INSTITUTION

YOUNG OFFENDERS

PROPOSAL FOR A

AND THE COMMUNITY
IN PRISON
MANAGING OFFENDERS

CORRECTIVE SERVICES
NSW. DEPARTMENT OF
PROPOSAL FOR

YOUNG OFFENDERS INSTITUTION

Prepared by:

DAVID ALLANSON
Special Project Officer
Attendance Centres
Probation and Parole

ROSEMARY CARUANA
Special Project Officer
Attendance Centres
Probation and Parole

ADRIAN JONES
Officer in Charge
Malabar Emergency Unit

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EXECUTIVE SUMMARY

This report was produced in response to a memorandum from the Director-General, Mr. Angus Graham, dated 27.11.89 (file no. RJN.JF). A request was made for the development of a proposal for an institution for young offenders. This report has incorporated those key elements outlined in the Ministerial Memorandum, July 1989 (217/89, see Appendix 1).

Taking the above into account we havecosted and developed a programme based on a separate and independent institution for young offenders. We have also taken the view that it will be classed as a specialised minimum security gaol.

Owing to the brief time period given to develop this proposal (13 working days) we have been unable to research many areas as thoroughly as we would have wished.

We believe that any programme implemented should be accompanied by a rationale and philosophy and specific aims and objectives. This will assist in co-ordinating the input of all institutional staff involved in the programme. Underpinning all institutional life therefore, is the philosophy that each individual must accept responsibility and the consequences of his actions and behaviour.

We have attempted to design a balanced and heavily structured programme which includes work, physical education, life/social skills and education. The programme is in four Phases and has an in-built system of rewards and incentives which can be gained or lost.

Such a programme would necessarily require a change or modification to the present Sentencing Act. A number of options have been presented in this report. However due to constraints of time we have been unable to thoroughly develop and research them.

Attempts have been made to minimise ongoing costs of the programme. To achieve this objective a high percentage of the programme will be delivered by the institutional staff. This will entail a modification of traditional working practices within the institution.

At our briefing with the Director-General, we were informed we should not concern ourselves with the location, or the cost of building an institution. However, this report has recommended that the system of Unit Management and Unit Living be adopted. This is seen as necessary if the Department as a matter of policy is moving into this system of managing institutions and if the programme is to be viable.
# TABLE OF CONTENT

**EXECUTIVE SUMMARY**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>RATIONALE AND PHILOSOPHY</td>
<td>1</td>
</tr>
<tr>
<td>2.0</td>
<td>AIMS AND OBJECTIVES OF THE YOUNG OFFENDERS PROGRAMME</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>INTRODUCTION</td>
<td>5</td>
</tr>
<tr>
<td>2.2</td>
<td>AIMS AND OBJECTIVES</td>
<td>5</td>
</tr>
<tr>
<td>3.0</td>
<td>SENTENCING</td>
<td>6</td>
</tr>
<tr>
<td>3.1</td>
<td>INTRODUCTION</td>
<td>6</td>
</tr>
<tr>
<td>3.2</td>
<td>SENTENCING OPTIONS</td>
<td>6</td>
</tr>
<tr>
<td>3.2.1</td>
<td>Sentencing Option 1</td>
<td>6</td>
</tr>
<tr>
<td>3.2.1.1</td>
<td>Advantages</td>
<td>7</td>
</tr>
<tr>
<td>3.2.1.2</td>
<td>Disadvantages</td>
<td>8</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Sentencing Option 2</td>
<td>8</td>
</tr>
<tr>
<td>3.2.2.1</td>
<td>Advantages</td>
<td>8</td>
</tr>
<tr>
<td>3.2.2.2</td>
<td>Disadvantages</td>
<td>8</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Sentencing Option 3</td>
<td>9</td>
</tr>
<tr>
<td>3.2.3.1</td>
<td>Advantages</td>
<td>9</td>
</tr>
<tr>
<td>3.2.3.2</td>
<td>Disadvantages</td>
<td>9</td>
</tr>
<tr>
<td>3.3</td>
<td>QUEUING OF OFFENDERS</td>
<td>9</td>
</tr>
<tr>
<td>3.4</td>
<td>RECOMMENDATION</td>
<td>10</td>
</tr>
<tr>
<td>4.0</td>
<td>TARGET GROUP</td>
<td>11</td>
</tr>
<tr>
<td>4.1</td>
<td>BACKGROUND</td>
<td>11</td>
</tr>
<tr>
<td>4.2</td>
<td>ELIGIBILITY</td>
<td>11</td>
</tr>
<tr>
<td>4.3</td>
<td>ASSESSMENTS</td>
<td>11</td>
</tr>
<tr>
<td>4.3.1</td>
<td>Probation and Parole Assessments</td>
<td>11</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Classification</td>
<td>12</td>
</tr>
<tr>
<td>4.4</td>
<td>PRISON CENSUS OF TARGET GROUP</td>
<td>12</td>
</tr>
<tr>
<td>5.0</td>
<td>PROGRAMME</td>
<td>13</td>
</tr>
<tr>
<td>5.1</td>
<td>DEFINITION OF 'PROGRAMME'</td>
<td>13</td>
</tr>
<tr>
<td>5.2</td>
<td>PROGRAMME</td>
<td>13</td>
</tr>
<tr>
<td>5.2.1</td>
<td>Work Component</td>
<td>13</td>
</tr>
<tr>
<td>5.2.1.1</td>
<td>Objectives</td>
<td>13</td>
</tr>
</tbody>
</table>
5.2.2 Physical Activities Component

