A REVIEW OF CORRECTIVE SERVICES INDUSTRIES

1987

WAYNE RUCKLEY
INTRODUCTION

On Monday, 6th July, 1987 I commenced duties as Acting Director of Industrial Services following the resignation of Mr. C.T. Mitchell.

The enclosed report represents a blueprint for the future management of Corrective Services Industries for the consideration of the Corrective Services Commission.

WAYNE RUCKLEY
A Review of Corrective Services Industries

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1. Role of Division of Industrial Services

In simple and direct terms I believe the role of the Division is:

"To assist Superintendents in providing 'adequate' and 'relevant' employment opportunities for prisoners."

This definition assumes the premiss that 'employment opportunities' are to be made available for all prisoners. Hence the emphasis upon 'adequate' meaning full employment opportunities. The term 'relevant' is intended to ensure that opportunities provided are relevant to the parameters set out in the document entitled 'Prisoner Employment - Why?' - See Attachment '1'.

It is also important to recognise that 'employment opportunities' encompass opportunities offered in both 'Domestic' and 'Production' employment situations.

The Division of Industrial Services has, in my view, been overly involved in attending to day-to-day operational aspects of Industries. Although a policy circular was issued some years ago covering local responsibility it is evident that the Division has not jettisoned its operational role. Unfortunately this has been at the expense of meeting the Division's primary role of providing
adequate review, co-ordination and development of employment opportunities provided.

Also, the concept of local responsibility for 'Industries' requires careful application. I believe it is not possible to completely decentralise all aspects of Industries' management without a consequent fragmentation of effort leading to ineffective co-ordination and development of the Division's functions. Later in the report I suggest the organisation of the Division of Industrial Services should be formulated along functional lines to ensure developmental responsibilities are met.
2. **Prisoner Employment Philosophy**

The central objective of the Division should be to provide worthwhile employment opportunities for all prisoners. This objective recognises that the habits and skills acquired by prisoners whilst employed are fundamental to the development of prisoner self-esteem, self-confidence and self-reliance as a basis of successful re-entry to the community.

Whilst it is accepted that an overall shortfall of employment opportunities exists, it is of concern that at many Institutions not all opportunities provided are actually taken up. This factor requires careful consideration in view of the 'Industries' expansion which is currently being developed and implemented.

I believe the Commission should underpin the employment philosophy by creating a responsibility for prisoners to work in return for various privileges and incentives. In turn, the approach of Prison Managers needs to be more vigilant to ensure employment opportunities are taken up as distinct from simply maintaining 'gaol harmony'. It is important, however, to promote that employment represents an essential developmental opportunity, not a punishment which is often the perception.
In the past considerable antipathy has arisen in the interface of education/vocational training programmes with prisoner employment. I believe employment should be the core activity within which prisoners are engaged. The role of education/vocational training should be to complement the development skills provided during employment. This envisages a similar approach to that undertaken at Parklea Prison where the interface of training and employment follows similar lines to that of an apprenticeship. A key aspect of this approach is the provision of learning facilities within each Industry workshop where a close rapport is established between 'Teaching' and 'Overseer' staff.
Profiling of Prisoner Employment

The concept of profiling Institutional Employment Opportunities was introduced some years ago, but unfortunately allowed to lapse late last year. This concept is absolutely essential to:

(a) Identify the number of opportunities provided within domestic situations to determine their contribution to full-time and relevant employment.

(b) Provide a sound basis for the preparation, review and control of domestic bonus payment allocations.

(c) Identify the number of opportunities required to be provided within production industries.

(d) Provide a sound basis for the preparation, review and control of production industries bonus payments.

(e) Provide an ongoing statistical analysis of employment opportunities provided contrasted to prison populations and actual number of prisoners filling those positions.

Action has now been taken to re-introduce employment profiling. An 'Employment Profile Analysis' is included as Attachment '2'.
4. **Employment Opportunities**

The Employment Profile Analysis (attachment 2) indicates that at 22nd September, 1987, 3,068 prisoner employment opportunities were available contrasted to a population projection of 4,278. This represents a shortfall of 1,210 employment opportunities, however the population projection includes approximately 900 unsentenced prisoners, for which employment is not obligatory.

In relation to domestic employment opportunities, totalling 1,845, there is little doubt that considerable padding exists and that the number of opportunities contributing to gainful employment is considerably less. This aspect is referred to in Section 5 - Domestic Employment.

Initiatives being taken this financial year will provide an additional 145 employment opportunities within Production Industries. These include:

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<th>Institution</th>
<th>No. of Employment Opportunities</th>
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<td>Goulburn Redevelopment</td>
<td>65</td>
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<tr>
<td>Grafton</td>
<td>50</td>
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<td>Parramatta Industries Facility</td>
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<td><strong>TOTAL</strong></td>
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Also in the current financial year the Department's budget allocation includes an amount of $282,000 covering the appointment of 12 Industrial staff to provide additional prisoner employment opportunities arising from the remission package.
The proposed allocation of these positions is included as Attachment '2a'. The proposed salary cost of these positions exceeds the allocation by $15,000 due to the allocation being based on base Overseer salaries only.

The appointment of these positions anticipates a further increase of 107 in prisoner employment opportunities.

These initiatives, together with action proposed in the 'Institutional Action Plans' (Attachment '2b') represent significant and positive development of Industries in the current financial year.

Further action, particularly in relation to the Long Bay Complex will await an overall improvement in the level of facilities provided (see Attachment '2b' page 50). Wherever possible the concept of 'Second Industries Shifts' will be utilised to maximise use of existing capital facilities and employment opportunities provided.
5. **Prisoner Domestic Employment**

It is unfortunate that 'domestic employment' of prisoners has been given limited attention only by the Division. These positions comprise in excess of 60% of the total employment opportunities offered to prisoners.

There is little doubt that many of these positions do not give rise to meaningful/full-time employment opportunities. Superintendents are often reluctant to objectively canvass this issue as they believe such discussions will lead to a dilution of their Domestic Bonus Payment allocation.

It is evident that until this issue is tackled domestic employment profiles of Institutions will be illusory and the base for determining the number of employment opportunities required in production industries will be inappropriate.

Equally, however, it is evident that many opportunities exist for prisoners to become involved in activities which are currently performed by external sources e.g. painting, building construction/maintenance. The Division of Industrial Services has an integral role in developing and expanding these opportunities.
The proposed organisational structure of the Division therefore includes a position of Development Officer (Domestic Employment) who will be responsible for co-ordinating the attainment of realistic domestic employment profiles including the development of initiatives to expand the range of 'self-sufficiency' activities by prisoners.
6. Production Industries

The composition of production industries has evolved over a long period of time without any real attempt to verify whether their operation contributes to prisoner needs or prison management considerations.

A number of Industries can be traced from the very beginnings of penal settlement where work was used as a form of punishment. This has been contributed to by the continued use of older facilities which has had a dramatic effect in sustaining the nature of Industries maintained.

Also, in recent years, considerable emphasis has been applied to the economic performance of Industries. Whilst not doubting the need for efficient operation, the emphasis upon economic performance has often neglected to recognise the primary basis of providing employment opportunities for prisoners.

What has developed therefore is a structure of fragmented 'cottage style' Industries some of which serve little purpose in meeting the development needs of prisoners. The fragmentation of production industries has denied production compatibility, and therefore production flexibility, between Institutions and limited the continuity of training/work programmes whilst prisoners progress through the security ratings.
The operation of Corrective Services Industries has also been hampered by the age old credibility difficulties in relation to meeting production deadlines. This continues to operate against the acceptance by customers of Corrective Services Industries as a credible supplier.

In recognition of these shortcomings, it is proposed that the structure of commercial industries will be based upon six (6) Industrial Strands ('Super' Industries).

- Metal Products Division
- Timber Products Division
- Plastic Products Division
- Textile, Canvas and Upholstery Products Division
- General Services Division (including Printing, Signs, Packaging etc.)
- Agricultural Services.

The concept of 'Super' Industries is intended to:

(a) provide a clear basis of Industries' activity with trade relevant strands conducive to ensuring post-release employment opportunities for prisoners.

(b) provide mobility of production capabilities between Institutions.

(c) provide a continuity of prisoner skill development at various Institutions recognising the progression of prisoners through
classification ratings.

The introduction of this concept recognises the earlier reference to a number of existing Industries (e.g. Bookbinding, Texcon (flat work)) which do not meet the underlying philosophy in providing employment opportunities for prisoners. It is therefore proposed that these Industries will be progressively phased out.

In suggesting this course I am mindful of action which has been taken in the past to eliminate employment opportunities without replacement opportunities being provided. Attachment '3' provides an illustration of the number of employment opportunities provided in production industries at the Central Industrial Prison approximately ten years ago. The 280 opportunities is now reduced to 20. Such a situation must be avoided at all costs.

