PRISON INDUSTRIES

- FUTURE DIRECTION
INTRODUCTION

On 29 September, 1987 I completed a major review covering the philosophy, management, operation and future direction of Prison Industries. Copies of the review were widely circulated to interested Departmental officers.

Recommendations of the review were subsequently endorsed and now form the basis of current developments within Prison Industries.

Following the election of a new Government with a firm commitment to prisoner work, Prison Industries have assumed a high priority in correctional administration. In this context numerous requests have been received for an updated version of the Review to provide officers with a firm understanding of both current and future developments within Prison Industries. That is the purpose of this publication.

WAYNE RUCKLEY
Director of Industrial Services.
1 June, 1988
# PRISON INDUSTRIES

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1. PHILOSOPHY AND DEFINITION

The policy of both the Government and the Department is that all prisoners should work. The underlying philosophy which governs the policy can be summarised as :-

(a) **Prisoner Development**

   i) To develop the 'work ethic'

   ii) To develop vocational skills of prisoners complementary to education/training programs.

   iii) To develop the work ethic and vocational skills conducive to enhancing post-release employment opportunities as a basis of successful re-entry to the community.

(b) **Prison Management**

   i) To enhance the personal development and skills of prisoners.

   ii) To alleviate boredom and/or pursuit of undesirable activities.

   iii) The provision of labour to facilitate various prison service functions.

(c) **Economic**

   i) To enable prisoners to contribute to reducing the cost of their imprisonment.
ii) To maximise the self-sufficiency of Institutions.

iii) To select and manage Prison Industries which in connection with other objectives will provide a satisfactory economic return as a basis of reducing public funding of Corrections.

(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.

To support this philosophy prisoner work positions are provided by:-

(a) Prison Service functions, e.g. maintenance, cleaning, gardening, catering etc.

(b) A range of commercially oriented Production Industries, trading as 'Corrective Services Industries'.
2. PROFILING OF PRISONER EMPLOYMENT OPPORTUNITIES

The concept of profiling (See Attachment '1') prisoner employment opportunities is an essential tool in ensuring that 'adequate' (full employment) and 'relevant' (worthwhile) employment opportunities are available to prisoners. The concept is also essential to act as a management tool to oversight that employment opportunities provided to prisoners are in fact taken up.

At the present time a significant deficit is inherent in the number of prisoner work positions available contrasted to the prison population. This is naturally an impediment in implementing the Government's policy concerning work for all prisoners.

To address this concern an ambitious program of Prison Industry expansion is proposed over the next three years. This includes the introduction of new Industries facilities and modifications to existing facilities to provide an additional 1,300 prisoner work positions. A summary of these developments, by Institution, is included as Attachment '2'.
3. PRISON SERVICES INDUSTRIES.

Prisoner work positions in this category comprise approximately 60% of all work positions. Ultimately it is intended to reverse this ratio due to the extent of 'feather-bedding' in Prison Services employment. In many cases these positions do not provide an adequate or meaningful working day to occupy prisoners. It is estimated that up to 500 Prison Services work positions fall into this latter category.

Unfortunately such a situation will not be remedied, in the long term, until the Production Industry expansion program takes effect. In the meantime it is imperative that Institutional managers are vigilant in expanding the use of prisoner labour to improve Institutional self-sufficiency.

In the Department's 1988/89 Consolidated Fund financial estimates provision has been made for a significant expansion in building maintenance and construction work carried out by prisoners. If approved this will provide an appreciable increase in prisoner work positions at many Institutions.
4. PRODUCTION INDUSTRIES

The earlier review was critical of the largely unchanged historical structure of Production Industries and the resultant and adverse impact upon Prison Industries philosophic existence and levels of economic performance.

Production Industries have now been classified into six (6) Product Divisions, namely:

- Metal Products
- Timber Products
- Plastic Products
- Canvas, Leather, Textiles & Upholstery Products
- General Services
- Agricultural Services

The emphasis in respect of each secondary Industry Product Division will be to secure high volume/long term contracts to :

(a) maximise prisoner involvement in Production Industries.
(b) narrow the product range to provide production efficiencies and more reliable customer service.
(c) enable Industries personnel to more fully concentrate upon their training and managerial responsibilities.
(d) provide the structural base for a significant improvement in economic performance.
The process of negotiating high volume contracts with suppliers has commenced and can be expected to assume an increasing proportion of activity of Production Industries.