5.2.2.1 Objectives
5.2.2.2 Components of Physical Training
5.2.2.3 Physical Education Sessions

5.2.3 Developmental and Educational Components

5.2.3.1 Objectives
5.2.3.2 Developmental Programme
5.2.3.3 Educational Programme
5.2.3.4 Programme Evaluation

5.3 PROPOSED DAILY TIMETABLE
5.4 LINKING INTO COMMUNITY AGENCIES PRIOR TO RELEASE

6.0 UNIT MANAGEMENT

6.1 INTRODUCTION
6.2 DEFINITION
6.3 OBJECTIVES
6.4 WEEKLY UNIT MEETINGS
6.5 CASE MANAGEMENT

6.5.1 Introduction
6.5.2 Objectives
6.5.3 Staff Composition
6.5.4 Processes

7.0 BASIC ENTITLEMENTS, EARNING AND LOSING PRIVILEGES

7.1 RATIONALE
7.2 BASIC ENTITLEMENTS, EARNING AND LOSING PRIVILEGES IN THE FOUR PHASES OF THE PROGRAMME

7.2.1 Phase 1
7.2.2 Phase 2
7.2.3 Phase 3
7.2.4 Phase 4

7.3 INCENTIVES AT WORK
7.4 OTHER SANCTIONS

8.0 ACCOMMODATION

8.1 INTRODUCTION

8.1.1 Factors Influencing Accommodation

8.2 SIZE OF INSTITUTION
8.3 TYPE OF BUILDINGS

8.3.1 Inmate Accommodation
8.3.2 Administration Block
8.3.3 Work Areas
8.3.4 Visitors Areas and Gym
8.3.5 Reception Area

9.0 STAFFING AND TRAINING

9.1 INTRODUCTION
9.2 COMPOSITION OF STAFF
9.3 FUNCTION OF STAFF
9.4 SELECTION
9.5 TRAINING

10.0 COSTING

10.1 INTRODUCTION
10.2 INITIAL COST
10.3 ANNUAL BUDGET

10.3.1 Housing of Inmates and Staff
10.3.2 Programme

10.4 STAFF TRAINING

APPENDIX
1.0 RATIONALE AND PHILOSOPHY

"It is possible to dodge one's responsibility. It is not possible to dodge the consequences of dodging one's responsibility." Lord Stamp, 1854.

It would not be unfair to suggest that many young people who are placed under the supervision of the Department of Corrective Services, whether in the community, or in an institution, display many similar negative characteristics. The majority of these young offenders are male and have problems in at least one of the following areas:

i) lack of motivation and direction;

ii) literacy - from being totally illiterate, to barely functionally literate;

iii) life skills - lack basic communication and social skills;

iv) lack of qualifications - most have poor record of attendance and attainment in secondary education, can offer no tertiary qualifications such as Trade Certificates, Diplomas or even any marketable skills;

v) employment - poor employment record, no regular job since leaving school;

vi) dependencies - usually have drug/alcohol related problems.

In establishing a programme for young offenders, two main factors need to be considered; firstly, community needs and attitudes must be met - there is little chance of any programme really succeeding unless it has some community support; secondly, the programme must be relevant to the needs of the individual, or group. We believe we have a responsibility to the community not only to incarcerate these young offenders, but to attempt to address some of the underlying problems leading to their offending behaviour. There is little point in setting up a programme unless it better equips the offender to cope in the community on his release.

The word "programme" is used in its broadest sense and denotes the inmate's total experience whilst he is in the institution. It includes work, physical education, formal education, life-skills and individual time, each being seen as important to the other. To isolate part of the programme from the whole would not only be artificial, but would lose the opportunity of reinforcing work being done in other areas by staff. It gives the whole programme cohesion and leads to it becoming fully integrated.

At this point we would draw your attention to S24.31 of the New Zealand Ministerial Committee of Inquiry into the Prison System Report, 1989, which recommends, "that the para-military regime of corrective training be reviewed and replaced with a balanced regime of physical activity, educational programmes and life-skills courses which will assist trainees to re-enter the community on release". This should be read in the light of the above
Committee's findings in which S24.28 states that in 1983 and 1987, 71% of male inmates and 63% of females were re-convicted within one year of release and within two years, 91% of males had been re-convicted.

Thus, it would appear, that the short, sharp shock treatment, solely based on a para-military regime of corrective training, has proved one thing - it has not been effective in reducing the rate of recidivism. Moreover, it almost guarantees that the majority will be in the mainstream gaol system within a period of two years.

The proposed programme, however, is not a 'soft option'. It still retains the essence of the rigorous, disciplined approach of its predecessors, where the timetable is structured in such a way as to demand some input from the inmate during his waking hours. It does, however, have more of a balance to it, where education and social skills have an important input, thus augmenting work and the physical education components of the programme.

A simple logical approach to programming has been adopted. All programmes take into consideration the nature, rationale and philosophy of the institution and the common needs of the inmates. It is, therefore, the rationale and philosophy of the institution which is the cement which binds the whole programme together.

What then is the main ingredient, the underlying reasons and philosophy underpinning the programme? Stated briefly, we believe that (an offender entering the programme must accept responsibility for themselves and their actions. As he progresses through each phase of the programme more responsibility should be thrust upon him. This should result in each individual having to make more decisions, but in so doing, be accountable for the consequences of making them. If this main principle is woven into one of the major thrusts of the programme, i.e. a short, sharp shock treatment in an attempt to divert young offenders from the mainstream gaol, then some reasons behind and balance to the programme will be apparent to both staff and inmates.

Making the philosophy and rationale of the institution known to all staff and inmates should result in the following positive benefits:

i) It fosters a co-ordinated approach from staff in dealing with inmates, i.e. team approach, critical to the success of unit management.

ii) Inmate becomes exposed to a programme which is relevant to his needs, logical and sequential in its development and delivered in a co-ordinated fashion by all staff within the institution.

iii) All staff have common goals to work towards - set up by the Case Management Team.

iv) The inmate gains a better understanding of why he is at the institution and what is expected of him while he is there.

v) It creates a more supportive climate for staff and assists in preventing burn-out and stress.
vi) There is constant reinforcement of the rationale and philosophy of the gaol by all staff. This is a crucial factor in any learning process.

vii) It assists in mirroring some community standards and demands (work ethic, behaviour, reliability, etc.) which will be placed on them when they are released.