In the light of the above the introduction of the Plastic Products Division introduces an important new technology to Corrective Services Industries with infinite potential concerning employment opportunities and markets.

A further important development essential to the successful operation of Prison Industries is the acceptance and application of 'manufacturing for Stock'. As indicated earlier the credibility of Prison Industries is continually thwarted by the
inability to manufacture 'on time' to customer
deadlines. The concept of 'manufacturing for
Stock' envisages that Corrective Services
Industries will concentrate upon a more limited
range of products (as distinct from manufacturing
on a custom basis) for stock. Products will then
be made available to customers ex warehouse stock.

Implementation aspects of this concept are
considered later under Accommodation.

Agricultural Services pose significant difficulties
in reaching the optimum position concerning the
relevance of these services to prisoner development
needs and efficient maximisation of self-sufficiency.
Although numerous reviews have been carried out
over recent years there has been no agreed and
co-ordinated outcome. It is clear that an
effective appointment to the proposed position of
Development Officer (Agricultural Services) is
critical to the development of a co-ordinated
action plan.
7. Organisation

The current community debate dealing with the privatisation of various government utilities touches on issues directly related to the management of Corrective Services Industries. There is little doubt that if Corrective Services Industries are to realise their true potential various constraints which inhibit their commercial viability need to be released. Obvious examples are the lead times involved in recruiting Overseers (around six months) and the application of supply regulations which inhibit the timely procurement of manufacturing supplies. Whilst these are issues of long term resolution they need recognition in any expectation that Corrective Services Industries should achieve commercial performance standards.

Whether scope ultimately exists or not to address these issues, there is no doubt that the management of Corrective Services Industries requires a strong entrepreneurial direction.

It is important that the structure of the Division, whilst interfacing with the proposed Departmental restructure, reflects the concentration of effort required on the overall and continuing development of prisoner employment opportunities.
In developing the proposed Divisional restructure I have therefore sought to ensure that local administrations, essentially through the Manager of Industries (now created at major Industrial Institutions), assume full responsibility for all local operational expectations. It is on the other hand ineffective, unreasonable and impractical for local administration to 'manage' development of Industries where a high level of overall co-ordination is necessary. This applies particularly in the area of marketing.

(i) Divisional Staffing Structure

Attachment '4' sets out the existing staffing structure of the Division of Industrial Services.

Attachment '5' sets out the proposed staffing structure of the Division which includes retitling of the Division to 'Corrective Services Industries Division'.

The proposed structure includes four specific sections viz: Executive, Development, Marketing, Administration.

Executive

The existing positions of Director (Special Officer's scale) and Assistant Director (Grade 10-11) were created in 1981 to provide a greater level of planning and direction over
the Division. It has been claimed that this represents a 'Top heavy' structure and that the position of Director is 'over graded' in contrast to other senior Departmental positions. In accepting that positions of Director and Assistant Director are difficult to justify, I have no doubt that the position of Director is appropriately graded given the current expectations of Industries and other Commercial oriented positions in the Public Sector. I therefore propose that the position of Director be retained under the amended title of General Manager, Corrective Services Industries. The position of Assistant Director is suggested for deletion on the basis of a devolution of responsibilities to the three Section Managers.

- Development Section

The Development Section replaces the Section headed by the Co-ordinator of Industries and which includes a number of Industries Officers allocated essentially on a geographic basis to provide an interface between the Division and Institutions on operational matters.

The proposed Section is headed by a Development Manager who will be responsible for co-ordinating:

- the adequacy of employment opportunities provided to prisoners.

- the ongoing appropriateness of the structure/composition of production industries.
- product development.
- the review and expanded range of domestic employment opportunities.
- a consultancy service to Superintendents concerning Industries development matters.

It is suggested that the Development Manager will be supported by four (4) Development Officers each responsible for the following functional areas:

(a) **Domestic Employment**
- including profiling, job justification, employment development.

(b) **Product Development**
- researching and identifying new product lines;
- provides interface between identification of products and manufacturing process.

(c) **Agricultural Services**
- co-ordinate 'total approach' to maximising Institutional self-sufficiency and review of general agricultural services.

(d) **Consultancy Services**
- provide support to Superintendents on general development aspects of Prison Industries.
Marketing Section

Implementation of the 'Super Industries concept places considerable responsibility on the Marketing Section to co-ordinate the procurement of contracts which will service the six Industrial Strands encompassing 'production run' processing and production mobility.

A number of earlier reviews have suggested that marketing responsibilities should devolve to local administration. I firmly oppose this approach. It is imperative that the development and management of production obligations be co-ordinated centrally to ensure mobility and complementation of production.

The proposed structure of the Marketing Section places particular importance upon the areas of Contract Co-ordination, Marketing Research, Promotion and Customer Liaison.

(a) Contract Co-ordination

The 'Super' Industry concept relies heavily on the negotiation of long term contracts to facilitate planning, training and production. A position of Contracts Co-ordinator is proposed to provide a vigilant approach over identification of tender invitations, their response, their outcome and Corrective Services Industries
responsibilities to their effective maintenance.

(b) **Marketing Research**

The significance of 'marketing research' is borne out by the recent establishment of the Plastic Products Division. The provision of a Research Officer (Marketing) within the proposed structure restores a position which was inappropriately deleted approximately two years ago. The position will be involved in carrying out marketing research to ensure the relevance of the Corrective Services Industries Industrial Strand base and contemporary development of the Corrective Services Industries' product range.

(c) **Promotion**

There exists a great lack of understanding by the public and clients of Corrective Services Industries on the positive contribution made by prisoners whilst working. It is proposed that a position of Promotions Officer be created to co-ordinate Promotions and Exhibitions associated with prisoner employment opportunities. This includes co-ordination of video film production, trade exhibitions, product catalogues, news releases and promotional pamphlets.
(d) **Customer Liaison**

The credibility of Corrective Services Industries in the past has been severely limited by the absence of a co-ordinated and effective cultivation of our relationship with customers, despite the provision of a Sales Officer. It is proposed that this position be non-uniform and will service all Corrective Services Industries' customers, not Texcon alone, as at present.

(ii) **Texcon**

The administration of the Texcon Prison Industry is co-ordinated from the Texcon Central Administration Facility, North Parramatta. The existing staffing structure of the Facility is included within Attachment '4'.

This organisational structure will be effected by:

(a) proposed phasing out of some product lines within Texcon which do not adequately contribute to prisoner development.

(b) proposed integration of accommodation requirements for administration of Corrective Services Industries discussed within the next Section.
Attachment '6' details the proposed Divisional staffing structure, assuming the integration of Divisional accommodation requirements. This proposal incorporates an integration, more effective use and rationalisation of existing Texcon staffing.

The salaries cost of the proposed staffing re-structure, contrasted to the cost of the existing Structure, is reflected within Attachment '7'. The proposal provides for a decrease in the authorised establishment from 26 to 25 positions and annual salary savings of $23,819.
8. **Prison Industries Board of Directors**

The Board was established in 1982 to provide an independent body of review covering the development and operating efficiency of Industries. It is my view that the Board has had no significant input in achieving its stated objectives.

Further, the stated objective forms and integral responsibility of the Division of Industrial Services. In these circumstances I propose that the Board be abolished.
9. **Prison Industries Consultative Council**

Establishment of the Council arose from a recommendation of the Royal Commission into New South Wales Prisons. The Council's purpose is to create a formal interface between the management of Prison Industries, Employers and Trade Unions concerning the operation of Prison Industries, new Industries and the marketing of products.

The operation of the Council has been most successful and has resulted in an effective working relationship with both employers and trade unions. The continued existence of the Council is enthusiastically supported.
10. **Accommodation**

In the Section Production Industries reference was made to the development of six clear 'Industrial Strands' to provide production mobility and most importantly to introduce a 'manufacturing for stock' approach to production.

Adoption of this concept is critical to the credibility of Corrective Services Industries in meeting customer delivery deadlines. This recognises that Corrective Services Industries, despite every good effort, will always be subject to contingencies which interrupt the production cycle. Manufacturing for Stock envisages the forward production of key product lines for warehouse stock and later sale to customers.

Although this concept has been proposed and accepted previously its implementation has been prevented due to the lack of appropriate warehousing accommodation. This is reflected by the current inadequacy of the Texcon Central Administration Facility, North Parramatta which has lead to the leasing of warehousing premises at Leichhardt and Alexandria. Of concern also is the need to utilise production floors as 'mini-warehouses' due to our overall inadequacy of centrally located warehouse accommodation.
Consideration has been given to developing the North Parramatta site, title over which is held by the State, however, it is believed to have limited potential in providing an effective high rise office/showroom/warehousing complex.

