vehicles?---I haven't had any request to repair anything and I haven't seen any seats that have been damaged on the vehicles that I have had since I have been there.

If it is a minor repair to be done I would probably leave it until the next service, that is the way I would manage it. If it is a major repair it has to be done straight away, especially if it pertains to safety.

Mr Carl, during your brief time in your current position was there ever an occasion when escorts had to take a bus without seats to escort a juvenile?---No, but I have heard the escorts talk about one certain event, a borrowed vehicle from somewhere.

Do all buses now have seats in the back?---All our buses have seats and always do have. Apparently this vehicle that I have heard them talk about was a vehicle I think they borrowed from Minda detention centre, and the bus there was used for maintenance work, it carried a lot of tools and that in the back and the seats were removed for that purpose.

I can only assume we were desperate for vehicles one day and they borrowed it, that is just a guess.

Mr Carl, coming to something that is more current and within your time in your current position, are you aware of the recommendations to appoint 26 permanent escort staff?---Yes.

Have you participated in consideration of those recommendations?---To take it back a little bit, I was working in central office late last year and we conducted interviews for these positions, and all the current casual escorts applied for the job and within the last 24 hours prior to that most of them withdrew their applications for one reason or another. They gave a lot of reasons, but a lot of it was to do with this anger that I was talking about, I believe, and they are feeling very unsure of themselves and they are also stating that they haven't been spoken to or advised by the department on what is the case planned, where are we going to, what is it all about.

Since then, in the 15 or 17 weeks I have been with the service, I spoke to the assistant director when I took over and I asked, "Is there any way we can put a hold on all this and look at the award and renegotiate the award and hopefully even things out?"

I personally believe, and this is a personal belief, that the service can't really function well with permanent staff, the work is too unpredictable, we will have some weeks where staff will have nothing much to do, we will have other weeks where they will have so much overtime that they won't be able to keep up with it.

I believe casuals is the way to go because they are when we want them, we only pay them for the work that we actually employ them to do.

MR WALSH: You mean maintain the status quo, that's not the way to go?---That's the way I see it. There are probably about eight positions we could make permanent, they are people who are permanently doing the court escort, from the court cells to the court room and back, we could look at them and that is another proposition I have discussed with Rudolph a number of times.

At this stage, basically Mr Salzmann spoke to our deputy director general and got some sort of moratorium put on the filling of any of those vacancies until we can sort out, our awards and then once we have done that our staffing.

CHAIRMAN: Mr Carl, do you believe that the casual officers have been adequately communicated with in terms of the impact that full time permanent staff will make on their likelihood of earnings?---I have had a number of discussions with them personally, and Mr Salzmann has had a discussion with them just before I took over. They asked for a meeting with Mr Salzmann when he first took over and the escorts in their own time met him and he sat with them one evening for a couple of hours.

We tried to be as straight forward as we could. At that stage we were still trying to catch up ourselves on what was happening in the service. I have tried to be up front with them since I have been there, I have tried to keep them advised on where we were going and where the department is at at this stage, not that we are at much at the moment.

So if I could just interpose there, are you saying that the formula of numbers of full time staff has yet to be finalised?---I believe I have the department re-thinking it, yes.

LM
Public Accounts

76

G.S. CARL
J. THOMPSON

24.9.90

CHAIRMAN: Was it ever finalised?---I believe so,

Are you sure so?---I was given that list and I believed it.

Thank you, that list is tabled?---I believe that that is the formula which they were looking at, that is the 26 positions.

At what date was this developed, to your knowledge, approximately when?---I would say a couple of years ago, at a guess.

I would like to read a letter under the signature of your predecessor, it is headed:

"Change of operations Juvenile Transport Services Bidura.

As the numbers of youth workers ... (reads)
discuss the matter with Mr Barrie Neate."

That note was dated May 1990?---I have seen it.

Do you think that that note was a detraction or a contribution to better industrial relationships between the casual escorts and management?---I had seen that note and that was put out just prior to me going down there. No, it didn't make for good relationships, it didn't really explain what they are about.

At that stage they were still trying to fill those 26 positions with either temporary employees or permanent employees, that was still a departmental policy at that time. It is only since early June that I had the moratorium put on filling of those vacancies until we could get things sorted out.

So there has been a moratorium since early June?---Yes.

Mr Carl, does that mean the department has advertised and interviewed a number of people for a full time position and that is now on hold, so those people who applied for that job hoping to get it are on hold?---No, there is no position been advertised from that note. That note was I believe put out for the purposes of trying to start people on a temporary basis, and do away with casual staff.

Does that imply there has been no public advertisement and only the existing casual escorts have been interviewed?---That's right.

You were about to say "not since"?---We had an ad run in the open press in October I think it was, or around that period last year, and that is when I did those interviews. There were supposed to have been about 30 people come in but only a couple arrived, most withdrew.

We appointed two people from that, one was Mr Jim Winshuttle and the other was Brian Innes. Brian Innes is still working with us, he is at Minda, and Winshuttle has actually resigned since and is back as a casual.

CHAIRMAN: I see, so the 30 people that applied, most of those were in fact already casual escorts?---That's right, all the escorts initially applied and then withdrew their applications.

Are you in a position now to indicate to any casual escort exactly how many full time positions might be created at any one of your centres, of the impact that might have on the availability of casual work?---No, and I have told them that just before I went on leave three or four weeks ago, plus their association, that we have a moratorium, that we have no plans at this stage until we can sort things out.

Prior to that moratorium, was there anyone in your section able to give the same sort of advice prior to your coming to your position?---I believe that the 26 positions were to be filled prior to me coming and they were trying to work towards that. They had run one ad, it had failed, that little note to the casuals to come and work as a temporary employee pending the ad, that's the way I would understand that to be, but the department hasn't readvertised a second time.

Did you receive documentation at any time during your 17 weeks in your current position, or in association with liaison with the industrial relations people over the negotiation over awards which would indicate to you exactly what was in mind when the decision to move from the existing casuals to a more permanent structure was developed?---No, I have no knowledge at all.

MR MURRAY: I just want to check something here in terms of the taxi fares, those usages for the Toyota that I read out were basically in that July/August period, I notice the Toyota wasn't purchased until 24/?, so you can imagine that that Toyota would have been available for August, and yet I look here and I notice that the figure for taxi fares for Bidura escorting staff is \$1,334?---(Mr Thompson) Some escort people can't drive, sir.

(Mr Carl) Can I make a comment about taxi fares in general?

You would put those escorts who can't drive, you would put them in the bus, wouldn't you?---(Mr Thompson) Yes, we do that.

(Mr Carl) Our escorting staff are paid from the time they leave home until the time they get back home, and the hours that a lot of them have to start, there is no public transport available from home, and quite often you will find those taxi fares will represent fares from home to the nearest railway station, or if it is not functioning to their point of - -

MR MURRAY: What proportion of that \$1,374 would be taxi fares in that category?---Very much an estimate, and a guess estimate, I would say eight or nine hundred dollars of that would be for escorts without kids in their care, that would be to and from home.

Taking that out, you still have about \$400 worth of taxi fares being paid for escorts when you have got a car sitting around during the daytime doing nothing. If you take September, to 9 September, your taxi fares for September are \$1,103 for nine days in September and here in that September period, the correlating period the car wasn't used at all?---The car is available in the metropolitan area, but if we, say, have a trip to Dubbo the escorts will get their taxi if it is an early flight from home or to the nearest station from, say, central to the airport if they have, there is taxi fares then.

They then, once they get to Dubbo, have to get a taxi from the Dubbo airport to the police centre, pick up the juvenile and take him back to - -

That all may be, what I want you to do is supply the committee with a breakdown of those taxi fares for \$1,103 for the period from 1 September to 9 September - the 1st is a Saturday, would you have Saturday taxi fares?---Yes, we have bail court sitting Saturday, or there could be a country job.

Would you have Sunday taxi fares?---Occasionally, but not very often.

That includes one Saturday and two Sundays, that period from the 1st to the 9th, so could you give us a breakdown of those taxi fares. The other thing I would seek some information on, when did the edict came out that the Ford Falcon was not to be used by staff for private purposes?---When I started at the service I discussed it with Rudolph Salzmann a couple of times and I couldn't see where it was being used for any real business purpose and I recommended that it be removed.

Would that be prior to January this year or after January?---After January.

I notice in January this year the taxi fare figure Was \$2,110, so in that time you had a Ford Falcon sitting around at Bidura and we have a look at the running sheets there, it is a similar position. It was sitting there and yet you incurred \$2,110 in taxi fares, it is a lot of money, isn't it?---Yes, there is a lot of money in taxis there right throughout the year.

And your actions in going to your superiors and having it changed vindicates my darkest thoughts, doesn't it, that maybe some of those taxi fare costs could have been saved?---I might agree, yes, I have to.

LM
Public Accounts

78A

G.S. CARL
J. THOMPSON

24.9.90

MR WALSH: Mr Carl, you made mention that when you first came to the job you realised there was angst and anger amongst the casual escort workers and you weren't quite sure of the reasons, are you aware of the notification given to workers by Mr Neate as to when they are required for work - are you aware of the procedures there, how a worker is informed as to when he is required?---To ring each afternoon between four and 4.30 and all this sort of thing?

Yes?---Yes.

At the moment the workers don't ring in?---I have told the workers that they don't have to ring in, I don't think they should bear that cost. It is our responsibility if we want the workers to call them.

So they are on average working 20 hours a week?---If that is all the work we have, some weeks that is the case, yes.

Are you aware that a lot of them from evidence given to this committee they sit at home waiting for a phone call as to whether they are going to be required for work the next day?---Yes.

Yet from the information given to the committee most of those rosters are planned two or three, four days a week ahead, so why couldn't you have the workers - -?---The people that are on permanent work - not permanent work, we have a roster basis for the bus and for courts, the other odd jobs that come in, that's the medical runs, the country jobs, we generally don't know of - I have had a phone call at 2.30 in the afternoon to pick up a kid at Dubbo as soon as possible and we have had an escort on the plane .at five o'clock that night to pick him up.

So it is your understanding that most of the 16 casual workers would know whether or not they are working two or three days ahead but there is only a small number of them wouldn't know whether they were working tomorrow?---Most of them are guaranteed two days a week.

Those two days could represent a 12 hour day and it could represent a four hour day, we just can't predict our work, how long the court is going to sit, how many kids we have to move around.

Then like today, for instance, we have a very heavy court day at Bidura so we had to get extra men in to look after the kids in their cells downstairs, we had to get an extra man on board the bus because we were carrying a murderer as well, and there is a lot of little things in there.

I know what the escorts are talking about, their work has gradually gone down and the curve is still going that way.

LM
Public Accounts

79

G.S. CARL
J. THOMPSON

24.9.90

One, we are not moving as many kids around as we used to, for whatever reasons, our numbers in detention centres we thought were going to go up but the new sentencing acts, at this stage they went up to a plateau and we seem to have reached that plateau long before the figures indicated they would.

The reason, as I say, that I put a note asking the escort staff not to phone because I felt it was unfair. A couple of the staff had a talk to me about it, a couple of the escorts, they said, "Do we have to ring in each day?" They ring in every day and nine times out of 10 they get, "Sorry, there is no work". I couldn't see any reason for them to do it,

I had a look at it, I talked it over with Rudolph Salzmann and we decided to put out a little note saying we will call you between the hours of four and 4.30 if we want you.

We have also asked in that little note can the escorts if they are going out could they please ring us just to let us know, so that they won't lose work because they had to go out.

CHAIRMAN: Mr Carl, just to conclude our questions, if you were not constrained by departmental regulations and the history of your position and the service, in brief what changes would you make to the escort service?---I will start with the award, I suppose. I think there is an abnormality in the award there where we pay the workers from their home until the time they get home.

I believe that we should be able to look at our 16 workers, divide them up into whatever size packages we need and say, "Your base is Minda, your base is Cobham and your base is Bidura", and then work them from the time they hit their base and pay them for that period.

At the moment we are paying taxi fares from their home to the nearest station or the first job, depending on the hour. I feel we should be able to let them use their own private motor vehicle for that and pay them the specified rate as per the Public Sector Management Act.

That way I think we are going to save moneys because we are not going to pay as much as a taxi fare, and I also believe that we are going to save a lot of time in the time they are travelling. If I could say to a staff member, "Get in your car and go to the airport and we will pay you reg 91 or whatever it is these days from home to the airport", I think we will save a lot of money and time rather than using public transport and taxis.

I would definitely be looking at this ratio of permanents and casuals. As I said earlier, I really see casuals as the best proposition, the most economical proposition, because we would only call them when we need them, and this is one of their complaints, that we are only using them for that purpose.

There is, though, I believe a core of about eight jobs where there is permanent work, that is the Monday to Friday, nine to five just doing the court work. That is within a unit so they are based there.

I have one officer at the moment only doing that at Bidura, and it works quite well.

I would also like to see a lot more interaction between the management, if you want to call us that, and the escorting staff. I believe I have already worked a long way towards that and I believe that we need to set up some sort of industrial welfare committees or something so that the staff can air their grievances before they become great big monumental mountains that we can't jump over.

So they are where I am at at the moment, and that is where I would like to be heading.

CHAIRMAN: How would you feel to include on your list of changes if you had the power the sale of the bus now at Mount Penang?

At the moment is working every morning. It started three weeks - you might be able to make comment on that service, it started the day I went on leave so I haven't seen the results of it as yet.

(Mr Thompson) The Mount Penang bus takes a lot of escorting work from Juvenile Transport Service inasmuch as it does a run from, say, Worimi and it goes round in a circuit to Yasmar, Minda, Cobham and even down as far as Keelong to take kids, to drop them there to attend court and then on the way back again any juveniles that have been recommended for Mount Penang detention centre, they take them back.

It has taken I would say 50 percent of the work off the escorting service.

MR MURRAY: Has it ever been full on its return journey?---No, we would never allow that, it is too dangerous.

Why did you buy a bus with 22 seats in it when you can't use them?

---(Mr Carl) I can't answer that.

CHAIRMAN: How big should the bus be if we assume that there is the need for a bus to be stationed at Mount Penang?---A 16 seater would be adequate, I think.

I think it has a useful purpose, because rather than start our people down here in the city at 4.30.15.00 in the morning to get up to the mountain to pick kids up for court and then bring them back, at the moment they are getting the kids up at seven, coming down at Bidura between 8.30 and nine, so the hours aren't as long.

We are not going up empty.

MR MURRAY: It is not so much that bus, it is the second bus that goes back there which makes it uneconomic in my view, why couldn't those kids who are brought down in the morning to go to court or see the specialist or psychologist, why couldn't they stay overnight in one of the institutions in Sydney and then go back at midday with the bus that goes back each day?---They quite often do.

(Mr Thompson) Subject to bed vacancies we have within the detention centres. Some of the detention centres are restricted to committed children or committed boys or girls, which do not take other types - like Reiby detention centre doesn't take over the age of 16 year olds, and the nearest one we have in Cobham may only have two or three bed spaces and we have to keep those for the police that are bringing children in through the night.

You have got 31 in Yasmar and 30 at Minda and 92 at Reiby, you are only looking at four or five, aren't you, each time?---

(Mr Carl) In the metropolitan area - -

In the figures that were read out to us, it was four one day and two another and six, you didn't have your 16 coming down each morning, you only had that number, that is the number of beds you are looking at supplying an overnight stay for and it would save - today it would save three escorts, a driver and a bus going back there and coming back again?---A number of times Minda and Yasmar, both close metropolitan detention centres are full.

They are under the most pressure, those two units, because they are main intake for the police. Quite often I have to move kids from - -

What about Cobham?---Cobham is at St Marys, if you are going to drive from - -

But you said you do, you said sometimes you bring them down around the milk run, it is part of the trip, isn't it?---(Mr Thompson) What we have to look at, sir, is the detention centre which some of these boys are coming down to, they are not suitable for the type of kid that is coming down from Mount Penang. We do not like to put 18, 19 and 20 year old boys in with the 16 year old boys. Sometimes it is not permissible and sometimes it is cheaper that when that bus comes down it takes the kids to the detention centre at which they are going to court and collect them on their way back again.

LM
Public Accounts

82

G.S. CARL
J. THOMPSON

24.9.90

MR MURRAY: But Mount Penang has four 16 year olds, 17 year olds, 18 year olds?---Different sections, sir.

On the same spot?---Different sections. They are segregated.

Isn't that the same in Cobham, that they are segregated?---(Mr Carl) We do it both ways, that is the best way I can put it, Mr Murray. Sometimes they are left down here depending on, one, the bed capacity; two, the type of kid we have down.

I am not a psychologist and I am not involved in the game - -?---We need you to understand.

You keep telling us you are doing this from an economic point of view, your argument on economics, that is the basis that I am arguing it on, right? We have to keep the game pretty level in those rules, that if you are going to talk about economics to me it seems a waste of money to run a bus and all those escorts back to the mountain and back again when the alternative is to find a place for three or four kids at the most in the Sydney metropolitan area overnight?---(Mr Carl) We quite often do, that is the only answer I can give to that one.

We have to weigh up with the economics, I suppose, the welfare of the child, the safety of the child, the safety of the community as part of it. Some of our kids need to be in certain types of centres or in a particular area of Mount Penang and bed capacity.