As mentioned (supra) many young offenders' lives lack structure and direction. The programme takes into account these two factors and in its early stages, they are heavily emphasised. As each individual progresses through the programme the extra responsibility and the need to make decisions, should result in him having to structure his time in a positive way and become more self-directing. In short, throughout the programme, self-direction and structure (discipline) will be 'taken aboard' naturally and not be entirely forced upon them by extraneous means.

Consideration has been given in structuring the programme in such a way that there is a natural, sequential development in the educational and developmental areas. No part of the programme is carried out in isolation to the whole - thus, if we are to require offenders to cook their own meals, we need to provide them with formal lessons in nutrition and cookery. We believe it important to provide a First Aid Certificate course as inmates can earn the privilege of going on the outdoor pursuits practical sessions.

In the developmental area each group will start with the Personal Development programme which deals with such topics as Communication, Relationships and everyone will be exposed to a session on Street Transmitted Diseases which will of course include a segment on AIDS.

Every person entering the programme will be assessed for their competency in literacy. Those who are identified as being less than functionally literate, will be placed on the Basic Education programme. Efforts will be made on their release to link them into a TAFE Reading and Writing for Adults (RAWFA) course. It should also be possible to place them on an Attendance Centre Basic Education programme.

The final phase of the programme is the exiting stage. Here the emphasis will be placed on Employment and other areas which will assist them into re-entering the community. Efforts will be made to link individuals into community agencies, or programmes which would continue the work initiated at the Young Offenders Institution, particularly in the area of employment. Such agencies as the Commonwealth Employment Service and its offshoot, Skillshare, would play a critical role in this phase.

Where a person has been assessed as suitable and an Attendance Centre is available, it is intended to refer such offenders to that programme for the remainder of their supervision in the community.
Work will be an important element of the programme and all inmates will be required to work a five and a half day week with the exception of those on the last stage of the programme, or those who have been selected to carry out some form of community work on a Saturday morning. This facet of the programme is critical if we are to successfully introduce the work ethic into their lives.

In each phase of the programme the inmate will be engaged in setting goals and monitoring his own progress (through the Unit Officer and Case Management Team). In this way each individual will be able to earn privileges and rewards for achievement. Thus, by the time the final stage of the programme is reached, he should be able to earn such things as an extended visiting period, more individual time and be able to participate in the outdoor pursuits programme. It goes without saying that such privileges and rewards can also be lost.

It is imperative that there be some form of 'follow-up' after the offender has been released. It would be unwise to expect them to adequately cope in the community unless they are placed under some form of supervision, where directions and support is available. It is for this reason that we have strongly recommended that the sentence includes a period of supervision in the community (see 3.2.1 Sentencing Options) where the offender would be required to carry out some form of community work and/or attend an Attendance Centre programme.

In conclusion, we would suggest that a programme for young offenders underpinned by the philosophy that the individual must accept responsibility and the consequences of his decisions and actions would create a positive milieu, in which both staff and inmates could work towards known goals. If added to this a simple, co-ordinated approach is taken to structuring the programme, where there is a logical, sequential progression in all areas and the individual can gain, or lose privileges and rewards, we would be well on the way to duplicating some of the demands made by the community on each individual. Such a programme would not be the easy option, in fact the demands made on the participants would be far greater than those imposed by the more rigid para-military models such as is found in New Zealand based on a martinet discipline. As we have already discovered (see rate of recidivism supra), this does not achieve any reduction in the rate of recidivism.
2.0 AIMS AND OBJECTIVES OF THE YOUNG OFFENDERS PROGRAMME

2.1 INTRODUCTION

The aims and objectives listed (infra) have been framed within the
ambits outlined by the Ministerial memorandum 217/89, dated 6 July
1989 (see Appendix 1) and also our experience of working with young
offenders at Emu Plains Training Centre.

Our main brief, taken from memorandum 217/89, is to - "Establish a
minimum security institution for the rehabilitation of young
offenders".

2.2 AIMS AND OBJECTIVES

1. To introduce a diversionary programme for young offenders
   who have not as yet developed an "habitual criminal life-
   style".

2. To develop a balanced programme which will:
   i) incorporate work, basic education, physical education
      and life skills;
   ii) be highly structured (highly disciplined) with a
      vigorous daily routine which becomes less rigid
      towards the end of the programme;
   iii) include a system of rewards and incentives;
   iv) include sanctions for infringement of rules,
      regulations and negative behaviour.

3. To encourage inmates to accept responsibility for their
   actions and behaviour.

4. To begin the process of changing negative attitudes and
   eventually behaviour.

5. To link up with community agencies when the offender is
   released to supervision in an attempt to consolidate the
   work already commenced at the Young Offenders Institution.

It should be noted that the sections following include a more
detailed outline of objectives.
3.0 SENTENCING

3.1 INTRODUCTION

Points 1 and 2 in the Minister’s Memorandum 217/89 on the proposal to establish a minimum security institution for Young Offenders, states that admission should be regarded as a sentencing option and should be in line with the Sentencing Act, 1989, i.e. a fixed term of three months with an option of four.

If one of the main objectives of this proposal is to establish a mainstream gaol diversionary programme for young offenders, then there is a need to move outside the Sentencing Act, 1989 for the following reasons:

i) Unless a term of sentence of 6 months or more is given, there can be no additional term given in which community supervision may take place - Sentencing Act, 1989, Section 7(1).

ii) The target group would be restricted to those who would only attract a 3 to 4 month fixed sentence. This would exclude the majority of young offenders at whom the programme is aimed. Also, the numbers from this category would probably be insufficient to run a viable programme.

iii) It is not desirable to have a sentencing option under the Act which would be inconsistent with the Act itself. The Act requires a minimum or fixed term sentence, therefore, it would not be possible to give a sentence of three months with an option for four.

iv) The Sentencing Act, 1989 does not allow a fixed term of three months followed by a period of community supervision commensurate to the unserved balance of the sentence.

