NEW SOUTH WALES
CORRECTIVE SERVICES COMMISSION
COMMUNICATIONS PROGRAM
1985–86

Submitted by:

Eric White Associates
and
J. Walter Thompson Australia

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This proposal is in response to a briefing by the Corrective Services Commission in August.

The briefing identified the need for an intensive and prolonged program extending over a probable three-year span. We outline a staged approach to the development of the kind of program required.

It provides for immediate specific services to the Commission. These will address current critical needs, as well as plan and execute activities to support a long-term public relations program.

These services are the vital initial elements of the 12-months program we propose.

The first phase, described under "Program Action Plan", will begin as soon as possible after contractual agreement.

The second, described under "General Program" will begin from about January 1, 1986.
OVERVIEW

The Corrective Services Commission recognises the adverse nature of its relations with the New South Wales community.

These are identified as having their origins in negative media coverage of issues and events associated with the State's corrective services system.

Media coverage and therefore public perceptions relate to

* political and judiciary corruption
* administrative scandals such as early release scheme abuses
* drug trafficking and abuses within corrective institutions
* moral degradation of prisoners
* frequency of break-outs and escapes
* graft and corruption within the system
* industrial disruption

These negative perceptions of the administration are reinforced by an apparent widespread public view that prisoners are indulged in a variety of ways rather than punished.
The Commission has been forced by tradition and circumstances to adopt a defensive role in its communications with the public. The major effort has been directed to reaction to crisis situations.

The resultant media coverage merely serves to create and reinforce the external view that the Commission's services to the community are riddled with problems and prone to continuing crises.

This reactive stance has masked the positive and effective role the Commission discharges in meeting the social needs of a community demanding punishment of and protection from its criminal element.

The Commission has a clear need for a substantial communications program to

* counter the critical tone of present community attitudes to its operations
* create a community awareness and sympathetic understanding of the Commission's role and functions, leading to a more positive community attitude to its operations, and
establish an environment within which the Commission can discharge its functions in a manner harmonious with political and public expectations.

J. Walter Thompson Australia and Eric White Associates have given consideration to the Commission's needs.

They jointly identify the Commission's projected problems and its projected initiative in meeting those problems as unusual. Equally, however, they assess the challenges confronting the Commission as surmountable, with the adoption and execution of sound communications principles, practices and programs.

It would be unrealistic to anticipate that even the most intensive communications program would achieve an immediate turnaround in public perceptions and attitudes.

Ultimately, however, it will achieve a community respect and regard for a necessary community service.
The achievement of the program's objectives must be based on two major criteria

* the need for a deliberate, planned and progressive approach to the creation of the appropriate machinery and capabilities to serve the Commission's needs; and

* the need for the Commission to ensure that the integrity of its services, operations and personnel is above reproach.

On the latter, it is axiomatic that intensified communications activity will mean intensified exposure of the Commission to probing interest by a media conditioned to seek scandal and corruption, and negative rather than positive aspects. Its own house will have to be in the maximum degree of order and it will have to be seen to be taking positive action to correct problems and to address major issues.

At this point, we cannot accurately project all elements of the program required. These will be identified through communications auditing, research and as our familiarity with complex and comprehensive issues involved in administering a major service evolves.
That familiarity would be gained by the immediate adoption of five basic elements of the 12-month program we present

* immediate implementation of an action program involving media liaison, community relations, the development of institutional literature and the organisation of a Commission newsletter/newspaper

* appointment of a Special Communications Advisor to establish a Communications Centre working with and within the Commission on a full-time basis

* establishment of a Communications Advisory Team comprising two senior executives each from J. Walter Thompson Australia and Eric White Associates to provide continuing comprehensive advice on and direction to the program

* execution of a communications audit to establish an understanding of existing systems, resources and capabilities to identify those which require support, modification, substitution, or expansion.
initiation of a research program to provide basic
data for the identification or reconfirmation of
program directions and intensities

Implementation of these five initial elements will
provide the Commission with immediate comprehensive
professional capabilities to meet short-term needs
and to assess its ongoing requirements.

