COMMISSIONED OFFICERS COURSE 96/1

AN ASSESSMENT
OF
THE STRUCTURED DAY
AT
PARKLEA CORRECTIONAL CENTRE
SILVERWATER CORRECTIONAL CENTRE
MULAWA CORRECTIONAL CENTRE

by

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INTRODUCTION

On Tuesday and Wednesday of this week, the group visited 3 correctional centres within the metropolitan area, to assess the structured day.

We would like to thank the three correctional centres for their hospitality, although we were only at each centre for a short time. Parklea provided us with a comprehensive information kit. The lunch they provided was excellent. We would like to thank Assistant Superintendent Steve Dolenac for his assistance. Silverwater provided us with morning tea and their Governor, Tony Kelly, and his executive staff gave us a brief rundown on the institution. Thanks to Assistant Superintendent Gary Cook for his help. Mulawa provided us with lunch and afternoon tea. Their Staff Officer Peter Russell showed us around, and we would like to thank him for his help. We would also like to thank all the staff from each correctional centre for their honest remarks and suggestions.

The correctional centres visited were:

PARKLEA
This centre holds young offenders from 18 to 25 years of age of various classifications with a small number of adult inmates acting as a peer group to assist in the rehabilitation of the younger inmates.

SILVERWATER
A minimum security centre structured around a works release program.

MULAWA
A female centre with inmates of various classifications.

The day prior to these visits we decided which questions would be asked by each team member, and responses were drawn from a broad spectrum of officers and inmates.

The officers of the group are:
Graham Dorrington from Bathurst - his subject is WORK.

Garry Brown from Lithgow - his subject is EDUCATION.

Lee Altman from Lithgow - his subject is DEVELOPMENT PROGRAMS.

Cliff Green from Bathurst - his subject is CASE MANAGEMENT.

Phil Speering from Mannus - his subject is GENERAL ACTIVITIES.

Wayne Forrest from Long Bay Hospital - his subject is STAFF TRAINING.
STRUCTURED DAY  
- WORK -

Presented by Graham Derrington

It is important that we identify the need for personal development in work and vocational skills necessary for a successful reintegration of the inmate into society at the completion of their incarceration. Area Management through the new reception process, case management concepts and development of inmate program pathways, allows us to identify these needs and to monitor their performance and progress.

As inmates develop these skills their ability to perform work and educational tasks improves and undoubtedly there is a shift in their attitude and behaviour. Ultimately, the overall effect of these programs is that they provide inmates with an opportunity to learn new ways and to improve their chances of gaining employment and to retain their employment after release.

In gaining information from the centres visited in relation to a written plan that aims to provide programs of employment and related training for all inmates. It was found that;

A comprehensive plan has been produced and put together by all centres visited, these being Parklea, Silverwater and Mulawa Correctional Centres. Such plans were made available to the group through the provision of Business Plans, Briefing Notes, Briefing Paper and a document from Parklea in the form of a document representing the Parklea Community Consultive Council.

Documents that were presented in a format that was comprehensible to any reader. WELL DONE!

Further information was sought in relation to the efforts that the centre had made to structure the inmates work day to approximate the working environment of the community. It was found that;

The structured day for inmate employment was based on a ‘split shift’ ratio at Parklea for a number of inmates. First shift commenced at 7.15am and returned at 11.10am. The second shift of inmates commenced at 11.50am and returned at 2.45pm. Skills gained are in the field of OFFSET PRINTING, CARPENTRY and JOINING, CORMET INDUSTRY.

The structured day for inmate employment at Silverwater is partly based on a ‘split shift’ in the CORMET 1 shop where there is a A.M. and P.M. shift functioning successfully. There is a ‘single shift’ structured for the CORMET 2 shop and the STATUE SHOP. This also appears to be viable under the ‘single shift’ format.