3.2 SENTENCING OPTIONS

This section will outline three possible sentencing options and will highlight the positive and negative aspects of each one.

3.2.1 Sentencing Option 1

This option would entail introducing legislation which would give the Courts an alternative sentence to gaol. This would not be dissimilar to existing prison alternatives such as Periodic Detention and Community Service Orders.

Cognizance has been given to the dangers of netwidening and some of the points highlighted (infra) should minimise the likelihood of this happening. The following points need to be incorporated into the legislation:
i) The sentence should be for a minimum period of 3 months (84 days) for the programme, plus any additional time required for queuing (depending on the method adopted for queuing, see Section 3.3) based on the commencement date of the programme at the Young Offenders Institution. It should also include an additional period of supervision in the community (to be determined by the Court);

ii) That this sentence is a direct alternative to imprisonment and therefore a breach should result in the unfinished portion of the sentence being served in the mainstream gaol;

iii) That the Court is required to state the reason for its decision and show that it has considered all other sentencing options and prison alternatives;

iv) That all eligibility requirements are met (see Section 4.2);

v) That the Probation and Parole Service has provided the Court with a verbal or written Assessment in regard to offenders suitability and eligibility;

vi) That the Court determines that there is a vacancy on the programme;

vii) That the conviction would not have attracted a term of more than eighteen (18) months.

3.2.1.1 Advantages

The following are seen as advantages to this option:

i) Allows a follow-up continuation of the programme under supervision in the community - both offender and community gain;

ii) Avoids the likelihood of offenders being placed in the adult mainstream gaol whilst serving the initial part of their sentence and prior to the commencement of the programme;

iii) Allows Courts flexibility in dealing with first-time young offenders who would have been sentenced to mainstream adult institutions. For example, offenders who would have been ineligible for the programme under the Sentencing Act, 1989 due to their offence warranting a period of imprisonment for greater than 3 months will now be eligible;

iv) Would allow a sentence of three months (84 days) with additional time for queuing;

v) Breach will result in the offender having to serve his remaining time in an adult institution.
3.2.1.2 Disadvantages

The following are seen as disadvantages to this option:

i) The need for legislation to be introduced to accommodate the above;

ii) It will be outside the Sentencing Act, 1989;

iii) In the initial stages it will require an input with judges, magistrates and Probation and Parole Officers to familiarise them with the Young Offenders Institution programme.

3.2.2 Sentencing Option 2

Under this option offenders would initially be sentenced under the Sentencing Act, 1989. There would be two processes by which offenders would be placed in a Young Offenders Institution:

i) Court recommendation - judge or magistrate would recommend the last three months of sentence be served at a Young Offenders Institution; and/or

ii) Through the Department's Gaol Classification Committees to assess the eligibility and suitability of offenders to serve the last three months of their sentence at a Young Offenders Institution.

3.2.2.1 Advantages

The following are viewed as advantages for this option:

i) No further legislation will be required;

ii) Courts and Probation and Parole Officers are reasonably familiar with the Sentencing Act, 1989 and its processes;

iii) The Sentencing Act, 1989 provides less opportunity for netwidening;

iv) Make it eligible to inmates currently in the prison system.

3.2.2.2 Disadvantages

i) This option does not achieve the objective of diverting first-time young offenders from adult gaols;

ii) Not all offenders will receive community supervision unless they are serving a sentence of six months or more;

iii) Those offenders with a fixed sentence of three months would be ineligible for this programme due to the processing time required by classification;
iv) The sanction of being sent to an adult gaol for a serious breach of discipline would no longer be as forceful, as the offender having come from that system, would most likely find it less threatening;

v) Offenders may be comfortable in an adult gaol and refuse to undertake such a diversionary programme.

3.2.3 **Sentencing Option 3**

Briefly this option would require an Amendment to the Sentencing Act, 1989. The amendments would incorporate all those aspects outlined in Sentencing Option 1 (Section 3.2.1).

3.2.3.1 **Advantages**

This option would contain all the advantages listed in Section 3.2.1.1.

3.2.3.2 **Disadvantages**

This option would contain all the disadvantages in Section 3.2.1.2 except for item (ii).

3.3 **QUEUING OF OFFENDERS**

The Young Offenders programme is structured in such a way that it requires each group of inmates to enter and complete the programme together. This results in there being a three (3) week period between the commencement of each programme (this is governed by the size of the institution). Both Options 1 and 2 outlined supra will require co-ordinating groups of offenders in such a way, that they commence the programme on a nominated date.

In the case of Option 1, the above may be achieved by 'queuing' offenders in the following way:

i) Where the Court passes sentence to commence at a future date, the commencement date would be determined in a joint decision by the Corrective Services Department and the Attorney-General's Department;

ii) Where the Court specifies a commencement date and imposes Recognition with Probation and Parole supervision during this interim period;

iii) Where the Court places the offender in the Reception section of the Young Offenders Institution.

In the case of Option 2, offenders are already in the prison system and removal to the Young Offenders Institution will require co-ordination in order that they arrive immediately prior to the commencement of the programme.
Evaluations are required to determine whether or not the programme objectives have been met; appropriateness of methods used in programme delivery; changes in offender needs; areas that require modification and effectiveness of facilitators delivery.

5.3 PROPOSED DAILY TIME-TABLE

The following is a Time-Table highlighting the inmate's programme for his period of incarceration. The Time-Table incorporates all aspects of the inmate's programme showing a breakdown of work; physical exercise; developmental and educational components; individual time; and weekend programme.
PHASE 1

DAY 1  (MONDAY)

Time

9.00
ARRIVAL AND MUSTER - Demonstrate what is required at a muster.

9.05-11.00
MEDICAL - Full physical check-up.
RECEPTION - Photos; finger printing; forms, etc.