At the completion of the first operational phase,
estimated to run to January 1986, J. Walter Thompson
Australia and Eric White Associates would present a
comprehensive review of early activity and a plan
for the remainder of the first year of the program
with a brief outline of expectations for the next
two years.

The annual program would involve periodic reviews
as a basis for evaluation of the result of activities
undertaken and for the Commission to measure the
effectiveness of its investment.

We envisage an early activity being the establishment of
a communications bank, the inventory of which would
include print, audio and visual productions, media
training and liaison, publicity, and community projects.
It would also encompass the creation of capabilities and resources within the Commission to allow it to assume responsibilities for its own professional communications requirements.

Ultimately, we assess the Commission's interests would be best served by the creation of its own internal capabilities, perhaps within a three-year period, with access to external counsel and advice on a continuing basis.

J. Walter Thompson Australia and Eric White Associates see the Corrective Services Commission's problems as a significant challenge, requiring sensitive treatment in a highly-charged political environment.

It is a challenge which can only be answered by dedication and professionalism, which we would apply with enthusiasm. We look forward to that opportunity.
MAJOR OBJECTIVES

Eric White Associates and J. Walter Thompson Australia have established the following objectives for the communications program:

* To create favourable general and local community attitudes to the Commission, and corrective services as such, on a range of major issues including politics, policies, performance, integrity, media influence and community responsibility.

* To obtain fair and balanced public recognition of the Commission's initiatives in institutional, procedural and manpower development.
STRATEGY

The strategy required to meet these objectives has a series of interlocking elements

* immediate establishment of a public relations capability to meet current short-term needs

* development of public information material and an information dissemination program on a timely, factual and accurate basis

* implementation of a series of activities aimed at putting the Commission in a proactive rather than reactive stance
IMPLEMENTATION

Implementation of this strategy would involve the following

* managing the organisation and operation of the public relations function by setting up a Communications Centre (office)

* having adequate information available for the various audiences of the Commission, by development of a comprehensive inventory of print, audio and visual materials

* improving media perceptions of the Commission and its work, in part, by encouraging the establishment of a media corps with particular interest in and knowledge of corrective services

* through general media liaison and by other means, demonstrating publicly that the handling of prisoners is undertaken in a humanitarian way, that corrective services as a whole places a high degree of priority on community safety and, most importantly, that a common view is presented on all major relevant public issues
* developing independent support for corrective services by identifying a group of people in the community - from legal, medical, religious, academic, employer and other areas - who would be encouraged to express constructive views

* improving communications and minimising discord between the Commission and Prison Officers' Association by assisting the prison officer corps to promote itself as a worthy organisation requiring a high degree of dedication, human relations skills and community concern, and by offering a period of service in the Communications Centre as part of the prison officer induction program

* reacting in a professional and effective way to communications crises by the development of appropriate procedures to be set out clearly in a crisis communications manual

* predicting emerging problems of the type likely to create public or specific audience concern by the monitoring of issues development and by local and overseas exchange of relevant information
* researching community attitudes generally and in particular locations, as well as internal attitudes, including those within the membership of the Prison Officers' Association

* at an early stage becoming familiar, and keeping up to date thereafter, with developments within the Commission's institutions through regular visits by the Special Communications Advisor to a number of these establishments

* keeping fully informed of Commission developments and progress by visits to institutions, and by regular meetings on public relations issues with the Chairman of the Commission, Commission staff, selected prison officers, as well as the Minister and appropriate departmental personnel.
Thus, the orientation of the overall program would be towards establishing that the Commission and the Department is effectively

* meeting an important need of society

* interested in the well-being, occupation and rehabilitation of prisoners, as well as the safety of the community

* appreciative of the dedication and job interest displayed generally by the prison officer corps

* honest in its dealings with the media, despite the high level of sensationalism corrective services attracts

* aware of the health and other more sensitive issues confronting the prison system and is striving to deal with these in an effective way.
AUDIENCES

The main audiences to be addressed in executing the strategy are:

* the general community

* State political interests

* administrative interests in government

* prison officers and their association

* selected media

* prisoners, as far as they may be helpful in case study development and in their role as community influencers through their visitor/media connections

* various religious groups

* selected minority interest groups, adverse and favourable, including the Prisoners' Aid Society
* employers

* the legal and medical professions

* clubs of various types, especially those providing community services

* academics and others who choose to take a public stance on corrective service issues

* others, such as citizens' associations which emerge publicly from time to time
PROGRAM ACTION PLAN

This is a two to three month program intended to be implemented and directed by a senior Eric White Associates' consultant as soon as possible.