The structured day for inmates employment at Mulawa are on a ‘single shift’ format which commences for the inmate at 7.30am and completion of the work day is at 2.30pm, when all other programs commence. The work skills gain from the Mulawa inmates are in the work skills of PLANT NURSERY, GENCOR (Qantas Headsets).
All correctional centres visited also allow the basic domestic skills to a proportionate number of inmates, these cover such skills as gardening, cleaning, cooking, clerical, painting, plumbing, personal hygiene, and other life style skills.

It was discussed at Parklea Young Adult Correctional Centre that the split shift had been given way to a single shift due to staff shortages at the centre as a temporary basis. This appears to be a function which has been made workable at that centre. Thus creating an option for future structuring when the need arises for the reorganisation of the structured day in meeting with possible future staff cuts at the centre.

The ultimate aim for inmates who are on the Work Release program from Parklea and Silverwater Centres are manifesting the same objectives: The purpose is to prepare and enhance the reintegration of offenders into the community. However, the group felt that Parklea had made other aspects available within the process of the structured day for the inmate to have access to, and have available to organising/implement available resources to complement other aspects of the inmates need to return back into society, i.e., educational programs.

Finally, information which was sought from the group was in relation to the work which was available to them at the centres - whether it afforded the inmate an opportunity to learn job skills, and to develop good working habits and attitudes. Information made available to the group was excellent, although the quality of information varied from institution to institution. The group found that;

**Parklea Correctional Centre**

C.S.I. Timber Products - Inmates gained skills in machine, assembling, polishing, finishing and packaging. Inmate profile is 40 per shift.

C.S.I. Metal Products - Inmates gain skills in the production of metal furniture and frames. Inmate profile is 30 per shift.

C.S.I. Printing Products - Inmates gain skills in offset printing. Inmate profile is 25.

C.S.I. Private Sector / ACI Petalite - Inmates gain skills in the repairing, maintaining and sort packaging material for ACI Petalite.

Inmates gain skills from their employment in various other domestic and maintenance roles, which cover areas of cleaners, ground maintenance, maintenance workshops, kitchen, and clerical skills in the store.

**Silverwater Correctional Centre**

C.S.I. Private Sector / Statue Shop - A private enterprise which give inmates skills in the making and preparation of concrete statues and figurines. Inmate profile is 10.

C.S.I. Cormet 1 - Inmates gain skills in metal work with the production of single and double post boxes, sorting frames, and the production of clothing bins. Inmate profile is 30 each shift.

C.S.I. Cormet 2 - Inmates gain their work skills with the manufacturing of security fencing, and external steel work. Inmate profile is 30.
Mulawa Correctional Centre
C.S.I. Private Sector / Panama Development - Inmates gain work and vocational skills in the nurturing of seedlings until they attain a saleable size. Inmate profile is 30.

C.S.I. Gencor (Qantas Headsets) - Inmates gain work skills with the servicing of head sets, cleaning and packaging of telephones, the folding of tourist maps. Inmate profile is 75.

Ground maintenance - Inmates receive work skills in maintaining gardens and lawns. Inmate profile is 8

Domestic (Kitchen, Reception Room, Clerks, etc) - Inmates gain skills in the preparation and cooking of food, clerical experience. Inmate profile is 20.

Overall the structured day in relation to the work aspect for all three centres appear to be functioning effectively. However, it is believed that Parklea and Mulawa Correctional Centres had more scope within their structured day to cater for possible changes, where Silverwater has no scope for change or expansion of their structured day (this no doubt is due, mainly to the small number of staff available per shift.)

Changes that have been mention above are generally in relation to expected further cuts within the Department's budget for less Officers to be employed in areas that can effectively assist in the standard of a successful and meaningful structured day that will fully benefit the inmate on his/her reintegration into society.
EDUCATION

Each Centre has education programs in place that cater for most inmates’ needs. The timing of these courses is largely dependent on what type of work an inmate does and where that inmate is housed.

In all Centres working inmates normally attend education courses after work. At Parklea Correctional Centre approximately 30 inmates from Unit 2 leave work early and attend education between 12:00pm and 2:30pm. Protection areas in Mulawa and Parklea have teachers come in for in-house courses. This also happens at Mulawa’s Kipling House which houses psychologically disadvantaged inmates.