11.00-11.05
MUSTER

11.05-12.00
INDUCTION -

a) Function of institution;
b) Rules and Regulations - reward and punishment system;
c) Unit Officer to demonstrate 'making a bed'; outline basic requirements for tidiness in individual cells and general living quarters; basic requirements for personal hygiene;
d) Inmates to unpack and make bed.

12.00-12.45
LUNCH - Prepare and clean up after finished.

12.45- 3.00
INDUCTION - (Continued)

a) Inspection of rooms and general living quarters - if problems in any area, Unit Officer to teach inmates what is required;
b) Phases of Programme - explain;
c) Phase 1 - Discuss and hand out copy to all inmates; copy on notice board;
d) Duties in Unit - Inmates to decide how these should be dealt with; Unit Officer to help in negotiations and a list made up (place on notice board). Cover areas such as: cooking (breakfast, lunch, dinner); washing dishes; cleaning up general living area; personal laundry;
e) Jobs available at institution: Industrial Officer will have placed on notice board a description of jobs available. Inmates to prioritise three jobs and hand them back to Industrial Officer.

3.00 -  3.05
MUSTER - Wearing Physical Exercise gear.

3.05- 4.00
PHYSICAL EXERCISE

4.00- 4.15
SHOWER AND CHANGE

4.20
MUSTER - In living area of unit.
4.25 - 6.00  
i) JOB INTERVIEWS - 1/2 intake waiting; when inmate finishes here he is to proceed to the 'Case Management Team' for assessment;

ii) CASE MANAGEMENT TEAM - 1/2 intake waiting for assessment of individual needs; when finishes here he is to proceed to 'Job Inter-views'.

6.00 - 6.05  MUSTER AND LOCK UP UNIT

6.05 - 8.00  DINNER - Prepare and clean up.

8.00 - 8.05  MUSTER AND INSPECTION

8.05  LOCK UP INDIVIDUAL CELLS

10.00  LIGHTS OUT
PHASE 1

DAYS 2, 3, 4, 8, 9, 10, 11

Time

6.00-6.05 MUSTER - Wearing Physical Exercise gear; take out sheets (to ensure inmates make bed properly).

6.05-6.30 PHYSICAL EXERCISE

6.30-7.50 SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY
TIDY CELL

7.50-8.00 INSPECTION - Inmates and living quarters.

8.00-8.05 MUSTER

8.05-10.30 CLASSES - Developmental, educational or physical.

10.30-10.40 BREAK

10.40-10.45 WORK MUSTER (For new inmates work is allocated).

10.45-12.40 WORK

12.40-12.45 MUSTER

12.45-1.15 LUNCH - In units.

1.15-1.20 MUSTER

1.20-3.20 WORK

3.20-3.30 BREAK

3.30-5.30 WORK

5.30-5.35 MUSTER

5.35-6.00 SHOWER

6.00-6.05 MUSTER AND LOCK UP UNIT

6.05-8.00 DINNER - Prepare and clean up.
PERSONAL LAUNDRY
INDIVIDUAL TIME

8.00-8.05 FINAL LOCK-UP OF CELLS

10.00 LIGHTS OUT
PHASE 1

DAYS 5, 12

(FRIDAYS)

MUSTER - Wearing Physical Exercise gear; take out sheets (to ensure inmates make beds).

6.00- 6.05  PHYSICAL EXERCISE

6.05- 6.30  SHOWER

6.30- 7.50  BREAKFAST - Prepare and clean up.

PREPARE LUNCH

PERSONAL LAUNDRY

TIDY CELL

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  MUSTER

8.05-10.30  CLASSES or

ON DAY 12 (2nd Friday) CASE MANAGEMENT ASSESSMENTS

10.30-10.40  BREAK

10.40-10.45  MUSTER

10.45-12.40  WORK

12.40-12.45  MUSTER

12.45- 1.40  LUNCH - Working lunch with a 'Unit Meeting' - all meetings to have an Agenda and Minutes of Meeting need to be kept. These to be forwarded to Superintendent.

1.40- 1.45  MUSTER

1.45- 3.30  WORK

3.30- 3.40  BREAK

3.40- 5.30  WORK

5.30- 5.35  MUSTER

5.35- 6.00  SHOWER

6.00- 6.05  MUSTER AND LOCK UP OF UNIT

6.05- 8.00  DINNER - Preparation and clean up.

INDIVIDUAL TIME

8.00- 8.05  FINAL LOCK-UP OF CELLS

10.00  LIGHTS OUT
PHASE 1

DAYS 6, 13
(SATURDAYS)

Time
6.00- 6.05  MUSTER - Wearing Physical Exercise gear; take out sheets (to ensure inmates make beds).

6.05- 6.30  PHYSICAL EXERCISE

6.30- 7.50  SHOWER
            TIDY CELL
            BREAKFAST - Prepare and clean up.
            PREPARE LUNCH
            PERSONAL LAUNDRY

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  WORK MUSTER

8.05-10.00  WORK

10.00-10.10 BREAK

10.10-11.55 WORK

11.55-12.00 MUSTER

12.00-12.30 LUNCH

12.30-12.35 MUSTER

12.35- 1.00 INDIVIDUAL TIME

1.00- 1.05 MUSTER

1.05- 3.35 TEAM SPORT

3.35- 3.40 MUSTER

3.40- 4.00 SHOWER

4.00- 6.00 INDIVIDUAL TIME

6.00- 6.05 MUSTER AND LOCK-UP OF UNIT

6.05- 8.25 DINNER - Preparation and clean up.
            PERSONAL LAUNDRY
            INDIVIDUAL TIME

8.25- 8.30 MUSTER AND LOCK-UP OF CELLS

10.00 LIGHTS OUT
PHASE 1

DAYS 7, 14

(SUNDAYS)

Time

6.00- 6.05
MUSTER - Wearing Physical Exercise gear; take out sheets (to ensure inmates make beds).