But to me it doesn't seem that Mount Penang has anything that couldn't be found in the Sydney metropolitan area?---It is quite often just as cheap to run up to Gosford as it is to run out to Cobham. Cobham is a long way out too.

CHAIRMAN: Mr Carl, could you assist me, what is yours, and what is Mr Neate's annual salary, to your knowledge?---It is a grade eight position, at the moment I am still being paid as a deputy superintendent Minali, which is with allowances I think 42. Mr Neate is a grade five and I couldn't say, it is a grade five salary, and the position of transport officer is grade eight.

Mr Carl, and Mr Thompson, we have asked you a number of questions, is there anything further you would like to say before we conclude our time with you, Mr Thompson?---(Mr Thompson) No, thank you, sir.

Mr Carl?---(Mr Carl) No, thank you.

THE WITNESSES WITHDREW

(Luncheon Adjournment)

LM
Public Accounts

83

G.S. CARL
J. THOMPSON

24.9.90

UPON RESUMING AT 2.48 P.M.:

RUDOLPH JOHANNES SALZMANN, Assistant Director of Juvenile Justice Services, Situated South, of [REDACTED], sworn and examined:

CHAIRMAN: Mr Salzmann, for the formalities and to attract parliamentary privilege, may I ask did you achieve a summons issued under my hand to attend before this committee?---Yes, I did.

May I, on behalf of the committee, thank you for your patience today. Our earlier hearings were much longer than we had anticipated and the committee does appreciate your courtesy in waiting for this occasion. Mr Salzmann, in terms of your position, could you outline to the committee your duties in the Juvenile Justice Branch?---I was appointed as an assistant director, a newly created position, in April 1990. Basically the main components of my position is to supervise detention centres. Currently, I supervise Minda, Cobham, Reiby, Keelong and Riverina, and part of my other responsibilities also is to supervise the escort services.

With those various duties, how many days a week are you visiting those centres?---That is very hard to say. I would like to visit those centres once a week. Yes, basically I like to visit those centres once a week but due to the restructure that needed to take place within our detention centres, I have not been able to cope with that sort of requirement.

MR MURRAY: Where is Keelong?---It is at Wollongong and Riverina is at Wagga, of course.

CHAIRMAN: If we focus on Bidura, how frequently would you visit Bidura in a month?---I think since my appointment it would have been once a month.

Mr Salzmann, do you have access to a FACS department vehicle?---Yes, I do.

Is that car assigned to you permanently or are there other officers who use it?---No, that car is assigned to me permanently.

You are an SES officer, are you?---No, I am not; I am a grade 12 officer with special allowances for me on call, plus it is a newly created position, so I do not know how it - but I am on call. My allowance is for being specifically on call for any sort of disturbances or incidents that take place in my detention centres.

CHAIRMAN: So you take that vehicle home with you in the evenings?---Yes, I do.

In terms of Bidura, how would you describe the management structure? ---Basically, I supervise a manager and an assistant manager and then a pool of escorts. I think basically that is it.

In terms of the duties, are there any difference in the duties between the escort manager and the assistant escort manager?---Basically,

the escort manager takes the overall view regarding bed allocations, etcetera. I believe, fundamentally, the deputy escort manager organises escorts, appointments and coordinates the escorts to their task on hand.

CHAIRMAN: So your escort manager's job is primarily bed allocation? ---Basically, and also to ensure training and, like I said, the overview of the complete manager, to make sure that his deputy carries out his functions; they deal with discipline matters.

What training does the escort manager have to worry about?---From my limited experience, I would imagine he would have to be quite competent in selection of staff. He would have to ensure that escorts are properly taught in handcuffs, security procedures, departmental procedures about picking up kids from court.

You have to require documentation is accurate and correct, etcetera.

That is a fairly onerous duty for an escort. What would you imagine the escort manager would have to allow for training a new escort, casual or permanent?---Basically, I am aware that we as a department have not trained escorts per se.

Why did you describe the escort manager's function as in part that of supervising training then?---Because, I think, all managers are responsible for training. Basically, I am responsible to train my managers and I would expect my manager of escorts to be responsible for training.

Mr Salzmann, you are the Assistant Director, Juvenile Justice Branch?---yes.

That means you are the next manager, as it were, on the next management level above the escort manager?---Yes, I am responsible for the direct operational activities of the escort branch.

Does the escort manager report to you?---Operationally he does; administratively and regarding higher fees and petty cash, etcetera, he reports to the regional director of Metropolitan East.

Is that a situation where the escort manager works for two bosses, you and the gentleman?---Basically, because of the crisis - or the unique positions or the way I was appointed - we had a crisis within our Juvenile Justice Services. Therefore, my position, it goes across regions and basically all my managers are responsible to me operationally, but administratively-wise, they are responsible still to the respective regions.

Does that provide confusion?---I would think so, because the job has just been created. We tried to overcome that by ensuring that our managers, the superintendents and also the escort managers, come to monthly meetings and also, we have a weekly tele-conference we oct in place each Tuesday to try to overcome that confusion. But the majority of the confusion, I suppose, would be with the regional staff that are responsible for the administrative oversight of our managers.

In terms of the escort managers role in training, given your position, why have you not been instrumental in getting the escort manager

to introduce a training program of some sort?---Because my first priority I saw, on the basis of my selection and also my instructions from my supervisors, we had a crisis in our juvenile detention centres and that on the initial few months and even currently now, most of my energy has been concentrated on trying to rectify that situation in juvenile detention centres.

CHAIRMAN: Mr Salzmann, are you aware that there was an incident sometime last week where two of the escorting officers were physically injured?---Yes, I was.

Are you aware that neither of those officers, both of whom have worked admittedly on a casual basis for quite some time - one at least a year; another, longer - have received no formal training from your department?---That could be correct, yes. Can I also add there that - and that was prior to the incident on the bus - that I have already talked to Mr Thomas and also Mr Carl, who is the acting manager - both are acting managers, and even my deputy is an acting manager at this stage - that I have discussed training with them two weeks ago, especially in the art of handcuffing and security.

Again, the training also applies to our detention centres. There has been a lack of appropriate training for youth workers. We have now, the department has just finalised recruiting a full time staff development officer from Corrective Services, who will teach our youth workers in our institutions and plus, I hope, in our escort services, the basis of security and escorting of young offenders.

Mr Salzmann, are you aware of the current departmental police with regard to escort officers not carrying handcuffs?---I think specifically, from memory, is that handcuffs are assigned to buses and to teams and on request - where we are still implementing the guideline - we will try to issue handcuffs, yes.

On request?---On request or - most detention centres have handcuffs in their possessions. Our Bidura escort services have handcuffs. They are not allocated to specific officers but they are then allocated to teams or even specific officers when it is determined by a manager or superintendent that that boy needs to be handcuffed.

Let us just take your last point. Mr Salzmann, do you think it is entirely fair, both to the officers, the escort officers, and to the general public of New South Wales, that those escort officers, unless senior management has given approval, do not carry handcuffs? --- It is my experience over the number of years I worked in institutions, it is only of very late that we have been authorised to use handcuffs. I think our previous minister, Mrs Chadwick, introduced handcuffs. Before that, we were not allowed to use handcuffs. So it is only a new introduction of security imposed onto the department by the previous minister.

I am sorry if I look somewhat puzzled. A witness earlier today indicated that, in fact, handcuffs had been available for casual escorts some years ago and the policy had changed; you are not familiar with that?---Handcuffs were allowed to be used and the policy

has changed they are not allowed to be used, or that the policy has now changed they must be used?'

MR MURRAY: They are allowed to have handcuffs on their person on all occasions. So if an incident did arise, they could then activate the handcuff?---Yes, that is the latest policy they have introduced. I do not think that was policy prior to that.

It is not the policy now; they cannot go around with handcuffs. They have got to get permission?---To handcuff a boy. Yes, that is right.

The previous policy, as given to us in evidence, was that each escort could carry a set of handcuffs with them on all occasions and if they felt there was a need for them, they could then go and use them?---From my memory and probably my lack of dealing in that thing, I am not aware of that previous policy.

CHAIRMAN: At Bidura, we have an escort manager, and at the moment that is Mr Carl?---He is an acting one.

Acting, but he is fulfilling the role as escort manager?---Yes.

And we have an assistant escort manager?---That is right.

I asked you earlier to outline the differences in duties and you kindly responded as to their tasks. Do you believe one man, as happened five years and before ago, could fulfil that task or series of tasks?---That is a very hard question to answer because, like I said, my energies and priorities have been centred around detention centres. Giving that I have regular conversation with the acting manager at the moment, Mr Graham Carl, he tells me he is flat out; both him and the deputy managers are flat out organising the escorts. I see no reason to doubt that statement.

Mr Salzmann, in your view, the number of juveniles requiring escorting, is that massively increasing over the last four or five years or static or, as you might understand it, falling?---Again,

I cannot answer it because I was not involved in the escorting service before my appointment in April. I suppose, given that the young offenders are going to be committed for a longer period of time, I would probably think that the escorting service would increase by way of remand cases, which at the moment is a police responsibility, I think with the committal cases which we are responsible for, I would probably see it as a slight decrease in the services that we offer.

Your comment is in line with information presented to the committee. Given that, why is it that five years ago, one man could do the work that two men are now required to do?---Again, I am not aware of what happened five years ago. If I can pause and just think of an answer, I will. I think, those requirements and new legislation has come into a lot of things.

All right, let us leave that there. Mr Salzmann, the issue of involving police in assisting your escorts; can you detail for the committee

106

what the instances are where your juvenile escort service can call upon police for assistance?---Yes. Basically, the split up occurs where a young offender, boy or girl, is remanded to appear in court. It is the police responsibility to transport that young offender to the nearest detention centre while that person is on remand. While that person is detained in a detention centre, then it is also the police responsibility to return that young offender to the court where the warrant is issued at, the remand warrant is issued at.

CHAIRMAN: Does your department have to foot the bill for the police services?---No, we do not. From my understanding, we do not, no.

To your knowledge, when you do call the police, how many police officers are involved in such escorting work?---It is not my job to call the police. I think, from memory and in conversation, they tell me, I think, three to a car - I am not sure. A number was mentioned to me, three to a car; that is all I know about the police service, I am sorry.

Mr Salzmann, coming back to training just briefly, we had evidence presented to us earlier in the day that at present the assistant escort manager or, more particularly, the escort manager, when a new recruit for Juvenile escort work is hired, spends no more than an hour giving broad instruction as to what the person's duties will be. In fairness, there is some addition to that, we will call it training, in that we were told that a new recruit is assigned to a two or more person team, where the other person or people are experienced.

Given the sensitivity of the escort's position, particularly as they have, from time to time, to handle aggressive, dangerous or mentally impaired juveniles, do you feel that that is adequate? ---I suppose in a perfect world nothing is adequate Our record of our escorts, we have a lot of problems because we seek casuals and it is also spread all over the state. I think every person deserves adequate training but on the balance there -

I mean, our escorts average experience is about seven years as casual work, and when you look at the type of persons they have been responsible for, and I think the lack of incidents there, I think there must be something that has been working, irrespective of if we gave them staff training or not.

I mean, our incidents with escorts have been very minimal, even though that is not perfect, but that is - -

In the time you have occupied your current position, talking about incidences, how many escort personnel. have been injured?---The only one I am aware of was the two last week on the bus. That is in the four months I have been involved in it, from memory.

To your knowledge, how many juveniles have escaped from the vehicle or near the vehicle going from the court to the vehicle or the institution to the vehicle?---Since I have been appointed, there have been none.

CHAIRMAN: Mr Salzmann, I understand there is a moratorium, a stop on continuing at this stage with the policy of replacing casual staff with permanent positions; is that true?---I do not know if the word is correct, how you described it. I might have to go back into what has happened. The department saw fit to appoint youth workers transport; the present casual escorts decided not to apply and at that time we were having difficulty in recruiting anybody for juvenile justice services. Since my appointment, I was made aware of the drop in salary and also the need to have some core or some number of casual escorts to allow us maximum efficiency to do our position.

So therefore, I asked my senior management if we could negotiate per department with their union to come up with a new award, as we were bounded by the new award, or we would lose the services of all those casual escorts. So at this point of time, that meeting has taken place and I think the delay or the extension is a matter between the union and the department at this stage.

So there might be some sort of feasible resolution that has to be made tomorrow or next week; I do not know how long it will be.

With that in mind, have you been made aware at any time during the occupation of your current position of some formalised or written details on the costs and other economic considerations associated with moving from largely casual escort personnel to full time escort personnel?---No, I have not.

Have you ever been told there was a detailed analysis undertaken by the department prior to informing them all that there would be a move to full time staff?---I have got a document that I read that actually indicated that it would be cheaper to employ full time staff for fixed hours but there was always going to be a need for casual escorts to be on hand, with the out of hours issues, incidents, or what have you.

MR MURRAY: Who authorised that document?---I suppose I would have to say the Director General of the department. I was not part of that process but I would say it would be our audit branch or finance branch that would have tried to look at it, because again, I think the concern - if I had any concerns in my first four months, would be that the casual escorts average experience is about seven years. So you wonder why they are still called casuals because there is a requirement for sort of permanency work and most of our escorts, I think, can be organised between 9.00 and 5.00, which would mean not, sort of, on call; they know they are required every day for 9 to 5 duties. So to take the department's point of view, maybe those sort of hours should be given to permanency and the out of hours should be restricted to casual escort work.

But I would have thought that when you were given this job one of your superiors would have taken you aside and given you instructions as to those areas that you should concentrate upon and, as you have indicated, one of those areas of course is the difficulties that the inmates were having within the institutions? ---Yes.

MR MURRAY: During the briefing period with your superiors, did they not also indicate that you needed to cut down the cost of casual escorts?---I was told that there was an overrun of about half a million dollars last year and basically it was probably due to some poor management of the previous management of the escorts, and basically, it was all tied up in the award, where the award actually indicates where our majority of cost is, according to what I was advised, was the business of paying escorts as soon as they leave their house.

Taxi fares and - -?---But also we pay them as per award as soon as they leave the house or get their phone call and then until they return to the house. So sometimes there could be a job two and a half hours from that person's accommodation or residence and that means five hours Of pay just for travelling purposes.

So what you are trying to tell the committee is you were given riding instructions to cut back as much as possible on the use of casual escorts?,-Yes, I had to - like, if you take over - I mean, I was not giving writing instructions but I was told to have a look at the
--

Riding, not "writing". In that briefing, you were told that that was part of your brief to ensure that there was a reduction in the number of casual escort officers employed?---No. That is not correct. Like I said, I did not get a formal induction on my escorts; I was told I was responsible for them, and in that time, I fought in the last four months - you know, Mr Carl and myself tried to implement strategies locally to curtail the expenditure of escorts.

So the only impetus you had for that was that departmental document that you mentioned?---Basically, the only impetus, I suppose, is mainly initiative to try to curb that half a million dollars.

(Continued on page 91)

MR MURRAY: Didn't you think that there was some lacking in logic that you would be cutting down in one area but then at the same time you are employing more full time escort people, could you see that even though there was a reduction in one area that there is going to be an increase in another area? ---I think we major we just commenced was the Mount Penang one, that's the bus coming from Mount Penang, our largest institution, coming down. I think they were given four paid escorts.

I would imagine that would have shown some sort of reduction in the payments to our casual escorts located at Bidura.

How much would it cost to employ four escorts full time?---On the average all up cost about \$30,000 a year.

Each?---Yes, that's with super, leave, etcetera.

Overtime?---Yes.

I have calculated it at a bit more than that, but let's take it on 30, there's \$120,000 extra expenditure, isn't there?---Yes.

Just in one institution?---Yes.

What was the savings on casual escorts from Penang as a consequence of the employment of these four casuals?---One of the reports I read, we were using, and this is again going on a report I read, about 50 escort positions, equivalent to 50 full time escort positions.

I think we allocated - -

At Mount Penang?---No, state-wide.

I am talking about Mount Penang?---At Mount Penang we were using nil. All those escorts were done by Mount Penang by those Bidura escorts. Mount Penang initially had no escorts, and then we appointed three to do that morning run, or one of the bus runs.

You said four?---Three or four, yes.

MR WALSH: In earlier evidence it was stated as five?---I will have to check my records there.

MR MURRAY: You might come back to us with the accurate number there?---I have it here.

No, come back to it because I just want to follow one thing through there,, prior to this - -?---Can I clarify that now? We allocated three bus escorts to do one of the runs and then we appointed two general escort duties, which is for taking kids at Mount Penang to and from the local area, so if they had to go and see a local dentist or local doctor or go to the local court, those two general escort duties would do that.

The bus escorts, and they are stipulated as bus escorts, would escort kids on the bus to Sydney for their court appearances, etcetera.

MR MURRAY: So you have got five extra staff up there, haven't you?---Yes.

So that is 150,000 extra. Prior to the employment of those 150,000 units all that work, that bus escort work and the general duties work was undertaken by people out of Bidura?---Yes, it was, basically also it may be the local area escort work was done by youth workers there.

Let's say three of them then, so how many people prior to the employment of those three bus people out of Mount Penang were employed at Bidura for escort duties?---I have no idea.

You might check that one for us?---I think the report said they had about 50 escorts for the state-wide service.

No, just in Bidura. The next question is how many escorts have they got at Bidura now?---On my records, I was given a list of about 16 casuals and there is three permanents at the moment.