Program Action Team (PAT) will conduct activities directed particularly to five audience groups-

* administrative interests in government (bureaucrats)
* prison officers and their association
* inmates
* that section of the general community that resides near institutions
* selected media.

The plan would involve

* immediate media relations, including the introduction of regular informal meetings between the Commissioner and executive media representatives at the Commission
* media training for the Chairman and at least the 22 superintendents of the Commission's institutions

* upgrading of Commission literature

* planning for a Commission newsletter/newspaper - covering content, format, frequency, size, cost, distribution, copy development and other matters - to be launched in early 1986

* by January the development of a community relations plan for the 22 superintendents mentioned above, including the development of a general 20-minute video designed for community audiences in areas around institutions

* development of a community oriented public relations presentation to be built into the 10-week training program for new prison officers, and other presentations that may be suitable for inclusion in prison officer refresher courses conducted every two years.
GENERAL PROGRAM

The activities in this program would be addressed at the same time as the Program Action Plan, the main difference being that general program activities deliver a more collective impact on a wider audience group and generally involve a necessarily greater public relations research and development component.

Communications Centre

The Communications Centre would manage the public relations function under the control of the Chairman of the Commission.

The Centre would act as the link between the media and senior officers of the Commission.

It would assist also in facilitating communications on public or potentially public issues between the Commission and/or the prison officer corps/Prison Officers' Association.
We recommend consideration be given to offering a period of service in the Centre to selected prison officer trainees as part of their training.

The Centre would be supported by specialist staff at Eric White Associates and J. Walter Thompson Australia.

As 'duty officer', the Special Communications Advisor would manage the Centre and be available on a round-the-clock basis. Back-up services would be available in the event of his inability to attend to matters. His responsibilities would cover all Centre activities ranging from routine development of materials and dissemination of items to the media, to as-needed projects, such as research, ministerial and Chairman counsel and crisis communications management.

The Special Communications Advisor would require direct access to the Chairman.
Area Communications

A communications network would be organised comprising at least one officer assigned to the role of communications officer in each of the main Commission institutions.

Each would liaise with the Special Communications Advisor to keep the Communications Centre informed of institutional developments, provide necessary feedback on area publicity and other public relations activity, assist in identification of opportunities for positive area promotions, and issue alerts on forthcoming problems.

The degree of formality of the network would be a matter for early discussion between the Chairman and the Special Communications Advisor.

At this stage, an informal network would seem quite workable, providing officers were willing and the work did not, in some way, complicate industrial relations.

The appointees would be encouraged to participate in area promotions, as described under the heading "Other Activities".
Information Bank

A priority requirement of the program would be the completion of a communications audit to review existing materials and procedures.

From this audit an information bank arranged in a way suitable for routine or emergency data recall would be established.

The bank would cover all existing useful materials, such as printed items, films, photographs and audio-visual presentations. Various materials featuring relevant developments in the United States and other overseas countries' corrective services industry would be available to the Communications Centre through the Eric White Associates/J. Walter Thompson Australia/Hill and Knowlton global network.

In addition to reviewing and compiling materials available at the outset, the Special Communications Advisor would begin early work on new materials which, even at this point, seem urgently needed.
These include brochures on institutions for specific purposes, a general fact book, and guidelines for responses to a range of questions, particularly media questions with a sensational intent or otherwise adverse bias.

These responses would be developed after a study of the recent history of the relationship between the media and the corrective services authorities and after consultation with the Chairman of the Commission and perhaps the Minister.

Statistical material and progressively updated data on recent developments and plans would form an essential component of the bank's inventory.
This would ensure that routine and emergency situations can be accommodated satisfactorily from this resource.