6.05- 6.30
PHYSICAL EXERCISE

6.30- 7.50
SHOWER
TIDY CELL
BREAKFAST - Prepare and clean up.

7.50- 8.00
INSPECTION - Inmates and living quarters.

8.30- 9.30
CHURCH SERVICE or LIBRARY

9.30- 9.35
MUSTER

9.35-10.40
LIBRARY

10.40-12.00
PERSONAL LAUNDRY
INDIVIDUAL TIME

12.00- 1.00
LUNCH

1.00- 1.05
MUSTER

1.05- 2.05
VISITS - Non-contact; inmates to wear "overalls".

2.05- 4.00
CLASS - BASIC PRINCIPLES UNDERLYING OUTDOOR PURSUITS - (Map Reading, Orienting, ... etc)

4.00- 4.05
MUSTER AND UNIT LOCK UP

4.05- 8.25
FORMAL DINNER - Teaching of basic table etiquette; Unit Officer to be present.
INDIVIDUAL TIME

8.25- 8.30
MUSTER AND FINAL LOCK-UP OF CELLS

10.00
LIGHTS OUT
PHASE 2

DAYS 15, 16, 17, 18, 22, 23, 24, 25, 29, 30, 31, 32, 36, 37, 38, 39

Time

6.00-6.05  MUSTER - Wearing Physical Exercise gear; take out sheets.

6.05-6.30  PHYSICAL EXERCISE

6.30-7.50  SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY
TIDY CELL

7.50-8.00  INSPECTION - Inmates and living quarters.

8.00-8.05  MUSTER

8.05-10.30 CLASSES - Developmental, educational and physical

10.30-10.40 BREAK

10.40-10.45 MUSTER

10.45-12.40 WORK

12.40-12.45 MUSTER

12.45-1.15 LUNCH - In units.

1.15-1.20  MUSTER

1.20-3.20  WORK

3.20-3.30  BREAK

3.30-5.30  WORK

5.30-5.35  MUSTER

5.35-6.00  SHOWER

6.00-6.30  VOLUNTARY LIBRARY TIME

6.30-6.35  MUSTER AND UNIT LOCK-UP

6.35-8.00  DINNER - Prepare and clean up.
PERSONAL LAUNDRY - INDIVIDUAL TIME

8.00-9.00  INDIVIDUAL TIME

9.00-9.05  MUSTER AND LOCK-UP OF INDIVIDUAL CELLS

10.30  LIGHTS OUT
PHASE 2

DAYS 19, 20, 33, 40 (FRIDAYS)

Time

6.00- 6.05 MUSTER - Wearing Physical Exercise gear; take out sheets.
6.05- 6.30 PHYSICAL EXERCISE
6.30- 7.50 SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY
TIDY CELL

7.50- 8.00 INSPECTION - Inmates and living quarters.

8.00- 8.05 MUSTER

8.05-10.30 CLASSES or
DAY 40 (6th Friday) CASE MANAGEMENT ASSESSMENTS

10.30-10.40 BREAK

10.40-10.45 MUSTER

10.45-12.45 WORK

12.40-12.45 MUSTER

12.45- 1.40 LUNCH - Working lunch with a 'Unit Meeting' - all meetings to have an Agenda and Minutes of Meeting need to be kept. These to be forwarded to Superintendent.

1.40- 1.45 MUSTER

1.45- 3.30 WORK

3.30- 3.40 BREAK

3.40- 5.30 WORK

5.30- 5.35 MUSTER

5.35- 6.00 SHOWER

6.00- 6.30 VOLUNTARY LIBRARY TIME

6.30- 6.35 MUSTER AND UNIT LOCK-UP

6.35- 8.00 DINNER - Preparation and clean up.
PERSONAL LAUNDRY - INDIVIDUAL TIME

8.00- 9.00 INDIVIDUAL TIME
9.00 - 9.05  MUSTER AND LOCK-UP OF INDIVIDUAL CELLS
10.30   LIGHTS OUT
PHASE 2

DAYS 20, 27, 34, 41 (SATURDAYS)

Time

6.00- 6.05  MUSTER - Wearing Physical Exercise gear; take out sheets.
6.05- 6.30  PHYSICAL EXERCISE
6.30- 7.50  SHOWER
             BREAKFAST - Prepare and clean up.
             PREPARE LUNCH
             TIDY CELL
             PERSONAL LAUNDRY
7.50- 8.00  INSPECTION - Inmates and living quarters.
8.00- 8.05  WORK MUSTER  ) Work in the Institution
8.05-10.00  WORK  ) or
10.00-10.10 BREAK  ) Community Work
10.10-11.55 WORK  )
11.55-12.00 MUSTER  )
12.00-12.30 LUNCH
12.30-12.35 MUSTER
12.35- 1.00 INDIVIDUAL TIME
1.00- 1.05  MUSTER
1.05- 3.35  TEAMSPORT
3.35- 3.40  MUSTER
3.40- 4.00  SHOWER
4.00- 6.30  INDIVIDUAL TIME
6.30- 6.35  MUSTER AND UNIT LOCK-UP
6.35- 8.00  DINNER - Preparation and clean up.
             PERSONAL LAUNDRY - INDIVIDUAL TIME
8.00- 9.00  INDIVIDUAL TIME
9.00- 9.05  MUSTER AND LOCK-UP OF INDIVIDUAL UNITS
10.30  LIGHTS OUT
### PHASE 2