Associated with this rationalisation will be a Facility modernisation program to improve productivity and provide professional manufacturing environments in line with our revised expectations. This will include, in some Industries, (e.g. Metal Products) a more specialised manufacturing capability to ensure that the use of Facilities is effectively optimised.

A number of new contemporary based Industries are proposed for introduction. This includes expansion of the Plastic Products Division to include re-inforced plastics, sheetmetal fabrication and electronics.

A Product Development Industry has been established at Silverwater to develop Corrective Services Industries product lines and to assist in developing sample prototypes for major tenders. The emergence of this Industry is critical in supporting the revised marketing strategy and to assist in developing more effective manufacturing techniques. It will also avoid production facilities from being unduly diverted from operational responsibilities.

Underpinning the foregoing is an intention to significantly improve 'Corrective Services Industries' credibility as a reliable supplier by providing the standard product range to customers 'off the shelf'. This also involves an increasing emphasis upon Production Industries 'manufacturing for stock' which will enable more predictable and orderly production scheduling. Implementation of such a concept in the past has been prevented due to the lack of warehousing facilities.
An appropriate Office/Showroom/Warehousing facility has now been identified and leasing arrangements are currently being negotiated. Occupation of the facility is expected during August/September, 1988.

A number of major developments are proposed for Agricultural Services. Feasibility studies have now been completed and recommendations will shortly be submitted commencing:

(a) the introduction of a milk pasteurizing and packaging facility.
(b) a ration meat butchery and/or Abattoir facility.
(c) bakeries.

In each case the studies have identified that substantial financial savings to the Department's prisoner ration base would arise from Prison Industry participation.

Specific developments planned for each Institution are included within the attachment section - 'Institutional Action Plans'.
5. MANAGEMENT OF PRISON INDUSTRIES

The Division of Industrial Services is responsible for the overall planning, review and control necessary to ensure all prisoners are provided with full time work with an adequate economic return to the Department. The development program referred to in this publication is a key component of the Division's Charter in this regard. It is proposed that the Division's staffing establishment be extensively re-organised (See Attachment '3') to ensure that the ambitious program of expansion and rationalisation is implemented effectively and on time.

The restructure is very firmly intended to ensure that Production Industries assume a commercial approach to both their management and operation. To accomplish the implications of this approach a whole new infrastructure covering the administration and operation of Production Industries requires development. Thus, by example, the proposed staffing structure addresses the resources necessary to develop:

- a planned and co-ordinated review of Industry layouts and production methods.
- a system of production scheduling to fully utilise Industry production capacities.
- Control and follow up customer order processing.
- a planned program of product development and enhancement.
- a proper system of Inventory Management encompassing purchasing, warehousing and distribution.
- a comprehensive system of reporting, reviewing and controlling all aspects of Production Industry financial performance.
The structure will ensure that Institutional Industries personnel can remain exclusively concerned with local production and managerial responsibilities. All other aspects of Production Industries management will rest with the Division of Industrial Services.

In referring to local operational responsibilities, I am conscious of the increasing demands being placed upon local Managers of Industries and Industrial staff. It is unfortunate that in the past the unique and significant responsibilities of Industrial staff have far too often been viewed in the most narrow light.

This in my view has detracted from Industrial staff being adequately recognised and remunerated. The Department, through the "Bauer" inquiry is currently arguing on behalf of Industrial staff for a much more equitable remuneration package to both retain and attract officers able to meet our revised expectations. It is proposed that this package will include a radical new system of 'annual performance payments' to encourage Industrial staff to sustain commercial performance levels within their Industries.

In the earlier review the need for a co-ordinated staff development program to be developed and implemented for Industries staff was sighted.

The areas identified for attention were classified as:

(a) technical and post-technical training

(b) training skills
(c) managerial and administrative skills

In the proposed restructure of the Division of Industrial Services a position of Staff Development Officer is included to enable a co-ordinated approach to the above program. The program also includes the attention of Product Division Managers when appointed to technical and contemporary skills technical training within the respective Product Division areas.

A resource manual is now nearing completion for distribution to all Industrial staff setting out the overall philosophy of Prison Industries and the key responsibilities of Industrial staff. The manual, in particular, is expected to be a positive source of information for incoming Industries personnel.