It is therefore proposed to identify a suitable office/showroom/warehousing facility within the western area of Sydney for leasing. The facility would be utilised to warehouse all Prison Industry finished products manufactured for warehouse Stock. This course would enable vacation of the Texcon site and leased accommodation at Leichhardt, Alexandria and other temporary storage arrangements negotiated from time to time.

In addition to warehousing considerations it would be proposed to relocate officers of the Division of Industrial Services and Texcon Central Administration Facility to the new accommodation. This would provide more effective staff utilisation as well as providing offsets in surrender of existing accommodation.

Negotiations are taking place with officers of the Property Management Unit of Premier's Department and the Treasury on the most practical manner of bringing this proposal to fruition. It is hoped that the proceeds of the sale of the North Parramatta site can be applied to fund leasing commitments of the new accommodation.
11. **Finance**

It is unfortunate that over recent years an interpretation has arisen in many quarters that the principal aim of Prison Industries is to achieve 'profits'. Thus an expectation has arisen that Prison Industries should achieve 'profits' in a commercial sense.

Such an interpretation belies of course the central objective of Prison Industries which is to provide training and development opportunities for prisoners. It is imperative that any attempts to modify this course be strenuously resisted.

Notwithstanding the foregoing it is accepted that every effort must be made to manage Prison Industries efficiently and, without confusing their central objective, apply commercial performance expectations wherever possible. In this context a 'net profit' in the commercial sense, is not achievable. The criteria for assessing the financial performance of Prison Industries is based on achieving a surplus of sales over basic expenses of plant, raw materials and prisoner wage payments.

Based on this criteria a steady and sustained improvement has occurred in the overall financial performance of Prison Industries over the last six years - See Attachment '8'.
At the current time negotiations are taking place with officers of the Treasury in an endeavour to develop a mechanism whereby operating surpluses might be made available to develop and expand Industries. This is a critical issue due to the need to develop sources of capital funding to accelerate development of Industries facilities to expand prisoner employment opportunities.
12. Prisoner Wages

A major review of the Prisoner Wages System was carried out in 1983 and minor adjustments have occurred since.

The system is considered to be working effectively in relation to Production Industries where a key element includes the assessment of various performance parameters to determine the payment of a 'productivity component'.

However, major difficulties have occurred in restraining expenditure for domestic payments to within budgets. There is little doubt that at many Institutions domestic wages payments are used to 'buy' gaol harmony. These payments are therefore often made to positions which do not contribute to full time employment and are often far in excess of what the position should objectively attract. As a result such payments often act as a disincentive for prisoners to work in Production Industries.

It is also of concern that the use of prisoners in building maintenance and construction work has been restricted due to claimed difficulties in funding prisoner wage payments. This aspect is currently being investigated.
In summary the effective application of the Prisoner Wages System in providing a positive incentive to work is being adversely affected by the limited expectations of many domestic employment positions and the liberal interpretation at many Institutions of applicable remuneration rates.

Remedy of the above, however, will not occur until realistic domestic employment profiles are developed for all Institutions and adequate employment opportunities are established in Production Industries to divert prisoners from 'limited work' domestic positions.

A major project for the Division should be a comprehensive review of the prisoner wage system along with other incentives offered to prisoners to encourage a conscientious approach to work. The development of a 'work incentive package' should be the outcome. The review should also draw on the experiences and other systems in use in Australia and overseas.
13. **Industries Staffing Issues**

(a) **Industries Managers**

Industries Managers have now been appointed to all major industrial institutions. These positions are essential to enable an adequate provision of managerial oversight of Industries at the local level. The effective utilisation of Industries Managers is also essential to enable the Division of Industrial Services to concentrate upon its developmental responsibilities.

Unfortunately there has been a high turnover of Industries Managers at each institution providing a lack of continuity in managerial oversight. Also the positions in each case have tended to be vacant for long periods due to difficulties in attracting suitable applicants.

Some time ago the position of Industries Manager at Silverwater Prison was reclassified in recognition of the role of the position, skills and experience required of its occupant, and the need to maintain continuity of occupancy. It is now considered appropriate for Public Service Board approval to be sought to have positions at Cessnock, Goulburn, Parklea and Long Bay similarly classified.
Much dispute has transpired in whether positions of Industries Managers should be classified as custodial or otherwise. I hold the view that positions should only be classified as custodial where direct supervision of prisoners is necessary. This is not the case with Industries Managers.

In fact the sole motivation for custodial classification appears to be based on utilisation of an Industries Manager in other executive custodial positions. This overlooks however the principal aim in establishing Industries Managers positions of providing a continuity of co-ordination and management of Industries. I firmly oppose the custodial classification of these positions. However the positions should be open to all applicants, custodial or otherwise. If a custodial officer is appointed this should not however deter later progression through the custodial ranking structure. This latter point is the key issue.

(b) Industrial Staff

The importance of the role of industrial personnel within the Correctional system was graphically illustrated at the recent Strategic Planning Seminar held at the Long Bay Correctional Centre. In the afternoon
sum up most Senior Officers referred to the lack of rapport generally existing between Departmental staff and prisoners. The exception however was in the case of Prison Industries where it was observed that a close rapport existed between the Industries staff and the prisoners and this reflected a positive attitude of activity by prisoners.

It is unfortunate again that over recent years the turnover of Industries staff has been particularly high. Many skilled Overseers are attracted to revert to custodial status where the receipt of penalty and overtime allowances provides a higher remuneration package for what is generally perceived as requiring less responsibility and less effort. Others return to the private sector.

In other cases conscientious Industrial staff have been employed within the Department for considerable time without any possibility, under current circumstances, to progress beyond their current ranks and rates of salary. It is believed that the salary scales covering Industrial staff require comprehensive review recognising the trade skills, teaching skills and managerial skills inherent in their duties. It is imperative that the salary scales provide incremental
progression to provide an incentive for valued officers to remain within the In ranks.

Urgent action is required to develop a revamped salary scale package for Industrial Staff for submission to the Public Service Board.

At the Silverwater Prison civilian officers have been employed as Supervisors/Instructors for some years and have operated most successfully.

The involvement of non-uniform staff is believed to have a positive impact on the prisoner development considerations of Industries. It is my view that this concept should be extended to other institutions. Certainly, at the very minimum the appointment of temporary civilian Supervisor/Instructor to positions rendered vacant, to enable continuity of Industrial staffing, would be an appropriate starting point.

(c) Staff Development

There has been limited effort to provide effective staff development opportunities for Industrial staff notwithstanding the peculiar and extensive responsibilities of these positions. In many cases Industrial staff have only
received training in their specific vocational trade. Other key aspects mentioned earlier such as training and managerial skills are often left to the individual to develop.

Some years ago a Skills Development Course was conducted for Industrial staff and whilst limited in the number of officers covered, was well received by those who attended. Action is required urgently to develop appropriate training opportunities for Industrial staff in recognition of the above.

Similarly, the opportunities for Industries staff to keep abreast of developments in their given field of trade expertise are almost non-existent. For Industrial staff to provide an effective level of training to prisoners, it is imperative that their awareness of contemporary commercial practices be kept current. A prime objective of the Division of Industrial Services should be to develop a cyclic programme to promote the currency of Overseer trade skills. This includes subscriptions to trade journals, attendance at trade exhibitions and where possible appropriate training seminars.
14. **Occupational Health**

The enactment of the Occupational Health & Safety Act has placed specific responsibilities upon officers managing Corrective Services Industries to provide places of work which recognise health, safety and welfare considerations.

All Industries have been inspected by officers of the Department of Industrial Relations and steady progress is being achieved in developing work-places free of hazards and unsafe work practices. Some difficulties have been experienced in some of the older facilities where generally those facilities are not conducive to developing contemporary industrial working environments.

However, the advent of six clear Industrial Strands within Corrective Services Industries will facilitate the development of uniform and standard Occupational Health & Safety procedures and equipment requirements.
15. **Public Relations**

The operation of Corrective Services Industries can be utilised:

- to attract positive community awareness of Corrections.

- to achieve a high profile upon which Departmental officers engaged in Industries can gain positive recognition and pride.

- to improve operational credibility to enhance marketing endeavours.

Unfortunately little in the past has been pursued in this area. The proposed appointment of a Promotions Officer (see Section 7) to the Division is intended to:

- produce videos to enhance
  (a) community awareness of Corrective Services Industries.

(b) officer training and development.

(c) prisoner training and development.

- provide regular news releases over developments in Corrective Services Industries (sample Attachment '9').