The three bus escorts were out of Bidura but they weren't permanent out of Bidura, they were casuals out of Bidura?---Yes, they were all casuals at Bidura, yes.

I see, so you have replaced the casual pool of people that used to work out of Bidura into Mount Penang with three permanents? ---That's right.

It is pretty hard to work out how many people were involved from that because it would vary from day to day, wouldn't it?---Yes, and plus - -

But could you give us a total cost of the escort duty only for buses out of Mount Penang for the 12 months prior to the employment of those three bus people?---I don't know if those records would be available out of Bidura escorts.

Of course they would be available, you can't tell me the government employed casuals on a regular basis and there isn't a record of their cost?--- There will be the cost of the escorts, but I don't know if it is specifically related to Mount Penang, because the escorts allocation to buses is assessed to be either on the danger of the detainees, the number of detainees in the bus, it is not a normal three people get on, sometimes there will be only two people who get on, sometimes there will be no escorts needed that particular day, sometimes there will be five people on, so it is a very variable sort of number depending on the number of detainees.

MR MURRAY: In other words, what you are telling the committee is that as a cost saving exercise you employed five permanents at Mount Penang, three for bus and two for general duties and there is no figures available to see what savings would occur out of that?-- The committee that allocated those numbers were quite confident because they were employed on fixed hours there would be a savings, because there would be no leave loadings and paying people as soon as they leave their home.

You just told me there were no figures available for the casuals working out of Bidura?---I haven't seen those figures, no.

If there are no figures available how could they compare them?---The report tells me those figures were either received by that committee or the group of people had allocated those permanent positions for those places.

MR WALSH: If we could leave that specific area, you mentioned before the three or five permanents were allocated to Penang there were 50 equivalents for the state as casuals, were there?---That's the figure I have got, yes.

What state equivalent now, you have got 16 at Bidura, how many other casuals are there?---I think we were told that the allocation
- you probably have a copy, I gave it to Mr Smiles on Friday
- was 26 in permanent staff.

That's the placement recommendations, that's permanents, but what do you actually have?---I think we actually allowed, or there was some estimate because depending on the nature of the works, we could over-run the estimate but in the budget they allowed for another 24, I think approximately another 24, full time positions to be utilised as casual escorts.

MR MURRAY: So you are still back to 50, aren't you?---Yes.

MR WALSH: The question I am asking is how many casual escort officers do you have in the state now, not what is recommended, how many are there now - you have 16 at Bidura, where are the - -?---The other ones - you see, the young offender escorts are basically allocated, casual escorts are basically allocated, out of institutions or they are also basically situated at Bidura.

We then also have another group of escorts called ward escorts for non-offenders that are scattered all over New South Wales, very casual. Some of them mightn't get any work all during the year or they might get one day out of so many months.

But you don't know the figure?---I was asked to come prepared today, I did an escort count of 42 district centres and there was a total of 134 escorts on the country district centres.

MR MURRAY: That's not 134 full 40 hour escorts?---No, the casual escorts whenever there is a job I can call upon.

MR WALSH: As assistant director you are not responsible for that group?---No, the responsibility for them is through the district manager out of that district centre.

You have to replace that 134 with 26 permanents?---No, the service with juveniles only concentrated for juvenile services, for young offender services, the other 134 were to be used for wards, non-offending escorts. I think I am getting confused or I am just confusing the committee.

CHAIRMAN: Just chasing that, with your escorts for wards and your escorts for juvenile offenders, particularly through the country areas, has there been any attempt made to select escorts for wards who are also capable of escorting juvenile offenders?---There has been no genuine attempt made on that, no.

Would it be possible to recruit personnel who were capable of doing both jobs as times needed?---Again on that questionnaire you asked me to follow up on Friday, out of 134 it was estimated by district managers that 91 out of those 134 would be suitable to escort young offenders.

Given there is 91, would you suspect that in recent years there has been juvenile escort personnel sent from Sydney to country areas to transport people in and around the country and back to Sydney where the job could have been done equally as efficiently or more efficiently in terms of time by country based escort officers?---Basically I think because there is a Sydney escort going out, if it is only a one way trip to a country town what we try to do, and it could only happen in Sydney, that the Sydney plane will go to a country town, refuel and go back, so it is much more economical to use a Sydney escort for these one trips, because if a country escort has to come in there is no return trip immediately to that country town, so basically I think it is cheaper if it is only a one stop to actually use the Sydney escorts because they usually do it straight around.

MR MURRAY: I can't work these figures out of 134, to me that seems to be muddying the water, why have we got figures just on escorts for juveniles, because we are not looking at escorts for wards, that is something else, we might be looking at riots at Bathurst or something?---I was asked to bring it to the committee. The reason why we only deal with, and why we have a different one for young offenders is basically we find that the country police are responsible to take them to the nearest detention centre.

I understand that, I don't want to go down that track, what I want to know is the figures for casual escorts for the young offenders, have you got a figure on that?

MR WALSH: Which is the question I asked you, a figure for the state,
16 is Bidura?---The permanent figures are the ones who got
the allocation. They are the permanent escort figures.

MR MURRAY: ' No, but we are not talking about permanents, we are talking about the casuals?---The casuals I could have
100 casuals and not use 40 casuals, so basically I am only employing on an on and off basis, or a casual
basis, only 60 escorts.

MR WALSH: But that is the same, you have got 16 at Bidura and you don't use the 16 all the time?---Roughly we do.

How many have you got around the rest of the state?---Again it is very much when there is an incident we try and call on a
local escort or use them from Sydney.

MR MURRAY: But you would have hours, wouldn't you, you could work it out in the number of 40 hour units over a 12
months period, you could work out the number of hours?---I believe, and this is only an impression I
received since I have been here, I believe that we always had approximately 20 escorts around Bidura and
they were actually working 60 to 70 hours per week, and that was basically before the introduction of these
full time positions.

I think that was where there was an intent made to recruit full time escort positions, and that is where the
26 got allocated to.

That is the figure you should have given us right at the start, so
that would have given you 46, wouldn't it, you would have had with the casuals and the permanents a total
of 46, but admittedly some of those casuals would have *been* working more than 40 hours?---Yes.

You equated a casual with a full time position of 40 hours. Now you have gone from 46 units up to 50 units, haven't you,
because you have got 24 casuals now and you have got 26 permanents? ---Yes, with the casual escort budget
they actually only allocate a budget in case we do so many jobs as a casual, but when we don't have to work
we naturally don't employ them, so basically we are committed to pay 26 positions if we employ them all,
but with the casual escort budget, and I think maybe I can clarify it now, there is only an indication to my
people that we have got money set aside for the equivalent to 20 odd positions.

Those 26 are all filled, aren't they, there is one at Keelong - is there one at Keelong - there is one in Riverina?---There is
one at Riverina, yes.

Three at Cobham?---Yes.

Four at Minda?---Yes.

MR MURRAY: One at Worimi?---Yes, I believe they are all filled.

TWO at Yasmar?---Two at Yasmar, yes.

One at Campbelltown?---Yes.

Mount Penang?---Yes.

And you have got eight at Bidura?---I think there is only three filled on a permanent basis.

So there is 26 positions and there is 25 full time officers, there is one not filled?---No, three not filled, I believe, at Bidura, I think there is only three filled at Bidura from my understanding because they didn't really want to have these full time positions because they would lose quite a bit of money.

It would be fair to say that I am a bit perplexed in all these figures and maybe that is because there is not enough basic information coming from the department to be able to give you that background to inform me. Is that a reasonable assessment?

---Maybe I am not making it clear. I am saying that there has been 26 positions allocated - -

Forget all that, I have a sheet of paper here which has 90 figures all over it, I am saying that every time I put a question to you in terms of an accurate assessment of the casuals versus the permanents I can't get an accurate answer because you really haven't got that information available in terms of dollars and cents?---No, not in terms of dollars and cents, you are correct.

MR WALSH: Who is going to make that assessment as to whether it has been a cost effective exercise in replacing casuals with permanents?---I think the present goal the department is trying to achieve is to change the present award with these escorts, and we are hoping to achieve that through the structural efficiency system early January where we will change the award of these escorts.

That is peripheral, who is going to do the assessment as to whether it has been a cost effective exercise for the changes that have been already undergone, not the changes proposed through awards?---I would say that would be our management services.

That's head office?---Yes, central office.

Have you requested that they undergo that assessment?---Not as yet, because Mount Penang just came on line and Bidura hasn't come on line, so our two greatest employment of full time escorts just recently came on line.

MR WALSH: Mount Penang has been on line - what?---Three or four weeks, they had a bit of training for about a week or two weeks.

MR MURRAY: Are you satisfied with the taxi costs on a monthly basis? ---Again I find that they were peaking up, and I haven't checked it because I haven't got the documents, I believe the taxis now are mainly used to get casual escorts to and from work so it is not mainly used for escorting kids, so - -

Who told you that?---My manager when someone asked me about taxis.

He couldn't give us the answer when we asked him, 'so how could he give you the answer?---He actually told me that he thinks they are mainly being used because we have got our buses

Where does he get his information from?---I suppose from working there for about four months.

When we asked for his figures on that he didn't have any figures on it?---No, we haven't got any figures. We have got the figures of three years' taxi fares, but you asked me a question where do I think, and I think basically those taxi fares, given the transport vehicles that we have available, are probably used for escorting escorts to and from the nearest car.

Are you satisfied with the usage of all the vehicles that are available for your organisation?---I haven't had a chance to review that, no, I can't make a comment in that area.

CHAIRMAN: Mr Salzmann, before we conclude our time with you is there any information you would like to present to the committee that would perhaps cover areas that we haven't touched on during our time with you?---Basically the documents only relate to departmental papers that I have got out of an escort file which just defines the position with the police, the responsibility which I have explained to you already, and basically it gives some sort of instructions made out in January 1990 about what role the new positions a Bidura escort manager has to undertake by way of supervision.

I don't know if that is of any assistance.

The latter would be of considerable interest to the committee, Mr Salzmann?---I will leave you a copy of the instructions which were issued on 2 January 1990.

Mr Salzmann, at your near convenience could the committee trouble you for a copy of the document you alluded to when I was asking questions about the economies of moving from part to full time escort staff. You mentioned that you had a document that made some reference to the potential savings and the rationale for moving from part time to full time?---

I don't know if I have got a document, it was just explained to me the full time position is always cheaper than casuals.
I think there would be some papers I could find out if I have those papers, or the department has those papers.

CHAIRMAN: Thank you, pardon my misunderstanding, I thought you referred to a document. Could I ask you to, when you leave us today, give some consideration to your files and if you do come across material that was issued justifying the policy decision to change from fundamentally part time to full time escort officers we would appreciate it?---Yes.

Mr Salzmann, on behalf of the committee may I thank you for your attendance today, and I would ask Tom to see you out'?---Thank you.

(THE WITNESS WITHDREW)

LM
Public Accounts

97

R.J. SALZMANN

24.9.90

GLEN HAROLD CLARKE [REDACTED], Financial Accountant for State Commander with responsibility to look after funds expended by operations planning unit, and

GRAHAM WILLIAM SPRING [REDACTED] Police Sergeant stationed at Operations Planning Unit, State Commander's Office, Police Headquarters, sworn and examined:

CHAIRMAN: Mr Clarke, did you receive a summons issued under my hand to appear before this committee?---(Mr Clarke) I did.

Sergeant Spring, did you receive a summons issued under my hand to appear before this committee?---(Mr Spring) Yes.

Gentlemen, the committee has a number of questions we would like to present to you, I might in the first instance address some questions to Sergeant Spring and perhaps later to Mr Clarke, but, Mr Clarke, if there is anything that you care to add to Sergeant Spring's answer at any stage please don't hesitate to indicate an interest in doing so. Sergeant Spring, what are the chain of events leading to police and police vehicles being involved in juvenile escort duties?---Primarily they are from basically two sources, the first one being from the police themselves where a young person is placed in custody for whatever reasons and more often than not where they have appeared before a local court and been remanded in custody, or they have not appeared before a court but are refused bail for whatever reasons, and it is then necessary for them to be accommodated in a detention centre.

The one of course is where we are contacted by Family Community Services personnel who advise us that a particular juvenile is at a detention centre and requires to be transported back to a court for whatever hearing it might be.

Those of course, are matters within the criminal jurisdiction and dealing with children mainly.

Sergeant Spring, if we put aside the difficult or dangerous juvenile offender where the Police Force is called to assist because of the ("presumed" is not the word I should use of course) suspected record, on occasions the actual record if there has been a trial considered in another matter and the person has come before the courts yet again, putting aside those patently dangerous situations where you are called in to assist in the transportation of juveniles, it would appear to me that there are numerous cases where at one stage police officers escort the offender and at another stage the Juvenile Escort Service run by the Family and Community Services escorts the same offender?---Yes.

LM
Public Accounts

98

G.H. CLARKE
G.W. SPRING

24.9.90

CHAIRMAN: Do you see some contradiction in that situation?---I am personally not aware of what movements take place within the Family and Community Services transportation unit, we become involved when they call us to transport one of these young people back to the court system, and we don't agree with it in total because we find there is a conflict with the law at the present time as to those matters which should be dealt with by that department as opposed to by our department, and I speak particularly in reference to juveniles who are placed on remand.

Clearly there is a problem at the moment in defining whose responsibility it is, we are of the opinion that it is totally a matter which should be dealt with by Family and Community Services, and in fact we are of the opinion that the Police Department in accepting those juveniles back at police stations and in police custody under those circumstances are in breach of that Act.

At the present time there are discussions taking place between senior members of FACS to try and rectify that position. Part of the perceived manner of rectifying it is to have police stations, legislation provide that at police stations they can be declared a shelter for a given time to deal with matters that where a juvenile is placed back in that custody for the purpose of remand and for attending the court, and in the country areas where the problems of travel extrapolate and make it much more of a problem we need to extend that period so that some police stations are able to fit within that new legislative framework to be able to cater for longer periods.

We are saying up to 72 hours with the possibility of further extension by a 24 hour period with the concurrence of the local stipendiary magistrate. That is something that is being looked at at the present time.

So that is with regard to accommodating the juvenile?---To detaining them in our custody, yes.

MR WALSH: What special conditions would attach to that accommodation at the local police station or jail?---Most police stations have the ability to hold a young person for up to about 24 hours. There are some problems in other places because of the fact that some stations are not 24 hour stations, they only work two shifts or even one shift, whether they be situated next to a court house or not.

In the metropolitan area it is not such a problem and in some of the larger country centres it is not a problem because they do have child detention centres nearby, adjacent, and it is practical to be able to move the young people to those shelters.

However, in some of the outer country areas particularly it is a problem holding them at a police station or conveying them to a shelter, so therefore the problem of detention and then having to make the transport arrangements to the city to a suitable detention shelter and then probably within a week in some cases having to then convey them back to that court house, the outcome of whatever may not be known and we get into the realm of whether it is a purposeful manoeuvre or whether it is a non-purposeful manoeuvre, and notwithstanding we are still stuck with the liability at this point of having to arrange and co-ordinate those movements.

CHAIRMAN: Sergeant Spring, in similar circumstances for an adult offender or suspect, would that adult offender be housed in the police station or the country based are you are alluding to?---Our movements in respect to my unit in relation to adult people are totally different. The only ones we hold there are what we call special movements. Generally speaking, the adult prisoners are moved through the Corrective Services network provided there is the right framework which allows the proper notice and the ability to schedule that movement into their normal milk run type of delivery so to speak, which they do on a weekly basis.

They are generally able to cater for bulk movements within that framework.

Between the milk runs, though, would those adult offenders be kept or housed at the police station?---Under some circumstances, in other circumstances they may well be housed at the local prison, but normally, yes, they would be from one prison taken there for the purpose of going to court. Generally speaking we arrange them so that they normally would fly or be driven to the near outer area, so to speak, on the day of hearing and arrangements are made to get them back the same day when necessary.

Could I just chase with the young offender, the young offender that at the moment is transported, we will assume, down to Sydney for a period and then back to the country court house?---Right.

In your professional view, what are the disadvantages to the youngster of going with your thoughts of a greater flexibility to house a young temporarily in, we will assume, a country police station, what are the disadvantages to that young offender? ---In some cases I believe - it is a difficult question because it is hard to make an overall generalisation - -

Let me just clarify, normally would their legal counsel be located in the town in which the court house was situated that they were going to be brought to?---Generally the matter arises from their locale where they are, so the hearing would be likely to be there, the witnesses, every person interested

in the case generally would be from that area.

CHAIRMAN: Including parents and relatives?---More often than not, yes.

MR MURRAY: Can I just check one thing out, as I understand it, there is only two institutions in the bush, that's Wagga and Newcastle?---There is one at Wollongong as well and Wagga, yes.

So therefore any offender who is put before a court outside those three areas of Sydney will automatically go to a police station on remand?---
Yes, there is another one at Newcastle also -Mount Penang of course, and Central Coast, Newcastle, and even so far as Nowra perhaps, maybe 'just a bit beyond, they are quite readily accommodated at Wollongong area, so we are talking about far South Coast, Port Macquarie, north to the border and generally an are around that.

So what you are saying to the committee is outside those areas where there are established facilities you understand it is incumbent on the police to undertake that work that they are doing? ---Yes.

But there is not a great impost on the police because it is probably Junee gets one offender every six months, there is not a great throughput of juveniles in most country towns that are put back in jail on remand?--- You could never say there is a regular pattern about them. Some areas tend to show that there is a greater frequency than other areas, for example our south-west region we very seldom have many movements from that area at all, whereas from the north-west region that would probably account for a greater number of movements from that area.