Publication of the bi-monthly Corrective Services' newsletter has continued and has received positive feedback from Officers in servicing its intention to provide a better understanding of Industries' workings and of current and future developments.
6. FINANCE

In my earlier review I expressed some concern as to whether commercial expectations could be applied to Prison Industries given the historical constraints and the emphasis upon training and personal development of prisoners.

Since the earlier review my thoughts have crystallised and I now believe that Prison Industries properly managed and co-ordinated can achieve commercial performance levels. The key ingredient however, in these expectations, is the implementation of our revised marketing strategy aimed at servicing high volume/long term contracts and of developing the infrastructure within each Industry to support those expectations. Naturally, the ongoing commitment of Industrial staff in this process is an essential pre-requisite.

In this context the pleasing improvement in economic performance of Production Industries over the last five (5) years provides a solid foundation for the above to be accomplished. A target period of five (5) years has therefore been set for Production Industries to accomplish commercial performance levels.

Also, since my earlier review the Treasury have issued guidelines to all Departments covering revised accounting arrangements for Departments operating commercial undertakings. Production Industries fall within these guidelines and therefore there is little doubt that during the five (5) year period referred to Production Industries will move to a self-funding financial arrangement. At the Industry level this simply means that income generated will be utilised to both reduce the level of public funding required for Corrections and to provide funds for Industry development.
A summary of the broad economic performance of Production Industries in the last six (6) years is attached as Annexure '4'. The performance in the current financial year, given the expenditure on development initiatives is very pleasing. Steady improvement has been accomplished in all product divisions apart from Textile Products where the implications of the country doctor's dispute and other difficulties associated with the hospital system have resulted in extremely depressed sales of textile products. However, even in this area prospects for 1988/89 are already extremely optimistic.
7. PRISONER INCENTIVES

The prisoners wages system is considered to be operating effectively in relation to Production Industries. However, considerable problems have arisen in the Prison Services areas where expenditure overruns have occurred at many institutions.

In many cases prisoners employed in Prison Services areas are being overpaid in terms of the work content of their positions and in a number of cases this has served as a disincentive for prisoners to work within Production Industries.

A revised prisoner wages system covering the Prison Services areas is now nearing completion. The nature of this system will provide a prescriptive wage level for various position classifications. This will ensure that payments are restrained within budget allocations and that prisoners are rewarded based on the time and skill involved in their position on a co-ordinated basis throughout the Prison System. A recent review indicated that the remission system was being effectively applied in almost all institutions from an industries point of view.

Separately, a comprehensive schedule of prisoner privileges/incentives is being developed as a model to encourage prisoner participation within Prison Industry and conversely sanction where that participation is not reasonably forthcoming.
8. PRISON INDUSTRIES CONSULTATIVE COUNCIL.

The Council provides an important interface between the management of Prison Industries and Employers and Trade Unions concerning Production Industry operation and development.

At present the Council consists of:-

W. Ruckley  Director of Industrial Services and
             Chairman of Prison Industries Consultative Council

P. Harding  Assistant Director of Industrial Services and
             Secretary of Prison Industries Consultative Council.

B. Wood     Administrative Officer, Federated Liquor & Allied
             Industries Employees' Union of Australia.

Reg. Boys   Labour Council of New South Wales

H. Boyle    Corrective Services Advisory Council

C. Gates    Metal Trades Industry Association of Australia

M. Putney   Chamber of Manufacturers of New South Wales

A member of the Council, Mr. Charles Gates will shortly be commencing a consultancy associated with a rationalisation of the Metal Products Division. The terms of reference of that consultancy are:

1. to review the future scope for the successful operation of Metal Products Facilities within Corrective Services Industries based on implementing the revised marketing strategy.
2. to review the structure of Metal Products Facilities at Silverwater, Parklea, Cessnock and Long Bay and the proposed structure at Goulburn Gaol.

3. to identify whether the current mixed structure is appropriate or whether specialist facilities should be maintained.

4. to identify the broad plant and equipment requirements of each facility based on the outcome of (3) above and likely prisoner employment profiles.

5. to prepare guidelines on the infrastructure necessary for each facility to operate on a commercially oriented basis.

Given Mr. Gates' eminent background in the metal trades area, the results of this consultancy are anticipated with considerable enthusiasm.
9. CONCLUSION

The review of Prison Industries and the implementation proposals referred to in this publication represent the most fundamental review of Prison Industries ever undertaken in New South Wales.

