ST HELIERS
CORRECTIONAL
CENTRE

"THE STRUCTURED DAY"

GOVERNOR
MR AYRTON
ST HELIERS

1. Evaluation of the Structured Day (Case and Area Management)

As part of the Commissioned Officers course, '96/1, various institutions were visited. We were to observe and evaluate the Structured Days being undertaken. St Heliers was the first of two centres to be evaluated.

2. History of the institution

The Department of Corrective Services acquired this location after it had become a boys home, and converted it into a minimum security correctional centre.

3. Physical Aspects

The centre is situated on approximately 1,300 acres comprising of three main sections:

The Compound

The Dumaresq Centre

Industries

There are a number of buildings which house inmates, IDs, officers, administration and farm buildings. The compound area was enclosed. The Dumaresq Centre, were smaller units with no physical barriers, which gave inmates the freedom to come and go as they pleased. The Administration building was central to all locations.

Industries comprised of the Metal shop, Cattle / Sheep Husbandry and Clydesdales which were used for community and charity displays.

The original homestead has been restored to pristine condition and is used as the Governors office, meeting area and general administration.
Information gathered from MANAGEMENT

The relieving Governor Mr Mike Hall and Acting Deputy Governor Ms Terry Peisley welcomed us and gave us an overview of the centres workings. A member of the Structured Day Committee then gave our group more detailed information in regards to St Heliers Structured Day.

The committee consists of the Deputy Governor, Manager of Industries, Program Manager, POVB member and a Senior Prison Officer.

Staffing levels

Staffing levels consist of 39 custodial staff and 17 support staff.

Inmate numbers

Inmate numbers that were at the centre when we visited were 230, and consist of C1, C2 and C3 classification.

The Structured Day has been on a trial basis since the 20th of May 1996. It is conducted only on a Monday. Plans are being made to implement this to three days a week to stop loss of production hours. The operation of industries was being affected by the one day only structured day so a new Structured Day was being planned to alleviate this problem.

Committee and management are well conversed with the Structured Day, however they admitted working with a concrete model was difficult. They anticipated that there would be changes all the time.

Information gathered from OFFICERS

Officers have three shifts, the usual A, B and C watch. The A watch have different starting times depending on the post. Officers felt that the security of the centre had not been affected by the Structured Day, nor could they see any future changes affecting the security. The majority of staff are participating in the Structured Day, and some are more positive about it than others. All officers, (including IDS and Industrial) participate in doing case work, and the Structured Day. Officers have flexibility in choosing what they do in a Structured Day. Case loads may be attended to if officers wished.

Officers are being trained by custodial and support staff, and they have input into what training they feel they need. At this stage there is no record of who receives what training. Officers feel that they are not abusing any free time that they are given, and interaction between officers and inmates are improving.
Even though St Heliers is not fully staffed at this stage, morale is quite high. Since the implementation of the Structured Day, or the proposal for the Structured Day, no mention or evidence of the reduction of staffing levels has been seen. Their Operational Agreement did not come into conflict with their Structured Day plans.

Information gathered from INMATE DEVELOPMENT STAFF

Our group managed to talk to one person who said that they had conducted a training session for officers and IDS, and we were informed that they had case loads and they also had been included in the plans of the Structured Day.

Information gathered from INMATES

The general attitude of inmates about the Structured Day and Case Management were vague, although they were participating in both these management plans. Inmates at St Heliers are expected to work, if they mangle, they are transferred to Cessnock or Maitland Correctional Centres. They have inmates doing full time education, but most are employed in the industries, on the farm and general duties etc. If there is no allocated work, they are given duties and tasks to perform in the compound area.
Our questions were informally put to those people that we spoke to, but we did have set questions that were relevant. (See Appendix A, Questionnaire)

General opinion is that management and staff see the benefit of the Structured Day and the logic of this concept. However, due to the nature of the centre, (it being a working camp) difficulties are experienced in maintaining production while officers and inmates are to be away from their place of employment for self development.

St Heliers as a minimum security centre has always had a degree of flexibility with regards to officer and inmate management i.e. farming and animal husbandry can never be placed on a concrete time table.

Staffing levels must be at present levels to maintain this flexibility, so that all the responsibilities towards staff, inmates and production are all met. The Structured Day is a commitment by management to improve work roles of officers whilst offering the inmate as much opportunity for their self development. There is also the obligation that the centre be as productive as possible. We found staff at St Heliers are tackling this challenge energetically.

RECOMMENDATIONS

a) All staff are responsible for the planning of the structured day. If the structured day is to work effectively all staff must be committed 100%.

b) Management must be energetic in their approach to this management tool and thereby influence other staff throughout the ranks.

c) It is found that flexibility with regards the working day is important in a centre such as St Heliers - due to the type of industries. Cattle and sheep cannot be placed on the roster. Farming is notorious for its unpredictable.

d) Inmates are to be informed during the induction process and throughout their sentence.
of the structured day concept and what case management is all about and the benefits that they should receive. Interaction between custodial staff and inmates needs to be improved to ensure that the inmate develops and any needs or concerns he has is highlighted and addressed.

ACKNOWLEDGEMENTS

We would like to thank the relieving Governor, Mr Mike Halls, Acting Manager of Security Ms Terry Peisley, for their friendly reception, and for taking the time to give us valuable information. It was a pleasant visit, and all members of our group commented on the hospitality and how the staff of St Heliers contribute to the community through involvement in community activities.
As part of the Commissioned Officers course, '96/1', various institutions were visited. We were to observe and evaluate the Structured Days being undertaken. Cessnock was the second of two centres to be evaluated.