After a suitable time, however, the bank may plan for less urgent, more time-consuming and longer-term resource materials, such as an account of the New South Wales penal system commissioned by the Communications Centre and written by a recognised author or historian. The intent would be to soften society attitudes to prisoners and prison systems and provide a "product" that would serve as a focus for a range of promotional activities.

As mentioned in relation to "Crisis Communications", a print and electronic media monitoring service would be maintained, with daily inputs and comments, as necessary, by the Special Communications Advisor.

The information bank would serve also to support the production of various other materials recommended under the heading "Other Activities", such as a prison officers' newsletter and regionally-oriented video presentations for communities in the vicinity of institutions.
The information bank would have an appropriate photographic library.

**Media Relations**

This activity covers a broad spectrum of media work.

Of considerable assistance would be ready availability through the Eric White Associates/Hill and Knowlton global network of general and specific data on a wide range of matters for local media use.

Routine activities would include the development of media contact lists, leads and stories, as well as the production and selective distribution of backgrounders to assist journalists develop their own file material and generate further constructive enquiry.

The scope for the development of routine stories is extremely wide. These range from physical characteristics of institutions, success of prisoners in rehabilitation and skills development, public services provided by corrective services officers outside their regular duties, and favourable comparison of corrective services in
Australia with other Western developed countries, to prison sports and recreation, community involvement activities, hobbies work and even Christmas dinners in prisons.

All releases, including those of a routine nature, would be developed and issued with one or more particular objectives firmly in mind.

In a large number of areas the objective would determine the topic, and this would be most evident in stories on the parole system, community service programs, custodial services, prisoner classification, medical and special care units, educational/vocational/recreational programs, citizens' advisory councils, gaol evaluations, and so on.

Releases on these topics may be developed or supported by position papers explaining relevant aspects of policy implementation.
An important part of this service function would be regular media briefings conducted in an atmosphere of informal comment, discussion or instruction at the Communications Centre, the media establishments, at lunch or after work over a drink, as appropriate.

Such meetings would provide an opportunity for the Special Communications Advisor, and the Chairman of the Commission as appropriate, to work confidently and comfortably with a key group of media representatives, and to expand their contacts by progressively introducing others to such meetings.

These events may be extremely effective not only in aiding a better media appreciation of corrective services leading to more objective stories, but also in intelligence gathering, especially in regard to adverse media interests, minority group plans for promoting opposition to corrective services, and likely future issues.

Media relations also would include calling "press" conferences, arranging for the appearance of the Commissioner, supporting experts on television, and planning radio interviews or comment.
A plan would be devised for the effective spread of these as part of routine work, bearing in mind that such events call for a sufficiently high level of news value.

It is expected that approaches to television current affairs programs would result in highly favourable case studies on particular prison officers, parole officers, prisoners and others.

Negotiation of such programs, however, would be best undertaken after the development of a sufficiently high level of media rapport between the Special Communications Advisor and the commentators concerned. They would be carried out also in an environment of confident acceptance of the line programs might take.

Media training

We would provide specific-issues-oriented training, beginning with the Chairman, to reach an effective state of readiness in times of crisis. Training would be on-going and planned to progressively improve performance. The training sessions would be arranged in conjunction with J. Walter Thompson Australia.
We anticipate that the Chairman would participate in advanced courses, and selected headquarters personnel and members of the prison officer corps, preferably association officials and those acting as area communications officers (see Area Communications), would undertake various basic and medium-level courses.

Crisis Communications

We identify crisis communications management as a critical element of the public relations function.

Priority should be given to the establishment of procedures to handle crisis situations, ensuring that media liaison and public information is managed in a co-ordinated and effective way. In brief, we counsel openness, honesty and immediacy.

After testing of these procedures a crisis communications manual would be produced for guidance to all relevant officers in the Commission in the event of a major adverse news event. It would concentrate mainly on

* advising corrective service officers of their position
* rearranging lines of communication

* reassigning and narrowing authority to speak publicly

* providing speedy advice of developments to those entitled to know outside the media

* offering to the media as much information as possible in the circumstances as quickly as possible

* demonstrating a helpful disposition at all times.

As mentioned, communications procedures for dealing with a crisis would be practiced. Exercises of various kinds would be conducted, beginning perhaps with a simulated prison fire in which both officers and prisoners were injured and the cause was not immediately known. In some exercises, the media, and even the public, might be invited as observers.