Given the commitment of the Government to prisoner work and the ambitious program of expansion and rationalisation now planned, the period ahead offers a satisfying and exciting era for all those involved in Prison Industries.
# Employment Profile Analysis April, 1988

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<th>Institution</th>
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* Profile includes 100 Works Release positions
** Profile includes 10 Works Release positions

* Actual includes 78 Works Release positions
** Actual includes 8 Works Release positions.
## CORRECTIVE SERVICES INDUSTRIES

### PRISONER EMPLOYMENT PROFILE - DEVELOPMENT SCHEDULE

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</tr>
<tr>
<td>Parramatta</td>
<td>114</td>
<td>-</td>
<td>114</td>
<td>390</td>
<td>-</td>
<td>40</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>Parklea</td>
<td>100</td>
<td>100</td>
<td>200</td>
<td>205</td>
<td>100</td>
<td>-</td>
<td>60</td>
<td>-</td>
</tr>
<tr>
<td>Silverwater</td>
<td>80</td>
<td>188**</td>
<td>268</td>
<td>260</td>
<td>186**</td>
<td>20</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>W.P.U.</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>20</td>
<td>5</td>
<td>-</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td><strong>1845</strong></td>
<td><strong>1223</strong></td>
<td><strong>3068</strong></td>
<td><strong>4179</strong></td>
<td></td>
<td><strong>1223</strong></td>
<td><strong>265</strong></td>
<td><strong>231</strong></td>
<td><strong>213</strong></td>
</tr>
</tbody>
</table>

* Includes 100 Work Release Positions
** Includes 10 Work Release Positions

### Summary

- **Prison Services**: 1845 positions
- **Production Industries**: 2492 positions projected
- **Total**: 4337 positions
CORRECTIVE SERVICES INDUSTRIES - PROPOSED STAFFING STRUCTURE

ATTACHMENT '3'

Director

Asst. Director (Development)

Product Managers (6) *

Development Officer (Prison Services)

Development Officer (Special Projects)

Staff Training/Development Officer

Work Study/Productivity Officer

Marketing Manager

Contracts Coordinator

Promotions/Exhibition Officer

Research Asst.

Marketing Officers (2)

Textiles

Contracts Officer

Product Development - Silverwater

Asst. Director (Administration)

Warehouse Manager

Accountant

Stores Asst.

Drivers (3)

Senior Clerk

Accounts Clerk

Supply Manager

Senior Clerks (3)

Clerk Gr. 1

Stenographer Gr. 1

Typist (2)

* Metal
Timber
Plastic
Upholstery, Textiles
General
Agriculture

Senior Overseers (2)

Tailors (2)
CORRECTIVE SERVICES INDUSTRIES

FINANCIAL PERFORMANCE 1980/81 TO 1987/88

<table>
<thead>
<tr>
<th>Year</th>
<th>Materials Plant 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>5,050,283</td>
<td>616,392</td>
<td>5,666,675</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>99,267</td>
</tr>
<tr>
<td>1982/83</td>
<td>2,980,060</td>
<td>511,618</td>
<td>3,491,678</td>
<td>4,604,253</td>
<td>1,112,575</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>(1)</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>736,396</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>818,936</td>
<td>7,194,701</td>
<td>8,059,206</td>
<td>864,505</td>
</tr>
<tr>
<td>1987/88</td>
<td>5,379,311</td>
<td>689,584</td>
<td>6,068,895</td>
<td>6,630,565</td>
<td>561,670</td>
</tr>
</tbody>
</table>

(to 29/4/88)

Notes:

(1) Texcon stock reductions inflated surplus.

(2) Results affected by industrial dispute of 5 weeks duration.
INSTITUTIONAL ACTION PLANS
BATHURST GAOL

Prison Population
Projection: 260

Employment
Opportunities: 254

(a) Prison Services 179 *
(b) Production Industries 75

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Industries</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Upholstery Products</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>Electronic Products</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Textile Products</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Textile Products (X-Wing)</td>
<td>1</td>
<td>15</td>
</tr>
</tbody>
</table>

* includes

(c) Vocational Training 60 Prisoners
(d) Full-time Students 50 Prisoners

Comments:

1. A proposal has been submitted recommending that Vocational Training as a separate entity be abandoned. To be replaced by Production Industries with a Vocational training component.

2. Introduction of Timber Products Industry requires formalisation re workshop layout and scope of produce manufacture. Completion date 31.8.88.

3. The Electronic Products Industry is being introduced on a pilot basis to assess possible introduction to other Institutions. It represents the first Production Industry for female prisoner not involving textile manufacture.