Whereas in the metropolitan area there is an alternative to you which is the escort system for FACS?---No, to the contrary, we still find in the metropolitan area that our police are tied up daily- -

That is what I meant, but there is an alternative to you?---I would say it is a very small alternative because to my knowledge it is not one that is of any benefit to us because either we are doing the overflow we don't know about or else they have a percentage of the work that they are doing that we don't hear about.

Yes, but there is something like 134 people able to do this work in Sydney on a casual basis, they are not all employed, are they?---I don't know.

Sorry, there is 91 - these are the figures given to us, 91 casuals capable of doing that who aren't employed fully, would you believe that if they were employed fully you could opt out of that escort work that you undertake at present within the Sydney area, is it feasible to do that?---I honestly

LM
Public Accounts

101

G.H. CLARKE
G.W. SPRING

24.9.90

don't know, I really don't know the logistics of that, but I could say that to compare it with this, that we roster about 16 police a day ,to do - -

MR MURRAY: To take paddy wagons, is it?---No, I am talking about escort police, purely just to guard the juvenile.

Sixteen at court, they don't want escorting, they are only on guard duty?---Per day we have a number of jobs to do, some of them may be to the country area, some of them, a good number of them, are city movements.

We arrange through our office on a roster system for police to attend as escorts and then we nominate a job and each one of those people receive a juvenile person that they are responsible to take to the court, be present with them at court whilst the court proceedings are on and then where those juveniles need to be returned back to the shelter, then it is their responsibility to get them back as well.

But last Saturday you had four offenders and six police went to Minda? ---Saturday would have been a bail court day, which means that those young people would have been arrested in the preceding 24 hours and because they were still in custody then the police at the station where they had been apprehended they are responsible for taking the young person to the first available court, in this case the bail court at Minda on Saturday morning, at which time they should then, as far as we are concerned, be correctly taken to FACS custody and care and they should then take over those arrangements.

For whatever reasons, I don't believe it is logistically possible, or that is the understanding we have had, that FACS have not had the logistic ability to be able to handle all these juveniles, and for that reason long standing agreement has been in operation where we have been accepting the responsibility of a lot of these juvenile movements.

CHAIRMAN: Do you find generally your colleague officers enjoy this role?---I don't know, I can't really say, because I don't have that close contact with the people doing the job.

MR WALSH: Those people doing the job, are they just general duties police?---Yes.

They would be on roster from the particular region?---We have a standing roster system that each region provides four a day, each day of the week, and then we call on those, we try and schedule them into doing movements in their local area, or where necessary they do have to go to country areas and we try to select the ones who live closest, etcetera.

LM
Public Accounts

102

G.H. CLARKE
G.W. SPRING

24.9.90

MR MURRAY: Do you have a criteria of selection in terms of senior and junior officers?---No, just for an ordinary, general escort where we don't believe there are any untoward circumstances or anything that makes it a little more special, they are just normal, general duty police who are just drawn upon.

MR WALSH: But you wouldn't have any say as to who was put on the roster, would you?---No, not particularly, but we do specify that they have to be experienced police, although these days it is not always possible to get the experience you might like.

MR MURRAY: Do you think that is the best utilisation of experienced police's abilities?---I am certain it is not.

I mentioned the paddy wagon and you said no, what sort of vehicle do they escort them in?---I was speaking in reference to the 16 people, and on top of those 16 people who are provided as escorts we also use the services of the Police Transport Branch who have drivers and they are responsible for those limited vehicles.

Just hold it there, those 16 go in a police car, don't they?---It may not be a car, it could be a paddy wagon or it could be a car. We call on the transport people to do the actual transporting movement.

So there could be more than 16 because the transport section then will provide drivers as well?---Yes, and then - -

Are they general duties police?---They are general duties police, but they are specialists attached to that section, it is like a specialist section.

Yes, but if that workload was cut down they could be utilised in some other aspect of policing, couldn't they?---Yes, they could be.

They are trained for it?---There are other activities they have out there, for example, juvenile escorts that we are talking about is only one of the facets of escort movement. Those police out there are more or less available throughout the metropolitan area, particularly for the movement of prisoners from Corrective Services establishments to courts.

So they are tied up for the day, they turn up at the court, they are there until the end of the day most times?---No, we are talking about the driving, and then there is another unit called the Prisoners Security Unit. They have, I forget the numbers, but it would be in the vicinity of about 60 or 70 police I think offhand.

LM
Public Accounts

103

G.H. CLARKE
G.W. SPRING

24.9.90

MR MURRAY: I understand that, of those 16 you have got rostered, how many drivers would there be required that day, do you think?---That is dependent upon firstly how many locations have to be utilised. I couldn't give you an overall figure on that, but basically we schedule the movements so that, for example, we might have a run where we have to uplift at Cobham and Minda and then go to various other places.

The van does a bit of a run, so to speak, and it drops off each of these young offenders plus their escort at that location.

But any one day you would have a couple of paddy wagons out of that?

---More than a couple.

What would you have?---At a guess I would say up to 10.

But not full time, are they, because they are doing other work as well?---Yes, they are doing other work.

There is 10 somewhere in amongst the - - is that very costly, Mr Clarke? ---(Mr Clarke) It would be, but there is no way I could actually give you a breakdown on those costs. The department has a regionalised accounting system, and the regions look after their own money.

But you can work out a per kilometre running for a truck, can't you, and you would know what it cost to go from head office to - -?---There are other factors as well, the police are required to work longer duties because the court could go overtime as well.

CHAIRMAN: Does the Police Department get any reimbursement from Family and Community Services for the work they do?---(Mr Spring) No.

MR MURRAY: You could work out the costs of the 16 escort police, though?---(Mr Clarke) We could, but they could be located where could be one from one region, he could go back and submit his overtime form or his travel form to that region, that would just be included in the overall department's expenditure.

But an average policeman's wage would be something like 30,000 odd, wouldn't it?---Yes, if you take all the on-costs it would be up around 35,000.

And you could multiply that by 16 and you have a ball park figure, haven't you?---Yes.

LM
Public Accounts

104

G.H. CLARKE
G.W. SPRING

24.9.90

MR WALSH: Sergeant Spring, at the outset you said there was a legal problem over defining who is responsible for the remand juvenile, is that really a legal problem or is it an operational problem? In other words, is it a problem that the police would rather not be doing it because of the associated potential problem of accommodation, etcetera, etcetera, or is it a job which could be done entirely by FACS' officers, that is handling the remand of a juvenile?--(Mr Spring) Firstly, we believe at present there is a genuine legal problem in the existing legislation, secondly, if FACS had the personnel and are able to do the job, then I believe it would be a job better done by them.

What is the legal problem within the existing legislation you are referring to?--The legal problem at the moment is that the existing legislation in respect to detention centres clearly prohibits police from having custody of the juveniles after they have first appeared at court and are placed on remand.

They are meant to go to juvenile centres, in other words, and not police stations?--Yes, after a juvenile has first appeared at court, full stop, that then ceases to be the obligation on the police although there has been Crown law advisings that go back for many years now which have indicated that the status quo on that is the police have continued, it is not only for juveniles but particularly with juveniles because of that new legislation, but with the Corrective Services that there is conflict as to whether that should be the police role as well.

Notwithstanding in respect to adult offenders, it is by a handshake but whereas with the juveniles there is clearly a breach of the legislation, the way we see it.

That breach in the spirit, would the police have the view that 24 hour station jars aren't the place for young offenders on detention, is that the view of the police?--I think it is practical up to a point to house young people for some time, but I think in the long term it is not.

Where it is a protracted period that they have to be detained that is my personal thing, I don't believe, and I think I could say that that would probably be a general feeling about that.

That it shouldn't be any more than 24 hours?--In general terms, yes, particularly where there are other facilities available. If there are proper facilities, I am generally happy that most police are happy to use, in fact, I would say in general terms that police don't want the juveniles in their cells, where they can have them moved to a proper detention shelter that is where they would rather have them.

MR WALSH: Is that a real problem associated with segregating them from, say, potentially hardened cases?---It can be because some of our more recent buildings are better built to accommodate these problem, but the greater number of police stations the facilities aren't as good as we might like to have them and unfortunately generally speaking they are fairly limited, even in some of the larger stations the cell accommodation is not great, and for example, particularly on weekends where we may have male, female adult offenders arrested, intoxicated persons and juveniles and we have limited cell accommodation, it becomes a real problem finding suitable accommodation for the young person.

MR MURRAY: I just want to go back to those 16 escorts again, are they also provided with transport?---No, the transport unit is utilised to provide the road transport.

So they get to the court house under their own steam?---No, I will start from scratch. We have receipt of a job, knowledge of a job, we have a list of personnel available to act as escorts. We nominate one for the job, we require them to parade at a given place, and more often than not it is at the four wheel section simply because it is more convenient, or when they are from the west and the detention shelter is in the west we will have them parade at a local station, where they are uplifted by the transport unit.

They are conveyed to the shelter to uplift the young person, they then travel to the court and the young person and the escort is left at that court - I am talking about in the metropolitan area - and they remain at the court until such time as they have finalised the matter with the young person.

If the young person needs return transport that is arranged and the four wheel section return and uplift both the young fellow and the escort and take them back to the shelter, and then the police escort is able to knock off.

What happens if Constable A has an escort duty at Bidura and he goes from Yasmarr and he picks up the lad at Yasmarr at nine o'clock and he is on at Bidura at 10, and it is over at 10.30, he rings up, gets the transport section to take the lad back and himself to Yasmarr and he is there at 11.30, which is quite within the normal system. What happens to the rest of the day?---He goes back to his station and has to resume his normal duties.

He might be at Merrylands or he might be at Penrith or Cronulla, how does he get there?---It depends upon whether he has used his own transport to come into his parade. location or he gets on the public transport.

MR MURRAY: It is pretty inefficient, isn't it?

MR WALSH: You wouldn't use a local vehicle to have him transported from the station to the parade point?---Some of the inner city fellows parade at their stations and quite often they may well be taken across to the four wheel section, which isn't such a great distance, but when they are utilised from the near or outer west, for example, or the north side, more often than not they either use their own - because they would start very early some of these people, they are starting at 4.00a.m., if they have a country escort, or if it is a city one, it would be more like six o'clock, maybe seven o'clock for just city court attendance.

MR MURRAY: They would get overtime for that, wouldn't they?---If they incur overtime at the other end then they are entitled to claim, but that is submitted through their local station.

(Mr Clarke) That's why I said it is very hard to pick up the actual cost of it because it is based on submitting their claims.

I understand, they are not likely to do two jobs on the one day, are they, they are only ever rostered to do one escort?---(Mr Spring) In general terms, what I can see of it, the case you mentioned where they are over and done with by 11 would be the exception rather than the norm.

Most times it is the full day, is it?---Generally speaking, yes.

(Mr Clarke) Particularly there is cases with the air wing where they have had to go on an escort there, I have some examples here when they could start as early as 3.30, four o'clock in the morning and not finish until 10 o'clock at night.

So you use commercial - -?---Yes, we use both.

But you will use police aircraft for this work? (Mr Spring) Yes, but we have a problem with commercial flights where commercial flights won't accept any more than two on board at one time so we are restricted then, plus the other factor that it becomes more economical to use a charter flight when we have in excess of two.

MR WALSH: That's two offenders?---Two offenders and two escorts,
so - -

MR MURRAY: It is cheaper to use with four people than commercial, I don't like your costing on that one, not in terms of charter?---That's the figures we have. I put it this way, the over riding fact is once we have more than two we have to go to charter. My understanding then is with the

cost of the - - the other thing about the air flights is this, quite often except for those cases where we know that the prisoner is what we call a habeas prisoner, which means it has to be returned back to that particular shelter, the outcome of any court proceedings that day is unknown and for the difficulties of getting arrangements with an air flight to get up and come back, most of the country escorts are done where the local police meet the flight as it arrives, take over the charge of the offender and then they process him through the court for the day, retain if necessary after and then make return arrangements.

When we use the air wing charter flights the time frame is a little bit more flexible so that we try to have arrangements made through the prosecutors to have the matter dealt with expeditiously at court so that they can remain in the area and then do the return flight with both the juvenile and the offender in the one hit where we are able, so that assists in the overall economy of doing it that way.

CHAIRMAN: Sergeant Spring, in your view, if you are engaging civilians who have not had police training or similar in their past to undertake escort duties, what would you anticipate in your professional judgment would be a fair and valid training program?---It is a difficult question. So far as the actual movement and guarding of the juveniles, particularly we talk about the normal, run of the mill juvenile, not a specialist where we have some threats or some danger envisaged and which clearly would need extra security or a more highly trained escort, I think provided there was a reasonable standard of training given to the people and the duties that they need to carry out was quite clearly defined for them and some proper procedures adopted, I don't believe it would be a problem.

(Continued on page 109)

LM
Public Accounts

108

G.H. CLARKE
G.W. SPRING

24.9.90

CHAIRMAN: All right, Sergeant Spring, what would be a reasonable amount of training? How long a period would you allow, without pressuring you for details of the course curriculum; how long would you allow for training?---Clearly, I am in guessing land here; I really could not indicate. I would say maybe a week or two of full time training in understanding the theory and perhaps some physical sort of practical training as well.

What if you knew some of those officers were going to escort dangerous youngsters, perhaps youngsters on some sort of charge involving murder, how much extra training would you anticipate in time being necessary?---I do not know that that would greatly impact to a longer degree. I think it is probably in more of experience, rather than the 'level of training.

Let me move off training then, Sergeant Spring. The issue of handcuffs; in your professional view, should escort officers, whether they are police officers or civilians employed by Family and Community Services, should they carry handcuffs?---Our police instructions are that all police performing escorts will handcuff the offender, whether it be a juvenile or adult.

Let us assume that that instruction is not there as a prerequisite; let us assume you are not instructed to automatically handcuff the person you are escorting. Would you still see it as appropriate for an escort person to have handcuffs?---It is a question of risk. I guess it comes with experience and a little bit of knowledge of the type of person that is being escorted. For those people who know the circumstances and the history of offenders, it may well be that they could make a judgment that would assist them and say this is a kid, for example, that we know really does not need handcuffs. However, that is not always the case and quite often, even when you do make that sort of a judgment you can be wrong and you have got problems because, by not being handcuffed, it far more easy for any offender to make good their escape when they are able to seize an opportunity. By being handcuffed, at least they are behind the eight ball.

Sergeant Spring, just to finish on that question; if you, as a police officer now undertaking escort duties, would you be concerned if -as is the case with Family and Community Services, you as an escort did not always carry handcuffs and, you as an escort had to seek the approval, case by case, of senior management to handcuff someone you are escorting?---No, I do not think that is a very practical approach to it. I believe that, if anything, the assessment by each individual officer would be far more appropriate. I do not know that - you know, by the same token, a carte blanche edict that everybody is handcuffed, I do not know if that is appropriate either. It is a difficulty trying to find the happy medium, I guess.

Mr Clarke, I will just come to you for just a moment. With regard to the finances and your involvement as financial advisor, what do you know about the cost - -?---(Mr Clarke) That actual title is wrong. I am a financial accountant.

Financial accountant to the State Commander of Police?---That is right.

JZ
Public Accounts

109

G.H. CLARKE
G.W. SPRING

24.9.90

As you know, there is four regions in the police now it has been decentralised, plus there is the state command. They encompass operations and so forth that go right across the whole of the other four regions.

MR MURRAY: Who is that, who is the state commander?---It is split up into various - -

(Mr Spring) Mr Lauer.

(Mr Clarke) He looks after certain areas, state intelligence group, state investigative group, state operations, which takes in the rescue squad and things like that.

CHAIRMAN: Let me cut in here, Mr Clarke, given your position as financial accountant for the state commander, what do you know about the cost associated with police escort services? ---We have got some costs we can actually get right down to and that is the costs that is incurred by Sergeant Spring's area, the operations planning unit. They issue local purchase orders on the travel company for the actual commercial flights, so we have good costs there.

Last year there was 188 juvenile movements, but that is, as I said, only incurred by the operations planning unit, there could be elsewhere within the state. In the operations planning unit it would work that each movement averaged about \$423 per movement.

(Mr Spring) Could I just butt in there, that's for commercial air flight movements.

Yes, understood?---(Mr Clarke) We have got an expense item which is for prisoners' air fare costs. As I said, last year that money was regionalised as it was incurred, and as well that expense item also covers the transportation of adult prisoners from Corrective Services.

I understand. Mr Clarke, just relating to the juveniles, what else can you assist us with?---Just basing on that, the number of LPOs we issued last year from operations planning unit, as I said, worked out at about \$423, we know that roughly 90 percent of all the air fares was for juveniles.

The total expenditure last year was \$94,000, we are looking at 90 percent of that, which would give you roughly -that's just in Graham's area, but the overall department we would have expended around 480,000, so if you take 90 percent of that, which would give you a pretty good indication of what it cost to transfer juveniles.

That is only commercial flights. If we go back to the air wing, as we spoke about before, they came up with some figures but it is only from December through to August this year, so that is for seven months and you have a figure there of 98,629 for seven months.