- publish the Product Catalogue

- publish the Corrective Services Industries' Newsletter (Sample Attachment '10').
During my recent involvement with the Division, I have been pleasantly surprised at the positive publicity which Industries can attract. In terms of community awareness objectives incorporated in the Department's Strategic Plan, I believe this to be an area of considerable potential.
16. Privatisation

I believe scope exists to explore the feasibility of privatising 'Industries facilities, including prisoner labour'. The concept may have relevance to 'Schyeville Industries' and other more recent Industries development.

Exploration of the concept will be an appropriate task for the proposed Development Section.
17. **Summary**

It is my hope that this review engenders sufficient enthusiasm for the realisation of what needs to be achieved to set Industries on a positive course for the future.

The potential for further improvement and development as part of a co-ordinated and total approach to Industries is infinite. It is imperative that the momentum created by this review be sustained with relentless vigour. To this end the Division of Industrial Services must act as the catalyst to 'make things happen'.

This review includes practical means within realistic resource expectations to achieve the stated aims. Whilst many of the considerations have already been placed in train, I hope the Commission can give early consideration to those other areas of policy referred to.
Upon reviewing successive Strategic Plans for the Division of Industrial Services I was struck by the absence of any objective analysis of why employment opportunities should be provided to prisoners. I believe that without such a fundamental starting point it is impossible, indeed quite inappropriate, to determine the structure, composition and nature of employment opportunities offered in both domestic and industry situations.

The purpose of this brief paper is to establish the basis upon which prisoner employment opportunities should be created and maintained in the light of my overall review of prisoner employment opportunities. The paper sets out what I consider to be the principal four parameters viz. Prisoner needs, Prison Management considerations, Economic considerations and Community Expectations.

(a) Prisoner Needs
The following criteria seeks to develop Prisoner self-esteem, confidence and self-reliance, by providing development opportunities which will hopefully minimise motivation for prisoners to re-offend upon release to the community.
i) To develop the 'work ethic'

ii) To develop the vocational skills of the prisoner complementary to education/training programmes.

iii) To develop vocational skills conducive to enhancing post-release employment opportunities.

(b) **Prison Management**

i) The provision of worthwhile employment opportunities:

- To enhance the personal development and skills of prisoners.

- To alleviate boredom and/or pursuit of undesirable activities.

ii) The provision of labour to facilitate various prison housekeeping functions e.g. maintenance, cleaning, catering, administration.

iii) The provision of labour to maximise the public perception of Prison Management.

(c) **Economic**

i) To pursue a vigorous programme of prisoner employment to maximise the self-sufficiency of institutions.
ii) To select and manage Prison Industries which in connection with other objectives will provide a satisfactory economic return (i.e. operating surplus).

(d) **Community Expectations**

i) To ensure the maximum use of prisoner labour to meet community expectations and reduce need for public funding of Correctional Services.

ii) By the provision of prison labour undertake worthwhile community projects as a means of enhancing the public perception of corrections.

It is accepted that a high degree of overlap exists between the four categories. Equally, in establishing the criteria above there is no new ground broken. All items would be well understood by those involved in Prison Management.

However, it is evident that many of the items are not reflected or applied, in any co-ordinated sense, in the current structure of prisoner employment opportunities. Some examples;

1. The need to continually reinforce the central objective of creating employment opportunities set out in (a). It follows that a number of existing Prison Industries do not fulfil (ii) and (iii) of (a) above.
2. The need to highlight that the economic performance of Industries is not the sole criteria for assessing performance.

Also of particular importance is the selection and management of Prison Industries which recognises the constraints inherent in a Correctional System and the fact that ideal operational parameters will rarely be available, viz:

i) the limited educational/vocational skills of prisoners.

ii) turnover of prisoners.

iii) the need to maintain labour intensive functions.

iv) the emphasis upon training and development of prisoners.
**DIVISION OF INDUSTRIAL SERVICES**

**EMPLOYMENT PROFILE ANALYSIS (AT 22ND SEPTEMBER, 1987)**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Production Industries Employment Profile</th>
<th>Domestic Employment Profile</th>
<th>Total Profile</th>
<th>Projected Population 87/88</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathurst</td>
<td>50</td>
<td>175</td>
<td>225</td>
<td>260</td>
</tr>
<tr>
<td>Berrima</td>
<td>25</td>
<td>30</td>
<td>55</td>
<td>56</td>
</tr>
<tr>
<td>Broken Hill</td>
<td>12</td>
<td>12</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>Cessnock</td>
<td>185</td>
<td>175</td>
<td>360</td>
<td>400</td>
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<tr>
<td>Cooma</td>
<td>60</td>
<td>36</td>
<td>96</td>
<td>106</td>
</tr>
<tr>
<td>Emu Plains</td>
<td>70</td>
<td>41</td>
<td>111</td>
<td>111</td>
</tr>
<tr>
<td>Glen Inenex</td>
<td>66</td>
<td>29</td>
<td>95</td>
<td>95</td>
</tr>
<tr>
<td>Goulburn</td>
<td>80</td>
<td>172</td>
<td>252</td>
<td>315</td>
</tr>
<tr>
<td>Grafton</td>
<td>45</td>
<td>27</td>
<td>72</td>
<td>94</td>
</tr>
<tr>
<td>Kirkconnell</td>
<td>30</td>
<td>32</td>
<td>62</td>
<td>64</td>
</tr>
<tr>
<td>Maitland</td>
<td>45</td>
<td>65</td>
<td>110</td>
<td>160</td>
</tr>
<tr>
<td>C.I.P</td>
<td>20</td>
<td>121</td>
<td>141</td>
<td>160</td>
</tr>
<tr>
<td>M.R.P</td>
<td>15</td>
<td>170</td>
<td>185</td>
<td>240</td>
</tr>
<tr>
<td>M.R.C</td>
<td>-</td>
<td>141</td>
<td>141</td>
<td>360</td>
</tr>
<tr>
<td>M.T.C</td>
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<td>170</td>
<td>250</td>
<td>230</td>
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<td>S.C.U</td>
<td>-</td>
<td>26</td>
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<td>26</td>
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<tr>
<td>Hospital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>60</td>
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<tr>
<td>Mannus</td>
<td>52</td>
<td>28</td>
<td>80</td>
<td>78</td>
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<tr>
<td>Mulawa</td>
<td>30</td>
<td>58</td>
<td>88</td>
<td>135</td>
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<tr>
<td>Norma Parker</td>
<td>25 *</td>
<td>13</td>
<td>38</td>
<td>32</td>
</tr>
<tr>
<td>Oberon</td>
<td>40</td>
<td>25</td>
<td>65</td>
<td>79</td>
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<tr>
<td>Parramatta</td>
<td>-</td>
<td>114</td>
<td>114</td>
<td>390</td>
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<tr>
<td>Parklea</td>
<td>100</td>
<td>100</td>
<td>200</td>
<td>205</td>
</tr>
<tr>
<td>Silverwater</td>
<td>188 **</td>
<td>80</td>
<td>268</td>
<td>260</td>
</tr>
<tr>
<td>Witness Protection Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Bay</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>1223</td>
<td>1845</td>
<td>3068</td>
<td>4278</td>
</tr>
</tbody>
</table>

* includes 100 Work Release positions.

** includes 10 Work Release positions.
### Allocation of Industrial Staff

**Arising from Budget Allocation Enhancement**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Industry</th>
<th>Position</th>
<th>Salary Cost ($)</th>
<th>Prisoner Employment Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bathurst</td>
<td>Timber Products</td>
<td>Senior Overseer</td>
<td>24,049</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Overseer</td>
<td>22,697</td>
<td></td>
</tr>
<tr>
<td>Cessnock</td>
<td>Classroom</td>
<td>Asst. Suptd.</td>
<td>27,516</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Renovation</td>
<td>Asst. Suptd.</td>
<td>27,516</td>
<td>10</td>
</tr>
<tr>
<td>Central Industrial Prison</td>
<td>General Services</td>
<td>Overseer</td>
<td>22,697</td>
<td>10</td>
</tr>
<tr>
<td>Malabar Training Centre</td>
<td>Product Development</td>
<td>Asst. Suptd.</td>
<td>27,516</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Nursery/Relief</td>
<td>Senior Overseer</td>
<td>24,049</td>
<td>10</td>
</tr>
<tr>
<td>Mulawa</td>
<td>Computer Services</td>
<td>Overseer</td>
<td>24,049</td>
<td>5</td>
</tr>
<tr>
<td>Oberon</td>
<td>General Services</td>
<td>Overseer</td>
<td>22,697</td>
<td>12</td>
</tr>
<tr>
<td>Parramatta</td>
<td>Classroom</td>
<td>Overseer</td>
<td>22,697</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Renovation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Silverwater</td>
<td>Classroom</td>
<td>Assistant Manager</td>
<td>27,516</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Renovation</td>
<td>Supervisor/Instructor (Relief)</td>
<td>24,049</td>
<td></td>
</tr>
</tbody>
</table>

**12 positions**

297,048

107
Prison Population Projection: 260

Employment Opportunities:

(a) Domestic 175*
(b) Production Industries 50

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bookbinding/ Packaging</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Upholstery</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Texcon (X-Wing)</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

* includes

(c) Vocational Training 40 Prisoners
(d) Full-time Students 30 Prisoners

Comments:

1. The Superintendent is anxious to rationalise opportunities offered to prisoners through employment, education and vocational training. This includes the application of production expectations upon prisoners involved in vocational training programmes.