**BERRIMA TRAINING CENTRE**

Prison Population Projection: 57

Employment Opportunities:

<table>
<thead>
<tr>
<th>(a)</th>
<th>Prison Services</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b)</td>
<td>Production Industries</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Sign/Screen Printing Industry</th>
<th>1 Officer</th>
<th>20 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agriculture/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. Heavy capital investment has 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.

3. It is proposed that the Sign/Screen Industry be relocated during 1988/89 to enable high volume orders to be accommodated and expand work positions by 8.
BROKEN HILL GAOL

Prison Population Projection:

Employment Opportunities:

(a) Prison Services
(b) Production Industries

Agricultural Services 1 Officer 12 Prisoners

Comments:

1. No developments proposed.
CENTRAL INDUSTRIAL PRISON

Prison Population Projection: 450

Employment Opportunities: 136

(a) Prison Services 121
(b) Production Industries 15

General Services 2 Officers 15 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. The area occupied by the General Services Industry is currently being renovated to provide an additional 5 employment opportunities. Completion date 31 December, 1988.


5. Construction of additional workshop proposed within extension area 1990/91 - 160 employment opportunities (including second shift for three (3) extension area workshops shared with Metropolitan Reception Prison).
CESSNOCK CORRECTIVE CENTRE

Prison Population
Projection: 400

Employment
Opportunities: 387

(a) Prison Services 175
(b) Production Industries 212

<table>
<thead>
<tr>
<th>Industry</th>
<th>6 Officers</th>
<th>3 Officers</th>
<th>50 Prisoners (1st shift)</th>
<th>32 Prisoners (2nd shift)</th>
<th>30 Prisoners</th>
<th>50 Prisoners</th>
<th>30 Prisoners</th>
<th>20 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demountable Classrooms</td>
<td></td>
<td>3 Officers</td>
<td></td>
<td></td>
<td>30 Prisoners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metal Products</td>
<td>3 Officers</td>
<td></td>
<td></td>
<td>50 Prisoners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upholstery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30 Prisoners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>1 Officer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20 Prisoners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:

1. Further attention is required to reduce level of prison services employment to eliminated feather-bedding. Hence the proposed expansion program.

2. Building renovations required 1988/89 to expand Upholstery Products Facility to effectively utilise additional officer (increased profile).

3. Work area expansion proposed 1988/89 for Demountable Classroom Industry to effectively utilise additional officer (increased profile).

4. Increase of 20 prisoners (second-shift) - Metal Products proposed 1988/89.

5. Increase of 20 prisoners (second-shift) - Upholstery Products proposed 1989/90.


COOMA PRISON

Prison Population
Projection: 110

Employment
Opportunities: 96

(a) Prison Services 36
(b) Production Industries 60

Textile Products 3 Officers 45 Prisoners
Agricultural Services 1 Officer 15 Prisoners

Comments:

1. Relocation of the Textile Products Industry is awaiting completion of renovated Facility - completion date 31 August, 1988.

2. The Textile Products Industry at this Institution is involved exclusively in the manufacture of Flat work. This aspect of Textile production is of concern re economic return.

   A review is to be initiated to identify measures to reduce raw material costs. This review will also identify whether elements of garment manufacture can be included within production.

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 - completion date 31 October, 1988.
EMU PLAINS TRAINING CENTRE

Prison Population
Projection: 115

Employment Opportunities: 110

(a) Prison Services 40
(b) Production Industries 70

Dairy/Farm 3 Officers 20 Prisoners
Pigs/Poultry 3 Officers 24 Prisoners
Market Garden 2 Officers 26 Prisoners

Comments:

1. Introduction of Milk Pasteurizing & Packaging Facility proposed 1 February, 1989 providing additional twelve (12) employment opportunities.