Added to that, as we mentioned before, is the cost of overtime and things like that which must be included. Unfortunately, it is very hard to identify that because as I said before the local police go back to their local stations and submit their overtime reports through there, so that is just included in their overall overtime.

MR MURRAY: I am going to ask you for a more detailed figure than that and I think you can supply it if you sit down and do some homework?---Yes, it would involve me having to go back to each of the regions.

If we just took the month of August, there is actually a five week period there, you would know that for a period of five days for each of the weeks you have got 16 units, you would be able to find out who they were and you would know what the cost is for each of those persons?---Right.

So you could do a manpower cost for the Sydney area, couldn't you? ---Yes. It is a lot easier this year as well because we have centralised the allocation now for prisoner air fares, it has actually gone back to state command - -

Forget about the air fares, I am talking about the escort duty, those 16 are all in Sydney, aren't they, that you were telling me about?---Yes.

MR WALSH: Does that overtime that you were talking about have an item number in the computer?---It has an item number but that cost of overtime is not dissected into individual - what it relates for.

MR MURRAY:No, but they would have signed on and off for that day and you would know the cost for that day?---Yes, for those actuals.

Whether it included overtime or not, I don't think we can ask for overtime, I think the total cost is all we are after, isn't it?

MR WALSH: From the evidence given, you wouldn't know if the officer goes back at 11.30 to his station and it includes overtime at the end of the day, it could have been overtime at the beginning associated with the escort or overtime associated with his general duties.

MR MURRAY:Most times you said that they take the whole day, didn't you, is that reasonable?---(Mr Spring) Yes.

MR WALSH: But you still can't get accurate costs.

LM
Public Accounts

111

G.H. CLARKE
G.W. SPRING

24.9.90

MR MURRAY: It is close to it, so we could get that for the month, and we could work out the cost of vehicles for that period, you have got a kilometre running cost, haven't you, on your vehicles?---(Mr Clarke) Yes.

You would know on that day you used the F200 number 27 for 90 ks of its 200 ks for juvenile transportation, you have got your stats for that, you break it up?---(Mr Spring) Since

July I have started to put all the information in respect to all these movements on the computer by having returns sent back to our office of each job we issue to the escort, so he fills in the time occupied to, from and all the rest of it.

You have got that because I am after August?---It is not complete yet, but we are working on it.

It would go close to it?---Yes.

What other costs are we incurring other than the escort; that running cost for the paddy wagon, does that also include the drivers' component into the costs, or is that just running costs for the vehicle?---(Mr Spring) I have tried to collect the times occupied in respect to each movement as well. It is difficult, though, because as I said before, one driver might convey four or five jobs, you know what I mean?

In the day?---Yes.

Those costs that you have got there, is that a cost for labour as well as running plus depreciation costs and maintenance?---No, we have separated them.

(Mr Clarke) We don't own the motor vehicles in any case. You have got a rental cost then, haven't you?---A lease cost, yes.

That is easy for you, that's per K, isn't it, that lease cost?---No,

it is not per K, I think it is 15 percent standard rate with the Department of Admin. Services charges because - -

That is only the capital cost and then the running costs - -?---That's right, it is the capital costs.

You could work that one out for those vehicles?---Yes, for the month. Could you do that for us?---Yes.

MR WALSH: Sergeant, with the 16 that you have on call would you use the 16 on any given day, or half of them?---(Mr Spring) Generally speaking, we go very close to using most of them every day.

LM
Public Accounts

112

G.H. CLARKE
G.W. SPRING

24'9.90

There have been some days where we have had to call extras, and conversely there are some days when we don't use them all, but to my knowledge there seems to be an increase in the movements we have had over the last few months and there has been many days where we seem to be scratching to rearrange schedules just to try to fit things in utilising only the 16 without having to get extras.

But there have been instances where we have had to get extras.

MR MURRAY: And if you didn't use the 16 on any given day would there be the possibility of that officer on standby at station X not being fully utilised by the fact that he is on standby? ---No, they are only on notice that they are required and we ring them up the day before to say, "You are required to do the job", and they are not required then they just resume their normal work.

You wouldn't ring them at 10 o'clock in the morning and say, "You are required at 12"?---No, it is always known the day before, when I say the day before, up to about 9.00p.m. at night when we close the book, so to speak.

CHAIRMAN: Could I ask one final question. Sergeant Spring, it has been brought to the committee's attention that from time to time, particularly at the children's court, the Family and Community Services escorts have brought in youngsters only to find police officers who basically made the same or similar milk route with youngsters there, and there is some feeling that there is therefore duplication given there are times when the youngsters brought in by police could equally have been brought in by the Family and Community

Services escort people. Have you heard information to that effect from your officers?---No, I haven't, to be honest, no. It could well happen, but as I said earlier, we are not aware of what movements they have or whether they may have an ongoing job to take somebody to that court for another reason.

It could be that it is one of those other matters that are mentioned that don't come within the police prosecution of a case, so to speak.

Thank you. Mr Clarke, and Sergeant Spring, could I thank you both for your attendance.

(THE WITNESSES WITHDREW)

LM
Public Accounts

113

G.H. CLARKE.
G.W. SPRING

24.9.90

PETER ERWIN QUINN, [REDACTED] Director of Metropolitan East Region, and

PETER JAMES McDONALD, [REDACTED] Administrative Officer, Purchasing and Supply, sworn and examined:

CHAIRMAN: Mr Quinn, did you receive a summons issued under my hand to appear before this committee?---(Mr Quinn) I did.

Mr McDonald, did you receive a summons issued under my hand to appear before this committee?---(Mr McDonald) I did.

Gentlemen, the committee has a number of questions we would like to present to you for your consideration, perhaps initially, Mr Quinn, I might present on behalf of the committee questions to you but please, Mr McDonald, if you see an appropriate time to comment or add to Mr Quinn's answer please don't hesitate. Mr Quinn, given your position as regional director, what knowledge do you have of the escort service and the use of vehicles for Family and Community Services?---(Mr Quinn) I have been regional director of this region only since March. The responsibility in relation to the escort service at Bidura is rather unusual.

I don't have any responsibility at all. The only peripheral connection that the region has with the escort service from Bidura is that we process the claims for payment of wages and the like to escorts.

However, I do have considerable knowledge of the escort service because some years ago I did an in depth management review.

MR WALSH: How long ago was that?---March 1987. I then held the position of Assistant Director, Audit and Review.

Mr Quinn, if your region does process the claims from the escort service you would be able to give to the committee information we haven't been able to get to date, and that is information as to how the expenditure for that section has varied over the last few years, would you have that information on hand? ---Yes, but before I turn to that question I just want to clarify one point.

The situation did change somewhat, and the committee may well be aware of it, as from around about April this year the escort service has become responsible to Mr Salzmann who was here earlier giving evidence, and that was because of a change in the structure of juvenile justice administration within the department.

LM
Public Accounts

114

P.E. QUINN
P.J. McDONALD

24,9.90

Prior to that, the escort service was responsible to the Juvenile Justice Unit, which was located at our central office, so that under both situations the connection of the Metropolitan East Region is simply that of an account processor, if you like.

That has, peripheral though it has been, led to some queries being raised about expenditure and I am happy to answer questions about that, but I just want to make it clear that the operational control is not at any stage with the Metropolitan East Region, and that is a source of regret because it seemed to me that coming into the region in the earlier part of this year I was quite unhappy that this division of operational and administrative control existed.

it seemed to me to be quite undesirable, and I have recommended that a change be made. The reason for that, coming back to your point now, is that in 1989/90 there was an allocation for the expenses of the escort service of \$236,000 but the actual expenditure was \$632,687, an overrun of just under \$400,000.

That overrun was chargeable against the Metropolitan East allocation.

Mr Quinn, just to put that into perspective, do you have the figures for the previous two financial years?---No, I don't.

Who would have that information?---The Department's Director of Finance and Properties.

Just making the point clear, that financial responsibilities lies with your region at the moment and it did so in 1989/90?---
No, it doesn't.

But you said you wanted to get rid of it, that financial responsibility? ---No, my view is that the person who has operational control of an enterprise like this should also be financially accountable.

I understand that, but you said a change was made in April of this year, did that change mean that - -?---No, essentially the same thing occurred previously, except that operational control instead of being exercised by Mr Salzmann, the assistant director through the Juvenile Transport Section, was exercised by the Juvenile Justice Unit located at head office.

So you still have financial control then?---No, I don't have financial control.

You are doing the accounting, then?---I am processing the accounts.

With no control?---No control, and the accounts for this year are showing exactly the same overrun. In 1991 there is an allocation of \$267,660, which is up on last year - -

MR MURRAY: Why would you allocate \$267,000 when you spent 636,000 the year before and there were 11 escapes?---I didn't allocate it.

The budget figure means nothing, it is a nonsense, isn't it?---Yes, it is, and as at 31 August there is an expenditure already of \$80,749, which is 81 percent over allocation.

MR WALSH: Just to complete picture, back prior to 89/90 figures which you supplied to the committee, you don't have those figures prior to that financial year?---No, I don't.

You said those figures would be with head office?---The Director of Finance and Properties.

So the region, your region, only became responsible for the accounting of the escort service in 1989/90, is that it?---No, I am not sure of that, I suspect that it may have predated that as well, I think that has been around for a while. I could probably get those figures.

We would like it for, say, five years to get a complete financial overview? All right.

MR MURRAY: Who organised that budgetary figure, the Director of Finance and Property, is that correct?---Yes.

He wouldn't have put a figure in of \$267,000 knowing the previous year there was an expenditure of 636,000 unless he had discussions with certain people, and I would imagine you would have come into that discussion group?---No, seeing I only took up duties in March. I can't answer that question.

And previously you were engaged in the financial side of things?---No.

What were you doing?---Previously I was the Director of Management Services, that's from about November 1988 to March this year.

MR WALSH: That's at head office?---That's a central office position, and before that I was in charge of legislative activity.

MR MURRAY: You in 1987 undertook a review of this process, so obviously you would know more about this than most?---As at 1987, yes.

And you weren't brought into discussions in terms of the budget?---Not in terms of the budget, no, not at all.

CHAIRMAN: Mr Quinn, could I come back to that 1987 study, in your view what are the highlights of your study?---The findings were that the escort service was not co-ordinated or managed efficiently as it should be, not as efficiently as it should be, and there was a need for a formal establishment of a body

with co-ordinative responsibilities. We found that there was a lot of confusion about employment status, duties and entitlements brought about by a lack of precise comprehensive and consolidated instructions.

We found the service was prompt and reliable, we found there were shortcomings in the data base which would inhibit proper management analysis, expenditure control and calculation of entitlements.

I am skipping over some of the minor findings, but we found the existing industrial agreement sanctions undesirable work practices which cost the department a lot of money.

MR MURRAY: For example?---There were dozens of examples on that, I thought myself it was pretty widespread roting. There were for example people earning in excess of \$60,000 in gross income. One person earned in excess of \$60,000, two earned more than 50,000, five earned more than 40,000, three earned more than 30,000.

Average earnings were \$38,742, made up of 29,144 in wages and 9,598 in expenses.

There were the undesirable work practices I think I categorised.

Have you got a figure there for the cost of running that organisation in 1986/1987?---No. The undesirable work practices that I listed were the practice of paying for the escort to get to and from work to the place where the employment commences and returns, the practice of using escorts who didn't leave within a reasonable distance of the place where the employment commenced - -

MR WALSH: Just interrupting for a moment, those work practices, do they have a long history to them from your experience?---Yes, as far as I know the escort service has been in operation for about 50 years and they are well entrenched.

Well entrenched and difficult to turn around?---Very difficult, extremely. So there were practices about always claiming a daily refreshment allowance of a dollar, whether you take the refreshment or not. Some of the people who were employed as escorts but were really court attendants were claiming all those things as well, even though their job was indistinguishable from people who worked nine to five.

You mentioned the average wage being with allowances 38,000 from memory?---That was an average gross income.

How did that equate with average hours worked?---I can't give you a figure on average hours worked. Some escorts, a small number of escorts, worked extremely long hours on paper.

You can still find in the escort service examples of people who begin work at 3.00a.m. and finish at 10.30p.m. on paper.

CHAIRMAN: Mr Quinn, looking at your 1987 study, how many of those major findings have been, in your view, adequately addressed? ---I don't know that I can answer that in a word. The major recommendations that we made were to establish a proper state-wide escort service headed by a manager. I have an idea that that has in fact been done, because it wasn't really a co-ordinated thing before. As far as I can tell, that has been done.

I would say that a number of other recommendations have not occurred, but really there were 22 recommendations and some of those are divided up into many sub-recommendations so it would take me a while to go through those.

MR MURRAY: Why, Mr Quinn, would you believe a senior public servant such as you bringing forward such an accurate report as that would not have those recommendations attended to?---The process with a report of this kind is that - the process in vogue at the time was that some sort of implementation mechanism would almost invariably be established and I am aware that an implementation committee of sorts was set up.

For example, the establishment of a staff establishment for escorts, from my recollection, 50 effective full time positions equivalent, I think it is important to understand what that means. That doesn't mean .50 people, it means 50 EFT.

MR WALSH: We have been trying to find that out for the last - -?---That is what it means. Some of those positions may have been equatable with full time bodies, but a good many of them weren't, so there is a combination of bodies and EFT positions in that figure of 50, but one of the major departures was that there was a decision to establish youth workers juvenile transport for some of those positions, and the idea was, as I understand it, that these people would work on juvenile transport matters and if they weren't required to work on juvenile transport matters they would then be available for work in detention centres as youth workers.

You mean the people at Mount Penang?---I don't know that it was confined to Mount Penang, but I think that was the theory. I don't believe it is workable myself.

MR MURRAY: They divide them into bus escort, then general escort where they have a dual purpose there?---That was the theory, I personally don't think it is a workable system..

I didn't recommend that there be any full time employment except for those people who were in the escort system in a nominal way, but were in fact court attendants.

They were a fairly small number of people, there were two or three at Bidura, one at Yasmar and one at Cobham I think, and these were people who effectively just were court attendants shepherding kids in and out of the court and were not doing escort service in the generally accepted sense of the work.

They weren't taking children from point A to point B, they were working in the courts, and they had been traditionally employed as escorts with all the accompanying work practices that go with them - payments for meals, payment getting to and from work, and so on, and it seemed to me to be quite indefensible for them to continue to be employed as escorts.

My recommendation was that they be appointed as travelling attendants, which is another classification, which essentially meant that you would just get a straight salary for the job you did and not get the perks.

That wasn't accepted, but I would have seen it as completely reasonable to appoint, say, youth workers into that sort of job, that was a reasonable thing to do in respect of those jobs that were no more than court attendants.

But leaving those aside for the moment, for the rest of the jobs I thought the only reasonable way of doing it was to keep employing casual escorts, but to get rid of the reprehensible work practices.

CHAIRMAN: Mr Quinn, to your knowledge, has this report resurfaced in recent times, for instance, would Mr Carl or Mr Neate have copies of it?--I don't know. As far as I know, the person who was charged with the implementation of it was Mr Daffen, who was previously Deputy Director-General of the department and has now left the service.

I don't really know the answer to your question.

MR MURRAY: What about (to put it loosely or in inverted commas) the misuse of vehicles, you are indicating that there were a number of rorts there, did you find any misuse of vehicles, under utilisation of vehicles or misuse?--No, I didn't find misuse of vehicles in the sense of anything improper. What I found was that there should be a different structure to the way in which vehicles were used. I suggested that there be a bus run set up running to fixed timetables, on a north-south axis essentially bringing kids down to and from Mount Penang, and on an east-west axis essentially bringing kids out to Cobham and maybe Reiby, and it seemed to me that if you ran bus services like that you would reduce some of the activity that was back prior to 1987 going on.

That was adopted. I did recommend that the buses be located at Mount Penang and Cobham and that instead of employing the escorts to drive them you would just employ bus drivers, because one person in the scheme was at any time only driving the bus.

You might have needed to appoint more than one per day because it is quite a long day but the scheme had been in the escort service that you had people working remarkably long hours, almost impossibly long hours. One thing that worried me about the thing was that if you have got a bus driver leaving home at 4.00a.m. and going to Minda and picking up the bus and driving the bus to Mount Penang and coming back and generally doing two complete turnabout trips two and from Mount Penang in the day, getting back to Minda late at night and then knocking off and getting home at 10.30, what sort of state was that person in to be driving a bus.

So it seemed to me a better system would be to have the buses located where the first children were to get on the bus and if it meant having two buses, well, so be it.

MR MURRAY: It seems that one of your ideas has been implemented then, that the Mount Penang bus is housed at Mount Penang, but the east-west bus is located at Bidura?---Yes.

That's not the right place to leave it, is it?---I didn't think so, no, Cobham was the place. There were other advantages too in that Mount Penang had a motor vehicle repair shop and things like that.

Why do you think that your recommendation was overlooked in relation to the location of the east-west buses?---I don't know.

Can you have a guess?---No.

No inklings at all?---No.

Did you believe the buses were adequate for the purposes for which they were purchased?---They weren't at the time, I recommended that certain changes be made to the bus system, and if you want them in detail the recommendations were that the escort service be provided with at least two buses and more if experience demonstrates a demand, the north-south route, the east-west route, base them at Mount Penang and Cobham, put them under escort service control, employ a driver not an escort to drive each bus and relief or part time driver where necessary.

Pending the installation of a two-way radio supply each bus with a bleeper capable of displaying a message.