2. The Packaging components facility is to be relocated to the auditorium area.

3. The Upholstery Industry is to be relocated to the area formally housing the Packaging Facility to attract a higher level of prisoner employment.

4. The Bookbinding Industry is to be phased out and replaced by a Plastic Products Industry.

5. A Timber Products Industry is to be established within the area formally housing the Upholstery Industry.
BERRIMA TRAINING CENTRE

Prison Population
Projection:

Employment
Opportunities:

(a) Domestic

(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>1 Officer</th>
<th>20 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sign/Screen Printing Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farm/Community Projects</td>
<td>1 Officer</td>
<td>5 Prisoners</td>
</tr>
</tbody>
</table>

Comments:

1. Employment opportunities offered equate to the projected prison population although the Superintendent is anxious to reduce the reliance upon domestic employment positions.

2. The Superintendent is proposing to construct an Annexe within the Centre to expand the Screen Printing Industry. It is proposed that the Industry will be heavily involved in the manufacture of screen flags. This is expected to provide additional employment opportunities for approximately five to eight prisoners.

3. Heavy capital investment has recently been incurred in the procurement of a computerised sign robot. It is of concern that the Industry continues the manufacture of small run banners, pennants and school sporting ribbons. The Marketing Manager has been requested to develop a Marketing Plan for the Industry to provide work of production run capacity.
Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

Farm 1 Officer 12 Prisoners

Comments:

Employment opportunities equate with projected prison population.
CENTRAL INDUSTRIAL PRISON

Prison Population Projection: 480

Employment Opportunities:

(a) Domestic 121
(b) Production Industries 20

General Services 2 Officers 20 Prisoners

Comments:

1. A considerable deficit in employment opportunities provided exists although the Institution is said to be a transition Facility. Notwithstanding this factor many prisoners are located at the Institution for a period where meaningful work opportunities could be provided.

2. It is suggested that the area bounded by the C.I.P. and M.R.P. might be developed as an Industries Section housing two individually secured Industrial Buildings and providing employment opportunities for 80 prisoners. A facility could be utilised/shared in collaboration with the M.R.P.

3. The area currently occupied by the General Services Industry is being extended this financial year and this will provide an additional 10 prisoner employment opportunities.
CESSNOCK CORRECTIVE CENTRE

Prison Population
Projection: 400

Employment Opportunities: 360

(a) Domestic 175

(b) Production Industries 185

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Products</td>
<td>9</td>
<td>75</td>
</tr>
<tr>
<td>Demountables</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>Metal Products</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Upholstery</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments:

1. Based on the projected prison population, a shortfall of 40 employment opportunities are prevalent.

2. It is proposed that the Upholstery Products Industry be expanded by one (1) officer creating an additional ten (10) employment opportunities.

3. It is proposed that the Demountable Classroom Industry be expanded by one (1) officer creating an additional ten (10) employment opportunities.

4. No further action is considered necessary concerning the balance of twenty (20) employment opportunities due to the rather high prison population projection and the likelihood that this would not be sustained on a permanent basis.
Cooma Prison

Prison Population

Projection: 106

Employment Opportunities:

(a) Domestic 36
(b) Production Industries 60

Texcon 3 Officers 45 Prisoners
Farms 1 Officer 15 Prisoners

Comments:

1. A shortfall of ten (10) employment opportunities is prevalent contrasted to the projected prison population.

2. The Texcon Industry at this Institution is involved exclusively in the manufacture of flat work. This aspect of Texcon production is intended to be phased out when current contractual commitments are completed in approximately two years.

   A review is currently being conducted on a potential replacement industry. This may involve the introduction of a new manufacturing industry, depending on the availability of facilities, or alternatively the retention of the Texcon Industry producing other than flat work items.

3. Due to a number of factors, e.g. climatic conditions, appropriately classified prisoners, the Agricultural Industry is not considered to have operated effectively in the past. This Industry is being reviewed as a component of the overall Agricultural Services review.
EMU PLAINS TRAINING CENTRE

Prison Population
Projection:

Employment Opportunities:

(a) Domestic
(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dairy/Farm</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Pigs/Poultry</td>
<td>3</td>
<td>24</td>
</tr>
<tr>
<td>Market Garden</td>
<td>2</td>
<td>26</td>
</tr>
</tbody>
</table>

Comments:

1. Full employment opportunities are provided at this Institution.

2. Each of the Industries conducted will be subject to review as a component of the overall Agricultural Services review. The efficient maximisation of Institutional self-sufficiency will be at the forefront of this review.
GLEN INNES AFFORESTATION CAMP

Prison Population
Projection: 95

Employment
Opportunities:

(a) Domestic

(b) Production Industries

Logging/Sawmill  3 Officers  36 Prisoners
Afforestation     1 Officer  15 Prisoners
Market Garden/  
Farm Garden       1 Officer  15 Prisoners.

Comments:

1. No new development but consolidation of existing resources and diversification of timber markets.

2. Currently reduced numbers operating in above employment areas to enable building construction crew of 26 to operate for gaol re-development.

3. Continuing attention required concerning Occupational Health and Safety issues within Logging areas/ Sawmill.
GOULBURN GAOL

Prison Population
Projection: 315

Existing Opportunities: 252

(a) Domestic 172
(b) Production Industries 80

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Products</td>
<td>5</td>
<td>40</td>
</tr>
<tr>
<td>Texcon</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Farm</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Proposed Employment Opportunities

(a) Domestic 172
(b) Production Industries 145

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Products</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>Demountable Classroom Refurbishment</td>
<td>3</td>
<td>35</td>
</tr>
<tr>
<td>Texcon</td>
<td>5</td>
<td>40</td>
</tr>
<tr>
<td>Metal Products</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Farm</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments:

1. The new Industries development provides an optimistic outlook on the future of Industries at Goulburn. However, the existing difficulties at this Institution in attracting prisoners to already available employment will need to be addressed if the new Industries development is to be successful. Of particular note is the Superintendent's concern at what is considered to be the ineffectiveness of the new remission package in modifying prisoner attitudes to work at Goulburn.

2. An overall marketing plan for the Industries development is currently being formulated.

3. The existing Texcon Industry within the main gaol will be retained to provide employment opportunities for production prisoners. It has been suggested to the Superintendent that the upper and lower floors of the
Texcon Industry be separately secured to enable a full working day by both classifications of protection prisoners.

4. It is evident that the new Industrial facility will be available for occupancy in the very near future. In this regard staffing approvals have still not been finalised. It is imperative that this action be expedited otherwise the facility will not be in production operation for many months.

5. The extension of the outside Spray Industry to include a raw material and finished goods store will enable rationalisation of employment opportunities offered to X-Wing prisoners. This in turn will take the pressure off the domestic profile.

6. Further evaluation is required in relation to procedures for the refurbishment of demountable classrooms, i.e. to what extent the classrooms are to be stripped prior to location within the Production Workshop?
GRAFTON GAOL

Prison Population
Projection: 94

Existing Employment
Opportunities: 72

(a) Domestic 27
(b) Production Industries 45

Bookbinders 2 Officers 30 Prisoners
Market Garden 1 Officer 15 Prisoners

Proposed Employment
Opportunities: 139

(a) Domestic 44
(b) Production Industries 95

General Services
(Bookbinding, Packaging) 5 Officers 55 Prisoners
Timber Products 3 Officers 25 Prisoners
Market Garden 1 Officer 15 Prisoners

Comments:

1. Shortfall in employment opportunities is related to unsentenced prisoners which in the re-development Facility are expected to average 40.

2. New Industrial Facility expected to commence in March/April 1988. It includes transfer of Bookbinding Industry, to be expanded to cover a range of General Services, and establishment of a Timber Products Industry.

PRISON HOSPITAL

Prison Population Projection: 50

Employment Opportunities: NIL

Comments

It is envisaged that limited production activities will be made available for prisoners within the Psychiatric Unit following the appointment, and in co-ordination with Occupational Therapists.
KIRKCONNELL AFFORESTATION CAMP

Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

Afforestation 2 Officers 20 Prisoners
General Services 1 Officer 10 Prisoners

Comments:

1. Further communication is required with Forestry Commission concerning improved usage of prisoner Labour on Afforestation Work.