Background and other materials described under the heading "Information Bank" would be immediately available in a crisis situation.
National print and electronic media will be monitored closely. This will enable the Special Communications Advisor to provide counsel quickly to the Chairman and any others, as necessary, on the most advantageous form of reaction to circumstances.

Monitored materials would be useful also in keeping up to date with and recording and studying issues development as well as for the general information of the Commission and others.

Research

Research will be an essential part of the service and will provide a sound basis for attitude changing activities.

This work would be undertaken by J. Walter Thompson Australia.

Research would be aimed at ascertaining general community attitudes towards and knowledge of a range of corrective service matters.
These would include perceptions and knowledge of the Department, the Commission, the management of institutions, prisoners' rights, community safety, reforms, and related matters.

Objectives of the attitudinal research would be to define beliefs that require support or alteration and to identify, within the confines of samples, sources of attitude creation that call for attention.

Similarly, questions relating to community awareness of specific corrective service matters would be aimed at identifying information gaps, misconceptions of an adverse nature and the level of appreciation of issues.

It is possible, for instance, that the Probation and Parole Service and the Community Service Order may be identified as having considerable scope for greater community interest and sympathy.

Increased community awareness about such topics as prisoner classification, functions of the Release on Licence Board, chaplaincy services, work opportunities, custodial services and corrective services career opportunities would increase prospects for positive community interest.
Projects would be undertaken also to ascertain and evaluate internal attitudes to matters inhibiting a proper understanding of positions. The aim of this would be to establish opportunities to sharpen the edge of activities directed to improving internal communications and co-operation.

The development of research objectives, frequency, scope, methodology and cost would be part of the early scheduling of the program.

**Familiarisation**

At the time of the research projects, which may be conducted simultaneously, the Special Communications Advisor would visit selected institutions nominated by the Chairman of the Commission to observe first-hand the physical aspects of Commission institutions and to hold discussions with professional and vocational staff and prison officers. At the same time, informal discussions would be held with local community leaders to ascertain community feeling on the presence and administration of local institutions.
Other Activities

A number of additional activities are recommended. These are:

* Advertising

Recruitment advertising would appear to present an immediate opportunity for achieving institutional public relations objectives in addition to fulfilling the practical need for more staff. This may be done, in part, by presenting prison officers in an appropriate way, as people providing an important community-oriented service to the community.

Apart from this, we recommend that the Commission establish its procedures and have its public relations machinery well in place before embarking on any major advertising program.

J. Walter Thompson Australia would arrange all advertising.
* Public speaking

A program for the Chairman of the Commission and senior Commission officers as appropriate to address meetings, luncheons, seminars and conferences would be devised. The Special Communications Advisor would be available to the Chairman and others to provide guidance on address content, presentation and likely reception and questions.

* Speakers' panel

It is not sufficient for the Commission only to be the promoters of public confidence in the corrective services system. Second party endorsement is essential. This would be achieved by the creation of a speakers' panel of leading and influential citizens prepared to undertake public speaking engagements covering relevant topics.

They would be drawn from community groups involved in or concerned with corrective services institutions, inmates, the clergy, the medical profession, lawyers, and employers.
With the guidance of the Special Communications Advisor, they would initiate opportunities to secure speaking platforms from which they would project positive messages supporting the education program. They could serve also as experts to whom the media could be referred on specialist topics in their particular fields.

* Area promotions

Workshops, social events and community activities would be seriously considered in the areas around institutions. They would involve participation by prisoners' families living in those areas, if possible.

The objective would be to demonstrate Commission interest in minimising the social hardship prisoners' families face.

Some events would include the screening of videos of the locations, including the presence of institutions in communities.
As mentioned, the development of video presentations and regional radio tapes on corrective service affairs would be an integral function of the Communications Centre. Areas of attention in this regard would include Oberon, Bathurst, Kirkconnell, Cessnock, Tomago, Grafton, Glen Innes, Goulburn, Cooma, Broken Hill and elsewhere.

Topics of likely radio and television media interest include community services, prisoner skills development, new institutions, officer awards and social gatherings.