LM
Public Accounts

120

P.E. QUINN
P.J. McDONALD

24.9.90

Run the buses to timetables rather than on an ad hoc basis.

Transport girls on the buses - that hadn't been done before.

MR MURRAY: Just stop there; are they transported on the buses now?

---I don't know.

MR WALSH: They didn't implement the recommendation in relation to the driver being a non escort person?---Limit the hours of bus drivers to eight hours per day, that is what I thought was a safety factor.

Reduce the possibility of damage to windows by use of different window material, and there had at the time been some damage to the buses through activity from within.

Dividing the driver's seat from the rear compartment using tinted windows or curtains, using child proof locks, instal air conditioning - the buses weren't air conditioned, so they would have the windows open, which was a safety danger.

Supply two station wagons, one to be based at Cobham and one at Bidura and - -

MR MURRAY: Do they have a station wagon at Cobham?---And more if experience indicates that it would be more economical than taxis.

There was evidence that we collected which showed that there was quite a lot of use of taxis at Cobham at the time and it was certainly evident that there could be savings if in fact there was a motor vehicle, and a station wagon was indicated

We have had evidence today that they did take up your recommendation in terms of the purchase of non bus type vehicle, it seems that they are used basically for transporting senior officers to and from work, whereas their daytime activities are zilch in terms of escort work?---The intention was that they be used in relation to Cobham certainly for local escorting to the doctor and so on, local appointments, and there was evidence that some real savings could be achieved if that were done as distinct from taxis.

The recommendation about Bidura was aimed at the local traffic that occurred between Bidura, which is a sort of a holding point really, and the transfer of children to appearances at the District Court or the dental hospital or city specialist medics] appointments, things of that kind.

There was going to be quite a bit of traffic around the city, where a bus was quite inappropriate but a station wagon might do the trick, or out to the airport, that sort of thing.

LM
Public Accounts

121

P.E. QUINN
P.J. McDONALD

24.9.90

MR MURRAY: Their running sheets don't indicate that it has been used for that sort of purpose. You interest me in your comment about girls, how are girls transported?---Again I can only speak of what I found at the time back in 1987, but girls weren't transported on the buses, and it seemed to me to be

How were they transported?---They were transported separately, generally by female escorts.

Yes, but how, what, on public transport?---(Mr McDonald) By hire cars initially.

(Mr Quinn) Hire cars, that was one of the things that we discovered during the audit was that there was widespread use of hire cars and in fact we put in an interim report and that was stopped and taxis were used instead.

You could have given me that answer immediately, you held it back a little, now tell me how girls are transported today?---I don't know how girls are transported today.

But it is in your budget, you have to pay for it, you must know what goes through the payments. You are the regional director and what you are telling me as a regional director you do not know what you are spending your money on, there is \$635,000 there and you don't know how it is being spent?---What is the question?

The question is how are the girls transported?---As far as I know, the girls are transported separately, but I am not really in touch with that. I did answer the question earlier when I said that I am responsible for processing the accounts in my region, but I have no operational control over what goes on, who moves from point A to point B and who takes them there. That is not within my area of responsibility.

Would Mr McDonald be able to indicate to the committee how the girls are transported nowadays?---(Mr McDonald) Only to say that at about 1987 they were transported by taxis. When additional vehicles were made available to the escort service it may have changed.

It appears to have not because those vehicles, according to the running sheets, aren't used for escort purposes. They sit there all day and they are basically used to transport senior officers to and from their home to work, they are not used to transport girls in escort work?---(Mr Quinn) What you say may be true, but the running sheets that I have looked at, and I must confess that I have only looked at them because I knew I was coming here today, so I have looked at some of the ones just as an example, and they do indicate trips during the day, like Bidura, Yasmar, Cobham, which would indicate some traffic between Bidura and other detention centres.

MR MURRAY: Which vehicle was that?---There is a vehicle there which is one of the ones at Bidura, PBR 857, and it is not particularly informative the way it is filled out, it just shows Bidura to Bidura for a day's travel, but then, "Purpose of journey" for example, here is one at random, "RPAH, Royal Prince Alfred Hospital, Mascot" and the next day Reiby, Cobham, Yasmarr, RPAH, Bathurst and return, Mascot, Reiby, Bidura - most of these things look to me as though these cars are used on escort duties, except that it is really impossible to verify that.

Mr Quinn, while Mr Murray is looking at those documents, you made mention in your evidence that as a result of your interim report the section no longer used hire vehicles for escorting females?--- Yes.

When you say hire vehicles, do you mean taxis?---No, that was hire cars at all. Hire cars were being used.

When you are referring to hire cars you are talking about taxis?---No, hire cars.

Is there a budget item for hire cars since you have been regional director?
---Not to my knowledge.

We were given in evidence the month by month valuation of taxi vouchers for the previous three years, 87, 88 and 89, and you are not aware of any other budget items referring to hire cars for those years?---No.

But it would have been a line item for hire cars in 1987, would that be correct?---I don't know that there was a line item, it was just something that we picked up in the early stages of the audit and we thought it was inappropriate and reported in an interim way and the Director General directed that it stop.

We will supply you the figures for the taxi vouchers amounts used 87, 88, 89, could you check to see whether there is another item for hire vehicles for those same years?---I can, but I would very much doubt whether that would exist.

If they are taxi vouchers they certainly wouldn't be hire car vouchers, would they?---The line item is just a travelling item.

MR MURRAY: Do you have the figures for this month and last month for taxis, if there are figures for taxis there must be figures for hire cars?--
-No, I don't think there will be because the line item is not taxis or hire cars, it is travelling. I don't know that there is an answer that can be given to the question, because, for example, let's suppose somebody has to take a child to a country town and you can't get a taxi, you might get a hire car and there might be a hire car.

MR WALSH: These are the figures for Bidura escorts - -?---Yes, but
Bidura escorts go state-wide.

These are the figures for Bidura escorts for taxi vouchers for the previous years - taxi vouchers, that is the title?---That sounds more like
Cabcharge.

(Mr McDonald) Yes, there would still be quite a lot of use
of taxis, but they would be ordinary taxis.

If there is a hire car figure in there which doesn't appear under the heading Taxi Voucher then it is going to appear as a general cost of
conveyancing item in your budget?---(Mr Quinn) That's right.

So I will give you the three figures and you might check them -1987 December to January \$26,367.05, the other two for speeding purposes up
the staff will give you a copy of. You might check those three figures supplied to us to see whether the total line item
conveyancing costs for - -?---Whether there is any hire car in that?

Yes, or additional to - -

MR MURRAY: Could I clarify one thing, are these hire cars rental
cars or are they hire cars which are cars with a driver?---
I understood they were hire cars under the state government
hire car contract.

An up-grade taxi?---Yes.

Where are the girls mainly housed?---Girls are housed in a number of detention centres, there are no girls at Mount Penang, but there are girls at
Keelong, there are girls at Yasmar, Riverina, Cobham, Minda and Worrimi and Reiby.

There are none at Bidura?---There is no accommodation at Bidura.

Getting back to that vehicle you said was at Bidura, the information
we have been given is that there is only one ~~hic~~icle at Bidura
and that is RJS 9157---No, that is not correct. The vehicles
at Bidura are certainly RJS 915, which is a Toyota Camry,
RDM 482 which is a Ford Falcon GL - -

I think that has been transferred to - -?---Could I ask where that
information came from?

CHAIRMAN: In our preparatory inquiry.

MR MURRAY: You said RDM 482 was the Falcon?---Yes, and there are two buses there, there is a 15 seater Nissan which is RKH 154 and a
19 seater Toyota, which is RKR 363.

According to that the Falcon is out at Minda now?---(Mr McDonald)

I may have more up to date information in terms of that.

MR MURRAY: In terms of non-buses, there are only two vehicles, aren't there, there is the Falcon and there is the Camry?---(Mr Quinn) Yes.

Would you look at your figures on that Camry and you will see - I will hand it over to you, that there is very, very little use -in fact for all of September and most of August there was no use whatsoever for escort duties?---Could I look at those?

Yes.

CHAIRMAN: Mr Quinn, while you are looking at those I might address some questions to Mr McDonald. Mr McDonald, in your position do you have any responsibility to sight or to manage issues such as leasing of the escort buses or cars? ---(Mr McDonald) My responsibility lies with preparing overall policy in relation to the management of cars, and not the day to day operation of individual vehicles which are the responsibility of the managers and then the appropriate central office or regional director.

Have you prepared policy that would be appropriate for the escort service to abide by?---Yes, the department's policies in relation to the use of motor vehicles are quite clear.

How would that be communicated to the management of the escort service? ---There is a departmental policy manual which was ~~issued~~ has been a detailed manual issued for as long as I can remember, but there was an upgraded one in July 1988 which covers all departmental employees including the escorts, who at that time weren't officers.

What confidence do you have that that manual that you have referred to has seen the light of day in the escort service management? ---I am confident that one was sent to every unit, I am confident that every regional and central office director was asked to bring it to the attention of all his managers and to ensure that his managers implemented it.

Would that manual include a reference to clause 54 of the then Public Services Regulations, and whatever has now taken its place?---It probably didn't, because by that time clause 54 had almost been eliminated, there may be 15 or 20 people, for whom it just wasn't economic to provide access to departmental official vehicles.

Mr McDonald, in terms of your overview policy development type role, how much of that role would have specific application to the escort service, have there been times when you have been called in or requested by your superior to prepare policy guidelines or what have you just for the escort service? ---Only once in relation to the escort service and that was as to the type of vehicles best suited for them to use, probably flowing from the report that Mr Quinn has written.

LM
Public Accounts

125

P.E. QUINN
P.J. McDONALD

24.9.90

CHAIRMAN: Your title is administrative officer purchasing and supplies?

---Yes.

Does that title carry with it responsibilities to do somewhat of an overview of the department's use of facilities?---It carries with it the responsibility to prepare policy in relation to the department's use of motor vehicles, the implementation of that policy is the responsibility of the on line managers.

I understand that, but who reviews the implementation of the on line managers' implementation?---The regional or central office director.

I mean no criticism of you personally when I ask this question, and perhaps I reveal ignorance rather than suspicion, but, Mr McDonald, how long does it take in your working month to prepare policy and what else do you do?---For the past six months I have been seconded as a senior user with the team of consultants who have been designing a computer system for fleet information system, so somebody else would have been performing that position.

Normally in my position as administrative officer purchasing and supply I am in charge of about six people who have responsibility for purchasing of furniture and stores, both for use by central office and for use in areas where we are expending capital funds for buildings, etcetera, overseeing the person looking after the central office pool of vehicles.

That's the central office pool as opposed to the regions or the escort service?---Yes.

Why wouldn't you have an ultimate responsibility to overview the use of vehicles by the juvenile escort service?---Because I don't feel in my position I can go out into each individual unit. My job isn't structured in such a way that I can go each individual unit and review individual usage. It is clearly the manager's job to do that, my superiors felt my role would be better exercised in helping developing some sort of computerised system and help monitor - -

Was that in response to the Auditor General's and my public comments with regard to the \$3.6 million car fleet bill?---That certainly accelerated it, however, action had commenced before the Auditor General's report. For some years, to my knowledge, a computerised fleet system has been on the agenda, it just had to compete with other matters which were considered to have greater priority. The Auditor General's report probably placed more emphasis on it - not probably, did.

How many vehicles does your department in total control, however funded?---FACS has 1,005 and with disability services that would be about 1,600 vehicles.

LM
Public Accounts

126

P.E. QUINN
P.J. McDONALD

24.9.90

CHAIRMAN: How do officers in your department link the design work you are doing on fleet management with the specific application such as the escort vehicles?---There is nothing in the fleet system will control the use or misuse of motor vehicles, other than it will determine from running sheets, in the same way that one can do it by reading running sheets, whether or not private use is being made of vehicles or proper official use is being made of vehicles, or a more appropriate use is being made of the vehicle.

For example, it might be best on many occasions to use taxis rather than a vehicle. There is nothing in the computerised system that will help people make those decisions, but it will draw comparisons between use in similar offices and people doing similar tasks.

Prior to this fleet management computerised system being introduced, in other words the present, what happens if the Public Accounts Committee was to indicate misuse of vehicles in the juvenile escort area, what would happen at present?---I am not sure I understand.

Let us assume that the report we table in the parliament in several weeks time indicates the committee's finding that there has been misuse of vehicles in the juvenile escort area of your department, let us assume that at that time the computerised fleet management process is still developing and has not been implemented, in other words the status quo now, what happens now?---I should think what would happen is the managers will exercise their proper authority and see that they are used correctly.

Who will make sure the managers exercise their proper authority?---The line of responsibility in relation to those vehicles to my understanding is there is a transport officer for Juvenile Justice Unit, there was a manager - - actually, that area hasn't been quite static exactly, it has changed, but going back six months there was a transport manager, there was the manager of the Juvenile Justice Unit and there was a responsible director at central office, who I understand may have moved back and forth, but generally was the director of operations and on and on the responsibility goes.

That is the same in every other unit, there is that same line of responsibility. The instructions and the policies that apply to the use of motor vehicles are quite clear cut and well documented, there are nothing new - they are not only documented in departmental policies, they are laid down in the Premier's Passenger Motor Vehicle Conditions, and I am sure they are well known throughout the public service.

You say they are nothing new, how long have they been around?---

The departmental policies?

LM
Public Accounts

127

P.E. QUINN
P.J. McDONALD

24.9.90

CHAIRMAN: Yes?---The nearest I can say for sure is about eight or nine years, but they have been upgraded and changed, they are not a static thing.

I understand. Mr McDonald, just to conclude my line of questioning of the last couple of minutes, when that fleet management computerised system is introduced, on the current discussions between yourself and the colleagues involved in moving towards that system, will there be any change in responsibility in terms of analysing and correcting, where there needs to be correction, the use of vehicles?---No, I don't think there will be any change, perhaps more emphasis will be placed on proper implementation of current procedure.

MR MURRAY: Do you think the cars need as much testing as they are getting at the moment?---I am not aware that they got any tests.

Some of the witnesses this morning when I went through the sheets with them indicated that that day the vehicle had to be tested, it went out on the Sunday to test it, went out on the Saturday to test the vehicle. To me it seemed these are fairly new cars and they wouldn't need the amount of testing that was being undertaken, so you confirm my thoughts there that they really don't need any testing?--There could be an individual case where a vehicle might need to be tested for a problem to confirm the difficulties, especially if it was reported by a driver in whom you didn't have much confidence, but normally, no, I wouldn't have thought any vehicle would require testing.

Matters that come to light would be noted for routine service to be corrected and investigated then by the garage responsible.

CHAIRMAN: Mr McDonald, I am satisfied with the help you have given the committee this afternoon. Mr Quinn, given your obvious thorough work as published in the 1987 study, which incidentally, what was that formally called, what should we allude to it as being called?---(Mr Quinn) It was a management review of escort arrangements.

That was its title?---Yes, I have here a copy of it.

MR MURRAY: You were going to table that for the committee's Benefit?

---If the committee wishes it so.

CHAIRMAN: Thank you, Mr Quinn, I would appreciate that?---I only have the one copy but I guess you can copy it.

Yes, indeed, Mr Quinn, and tomorrow make sure you get the copy back?---Yes, thank you.

CHAIRMAN: Mr Quinn, if I could ask a concluding question, we have been somewhat puzzled and forgive me if I touched on this slightly before, but I would like to clarify in my own mind, that some five years ago one man managed the juvenile escort service. We have been told by a number of witnesses today that in fact the numbers of escorted juveniles is at most static of plateaued, if not declining for a number of reasons, however, five years on we have two officers involved with management, one apparently concentrating on general management duties and particularly on location of beds and the other on what I would call the logistics of making sure there is an escort and a vehicle to go and pick up the youngster. Are you aware in the short time you have been in your position of that increase in numbers of management associated with juvenile escort service?---No, as I say, again the short time I have been at the metropolitan east region, there is just no way with which I would be familiar with that because I am not managing the system.

Going back to the earlier period in 1987, what I did observe, and what is recorded in the report, was that there had been an increase in movements in the preceding two or three years maybe, I can't recall now but some period of time before that, which seemed to be in contrast with the numbers of children in detention, which had fallen considerably in the same period.

That seemed to me to be a curious thing, but what I did observe was that in my opinion the work of co-ordinating the escort service was far too much for one person, overwhelmingly too much for one person, and I formed that opinion through direct observation of the day to day activities of the person then running the system at Bidura and through other inquiries.

The movement of juveniles co-ordinated through Bidura gets extremely hectic and there had been a history of people getting stressed in the job and I thought that it was really far too much for one person.

They are on the phone continually, booking kids in, moving kids around, juggling, making decisions which were cost based all the time, quite difficult decisions at times, and

I thought that there was a really overwhelming argument for dividing that responsibility between somebody who would be managing the system as distinct from doing the bookings and the person who was going to do the day to day grind of moving kids from point A to point B, and if you didn't do that there would be a continuation of what had occurred before, which was largely an unmanaged system, and that is why I argued that there should be a manager and a deputy.

LM
Public Accounts

129

P.E. QUINN
P.J. McDONALD

24.9.90

CHAIRMAN: Mr Quinn, it would appear to me on my inspection of the facilities and on what I have heard today, that the greater pressure in terms of demands of time and work appears to fall in the earlier part of the day in terms of bookings and the like, or would you see it as falling in the latter part of the day?--No, I think you have two peak periods, one in the early part of the day and one in the latter part of the day, because the latter part of the day is really when you are making your arrangements for the next day's movements, and one of the things that again is documented in the report was the lack of precision about what was going to happen the next day.