**DAYS 21, 28, 35, 42 (SUNDAYS)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>6.00-6.05</td>
<td>MUSTER - Wearing Physical Exercise gear; take out sheets.</td>
</tr>
<tr>
<td>6.05-6.30</td>
<td>PHYSICAL EXERCISE</td>
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<td>6.30-7.50</td>
<td>SHOWER</td>
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<td>TIDY CELL</td>
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<td>BREAKFAST - Prepare and clean up.</td>
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<td>PERSONAL LAUNDRY</td>
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<td>7.50-8.00</td>
<td>INSPECTION - Inmates and living quarters.</td>
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<tr>
<td>8.00-8.30</td>
<td>INDIVIDUAL TIME</td>
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<tr>
<td>8.30-9.30</td>
<td>CHURCH SERVICE or LIBRARY</td>
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<tr>
<td>9.30-9.35</td>
<td>MUSTER</td>
</tr>
<tr>
<td>9.35-10.40</td>
<td>LIBRARY</td>
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<tr>
<td>10.40-12.00</td>
<td>OUTDOOR PURSUITS</td>
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<tr>
<td>12.00-1.00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>1.00-1.05</td>
<td>MUSTER</td>
</tr>
<tr>
<td>1.05-2.05</td>
<td>VISITS - Contact: Inmates to wear &quot;overalls&quot;.</td>
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<tr>
<td>2.05-4.00</td>
<td>VIDEO MOVIE - For inmates with no visits.</td>
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<tr>
<td>4.00-6.30</td>
<td>PREPARATION OF FORMAL DINNER - Basic table etiquette; Unit Officer to be present.</td>
</tr>
<tr>
<td>6.30-6.35</td>
<td>MUSTER AND UNIT LOCK-UP</td>
</tr>
<tr>
<td>6.35-8.00</td>
<td>FORMAL DINNER</td>
</tr>
<tr>
<td>8.00-9.00</td>
<td>INDIVIDUAL TIME</td>
</tr>
<tr>
<td>9.00-9.05</td>
<td>MUSTER AND LOCK-UP OF INDIVIDUAL CELLS</td>
</tr>
<tr>
<td>10.30</td>
<td>LIGHTS OUT</td>
</tr>
</tbody>
</table>
PHASE 3

DAYS 43, 44, 45, 46, 50, 51, 52, 53, 57, 58, 59, 60, 64, 65, 66, 67

Time

6.00-6.05  MUSTER - Wearing Physical Exercise gear; take out sheets.

6.05-6.30  PHYSICAL EXERCISE

6.30-7.50  SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY - TIDY CELL

7.50-8.00  INSPECTION - Inmates and living quarters.

8.00-8.05  MUSTER

8.05-10.30 CLASSES - Developmental, Educational, Physical.

10.30-10.40 BREAK

10.40-10.45 WORK MUSTER

10.45-12.40 WORK

12.40-12.45 MUSTER

12.45-1.15 LUNCH - In units.

1.15-1.20  MUSTER

1.20-3.20  WORK

3.20-3.30  BREAK

3.30-5.30  WORK

5.30-5.35  MUSTER

5.35-6.00  SHOWER

6.00-6.30  VOLUNTARY LIBRARY TIME

6.30-6.35  MUSTER

6.35-8.00  DINNER - Prepare and clean up - PERSONAL LAUNDRY

8.00-8.05  HEAD COUNT AND UNIT LOCK-IN

8.05-9.25  INDIVIDUAL TIME

9.25-9.30  LOCK-UP OF INDIVIDUAL CELLS

11.00  LIGHTS OUT
PHASE 3

DAYS 47, 54, 61, 68 (FRIDAYS)

Time

6.00- 6.05  MUSTER - Wearing Physical Exercise gear; take out sheets.

6.05- 6.30  PHYSICAL EXERCISE

6.30- 7.50  SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY/TIDY CELL

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  MUSTER

8.05-10.30  CLASSES or (10th Friday) CASE MANAGEMENT ASSESSMENTS

10.30-10.40  BREAK

10.40-10.45  WORK MUSTER

10.45-12.40  WORK

12.40-12.45  MUSTER

12.45- 1.40  LUNCH - Working lunch with a 'Unit Meeting' - all meetings to have an Agenda and Minutes of Meeting need to be kept. These to be forwarded to Superintendent.

1.40- 1.45  MUSTER

1.45- 3.30  WORK

3.30- 3.40  BREAK

3.40- 5.30  WORK

5.30- 5.35  MUSTER

5.35- 6.00  SHOWER

6.00- 6.30  VOLUNTARY LIBRARY TIME

6.30- 6.35  MUSTER

6.35- 8.00  DINNER - Preparation and clean up - PERSONAL LAUNDRY

8.00- 8.05  HEAD COUNT AND LOCK IN UNIT

8.05- 9.25  INDIVIDUAL TIME
9.25- 9.30  LOCK IN CELLS

11.00  LIGHTS OUT
PHASE 3

DAYS 48, 55 (SATURDAYS)

Time
6.00- 6.05  MUSTER – Wearing Physical Exercise gear; take out sheets.
6.05- 6.30  PHYSICAL EXERCISE
6.30- 7.50  SHOWER
   BREAKFAST – Prepare and clean up.
   PREPARE LUNCH
   TIDY CELL
   PERSONAL LAUNDRY
7.50- 8.00  INSPECTION – Inmates and living quarters.
8.00- 8.05  WORK MUSTER  ) Work in the Institution
8.05-10.00  WORK  ) or
10.00-10.10  BREAK  ) Community Work
10.10-11.55  WORK  )
11.55-12.00  MUSTER  )
12.00-12.30  LUNCH AND PREPARATION FOR HIKE
1.00- 4.30  HIKE or OTHER SUITABLE EXERCISE
4.30- 4.55  SHOWER
4.55- 5.00  MUSTER
5.00- 6.00  INDIVIDUAL TIME
6.00- 8.00  DINNER – Preparation and cleaning up.
8.00- 8.05  HEAD COUNT and UNIT LOCK-UP
8.05- 9.25  INDIVIDUAL TIME
9.25- 9.30  CELL LOCK-IN
11.00  LIGHTS OUT
PHASE 3

DAYS 49, 56  
(SUNDAYS)