2. Arrangements are being made to relocate the General Services Industry to provide an improved production facility and develop the range of products manufactured.

3. Development of a market garden is required under the auspices of the Overseer (Kitchen).
Prison Population
Projection: 160

Employment
Opportunities: 110

(a) Domestic

(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>2 Officers</th>
<th>20 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leather &amp; Canvas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Texcon</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:

1. Although the above represents a shortfall in employment opportunities provided, it should be noted that the population projection includes a higher number of unsentenced prisoners. The Superintendent is therefore satisfied with the existing number of employment opportunities.

2. Nevertheless it is proposed to explore the possibility of expanding the Leather & Canvas Industry into the facility currently occupied for storing private property.

3. The existing Texcon Industry is operating most successfully in the manufacturing of various garment items and is therefore not affected by the intention to phase out some aspects of Texcon production.
MALABAR TRAINING CENTRE

Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet Shop</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Metal Shop</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Bookbinding Shop</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Tree Nursery</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments:

1. A number of domestic employment opportunities have now been lost as a result of the staffing civilianization of the Central Store.

2. It is proposed that a Product Development Industry will be established within the vacant accommodation area below the existing Metal Products Industry. This will provide employment for between ten to fifteen prisoners.

3. Action is in train to close the Bookbinding Industry and establish a Plastic Products Industry employing between 20-25 prisoners.

4. Following the rationalisation of staffing within the Metal Products Industry, action is required to establish a firm marketing plan for this Industry.

5. Whilst operation of the Timber Products Industry has been very successful some improvement is required on the return of sales over basic expenses.

6. Development of the Tree Nursery is proceeding satisfactorily. However, further action is required to follow up capital developments and the expansion of production and formalisation of markets.

7. The operation of Industries at this Institution is adversely affected by the absence of overseers. It is proposed that a relieving overseer be attached to this Institution.
MANNUS AFFORESTATION CAMP

Prison Population
Projection: 78

Employment
Opportunities: 80

(a) Domestic 28
(b) Production Industries 52

Afforestation 2 Officers 20 Prisoners
Motor Industry 1 Officer 8 Prisoners
Agricultural Services 2 Officers 24 Prisoners

Comments:

1. Further communication is required with Forestry Commission concerning improved usage of prisoner labour on Afforestation work.

2. Agricultural activities at the Camp will be subject to review in terms of maximising self-sufficiency and examining the scope for further relevant expansion.
METROPOLITAN RECEPTION PRISON

Prison Population
Projection: 240

Employment
Opportunities:
(a) Domestic 170
(b) Production Industries 15

Textile Products  2 Officers  15 Prisoners

Comments:
1. A substantial shortfall in employment opportunities is prevalent although the Institution contains a large number of unsentenced prisoners.

2. In comments relating to the Central Industrial Prison, it is suggested that the area bounded by the C.I.P. and M.R.P. be utilised for two individually secured Industries facilities. If one facility was designated for the M.R.P. 40 prisoner employment opportunities could be provided.

3. The nature of work carried out by the Production Industry (flat work) is not in keeping with enhancing prisoners post-release employment opportunities. Subject to satisfactory alternate arrangements this Industry is proposed to be phased out when current contractual obligations are met (approximately two years).
Prison Population Projection: 360

Employment Opportunities:

(a) Domestic 141
(b) Production Industries 

Comments:

No scope currently exists to introduce a Production Industry to this Institution.
MULAWA TRAINING CENTRE

Prison Population Projection:

Employment Opportunities:

(a) Domestic 
(b) Production Industries

Texcon 3 Officers 30 Prisoners

Comments:

1. The shortfall in employment opportunities recognises an intensive number of unsentenced prisoners and prisoners involved in programmes.

2. Discussions are to take place with the Assistant Director (Women's Services) concerning the impact of the proposed re-development on employment opportunities. Further, extensive work is required on providing a number of creative employment opportunities of the nature recently viewed by Ms. Johnston during her overseas tour e.g. centralised computer control of accommodation booking for motel chain.

3. It is proposed that a Computer Services Industry be established in tandem with the Programmes area as a Development facility.
Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

Texcon 1 Officer 15 Prisoners

(c) Work Release

Comments:

Full employment opportunities are provided given the involvement of Norma Parker prisoners at Parklea and on Work Release programmes.
Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

Afforestation: 2 Officers 30 Prisoners
Agricultural Services: 1 Officer 10 Prisoners

Comments:

1. Further communication is required with Forestry Commission concerning improved usage of prisoner labour on Afforestation work.

2. It is proposed to establish a General Services Industry to provide additional employment opportunities.
PARKLEA PRISON

Prison Population
Projection: 205

Employment
Opportunities: 200

(a) Domestic 100

(b) Production Industries 100

- Metal Products 4 Officers 35 Prisoners
- Timber Products 4 Officers 35 Prisoners
- Printing 2 Officers 15 Prisoners
- Texcon 2 Officers 15 Prisoners

Comments:

(a) It is unfortunate that Production Industries have continuously not operated to full employment capacity. The relatively high number of unsentenced prisoners undoubtedly influences this position.

(b) The operation of the Texcon Industry since its inception at Parklea has been most disappointing. The Industry was initially established with a view to utilising hi-tech machinery for the manufacture of uniforms for prisoners and others. The machinery requires a high level of skill both in terms of operation and maintenance. Neither are available to the Department.

Whilst the most simplified machinery has now been introduced to the Shop, the Superintendent is convinced that inmates cannot be attracted to this form of employment.

In consultation with the Superintendent, it is therefore, intended that the Texcon Industry be phased out and that the Printing Industry be extended to operate as a central production warehouse and distribution facility for all Departmental forms and books. This will require the appointment of an additional officer (derived from Texcon Industry) which will increase the Industry's prisoner profile by 10. This will also have the effect of providing employment opportunities for prisoners located within the protection/segregation unit in relation to pagination of printing requirements, indexing, binding etc.
PARRAMATTA GAOL

Prison Population Projection: 390

Employment Opportunities: 114

(a) Domestic 114
(b) Production Industries

Comments:

1. Notwithstanding the high number of unsentenced prisoners at this Institution the lack of employment opportunities is of serious concern.

2. Given the comments above it is a tragedy that the Industrial Facility housing Parramatta Linen Service could not be earmarked, in the long term at least, for prisoner employment. Discussion with officers of the Department of Health would not however offer much optimism for this occurring.

3. Arrangements are in hand for an Industrial Facility to be constructed this financial year providing employment for 40 prisoners. It is proposed that Demountable Classrooms be refurbished within this Facility.

4. A similar Facility is proposed for construction in the following financial year.
Prison Population Projection:

Employment Opportunities:

(a) Domestic

(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.L.E.F.</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Demountables</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Texcon</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Timber Products</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Engine Repair</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Workshop</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(c) Work Release

100

Comments:

1. Adequate employment opportunities are provided at this Institution although staffing deficiencies in the past have seriously affected the number of prisoners which are able to be allocated.

2. Bearing in mind requests from the Department of Education to accelerate the output of demountable classroom refurbishment the following is proposed:

   - closure of the Engine Repair Industry.
   - create position of Assistant Manager (Demountable Classroom Refurbishment) by deleting Overseer (Engine Repair).
   - provide 10 additional prisoner employment opportunities within the Demountable Industry.

3. An improvement is necessary in the surplus of revenue over expenditure for the Metal Products area.

4. The Texcon Industry is currently heavily involved in the production of Flat work items. This aspect will require review in terms of the Industries' future beyond expiration of current contractual obligations.

5. In view of the difficulties in arranging the continuity of staffing at the Institution, a position of Relief Supervisor/Instructor is proposed.
Prison Population Projection:

Employment Opportunities:

(a) Domestic 5

(b) Production Industries 5

Comments:

Production work is currently being sub-contracted to the Unit from the Malabar Training Centre Timber Products Industry. Additional work, also on a sub-contract basis is being arranged.
**CENTRAL INDUSTRIAL PRISON**

**PROFILE OF EMPLOYMENT OPPORTUNITIES WITHIN PRODUCTION INDUSTRIES - 1974.**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Employment Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Shop - Packaging, Net Making</td>
<td>30</td>
</tr>
<tr>
<td>2 Shop - Packaging</td>
<td>30</td>
</tr>
<tr>
<td>3 Shop - Typewriter Refurbishment</td>
<td>10</td>
</tr>
<tr>
<td>4 Shop - Metal Cropping, Packing</td>
<td>20</td>
</tr>
<tr>
<td>Machine Shop (fitting and turning)</td>
<td>30</td>
</tr>
<tr>
<td>Brush Manufacture</td>
<td>40</td>
</tr>
<tr>
<td>Coir Mat Manufacture</td>
<td>10</td>
</tr>
<tr>
<td>Print Shop</td>
<td>40</td>
</tr>
<tr>
<td>Bookbinding</td>
<td>48</td>
</tr>
<tr>
<td>Bakery</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>278</strong></td>
</tr>
</tbody>
</table>
1. Mr. Cook currently reporting to Co-ordinator of Industries.