It seemed to me to be highly desirable that there be a notice by fax to all involved units on the day before of the movements for the next day because that way you could maximise the use of escorts, so if you knew that somebody was travelling to Port Macquarie you might be able to make use of the return escort if somebody had to be brought back from Port Macquarie, or that sort of thing.

That hadn't been the case, in fact I don't think they even had a fax machine there, so there was a lack of precision in that you would have people ringing up saying a certain thing was going to happen and this would be recorded manually at the other end by people who weren't clerically adept and then mistakes would be made about what was really going to happen. Escorts would turn up and the child wasn't ready, that sort of thing, that could be countered by having precise instructions issued at a given time each night, late in the afternoon, as to what was going to happen the next day.

You might have to vary them, but at least you would have them in writing as a base document.

So in my experience, yes, the peak activity is in the morning and in the afternoon, but it was certainly a very pressurised situation, I thought, for one person trying to handle it all.

MR WALSH: In your recommendations did you have the manager doing the bed allocations or the assistant manager doing the bed allocations?--At the stage when I reviewed it the people at Bidura were essentially doing the movement of children, they weren't deciding the bed allocations, that was being done in the Juvenile Justice Unit at central office, and there were many considerations that would come into that that had nothing to do with the logistics of transport.

There would be things like what was going on in the institution, whether the situation was quiet or tense, Knowledge of the personnel of the juveniles to be moved, whether they were disruptive or not, and they were more in the management area and sometimes that in my knowledge would be determined by the movements officer, or maybe by the officer in charge of the Juvenile Justice Unit, or maybe further up the tree, just depending on what was going on.

MR MURRAY: Whilst you were seated there listening to the previous witnesses you would have picked up my line of questioning in relation to the cost viability comparisons between police escorts within the city area and FACS escorts, did you address that matter in your report?---I don't think I touched on that in the report, but it was certainly a matter that was within my knowledge at the time, and the answer would be that in my view the style of FACS escorting, which was quite reliable, you will see some Figures quoted in the report, I think there was a figure of something like 5,000 movements in one year and 12 absconding, so it is quite a reliable service.

I would certainly think that it was much cheaper than the sort of service that the police provide, and the reason for that is that the police have a strict formula about transport of juveniles, maybe for adults as well for all I know, but certainly about juveniles, and I don't know that I can recall what the exact formula was at that time, but I think if you were using a paddy wagon you had two in the front, one in the back, something like that.

Then there was a further complication that if females were being transported you had to have a woman policeman. One of the things I did notice was that that appeared to be quite a problem for the police transport system.

On one occasion I recall just being on an observation visit to Bidura and chatting to police there and the police woman had been engaged to transport or to accompany a female who had come from Reiby, she had been held overnight in Reiby and was coming in to Bidura for a hearing, but there were no women police in the Campbelltown area available, so she had been brought from Waverley.

She had travelled from Waverley to Campbelltown, back to Bidura and would repeat that trip in the afternoon in reverse, very costly. Certainly you would find trips that would be paralleled, police going to detention centre and escorts going and so on.

One of the reasons why I recommended that bus service be introduced was that the idea was that the bus service would obviate the need for police to bring children who were on remand, say, from Cobham just as example, into Bidura.

If the bus was going they would just go on the bus.

That would be no good if the bus was stationed at Bidura, though, as it is now?---That wasn't so much a problem, I thought it 'would have been better if it were stationed at Cobham, but Bidura to Cobham isn't as far as Bidura to Mount Penang, I think there is a much clearer argument there.

MR MURRAY: One other question in relation to that aspect, there has been identified that there are 135 escorts who do both ward and juvenile work and I noticed you frowning a little when those figures were coming up, and of that it was indicated that there were 91 of those 134 who could do both ward and juvenile escort work. If you worked on that figure of 91, would you have enough casual escorts to take the police work within the metropolitan area?---I have no idea. If I was frowning, I think it was because something was said there that I think was afterwards corrected, and perhaps the frown might have evaporated at that stage.

One of the things that I looked at in the report was the way in which the escorts were centred on Bidura, they didn't necessarily live in the area, in fact some of them lived an awful long way away from Bidura, so it was a big cost factor in that you were continually paying for them to get to work under the award, but it seemed to me that a much better system would be if you advertised and tried to recruit people in the country areas.

You might very well attract retired policemen who were quite okay for this sort of work and in fact historically had often worked in this system down the years, people who lived in country areas.

Those people would not be part of the industrial in group that occurred in the Bidura culture, and wouldn't be making the sort of claims that had become endemic in the Bidura culture.

That's an interesting comment because I hadn't thought of the rural areas, I thought there would be a sufficient people within the metropolitan area, but outside of that there could have been a drought?---Far from it. When I lived in the country, I was stationed in a country town for 10 years or more, I had no trouble at all recruiting escorts for juvenile offender work or non juvenile offender work, it was quite readily available.

You mentioned earlier, you showed me a motor vehicle running sheet for RJS 915 and suggested that all of the entries there relate to non-escort activity. I would concede that the way it is written it is quite difficult to tell what is going on, but there are a number of escort activities shown on that motor vehicle running sheet.

Yes, but when one questions the driver the driver will tell you that they are dropping documents, even though it has "written there, you ask, "Who was escorted?" and they will tell you they took a particular document on that day, and that might be the same with your Ford Falcon in terms of the way it is written up in relation to - -?---I would be quite prepared to concede that. In fact, the running sheets for the PBR 857 are actually a different form. The one you showed me is the standard form that is in use in the department,

LM
Public Accounts

132

P.E. QUINN
P.J. McDONALD

24.9.90

but this is a form that is different and is not quite as explicit about what goes on.

MR MURRAY: There are two types, we also had those - I think the Falcon is done out in that style and we have questioned the witnesses on that and they just indicated there are two types of forms, one goes with one vehicle and one goes with the other vehicle, they are both exactly the same?---Yes, I would certainly agree they don't tell you very much.

CHAIRMAN: Mr Quinn, and Mr McDonald, may I just before I conclude our session together ask do either of you want to make any further comment, either on issues we have already covered, or something else that we may not have covered you think we should be aware of?---Just one matter, Mr Murray questioned earlier this line of responsibility. The responsibilities are clearly set out in a memo from the Director of Operations dated 11 April 1990, memo number 61, which reads in part -it sets out an allocation of units between the two assistant directors, Juvenile Justice Program, one of whom of course is Mr Salzmann and under his name, he is position B in the memo, juvenile justice transport is listed.

It then goes on to say:

"Each position will be accountable for overlooking the management of ... (reads)... within the cluster."

Thank you. Mr McDonald, do you have anything further to say?---

(Mr McDonald) No, thank you.

(THE WITNESSES WITHDREW)

LM
Public Accounts

133

P. E: QUINN
P.J. McDONALD

24.9.90

LAWRENCE BRADIE DAVIES [REDACTED] casual escort at Bidura, sworn and examined:

CHAIRMAN: Mr Davies, did you receive a summons issued under my hand to attend before this committee?---I knew there was one issued but I didn't receive it until I got here today.

But you now have it?---Yes.

Mr Davies, we have just a few questions we would like to present to you, we have at great length questioned some of your colleagues this morning and a number of management people both from Bidura and the department since then, so in restricting ourselves to a few questions these are, if you like, the loose ends where your comment would be much appreciated?---Okay.

Mr Davies, you may have heard while you were waiting the committee's interest in the transportation of young women, does your escort service colleagues transport young women?---Yes.

To your knowledge, are such young women ever transported in the buses provided by Family and Community Services?---Yes, they have been, yes.

Does there seem to be any rigid policy on whether they will be in a bus or a car?---No, there is no rigid policy on it at all.

Is there any rigid policy with regard to whether the young woman is transported by a female escort officer or a male escort officer?---Up until, I would say, three or four years ago it was definite policy that, there always had to be a woman in the bus if they were transporting any females. That has been done away with.

Mr Davies, there was some comment that in the past at some stage, perhaps three or four years ago, hire cars were used to assist in the transportation of young offenders, have you ever been personally involved with the use of a hire car? ---Yes, I have that goes back about three to four years and they were used generally from the old Albion Street shelter to the airport for juveniles that were being transported to the maximum security section at Tamworth, and they were also used each day to transport any female offenders.

As you recall, why weren't taxis or the department's own vehicles used?---I don't know.

Did you ever think at the time it was strange that hire cars were used?---Yes, I thought it was, sometimes we had stretch Mercedes, it was quite bizarre really.

MR WALSH: To your knowledge there are no hire cars being used today?---No, not that I know if.

CHAIRMAN: Mr Davies, we are aware that there is basically two managers at Bidura in that there is a Mr Graham Carl and there is a Mr Barrie Neate, in your view, given what you know of the two gentlemen's responsibilities, do you believe it is necessary to have to as opposed to one manager?---No, I certainly do not. It was run for many years by one person who also managed the court system and - personally, no, I think it is just ridiculous because it is a duplication of jobs really.

Mr Davies, the committee was told this afternoon that there is peak times, morning and afternoon, in the duties that those managers undertake, do you believe even allowing for the peak times your comments just a moment ago are applicable?---I didn't agree with the statement I heard on the matter, no. In the mornings most of the movements have been done the night before, because they all have to be brought to courts, taken to district courts, or airline bookings have to be made the previous afternoon.

The only thing that could occur in the morning is somebody to have an accident at a remand centre that you would not know about the night before.

MR WALSH: The beds would have been allocated the previous day, in other words?---The beds would have been allocated, the police might have brought some in through the night, there could be, say, if the police brought detainees in, say to Yasmar or Minda, instead of a bus having to pick up eight people it might pick up 10, but the manager isn't even in at that time anyway and they are already in the holding room when he arrives.

What time does he arrive?---About 8.30 or something like that.

Goes home at five?---Yes.

CHAIRMAN: Mr Davies, how long have you been working as a part time juvenile escort?---Nine years.

Given your nine years' experience, do you believe that juvenile escort officers should carry on their person handcuffs in case of need?---I think it is absolutely ridiculous that we don't, because it really actually comes down to the child can get hurt, you can get hurt or you can lose him. I myself at the airport one time had a fight with a juvenile when we went through the main doors at TAA and I actually had to hold him by the throat up against the telephone while somebody went to get a set of handcuffs.

MR WALSH: Over that nine year period was there any time when you were allowed to carry handcuffs?---Yes, when we first started we were instructed to do so.

For how many years?---I would say for about four to five years and then a new direction was brought out that said under no circumstances was any juvenile, no matter what charges he was on, to be handcuffed.

CHAIRMAN: Mr Davies, looking at the issue of transport as we understand it from your home to a centre to pick up a youngster to Bidura or wherever, with the current system how do you register your taxi fare or public transport from home to the location of picking up the young person?---We fill in a sheet each week, and attach to it any taxis or that that we have had to use.

In those circumstances, once you have delivered the youngster how do you get back home?---Same way, public transport.

MR MURRAY: We have had evidence that you get taxis to the station?

---Yes, that has been the case, yes.

How often would that be?---Any time after, say, the buses stop running from Minda or places like that, because about six o'clock that stops at Minda.

But the courts finish at five?---Yes, but under the new system with the bus you may wait around until seven until the bus turns up to take the children to the other centre. This is something that we believe that is being put onto us because there are lots of times when I was at Minda and I live at Wallacia, I have to go right past the Cobham remand centre but I have waited there for a chap to come from Manly in the bus to pick up the chap to take him to the Cobham remand centre, while I have had to go down to the station and catch the train home and go through St Marys station.

When it was run before, before this, Mr Francis used to have a system where he used the people that were in the area to do those movements, like say, for argument's sake of a morning, I might be the court escort at Bidura, but on the way I would pick up or meet the bus with the detainees and bring them in from Cobham, whereas now you just seem to make your way to Glebe while somebody from Cronulla goes and picks them up at St Marys.

MR WALSH: Has that possibly been as a result of an attempt to distribute the work more equally amongst the casual drivers, whereas previously perhaps those who were located near the high work centres got more work than others?---I don't think anybody objects to that, because at the end of the year I think it all balances out.

Most of the remand centres have approximately the same number of people and I think over a long period it does balance out.

MR MURRAY: Do you use taxis during the daytime to take offenders rather than on the bus?---It all depends, we would quite often use them, say from Minda if there is an urgent medical or something like that and there is no vehicle available, but apart from that, no.

But there is a vehicle available down there, there is a Falcon?---That was never available.

It was there but it wasn't used?---I have no knowledge of it, because I didn't see it, but I haven't seen any of the escorts use it, no.

What about Bidura, are there any vehicles there?---There is a Camry, I believe.

Have you ever caught a taxi or been asked to take an offender in a taxi while that Toyota was on the premises?---Not personally, no, but I do know of occasions when it has happened.

With other escorts?---Yes.

MR WALSH: Mr Davies, we were given evidence that the incomes prior to a report coming down in 1987 were as high as 60 to \$70,000 with an average of 38,000, were would you fit within that category?---I would say around the 38.

What would your income be approximately at the moment?---Last year it wouldn't have been much difference.

So you would be getting more than the two days a week work?---That really has only started in the last three or four months, really where everything has cut back, where I think the police are doing a few more escorts and they have hired permanent escorts at Mount Penang.

Do you get adequate notice of the two days work, or approximate work days you do get?---No, just the previous afternoon.

Do you think that is adequate notice given the preparatory time the management has to work out the roster and so on?---I think there are a lot of jobs that can be allocated far ahead of that, like they do know that each day they have to have a certain number of court escorts and a certain number of holding room escorts, they probably could allocate, but urgent flights and things like that I can see that that has to be just the night before.

Just to make it clear, all casuals are informed at four o'clock as to whether or not they are going to be working the next day, they are never given more than one day's notice?---**No.**

MR WALSH: Even though you know they actually could get more notice?

---That's right, yes.

CHAIRMAN: Mr Davies, what is your view of the contact in an industrial relations sense between your juvenile escorts and the management? ---

I think it is highly volatile, to be honest, because this I do believe, management are going around the back way to get rid of us and are not coming out and saying exactly what they want done. I myself put in some ideas that I do believe could have cut costs down by 15 to 20 percent, and they haven't even bothered to come back to us with them and they have just started a whole series of permanents.

I really believe that the utilisation of the casuals used properly is the cheapest way of doing what we do.

We were told in evidence by one of the management team that in fact there is a moratorium, they have stopped any further action on employing more full timers until things are resolved, are you aware of that?---That moratorium was told to us before they employed the five, that is why everybody thinks, quite frankly, that is a back stab, because we were told that they weren't going to hire any until we sorted out our award and made concessions all round, quite frankly.

MR MURRAY: Have you got a copy of that submission that you put to management in terms of cost saving?---Not on me, no. Yes, I would have it.

CHAIRMAN: Would you mind sending that to us at Parliament House?

---Yes, certainly.

MR WALSH: Do you think given the fact that you are earning the average wage, \$38,000, that those on \$60,000/\$70,000 were roting the system?---No, not for one minute. I believe that they were given silly assignments like to go to Taree after they had' worked all day and then took off at eight o'clock at night to drive 300 mile up there and back. No, I think they were given silly assignments because by the time they got there the juvenile was already asleep anyway.

They were dragging him out of bed at one or two o'clock in the morning, wake him up, put him in the back of a bus and then run him all the way back to Sydney. To me it would have been more sensible to start off at 5.30 or six in the morning and pick him up when he was waking up.

But didn't those high incomes occur at the time when there was only one man running the show to whom you attributed doing a good job?---I think they did, yes.

So he couldn't have been doing that good a job if he was not organising the rosters or workload all that well?---He was ordered on lots of occasions to get those children out of the institutions at that time. That was a direct order from above, he used to laugh about it himself, but he was told to do it.

MR WALSH: So they could have waited until the next morning, in fact that is what you are saying, rather than be brought down that same day?-

--That's right, like, even tonight I was asked to - which I thought was a ridiculous request -to leave here, go to the airport, catch the 6.30 plane to Coffs Harbour, it didn't return until 10 o'clock, so we wouldn't have been at Yasmarr until 11 o'clock, and I live out at Wallacia and there is other people that live around the corner that are working tomorrow that I could have swapped jobs with and it would have been sensible all round.

Who would have given you those instructions?---Mr Neate.

MR MURRAY: Do you like his classical music?---I am afraid there is a bit of confrontation there, to be honest with you.

Could I ask the question, there are 16 police on an average rostered each day, do you believe they are more efficient and more

effective than the casuals who are paid \$11/\$12 an hour?---No, because quite often you have the case of a policeman coming from Dee Why down to Zetland going out to St Marys, going out to Reiby then going back to Zetland and then having to go all the way back to Dee Why to clock on.

When the police are in Bidura in the holding room there, do they look after the youngsters or do they leave them to you?---Basically they leave them to us.

So what do they do then?---Just sit around and wait for court to finish.

Within the holding room or outside the holding room?---Sometimes within the holding room and sometimes outside.

Do they escort them into the courts?---If they are considered difficult and if we think we are going to have any problems we generally insist that they come with us, but otherwise no.

Are they armed?---No.

Are any of them uniformed?---No.