From time to time letterbox drops could be organised in communities around institutions. The bulletins could detail institutional developments that affected the communities, and could serve to circumvent some of the adverse criticism of corrective services and institutions by local community groups.
* **Newsletter/newspaper**

A Commission newsletter/newspaper would be produced by the Communications Centre on a regular basis.

It would cover Commission, Prison Officers' Association and institutional news.

Regional items by local media representatives and institution staff would be commissioned.

Profiles and personal interest stories would be covered but particular care would be taken to safeguard the interests of contributors and those about whom stories are written.

* **Bureau support**

Positive publicity might be generated for the Commission by the Centre working with the Police Crime Prevention Bureau in offering tips to the public on guarding against crime.

We would investigate the prospects of the Commission presenting pointers on crime prevention by drawing on the expertise of co-operative prisoners where possible.
Items to be covered could include, protection of the home/car against burglary, avoiding muggers, the usefulness of a dog, what to do on a dark night when stranded, what to do when all the lights go out, and so on.

Such information also could form the basis of brochure material, publications and even a newspaper series.

Hopefully, it would be viewed as a valuable contribution to the community and creative utilisation of the Commission’s resources for the public benefit.

The idea might be extended to cover drugs, with a service offering advice on how to recognise drug addiction affecting family or friends and what to do about it, including a list of drug counselling services and their areas of specialisation.

Information might also be distributed through a sponsor supporting the service and chosen because of the number of outlets – bank, building society, service station chain and so on.
* Issues prediction

At all times attention would be paid to upcoming issues that may call for Communications Centre attention. For instance, the suggestion was made in mid-August on national television that the spread of privatisation of government institutions was inevitable. Corrective services was mentioned as being a likely area for privatisation. Such potential issues would be identified and evaluated, and counsel provided on the need for further public relations attention. The Eric White Associates global connections would assist in issues forecasting.

* Youth Education

In consultation with the NSW Department of Education there is scope for ongoing involvement in the social studies curricula of high schools, TAFE and CAE.

This could involve visits to prisons by selected groups of senior high school students. Under teacher direction and with parental consent, the students could then be responsible for the organisation and conduct of school seminars on the penal and corrective services system in NSW.
This could be supported by audio-visual aids, brochures, booklets and other printed and visual information from the Communications Centre.

Benefits of such an approach would seem to be involvement of the Commission, the prison officer corps and selected prisoners with the Department of Education in a demonstrably valuable area of public information, with good youth education. It could expect also to receive wide media support and coverage.
ACCOUNT OPERATIONS, MANAGEMENT

It is recommended that a senior Eric White Associates consultant be attached to the Commission for a two or three month period to launch the Program Action Plan, provide "in-house" counsel as necessary, initiate establishment activities such as auditing and research, and begin work on some of the other General Program items. During this time he would maintain a low Communications Centre and general media profile consistent with the need to build up a capability and prepare the groundwork for the Special Communications Advisor.

The Special Communications Advisor would then take up his post at the Commission's offices on or about January 1, 1986.

He has extensive relevant experience and strong media contacts and would be able to adopt a public position almost immediately should the need arise. He is competent in dealing with emergencies as necessary and is very keen to take up the position.
Although he would be the executive officer of the Communications Advisory Team, he would be responsible jointly to the Chairman of the Commission and the manager of the NSW branch of Eric White Associates.

The branch manager would be fully responsible for supervision of the service and the managing director of Eric White Associates would be available for assistance and would be familiar with the provision of the service at all times.

The full resources of the Australian and international group, including media contacts, information recall and specialist opinion, would be on call to the Special Communications Advisor through the consultancy's Communications Committee, as shown in the accompanying diagram.

The Communications Advisory Team would meet monthly with the Chairman of the Commission and the Special Communications Advisor. The team would be available at all times for crisis meetings, although crisis management procedures calling for immediate attention by the Advisor and the Chairman alone may be necessary.
All meetings would be contact reported, and at the end of each month an activity report would be provided by the Special Communications Advisor.
The following is a simplified operational/organisational structure of the public relations function in non-crisis circumstances:
BUDGET

The services outlined in the accompanying communications program would require an annual budget of $482,000. This comprises fees of $252,375 and estimated expenses of $229,625.