2. Mr. R. Schliemann held in Supernumerary capacity currently reporting to Director of Industrial Services.
PROPOSED STAFFING STRUCTURE - CORRECTIVE SERVICES INDUSTRIES

General Manager

Development Manager
- Dvlpmt. Officer (Domestic Employ.)
- 74/040 Textile Co-ordinator
- 74/015,6 Senior Overseers
- 74/036,7 Texcon Officers

Marketing Manager
- Contracts Co-ord.
- Research Assist.
- Promotions Officer
- Mktg. Officer

Administration Manager
- 74/021 Warehouse Supervisor
- 74/038 Senior Clerk
- Drivers (3)
- Clerk (Gd.1)
- Stenographer (Gd.1)
- Typist
# PROPOSED STAFFING STRUCTURE - CORRECTIVE SERVICES INDUSTRIES

COSTING SCHEDULE OF EXISTING & PROPOSED STAFFING ESTABLISHMENT

## EXISTING

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Position</th>
<th>Salary $</th>
</tr>
</thead>
<tbody>
<tr>
<td>74/001</td>
<td>Director (Special Scale)</td>
<td>51,812 (1)</td>
</tr>
<tr>
<td>74/002</td>
<td>Assistant Director (Gd.10/11)</td>
<td>44,101</td>
</tr>
<tr>
<td>74/003</td>
<td>Co-ordinator of Industries (Gd.8)</td>
<td>35,240</td>
</tr>
<tr>
<td>74/009</td>
<td>Industries Officer (A.S.I.)</td>
<td>27,516</td>
</tr>
<tr>
<td>74/010</td>
<td>Industries Officer (A.S.I.)</td>
<td>27,516</td>
</tr>
<tr>
<td>74/012</td>
<td>Industries Officer (A.S.I.)</td>
<td>27,516</td>
</tr>
<tr>
<td>74/013</td>
<td>Industries Officer (A.S.I.)</td>
<td>27,516</td>
</tr>
<tr>
<td>74/033</td>
<td>Project Officer</td>
<td>26,630</td>
</tr>
<tr>
<td>74/031</td>
<td>Manager, Marketing (SC 143-148)</td>
<td>32,977</td>
</tr>
<tr>
<td>74/011</td>
<td>Salesperson (A.S.I.)</td>
<td>27,516</td>
</tr>
<tr>
<td>74/043</td>
<td>Clerk (Gd.7)</td>
<td>32,816 (2)</td>
</tr>
<tr>
<td>74/045</td>
<td>Liaison Officer (SC 90)</td>
<td>24,620</td>
</tr>
<tr>
<td>74/006</td>
<td>Stenographer (Gd.1)</td>
<td>21,464 (3)</td>
</tr>
<tr>
<td>74/007</td>
<td>Typist</td>
<td>16,277 (4)</td>
</tr>
<tr>
<td>74/027</td>
<td>Driver</td>
<td>17,809 (5)</td>
</tr>
<tr>
<td>74/028</td>
<td>Driver</td>
<td>17,809 (6)</td>
</tr>
<tr>
<td>74/029</td>
<td>Driver</td>
<td>17,809 (7)</td>
</tr>
<tr>
<td>74/040</td>
<td>Manager Texcon (SC 155-160)</td>
<td>34,765 (8)</td>
</tr>
<tr>
<td>74/046</td>
<td>Production Manager (Equiv. S.A.S.)</td>
<td>29,675</td>
</tr>
<tr>
<td>74/036</td>
<td>Texcon Officer</td>
<td>24,049 (9)</td>
</tr>
<tr>
<td>74/037</td>
<td>Texcon Officer</td>
<td>24,049 (10)</td>
</tr>
<tr>
<td>74/021</td>
<td>Supervisor Texcon</td>
<td>26,744 (11)</td>
</tr>
<tr>
<td>74/038</td>
<td>Senior Clerk (Gd.3/4)</td>
<td>25,836 (12)</td>
</tr>
<tr>
<td>74/039</td>
<td>Clerk (Gd.1)</td>
<td>21,464 (13)</td>
</tr>
<tr>
<td>74/015</td>
<td>Senior Overseer</td>
<td>24,049 (14)</td>
</tr>
<tr>
<td>74/016</td>
<td>Senior Overseer</td>
<td>24,049 (15)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Position</th>
<th>Salary $</th>
</tr>
</thead>
<tbody>
<tr>
<td>74/015</td>
<td>General Manager</td>
<td>51,812 (1)</td>
</tr>
<tr>
<td>74/009</td>
<td>Development Manager (Gd.9)</td>
<td>37,514</td>
</tr>
<tr>
<td>74/002</td>
<td>Development Officer (D.S. Gd.1)</td>
<td>31,141</td>
</tr>
<tr>
<td>74/003</td>
<td>Development Officer (D.S. Gd.1)</td>
<td>31,141</td>
</tr>
<tr>
<td>74/009</td>
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<td>31,141</td>
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<td>31,141</td>
</tr>
<tr>
<td>74/009</td>
<td>Development Officer (D.S. Gd.1)</td>
<td>31,141</td>
</tr>
<tr>
<td>74/002</td>
<td>Textile Co-ordinator (SC 155-160)</td>
<td>24,049 (14)</td>
</tr>
<tr>
<td>74/003</td>
<td>Senior Overseer</td>
<td>24,049 (15)</td>
</tr>
<tr>
<td>74/009</td>
<td>Texcon Officer</td>
<td>24,049 (9)</td>
</tr>
<tr>
<td>74/002</td>
<td>Texcon Officer</td>
<td>24,049 (10)</td>
</tr>
<tr>
<td>74/003</td>
<td>Marketing Manager (Gd.9)</td>
<td>37,514</td>
</tr>
<tr>
<td>74/009</td>
<td>Contracts Co-ordinator (Gd.5)</td>
<td>28,756</td>
</tr>
<tr>
<td>74/002</td>
<td>Research Assistant (SC 96-104)</td>
<td>26,630</td>
</tr>
<tr>
<td>74/003</td>
<td>Promotions Officer (A.P.O.)</td>
<td>24,478</td>
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<tr>
<td>74/009</td>
<td>Marketing Officer (SC 111)</td>
<td>27,628</td>
</tr>
<tr>
<td>74/002</td>
<td>Administration Manager (Gd.7)</td>
<td>24,049 (9)</td>
</tr>
<tr>
<td>74/003</td>
<td>Warehouse Supervisor</td>
<td>24,049 (10)</td>
</tr>
<tr>
<td>74/009</td>
<td>Driver</td>
<td>17,809 (5)</td>
</tr>
<tr>
<td>74/002</td>
<td>Driver</td>
<td>17,809 (6)</td>
</tr>
<tr>
<td>74/003</td>
<td>Senior Clerk (Gd.3/4)</td>
<td>17,809 (7)</td>
</tr>
<tr>
<td>74/009</td>
<td>Clerk (Gd.1)</td>
<td>17,809 (8)</td>
</tr>
<tr>
<td>74/002</td>
<td>Stenographer (Gd.1)</td>
<td>17,809 (9)</td>
</tr>
<tr>
<td>74/003</td>
<td>Typist</td>
<td>17,809 (10)</td>
</tr>
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<table>
<thead>
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<th>Code No.</th>
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<tbody>
<tr>
<td>74/015</td>
<td>Senior Clerk (Gd.3/4)</td>
<td>34,765 (8)</td>
</tr>
<tr>
<td>74/009</td>
<td>Clerk (Gd.1)</td>
<td>24,049 (9)</td>
</tr>
<tr>
<td>74/002</td>
<td>Stenographer (Gd.1)</td>
<td>24,049 (10)</td>
</tr>
<tr>
<td>74/003</td>
<td>Typist</td>
<td>24,049 (11)</td>
</tr>
</tbody>
</table>