History:

The correctional centre was built in 1974, area one was opened in 1972. The correctional centre occupies over 34 acres. The centre first started as a minimum security institution, and later it was converted to a medium security institution. It is currently a minimum security centre.

Centre Structure:

The centre consists of : 4 areas (wings)

Wide variety of industries (internal and external)

Staff levels: One hundred officers
Full compliment of IDS

Inmates: 420

Introduction

Upon our arrival to the centre, we were greeted by Deputy Governor Mr D Buchanan and Staff Officer Mr C Roe. Mr Buchanan informed us that the Structured Day exists in the centre, with an overlap in shift times from 12.00 mid day to 2.00pm for custodial staff, which is referred to as ‘R’ & ‘R’. For industrial staff the Structured Day was between 2.00pm and 3.00pm at the discretion of the A.S.I.

Mr Buchanan also advised us that C.M.S were located in each of the four areas of the centre. Staff participation in case work was approximately 95%, the balance of the staff were reluctant in performing case work. This percentage was mainly based at the P.O level.

Ten officers per day participated in the Structured Day co-ordinated through the Staff Officer and each Area Manager. Mr Buchanan also mentioned that approximately fifty inmates including fine defaulters were non-workers, and were located in the main compound of the centre.
Our questions were informally put to those people that we spoke to, but we did have set questions that were relevant. (See Appendix A, Questionnaire)

**Officers Feedback**

Approximately two years since the implementation of Area Management, long serving staff at this centre believe there is no real change as to the type of inmate management, as to a similar system which was already in practice.

The only effective change that they believe has occurred, is the method of a monthly review for each area. Officers expressed their views about the Structured Day, saying that they did not believe that it was effective, due to the amount of inmates that were not employed, and were left to roam the compound or congregate in the activities section.

The Case Manager that we spoke to stated that some officers required one to one training to assist them in their case work. There have also been incidences where officers abuse their self management time (R&R).

**INMATE DEVELOPMENT STAFF**

Support staff are involved in the training of officers under the guidance of the Staff Officer. The hours of the support staff varied, but most staff started later in the day to accommodate for inmates returning from their areas of employment.

**INMATES**

The Structured Day for inmates begins at 7.30am, when they are let-go from the wings. All inmates that work in the centre are able to undertake the Structured Day upon their return to their areas at about 2.30pm. Inmates that are not employed are left in the compound area to their own devices.

From our observations, the majority of unemployed inmates gathered in the gymnasium, and when speaking to a number of these inmates they stated that they had no Structured Day, and some just refuse to work.

**INTERPRETATION OF INFORMATION RECEIVED.**

The information that was received from the custodial officers, suggests that case work was completed begrudgingly by a small percentage of officers, although it is now becoming a regular work practice within the centre.
As already mentioned the opportunity for one to one training for officers by case management supervisors is constantly available if needed by officers. Officers used to complain about the long hours spent in the towers, but this has been replaced by case management being the thing most complained about within this centre.

RECOMMENDATIONS

Currently at Cessnock approximately 5% of staff reluctantly involve themselves in the Structured Day. To deal with this concern management must provide intense training - one to one training. Case Management and positive peer pressure could be used to persuade the 5% to accept their work load - this should create a team atmosphere.

The structure day has now become a part of our duties and it is the individual’s responsibility to fulfil their required duties.

It is suggested that with regards to NON-WORKING INMATES that the Programme Manager and management discuss programmes or a more structured day for these inmates. There appeared to be a large number of inmates congregated outside one area. Such programs could be group activities, education, sport or activities where they could be constructively occupied.

Again, as St. Hiliers, interaction between custodial staff and inmates could be improved and the inmates should be made aware of concepts such as the structured day and the benefits of case management.

Cessnock is a minimum security gaol and has had a reasonable amount of flexibility - however the structured day requires more flexibility with regards time frames and post duties for officers. The staffing formula must be calculated with total commitment to the Structure Day concept.

ACKNOWLEDGEMENTS

We would like to thank Governor Max Aryton, Deputy Governor Doug Buchanan and Staff Officer Chris Roe for their hospitality and giving us their valuable time.
QUESTIONNAIRE

1. Has the structured day been implemented at this centre?

2. If it has been implemented, when and how has it been introduced?

3. How has the “Structured Day” concept affected the running of the gaol?

4. What is the general routine of the gaol?

5. When do inmates report to their work locations and cease work?

6. At what times do inmates receive support services or attend to person business e.g. phone calls?

7. What is the attitude of the inmates? Are they willing to participate?

8. Are there many inmates who do not work? What Structured Day is implemented for non-workers?

9. Is there a balance between work and other activities such as recreation and programs?

10. Are any areas affected in such a way that they are closed down for any period?

11. What are the officer’s shift times?
12. Your staffing numbers are ...........

13. Do you have any shifts that overlap?

14. Since the introduction of the Structured Day - has security of the centre been compromised?
This information was compiled together as a TEAM, and was put together as a TEAM!

Mac La’ulu - Bathurst Correctional Centre
Mick La’ulu - Transport (Sydney)
Darren Waring - Kirkconnell Correctional Centre
Michael Bauman - Lithgow Correctional Centre
Monica Witt - Parramatta Correctional Centre
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