If they are in uniform then they are armed, is that the system?---They don't come downstairs in uniform. If they are just dropping them from a police station they just drop them off at the top and then we take them down and we take custody of them.

And then they drive back to the police station?---Yes.

The last time you were in the holding room', when was that?---Today.

MR MURRAY: How many juveniles were in that holding room?---Fourteen. How many police?---There was one. So there was one brought there by the police?---Yes, there was one juvenile brought by the police and escorted by the police.

How many casual officers?---There were three of us.

How many permanent officers?---None.

So you had a ratio of one to one with the police and three to 13 with you?---Yes.

And if there was a disturbance the four of you, the three casuals and the police, would then have to go and deal with it no matter who brought the child there?---No, we would have to deal with it unless it was his particular escort.

If it was his escort?---Then we would probably help him, but on most occasions the police won't get involved in any disturbance.

If it is yours?---If they are ours we have to handle it.

Those children were brought in one bus?---There was I think eight came from Yasmar and then the police dropped off some more, and I think some came down for medicals - yes.

So there was only the one bus that brought them through?---That's right, yes.

Was the Camry used today for escort duties?---It was used to bring us all up here. It has actually been running a shuttle service.

What about the Falcon, was it used today for escort duties?---Not to my knowledge, no.

There is two buses in Sydney?---Two in Sydney, yes.

Were both buses used today?---As far as I know only one.

Was the Mount Penang bus used today?---Yes, it came down.

How many did it bring with it?---I think they only brought one down for a medical appointment.

A 22 seater bus, one driver, one escort?---I think they had a driver and two escorts.

Yes, they did, they had two escorts.

CHAIRMAN: Mr Davies, do you think it is necessary to have three buses between Bidura and Mount Penang?---To be honest with you, what we said in our recommendation was to run one bus out of Bidura and at the end of an eight hour shift change the drivers, and then you would almost a continuous service without any overtime whatsoever.

I mean, if it did have to start at four o'clock in the morning to pick somebody up the crew would change at 12, so until eight o'clock at night you would have people working on single time.

CHAIRMAN: Mr Davies, do you think that the driver of the bus should be a driver rather than a juvenile escort?---It does help to have a little bit of a back up rather than just have the chap as a driver, but I think it has been wrong of management to consider that he is part of the security on the bus, yes.

Mr Davies, we have asked a number of questions now, are there any other areas that you believe the service would be more economically managed?---Yes, I think for a start just to use the casual escorts as they have been used before. Under the new system, under Mr Neate and especially under Mr Castle, he allocated teams which while they might work well for Yasmar were ridiculous for any other point, and it just added huge amounts of expenses because one of the team, one member lived at Manly and the other one lived at Cronulla, and even just to meet up was a ridiculous expense, and when they went home there was nobody going in the same direction so if it was late at night there were two sets of cabs.

They have one team member now, one at Chester Hill and another one that lives out at Kirrawee, rather than combine it and use the escort that is closest to the spot.

Mr Davies, do you think it would be more useful to pay the escorts a kilometre allowance to use their own vehicles to go from home to where the kid has to be picked up?---Yes, it would even be more economical rather than leave some of the vehicles lying around to use them in the mornings to just pick up the escort on the way to the remand centre, and you would be doing away with travelling time, fares, taxis and the whole lot, for the sake of a few kilometres on a government vehicle which is just sitting around.

MR MURRAY: But then the senior public servant wouldn't be able to use it to drive home and back to work each day?---That is a problem.

What is your training, because I wasn't here when you started?---I have been with the service nine years.

Prior to that?---When I left school I did my leaving certificate and then I had five years with the Commonwealth service, I did three years accountancy and then for 20 years I was a wrestler.

So you are another wrestler, that is part of the ethos, is it?---No,
we just all seem to drift in there.

CHAIRMAN: Mr Davies, just one final question from me, in logging in the use of cars and picking up youngsters, does the individual escort officer write in on the log books for the use of the vehicles?---Yes.

Does the individual escort officer write in in terms of a time sheet re when they arrived at the court or the holding establishment? ---No, generally not, I have never done that myself, just more or less summarise the trip, because as you can understand if you pull up at a court and you have got juveniles with you your main concern is to get them in, and then at the end of the day write in the final time that we use the vehicle.

So just to clarify in my own mind, we have therefore definitive records on the use of the vehicle, how does management know or record the hours you have worked so they can pay you the hourly rate?---We fill in a weekly sheet and then it is checked against the diary.

I would like to say one other thing just before we finish, I think that in some ways management hasn't realised the advantage of having staff that have had that many years experience because in the courts and things like that you get to know the court officer, you get to know the workings of the court, the prosecutors and all that, and quite often you can get the person through and have him back at the remand centre much faster than if somebody who is new that is just arriving there, they are really not going to do them any favours for a while.

Mr Davies, if you had to design a training course for new part time or full time juvenile escort personnel, what would you include in the course and how long would you like it to run?---I think it is important that they actually know the running of the whole court system right from the Supreme Court down to the local system. I think it is important that they know the actual running of the centre, and then I do believe it is pretty had to actually -because you can't really say the circumstances that are going to occur. You have to play it by ear.

I understand that, but if you embrace some general over-view of the court system, as you said, from top to bottom, if you considered some issues of administration, how long would you want a new escort to spend in a training program, would one hour be sufficient?---I think it would take a fair bit longer than that, to be honest.

What would you prescribe, how many days or weeks would you allocate? I think you could probably give a run through on most of the stuff in a week.

MR MURRAY: Could I just test your memory, this is Friday, 31 August, three weeks ago, you undertook that trip there from Minda to Camden to Minda?---That's right, yes.

Is that your signature there?---Yes.

Those figures are right?---Yes.

In other words, you left at eight o'clock in the morning at Minda, and then you came back, we haven't got a time of return there? ---No. I came back to Minda, yes.

YOU did I74k?---That's right, yes.

Would that be about right?---That would be about right, yes, because included in that was that when we arrived at Camden court the papers weren't there and we had to go to Campbelltown court and collect them.

I notice there was petrol bought on that day too, on the 31st, at Merrylands on an Ampol card, did you buy that?---No.

Seeing you had the car all day, how come petrol was bought at Merrylands that day, you see, this is fuel purchases, right? So that is the date, 31/8, you had the car all day, that's fair enough?---Yes. It is just that it is not my writing.

That is not your writing, is it?---No.

So somebody else has purchased fuel for this car on that day, so even the figures don't - -?---No, that docket should be available to see who it was.

CHAIRMAN: Mr Davies, on the trip you have outlined would you have gone past Merrylands?---No.

MR MURRAY: Have you got an Ampol card?---I think there is one with the vehicle.

CHAIRMAN: Mr Davies, that is not your writing in terms of the fuel purchase?---Not my writing, no.

But the rest of the line is your writing?---Yes, the rest of the writing is mine.

Does that puzzle you, Mr Davies?---Yes, it does, I can't figure out who signed for the docket really.

With what frequency would you purchase petrol when you are driving one of the escort vehicles?---Not very often really, because I very seldom drive it.

CHAIRMAN: Would it be once a month or once every two months, once a week?---No, it would once every two or three months, I would imagine.

So you wouldn't have trouble remembering whether you bought - -?---That is definitely not mine, no, I didn't buy it.

Mr Davies, I thank you on behalf of the committee.

(THE WITNESS WITHDREW)

(The committee adjourned at 6.10p.m.)

LM
Public Accounts

144

L.B. DAVIES

24.9.90

28 JULY

ESCORTS, DEPARTMENT OF
YOUTH AND COMMUNITY
SERVICES

AGREEMENT NO. 2270 OF 1980
P.S.B. 79/4686

A G R E E M E N T made the 23rd day of June

in the year 1980 B E T W E E N DAVID CHARLES MOORE

ERIC GEORGE WARRELL JOHN PATRICK DUCKER Members of the Public Service Board for the State of New South Wales all of Sydney in the said State (hereinafter called the Board) on behalf of Her Majesty the Queen in the said State of New South Wales and THE HEALTH AND RESEARCH EMPLOYEES ASSOCIATION OF AUSTRALIA (NSW BRANCH) being an Association or Organisation representing a certain class of Employee (hereinafter called the Association) of the other part.

(1) INTRODUCTORY

This Agreement is made between the Board and the Association and shall be binding upon the Board and all employees as defined herein.

(2) DEFINITIONS

"Employee" means and includes all persons engaged in the capacity of Escort under the direction of the Minister for Youth and Community Services.

"Escort" means an employee who is engaged by the Director, Department of Youth and Community Services to accompany children in care to and from the Courts, Foster Homes, Institutions and Establishments or Private Homes on an "as required," basis.

(3) RATES OF PAY

- (i) The following shall be the rates of pay for an employee engaged for escort duty:-

RATE A

For work performed on a Monday to Friday basis

Hourly equivalent of 1st year rate for Travelling Attendant

+ 10% Casual Loading

+ 4/48ths Annual Holiday Loading

RATE B

For Work Performed on Saturday

Hourly equivalent of 1st year rate for
Travelling Attendant

- + 50% Loading
- + 4/48ths Annual Holiday Loading

RATE C

For Work Performed on Sunday

Hourly equivalent of 1st year rate for
Travelling Attendant

- + 75% Loading
- + 4/48ths Annual Holiday Loading

RATE D

For Work Performed on Public Holidays

Hourly equivalent of let year rate for
Travelling Attendant

- + 150% Loading
- + 4/48ths Annual Holiday Loading

RATE E

For Work Performed in Excess of Eight Hours with
No Child in Care

1/40th of Prevailing Weekly Basic Wage
plus 4/48ths Annual Holiday Loading Plus

50% Loading for Saturday

75% Loading for Sunday

150% Loading for Public Holidays

- (ii) Where an engagement is four hours or less away from home and attracts payment of Rates A, B, C or D above, a minimum payment of four hours shall be made;
- (iii) Where an engagement is in excess of four hours and up to eight hours, all much time shall be paid for at Rates C or D where appropriate;
- (iv) Rates A, B, C or D shall be paid for all rims in excess of 8 hours with a child in care.
- (v) All time in excess of eight hours spent away from home where the escort has no child in care shall be paid for at Rate E.

(4) PREFERENCE OF EMPLOYMENT

(a) {i} Subject to the provisions of the Public Service Act and the regulations thereunder and subject also to the provisions of this clause, absolute preference of employment in respect of the positions covered by this Agreement shall be given to the members of the following industrial union - The Health and Research Employees' Association of Australia .- NSW Branch, who are qualified and competent, for the work required.

(ii) Such preference shall be limited to the point where a member of such union and a person who is not such a member are offering for service or employment at the same time and, in the case of retrenchment, to the point where either each a member or such a person is to be dismissed from service or employment.

(iii) The employment to which this subclause applies is employment in an industry or calling in respect of which the said union is entitled to enrol members pursuant to their rules.

(iv) The provisions for preference made by this clause shall not apply to or in respect of employment in any industry or calling of a person who has been issued by the Industrial Registrar with a certificate of exemption pursuant to sub-section (2) of Section 129B of the Industrial Arbitration Act, 1940, as amended, covering that industry or calling if the period specified in such certificate or any renewal thereof has not expired.

(b) (i) A like absolute preference of employment shall be given to persons who are qualified and competent for the work required and who have been members of the Forces during the war.

(ii) In this subclause:

"Auxiliary Service" means Army Medical Corps, Nursing Service of the Crown, Australian Army Medical Nursing Service, Australian Women's Army Service, Women's Royal Australian Naval Service, Women's Australian Auxiliary Air Force, or such other organisation as the Governor may, by proclamation from time to time, declare to be an auxiliary service for the purpose of subsection (4) of Section 20 of the Industrial Arbitration Act, 1940, as amended.

"Combat Area" means an area prescribed as such for the purposes of the Australian Repatriation Act, 1920-1943, of the Commonwealth of Australia.

"Enlistment" means an engagement whether by appointment, enlistment or otherwise, rendering a person liable to be employed on active service abroad or in a combat area as a member of the Forces or of an auxiliary service.

"Member of the Forces" means any person who was at the time of his enlistment a resident in the Commonwealth of Australia or in a mandated territory of the Commonwealth or in any territory under the jurisdiction of the Commonwealth or who was domiciled in any State of the Commonwealth or in any such territory and who, during the war, served abroad or within a combat area as a member of any Australian Military Force or of the Royal Australian Naval Forces or as a member of the Royal Australian Air Force or as a member of an auxiliary service and who has been duly discharged from such service.

"War" means the war against Germany which commenced on the third day of September, one thousand nine hundred and thirty-nine, and the subsequent war against Italy and other allies of Germany and the war against Japan.

(C) This clause is subject to -

(i) the Returned Soldiers and Sailors Employment Act, 1919, as amended; and

(ii) any law relating to preference in employment to persons who have served as members of the Naval, Military or Air Forces of the Commonwealth.

ESCORTS, DEPARTMENT
AND COMMUNITY SERVICES:

AGREEMENT NO. 2270 OF 1980 (5)AREA, INCIDENCE AND
DURATION

This Agreement shall apply to all employees as defined herein. It shall have effect for a period of one year on and from the date of signing of the Agreement and shall continue in force thereafter until one month notice of the termination is given by either party.

AS WITNESS the hands of the parties hereto the day and year first abovewritten.

SIGNED BY DAVID CHARLES MOORE

in the presence of:

SIGNED BY ERIC GEORGE WARRELL

in the presence of:

SIGNED BY JOHN PATRICK DUCKER

in the presence of:

APPENDIX 3

**.Department of Family and Community Services Approval to Use
Restraining Device**

Application Number:

The Juvenile Transport Service has been granted permission for Handcuffs to be used to restrain a
Detainee as described hereunder:

Name: Born

Status: Court:

Offences: Date:

Reasons for Transfer/Travel:

Reasons for Use of Restraining Device:

Use of Restraining Device (Handcuffs) Approved / Not Approved

Juvenile Transport Officer or Assistant:

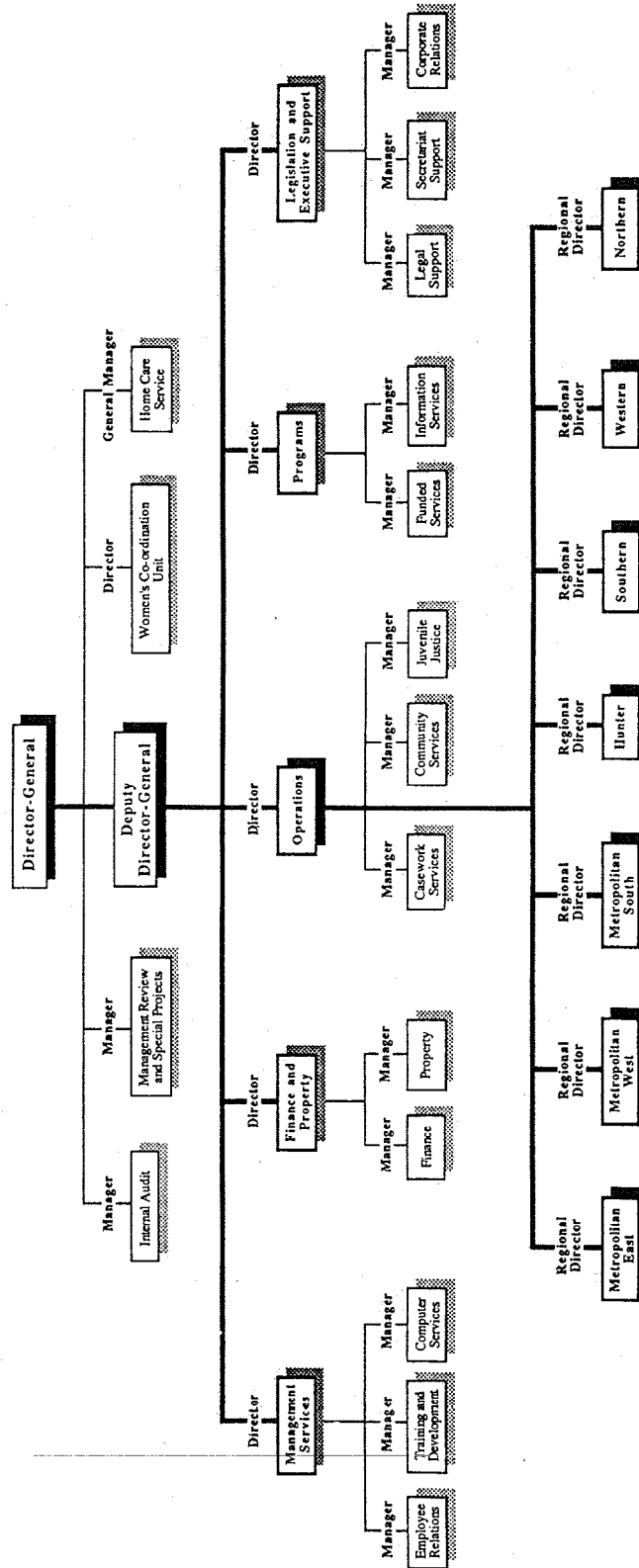
Date:

Special Conditions:

1. Original retained by Escort Manager
2. Copy to Laurie Mahr
3. Copy to Escort Empowered to use handcuffs

Appendix 4

Organisation Structure Prior to May 1990



Source: Annual Report 1989/90, New South Wales Department of Family and Community Services