26 Positions 711,704 25 Positions 687,885
<table>
<thead>
<tr>
<th>Year</th>
<th>Materials Plants etc.</th>
<th>Prisoner Wages</th>
<th>Total Expenses</th>
<th>Revenue</th>
<th>Surplus (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980/81</td>
<td>5,080,283</td>
<td>616,392</td>
<td>5,696,675</td>
<td>4,231,103</td>
<td>(1,465,572)</td>
</tr>
<tr>
<td>1981/82</td>
<td>4,289,198</td>
<td>557,415</td>
<td>4,846,613</td>
<td>4,945,880</td>
<td>99,857</td>
</tr>
<tr>
<td>1982/83</td>
<td>2,980,060</td>
<td>511,618</td>
<td>3,491,617</td>
<td>4,604,253</td>
<td>1,112,636</td>
</tr>
<tr>
<td>1983/84</td>
<td>3,638,315</td>
<td>511,743</td>
<td>4,150,058</td>
<td>4,450,523</td>
<td>300,465</td>
</tr>
<tr>
<td>1984/85</td>
<td>4,128,294</td>
<td>764,521</td>
<td>4,892,815</td>
<td>5,629,211</td>
<td>736,416</td>
</tr>
<tr>
<td>1985/86</td>
<td>5,215,703</td>
<td>784,297</td>
<td>6,000,000</td>
<td>7,051,776</td>
<td>1,051,776</td>
</tr>
<tr>
<td>1986/87</td>
<td>6,375,765</td>
<td>818,926</td>
<td>7,194,691</td>
<td>8,059,206</td>
<td>864,515</td>
</tr>
</tbody>
</table>

Notes:

(1) Texcon stock reductions inflated surplus

(2) Results affected by industrial dispute of 5 weeks duration.
LONG Bay prisoners are taking on the world. They are to run a new plastics industry from the jail's Malabar Training Centre - and they'll be in direct competition with imports from Taiwan.

It will be the first time a prisoner-run industry has directly supplied the private sector with manufactured goods.

About 30 prisoners will be employed in the plastics plant making acrylic office accessories such as document trays and calendar stands.

Acting Director of Prison Industries, Mr Wayne Ruckley, said the plastics plant at Malabar would not threaten local industry.

"About 85 per cent of all acrylic office products in NSW are made in Taiwan," he said.

"So our industry is a replacement industry, and not threatening any local businesses.

"And it's the first time prisoners have been involved in plastics manufacturing, so it's a new challenge with a new market."

Mr Ruckley said he expected the Malabar plastics division will generate about $100,000 worth of sales in the first year of operation.

"And we will be expanding the operation to other prisons, including Balmain, Goulburn and Grafton."

Nearly 250 extra prisoners will be employed in six new jail industries to be introduced in NSW prisons this year.

Work in the prison industrial centres will be part of a new remission package offered to prisoners.

Corrective Services Minister Mr Akister said the remission program was aimed at providing incentives for prisoners to work in jail while helping to reduce the cost of running prisons.

Long Term Planning for Industries Now Under Way

Officers of the Division of Industrial Services, in liaison with Superintendents and Industries personnel, are heavily engaged in the development of a long-term plan covering employment opportunities provided to prisoners.

The plan will be seeking to ensure that employment opportunities are provided for all prisoners and that the opportunities are relevant to their development needs.

In preparing the plan the Division will be seeking to build upon the very sound performance of Prison Industries over recent years.

It is noteworthy that in the last financial year, Corrective Services Industries achieved an overall operating surplus of $864,505. This positive result contrasts with the loss of $1,465,532 in 1980/81.

Keeping the Surplus

The positive financial performance of Industries over recent years has enabled an approach to be made to Treasury for retention of at least part of operating surpluses for development purposes.

This issue has been the source of concern to Industries Officers for many years.

Discussions with Treasury Officers are at an advanced stage and further information will be provided in subsequent issues of the CSI Newsletter.

Spreading The Word To The Marketplace

With our sales expected to exceed $9 million this year, it is important to keep our name and products in front of potential customers and the public.

Industries mounts major exhibitions at some four shows a year, the most recent one the Hospital and Medical Equipment Exhibition at Sydney Showground.

Our stand is pictured below.

Others at which we exhibit are the Local Government Equipment Suppliers Exhibition at the Homebush Sports Centre, at the Australian National University in Canberra and, in cooperation with Programmes Division, in the Exhibition Hall of the Sydney Opera House earlier this month.

Communication...

One of the major developments in modern life is in the field of communication. We have come to expect to be informed by newspaper, radio and television of developments right around the world almost as soon as they happen.

Yet we might be rather uninformed about what is happening in the Department in which we work. How much do you know of what goes on in the workshops of the other Gaols? Would you like to know about the purchase of major new items of machinery, about new Industries planned, about other Officers' problems and their solutions?

Industries had sales of more than $8 million in 1986/87 and employed more than 900 inmates.

This represented the most successful trading year ever by Prison Industries. Officers have every reason to be proud of this.

That is what this and successive issues of this Newsletter are designed for - to act as bridges between each of the workshops, to pass on a little bit of gossip and a little bit of comment.
Prisoner Employment - The New Criteria

A great deal of uncertainty has existed as to why employment opportunities are provided to prisoners. As a basis for allaying this uncertainty and of ensuring objective review and development of Industries, the following criteria have been established.

A. Prisoner Needs
(i) To develop the 'work ethic'.
(ii) To develop the vocational skills of the prisoner, complementary to education/training programmes.
(iii) To develop vocational skills conducive to enhancing post-release employment opportunities.

B. Prison Management
(i) The provision of worthwhile employment opportunities, so as to - enhance the personal development and skills of prisoners; - alleviate boredom and/or pursuit of undesirable activities.
(ii) The provision of labour to facilitate various prison housekeeping functions, e.g. maintenance, cleaning, catering, administration.
(iii) The provision of labour to maximise the self-sufficiency of institutions.
(iv) The use of prison labour to enhance the public perception of Prison Management.

C. Economic
(i) To pursue a vigorous programme of prisoner employment to maximise the self-sufficiency of institutions.
(ii) To select and manage Prison Industries which, in conjunction with other objectives, will provide a satisfactory return (i.e. an operating surplus).

D. Community Expectations
(i) To ensure the maximum use of prison labour to meet community expectations and reduce the need for public funding of Correctional Services.
(ii) By the provision of prison labour, undertake worthwhile community projects as a means of enhancing public perception of Corrections.

Officer Profiles

In this issue we highlight two officers' backgrounds.

Barry Blackburn, M.T.C.

Barry is the Officer-in-Charge of the Cabinet Shop at the M.T.C., with A.S.I. rank.

Barry joined the Department in 1977 as a Prison Officer after 16 years with the Police. He is a Carpenter and Joiner by trade and in 1978 became Maintenance Overseer at the M.R.C. and Senior Overseer in the Cabinet Shop, M.T.C. in 1980. He acted as O.I.C. for a period in 1985 and last year became O.I.C. Cabinet Shop.

The Cabinet Shop employs 20 inmates with the emphasis on the manufacture of high-quality office furniture. In recent months a considerable amount of community work has been completed, including fitting of the sailing ship James Craig, which will be displayed in the Bicentennial Maritime Museum.

Barry enjoys fishing and gardening. But he complains he doesn't have as much time for these pursuits currently because he is refurbishing his home.

Alf Wheeler, Silverwater

Alf Wheeler, Acting Manager of Silverwater Light Engineering Facility since February, is a Boilermaker, rather than a chippie, and is non-uniform.

Alf joined S.L.E.F. in 1976 as a Supervisor after working on development jobs all over Australia for Highgate Engineering.

He, too, likes fishing, does some shooting and breeds exotic parrots.

As Acting Manager, Alf is responsible for four Industries: Silverwater Light Engineering Facilities makes a range of items from light metal bookends through cell-beds to half-tonne metal scap bins for TAFE; the refurbishing of demountable Buildings; a Cabinet Shop; and a Motor Shop involved in mower and wheelchair repairs - the latter for the Department of Health.

At full strength, more than 80 inmates are employed.

Minister Approves Major New Industry

The Minister recently gave approval for the establishment of a Plastics Fabrication Industry.

The Industry will be involved in the manufacture of a range of high-profile acrylic office stationery products including document trays, desk calendar stands and note pad holders.

The Industry represents a major initiative by Corrective Services Industries. This range of acrylic products is currently imported from Taiwan and therefore the products manufactured here will be import replacements.

Additionally, the products manufactured will be supplied direct to the private sector wholesaler who will be responsible for all marketing and distribution.

The first branch of this new industry will be located within the area currently occupied by the M.T.C. Bookbinding Shop. Senior Overseer Mr. Terry Manning and Overseer Mr. John Blackman have been appointed to develop and manage the Industry.

Your Feedback...

We attach a copy of the first Mailing List for the C.S.I. Newsletter. If you see any errors or can suggest additional names, please let us know by telephone to 02-217 8560 or write to us.

We would also like any information for stories you would like to provide or any topics you feel should be included - and any comments you wish to make on any items in this inaugural issue. Please let us know.