The fees are fixed and represent a secondee's full-time services from a date to be agreed in January 1986, full-time services of a senior Eric White Associates consultant from the time of contract agreement until the installation of the secondee, on-going consultant and other support provided by Eric White Associates and J. Walter Thompson Australia, and a provision for extraordinary consultant support by Eric White Associates in times of emergency.

The expenses will vary according to the need for and market price of expense items. It is not possible at this early stage to accurately assess expenses, the figures provided representing estimates based on our experience and on likely requirements. We would maintain the total expense level at that mentioned above, but would require flexibility to adjust the components according to need.
Fees will be billed monthly and will be payable in advance. The billing fee level would be as close as possible to an equal division of total fees. Expenses will be billed monthly, according to expenditure.

In the case of either party wishing to terminate this agreement, written notice of the wish to do so should be provided and the effective termination date would be three months after receipt of that notice.
ANNUAL BUDGET

Fees

Professional service fees, including full-time secondee service, full-time senior consultant service prior to secondee appointment, routine support services by Eric White Associates and J. Walter Thompson Australia, and provision for extraordinary support services in times of emergency $252,375

Expenses

Expenses estimates as follows:

- Media training -
  two intensive sessions for the Chairman and a total of eight for the 22 superintendents, inclusive of facility costs and trainer fees $25,000

- Media relations -
  entertainment $1,200

- Video production -
  one 20-minute production covering representatively minimum, medium and maximum security institutions plus work release and periodic detention, and an allowance for reserve library footage $70,000
Advertising - press advertorial (supplement type placement) to support recruitment. To have an institutional bias $15,000

Newsletter/newspaper - six per year, tabloid, newsprint, one colour, eight pages, 7,000 run $24,000

Literature -
Bathurst (2,000) $1500
Berrima (1,000) $1000
Broken Hill (1000) $1000
Cessnock (5,000) $2800
Cooma (1,500) $1500
Emu Plains (3,000) $2300
Glen Innes (1,500) $1500
Goulburn (5,000) $2800
Grafton (1,500) $1500
Kirkconnell (1,000) $1000
Maitland (2,000) $1800
Malabar - 5 centres (10,000) $4000
Brookfield (1,000) $1000
Mulawa (3,000) $2300
Narrabri (1,000) $1000
Newnes (1,000) $1000
Norma Park (1,500) $1500
Oberon (1,500) $1500
Parramatta (5,000) $2800
Silverwater - 2 centres (5,000) $2800
Periodic detention centres (10,000) (244) in eight centre $4000
Contingency: $2000

$42,600

Annual review - approximately 20 pages, two colour, A4, high grade stock, 3,000 run $9,000
. Research -
  reconfirmatory, 100
sample, questionnaire,
interviews, analysis,
report $24,900

. Out-of-pockets -
telexes, phones,
messenger service, postage/
travelling for
familiarisation/March
federal corrective
services conference
(Adelaide) support $ 9,000

. Photo library - stills $ 5,625

. Community relations
nominal amount only $ 3,300

$229,625

TOTAL BUDGET $482,000
ACTIVITY PLAN

It is intended that a senior consultant of Eric White Associates be appointed to work with the Commission immediately on contract agreement. He should be located in a secure office at the headquarters of the Commission in the city, and should have access to the Chairman. Preferably his office should be on the same floor as that of the Chairman.

His first ten days would be occupied by establishing his office, meeting people the Commissioner believes are relevant to the performance of this program, establishing lines of communication and generally becoming familiar with the operations of the Commission. It may be desirable to establish direct lines or a paging system between the Commission and Eric White Associates.

Once this aspect of his work has been completed he will begin immediately on the Program Action Plan described earlier.
Extra specialist Eric White Associates staff will be called in to assist in the launching of this plan, and in other initial work, as necessary.

The Special Communications Advisor will take up his posting at the earliest opportunity.

During January a review of the earlier work and a plan for the remainder of the contract term will be provided. An indication of activity expectations for the following two years also will be given.

Activity and budget recommendations for 1987 will be provided no later than March 1986.