Technical college courses are attended by work release inmates after working hours. At Parklea, Work Release Centre volunteer teachers attend after working hours to teach courses.

All Centres have facilities for inmates to do correspondence courses. These are generally well used.

On the whole education in all three Centres works well but the following areas need to be addressed:

1. Correspondence course assignments. Some inmates indicated that their assignments were not being sent to the Education Department on time or not at all and therefore were not being marked. The main reason for this is that there were being misplaced and not found until weeks later. Checks should be put in place so that this does not occur.

2. Works release inmates who are employed on shift work have trouble attending Tech courses.

3. Funding needs to be improved and better utilised to increase education services, especially in Works Release where volunteers are used.
DEVELOPMENT PROGRAMS

PARKLEA
The structured day at Parklea is well organised and operational. The Alcohol and Other Drugs Services program services all areas of Parklea. All areas provide:
* Individual counselling as required
* Rehabilitation assessment as required
* Alcohol & Other Drugs reports to various departments as required

Groups available at Parklea are:
* Alcohol & Other Drug awareness
* Harm minimisation
* Relapse prevention
* Anger management
* Gambling
* Aboriginal culturally based Alcohol & Other Drugs groups
* Alcohol & Other Drugs Peer Education Program
* A. A. & N. A. Meetings

Organised sport is encouraged at Parklea and the Centre participates in sporting events in the wider community and sport in general in the Centre.

SILVERWATER
The structured day at Silverwater Correctional Centre is operational and fully implemented in regards to: Drug and Alcohol. Drug and Alcohol issues are being addressed and there are numerous programs and groups and counselling available to inmates. Sporting events were being organised outside the Correctional Centre but due to staff shortages has been discontinued. Counselling services at Silverwater Correctional Centre are in place and available to all inmates and is sufficient.

MULAWA
Mulawa Correctional Centre offers inmates a wide range of programs that meet both individual and group needs. Inmates have the opportunity to utilise their time to expand their skills and assist themselves to new skills.

Programs include a wide range of courses which are AEVTI Accredited, TAFE accredited, Adult Migrant English Service, Pre-Release skills and Childbirth Education. There is also a wide range of correspondence courses available.

Drug & Alcohol programs are of great importance at Mulawa due to the fact that 90% of inmates at this Centre are convicted of drug related offences.

Mulawa has a special program called: F Wing Drug Program. The underlying philosophy of F Wing is to create a supportive environment where women can undertake efforts to address drug taking behaviour.

Sports are conducted at the Centre in their spare time and non-working hours.
CASE MANAGEMENT

The positive interaction between staff and inmates is an important process to enable a correctional centre to function. Case management is the process identified by the Department to ensure this interaction occurs. When assessing the process of case management in the three correctional centres visited (Mulawa, Silverwater, Parklea) it was found that the three institutions were different in their approach to case management.

Mulawa
Mulawa is an institution which houses female inmates of all classifications and is a feeder centre for minimum centres such as Norma Parker and Emu Plains.

Silverwater
A minimum security institution and accommodates a periodic detention centre. The institution is structured around works release and entry into the works release program.

Parklea
Parklea is an institution catering for young adult offenders of variable classifications with a small number of older inmates who act as a peer group to assist the young adult offenders. The centre also has a works release program.

A Review of Case Management

Mulawa
It was found that case management is conducted with a high degree of professionalism, the standard of case files and case management process is a credit to the staff of Mulawa. Staff are highly motivated to participate and committed to their daily work duties. This emphasis on staff training in the case management process is a contributing factor.

Silverwater
Conclusions on case management were that the correctional centre does need to address the entire process. It was noted that staff shortages and the lack of training contributed to the breakdown of case management and the availability of staff and inmates (ie works release, rosters) on a regular basis also hindered the case management process. The Governor of Silverwater, Mr Tony Kelly, did address the problems he has with case management and was working to get it "up and running".

Parklea
After inspection of the case management process at Parklea, it was found case management is being conducted to a high standard. The management did, however, identify that a small percentage of officers did resist or did not involve themselves in case management and these at present are being addressed.