3. Expansion of Market Garden proposed 1989/90 providing additional eight (8) employment opportunities.

4. Farm Produce freezer facility proposed 1990/91.
GLEN INNES AFFORESTATION CAMP

Prison Population Projection:

Employment Opportunities:

(a) Prison Services
(b) Production Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logging/Sawmill</td>
<td>3</td>
<td>36</td>
</tr>
<tr>
<td>Afforestation</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>Market Garden/Farm Garden</td>
<td>1</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments:

1. Continued renovation of Sawmill to improve production and address Occupational Health and Safety Issues.

2. Expansion upon redirecting Sawmill production to defined product lines/clients.


5. Major upgrading of Sawmill Facility 1990/91 including expansion of employment opportunities by 10.
<table>
<thead>
<tr>
<th>(a)</th>
<th>Prison Services</th>
<th>172</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b)</td>
<td>Production Industries</td>
<td>90</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Timber Products</th>
<th>5 Officers</th>
<th>50 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>(incl. Spray Facility)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Textile Products</td>
<td>3 Officers</td>
<td>25 Prisoners</td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>1 Officer</td>
<td>15 Prisoners</td>
</tr>
</tbody>
</table>

**Proposed Employment Opportunities (Industries Re-development) 342**

<table>
<thead>
<tr>
<th>(a)</th>
<th>Prison Services</th>
<th>172</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b)</td>
<td>Production Industries</td>
<td>170</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Timber Products</th>
<th>7 Officers</th>
<th>70 Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>(incl. Spray Facility)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metal/Upholstery</td>
<td>7 Officers</td>
<td>60 Prisoners</td>
</tr>
<tr>
<td>Textile Products</td>
<td>3 Officers</td>
<td>30 Prisoners</td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>1 Officer</td>
<td>10 Prisoners</td>
</tr>
</tbody>
</table>

**Comments:**


2. Review and action plan required by Manager of Industries re participation of prisoners in Goulburn Industries.


4. Introduction of Second Shift to Timber Products Industry proposed 1989/90 to increase prisoner profile by 20.
5. Introduction of Second Shift to Metal/Leather & Canvas Industry and expansion of Second Shift within Timber Products Industry proposed 1990/91 to increase prisoner profile by 60.


GRAFTON GAOL

Prison Population Projection:

Employment Opportunities:

(a) Prison Services
(b) Production Industries

General Services
(Bookbinding) 2 Officers 30 Prisoners
Agricultural Services 1 Officer 15 Prisoners

Proposed Employment Opportunities Re-development:

(a) Prison Services
(b) Production Industries

General Services
(Bookbinding & Packaging) 6 Officers 75 Prisoners
Timber Products 3 Officers 25 Prisoners
Market Garden 1 Officer 15 Prisoners

Comments:

1. Opening date of new Facility unknown pending completion of new accommodation upgrade.

2. Existing General Services Industry within main Gaol will continue in operation. Subject to modification 1989/90 re Plastic Products.


5. Construction of Industries facility 1990/91 providing 40 work positions.

KIRKCONNELL AFFORESTATION CAMP

Prison Population
Projection:

Employment
Opportunities:

(a) Prison Services 32
(b) Production Industries 34

Afforestation 2 Officers 24 Prisoners
General Services 1 Officers 10 Prisoners

Comments:

1. Development of a market garden is required under the auspices of the Overseer (Kitchen) - completion date 30 November, 1988.

MAITLAND GAOL

Prison Population Projection: 170

Employment Opportunities: 110

(a) Domestic 65
(b) Production Industries 45

Leather & Canvas Products
- 2 Officers
- 20 Prisoners

Textile Products
- 2 Officers
- 25 Prisoners

Comments:

1. Although the above represents a shortfall in employment opportunities provided, it should be noted that the population projection includes a high number of unsentenced prisoners.

MALABAR TRAINING CENTRE

Prison Population Projection: 230

Employment Opportunities: 260

(a) Prison Services 170

(b) Production Industries 90

Timber Products 3 Officers 30 Prisoners
Metal Products 2 Officers 20 Prisoners
Plastic Products 2 Officers 20 Prisoners
Tree Nursery 2 Officers 20 Prisoners.

Comments:


4. Metal Products Facility modernisation to be completed 31 August, 1988. Also subject to consultancy review concerning work structure.

5. Plastic Products Industry to be expanded to manufacture 'high frequency welded' vinyl products. To be introduced by 31 August, 1988.

6. Nursery to be expanded to service high volume orders following appointment of additional officer. Completion 31 August, 1988.


9. Area below Metal Products Industry to be utilised as Finished Goods Store.

10. Textile Products Industry to be introduced 1990/91 (area below Metal Products).
MANNUS AFFORESTATION CAMP

Prison Population Projection:

Employment Opportunities:

(a) Prison Services 28
(b) Production Industries 52

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

Comments:

1. Agricultural activities at the Camp will be subject to review in terms of maximising self-sufficiency and examining the scope for further relevant expansion - completion date 31 December, 1988.
METROPOLITAN RECEPTION PRISON

Prison Population
Projection: 250

Employment
Opportunities: 185

(a) Prison Services 170
(b) Production Industries 15

Textile Products 1 Officers 15 Prisoners

Comments:

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

2. Construction of two workshops proposed within extension area 1989/90 - 80 employment opportunities (shared with Central Industrial Prison).

3. Construction of additional workshop proposed within extension area 1990/91 - 160 employment opportunities (including second shift for three (3) extension area workshops shared with Central Industrial Prison).
METROPOLITAN REMAND CENTRE

Prison Population Projection: 360

Employment Opportunities:

(a) Prison Services 141
(b) Production Industries

Comments:

1. Proposed Industries Facility 1990/91 above Kitchen area - 60 employment opportunities.
MULAWA TRAINING CENTRE

Prison Population Projection: 135

Employment Opportunities: 105

(a) Prison Services 75
(b) Production Industries 30

Textile Products 3 Officers 30 Prisoners

Comments:

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


NORMA PARKER CENTRE

Prison Population
Projection:

Employment
Opportunities:

(a) Prison Services
(b) Production Industries
   Textile Products  1 Officers  15 Prisoners
   Upholstery Products  2 Officers  15 Prisoners
(c) Work Release

Comments:


2. Negotiations are continuing for a pilot privatisation program involving the establishment of an Industry dealing with a computerised accommodation booking service.
OBERON AFFORESTATION CAMP

Prison Population Projection:
Employment Opportunities:

(a) Prison Services
(b) Production Industries

<table>
<thead>
<tr>
<th>Activity</th>
<th>Officers</th>
<th>Prisoners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afforestation</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Agricultural Services</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments:

1. Establishment of Timber Products Industry proposed 1988/89 providing 20 work positions.
### PARKLEA PRISON

**Prison Population Projection:**

| Employment Opportunities: | 205 |

**Employment Opportunities:**

| (a) Prison Services | 100 |
| (b) Production Industries | 100 |

| Metal Products | 4 Officers | 35 Prisoners |
| Timber Products | 4 Officers | 35 Prisoners |
| Printing/Binding | 4 Officers | 30 Prisoners |

**Comments:**

1. Continuing local emphasis is required to ensure Production Industry employment profiles are actually maintained.

2. Structure of Metal Products Industry subject to review - completion date 31 August, 1988.


4. Introduction of second shift to Timber and Print/Binding Industries proposed 1988/89 expanding work positions by 60 to service accommodation redevelopment.

5. Introduction of second shift to Metal Products Industry proposed 1990/91 expanding work positions by 35.
PARRAMATTA GAOL

Prison Population
Projection: 390

Employment
Opportunities:

(a) Prison Services 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. Representations are being made through the Minister for the return of Parramatta Linen Service to this Department to provide immediate and considerable prisoner work positions.


5. Introduction of second shift to Upholstery Products and General Services Industries 1990/91 providing 80 work positions.
PRISON HOSPITAL

Prison Population Projection: 95

Employment Opportunities: NIL

Comments:

1. It is proposed to establish a General Services Industry (up to 10 work positions) within the Psychiatric Unit when opened. To be operated in co-ordination with Occupational Therapists.
**SILVERWATER PRISON COMPLEX**

Prison Population Projection: 260

Employment Opportunities: 270

(a) Prison Services 80
(b) Production Industries 90
   - Metal Products 3 Officers 30 Prisoners
   - Demountable Classrooms 4 Officers 40 Prisoners
   - Textile Products 1 Officer 15 Prisoners
   - Product Development 2 Officers 5 Prisoners
(c) Work Release 100

Comments:

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

2. Extensive landscaping and 'tidiness' program to be completed by 31 December, 1988 of Industries area.


4. Modernisation and rationalisation of Demountable classroom work area proposed 1988/89.
SPECIAL CARE UNIT

Prison Population Projection: 26

Employment Opportunities:

(a) Prison Services 26
(b) Production Industries Nil

Comments:

1. Due to the nature of this Unit no work positions are provided.
SPECIAL PURPOSE PRISON

Prison Population
Projection: 60

Employment Opportunities:

(a) Prison Services 40
(b) Production Industries 20

Textile Products 2 Officers 20 Prisoners

Comments:

1. Textile Products Workshop to be introduced upon opening of Prison (expected date 1 November, 1988).