The case management of inmates on the centre’s works release program should be mentioned, it was found that a great deal of time and effort has been put into the process and should be applauded.
Conclusions/Recommendations
It was felt that the direction of both Mulawa and Parklea in the case management process is working to operational standards while Silverwater does need to overhaul the entire structure. One recommendation is that Silverwater look at the process in place at Parklea Work Release.
STAFF TRAINING

Parklea
Although Parklea is 22 custodial officers and 5 industrial officers short, there is a provision for staff training. There is an overlap of shifts of 3 hours and this can be utilised for self-development and also in house courses. Because of staff shortages officers are working several double shifts and at the present time is interfering with the structured day.

Silverwater
Currently there is no staff training at Silverwater. The lack of training was reflected by the comments officers made in regards to case management. The Governor informed us that some staff are still attending courses at the Academy.

Mulawa
Mulawa is prepared 28 days in advance. All staff members who have completed Train the Trainer course are utilised. Ten staff members are available 7 days a week over a 2 hour time frame. Even as we arrived at the Centre 10 officers were about to embark on a visit to the MRRC.
GENERAL ACTIVITIES AT PARKLEA, SILVERWATER & MULAWA

Buy-ups
Talking to both officers and inmates, there did not seem to be problems within this area in any of the institutions.

Musters
As musters are held on a regular basis for the accountability of all inmates, this is another area which did not seem to have any problems. The only differences between the Centre’s is the time, musters are held because we are looking at three different categories of inmates - maximum, medium, minimum.

Phone Calls
Phone calls are carried out as per regulations in all Centres, the only difference being some Centres have the Smart Card phone system.

Meals
As like all other institutions, all meals are prepared in the main kitchen and then dispersed to all units in hot boxes, with the exception of Silverwater, whose kitchen is being refurbished. Their meals are prepared at Parramatta and delivered back in hot boxes. The only units at Mulawa which have their meals cooked for them are those inmates in the Multi Purpose Unit and the Protection/Strict Protection inmates (the other units have their rations delivered and the inmates cook for themselves on a roster basis).

Visits
Each Centre has different classifications of inmates. They are all accommodated in these separate categories as set out in prison regulations.

In general, the above areas seem to be operating effectively in all Centres.
**Conclusion - Parklea**
The first institution our team visited was Parklea and we were welcomed and made welcome by the staff. We were afforded access and assistance to every aspect of Parklea. The case management was of a high standard. Staff appeared motivated and committed to duty and care.

Due to the uniqueness of Parklea of having a Remand section, Sentenced section, Minimum section and Work Release section, the structured day is a daunting task. It seemed that there were hardly any problems.

In conclusion the structured day at Parklea is up and running and is practically fully implemented.

The presentation to our team was of a very high standard which consisted of an information kit, morning tea, an excellent lunch and afternoon tea and the day was concluded with a comprehensive debriefing by Deputy Wayne Terrantroy.

**Conclusion - Silverwater**
The second institution we visited was Silverwater Correctional Complex. We were welcomed by the A/Deputy. An overview of the correctional centres programs, operations and industries was presented to the team. It appears that Area and Case Management is lacking and could be improved. Staff training need to be addressed. The structured day in regards to industries is fully implemented and works very well. The team felt that contributing factors to these discrepancies are:

* Staffing problems
* Lack of training
* Lack of access to inmates due to work release, day and weekend leave and other programs

In spite of lack of staff in this centre and the subsequent staffing problems, the team felt that there was a genuine drive by officers to make it work. In conclusion with a better staff to inmate ratio the problems encountered at Silverwater Correctional Centre will be alleviated.

**Conclusion - Mulawa**
The third institution visited was Mulawa and we were welcomed by the Staff Officer Peter Russell, who gave the team an overview of the centre. Case and Area Management is of a high standard and efficiency. Staff training seem to be encouraged and implemented. Morale and motivation appeared high, and duty of care by staff was noticed. The main contributing factor to the high standard reached in this institution is the staff to inmate ratio.