- 38 -

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.00- 6.05</td>
<td>MUSTER</td>
</tr>
</tbody>
</table>
| 6.05- 7.50 | SHOWER  
TIDY CELL  
BREAKFAST - Prepare and clean up.  
PERSONAL LAUNDRY |
| 7.50- 8.00 | INSPECTION - Inmates and living quarters.    |
| 8.30- 9.30 | CHURCH SERVICE or LIBRARY                   |
| 9.30-10.30 | LIBRARY                                      |
| 10.30-10.35| MUSTER                                       |
| 10.35-12.00| INDIVIDUAL TIME                              |
| 12.00- 1.00| LUNCH                                        |
| 1.00- 1.05 | MUSTER                                       |
| 1.05- 3.35 | VISITS - Unlimited Contact Visits in visiting area  
(inmate to wear "overalls") |
| 2.00- 4.00 | VIDEO MOVIE - For inmates with no visits.    |
| 3.35- 4.00 | INDIVIDUAL TIME                              |
| 4.00- 4.05 | MUSTER                                       |
| 4.05- 8.00 | FORMAL DINNER - Teaching of basic table etiquette;  
Unit Officer to be present; invitation to other members  
of staff and/or special guests. |
| 8.00- 8.05 | HEAD COUNT AND UNIT LOCK-IN                  |
| 8.05- 9.25 | INDIVIDUAL TIME                              |
| 9.25- 9.30 | CELL LOCK-IN                                 |
| 11.00      | LIGHTS OUT                                   |
PHASE 3

DAY 62-63 and 69-70 (SATURDAY - SUNDAY)

Time

6.00- 6.05  MUSTER - Wearing physical exercise gear; take out sheets.

6.05- 6.30  PHYSICAL EXERCISE

6.30- 7.50  SHOWER

            TIDY CELL.

            BREAKFAST - Prepare and clean up.

            PERSONAL LAUNDRY

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  MUSTER

8.05-10.00  WORK

10.00-10.10 BREAK

10.10-11.55 WORK

11.55-12.00 MUSTER

12.00- 1.00 LUNCH and PREPARATION FOR OVERNIGHT CAMP

1.00  DEPART

OVERNIGHT CAMP

RETURN SUNDAY AT 10.30 A.M.

10.30-12.00  INDIVIDUAL TIME

12.00- 1.00  LUNCH

1.00- 1.05  MUSTER

1.05- 3.35  VISITS - Unlimited contact visits; outdoor, i.e. weather permitting.

2.00- 4.00  VIDEO MOVIE - For inmates with no visits.

3.35- 4.00  INDIVIDUAL TIME

4.00- 4.05  MUSTER

4.05- 8.00  FORMAL DINNER - Unit Officer present and staff and/or external visitor.

8.00- 8.05  HEAD COUNT and UNIT LOCK-IN

8.05- 9.25  INDIVIDUAL TIME
3.4 RECOMMENDATION

The writers of this report would strongly recommend that Option 1 be adopted.

In regards to the question of 'queuing' for Option 1, we suggest that before a decision is made, thought needs to be given to community attitudes and possible risks to the programme, if queuing is to take place in the community (see Section 3.3). If the offender is placed on reception in the Young Offenders Institution, then some thought needs to be given to providing accommodation.

Each of the above Sentencing Options will need to be dealt with in more detail by the Department's Legal and Legislation Officers. Time has not permitted the writers to canvass the opinions of the above officers.
4.0 TARGET GROUP

4.1 BACKGROUND

The Ministerial Memorandum 217/89 identified a need to establish a Minimum Security Institution for the rehabilitation of Young Offenders who have "not developed an habitual criminal lifestyle". The target group would therefore, include offenders between the ages of 17 and 22 years. However, the programme could be further modified to meet the needs of offenders in a lower age group.

4.2 ELIGIBILITY

Eligibility should be restricted to individuals who meet all of the following criteria:

i) Between the ages of 17-22;

ii) First sentence to an adult prison;

iii) No previous criminal record involving serious violence;

iv) No current addiction that would require detoxification;

v) No physical or intellectual impairment which would prevent individuals from participating in all facets of the programme;

vi) Potential to benefit from programme.

4.3 ASSESSMENT

The assessment procedure/s will be dependent upon the sentencing option/s the Department decides to adopt.

4.3.1 Probation and Parole Assessment - Court

In the case where the Court is imposing a three month sentence at the Young Offenders Institution (Option 1), then a written or verbal Assessment from the Probation and Parole Service must be requested. It will be the responsibility of the Probation and Parole Service to ensure that all the 'eligibility' criteria are met. Further, with this option, the Probation and Parole Service needs to ensure that the offence warrants a prison sentence and that all other sentencing options have been considered, eg. Community Service Order, Periodic Detention.

When an offender meets the 'eligibility' criteria, it will then be the responsibility of the Court to determine if there is a vacancy and the starting date of the programme.

If this option is adopted, offenders will 'queue' either in the community or the 'holding' section of the Young Offenders Institution.
4.3.2 Classification

Classification will be responsible for assessments if the Department adopts the option of sentencing an offender to a period of imprisonment, with the last three months served in a Young Offenders Institution (Option 2).

In this instance the Court may make a recommendation that the offender should be considered for the Young Offenders Programme in the last three months of his sentence.

Gaol Classification Committees (Case Management Teams) would also have the responsibility of identifying inmates who would meet the 'eligibility' criteria and benefit from the programme.

4.4 PRISON CENSUS OF TARGET GROUP

The data below has been provided by the Research Division, NSW Department of Corrective Services.

According to the census figures of 30 June 1989, there were 5,261 prisoners incarcerated in New South Wales Corrective Services Institutions; of these 1,114 (21%) prisoners were aged between 17-22 years.

In this age group 130 (11.6%) inmates were serving sentences of between one (1) to twelve (12) months.

There were 310 (27.8%) of this targeted age group who had no known prior adult imprisonment.

On the basis of the data (supra) and the criteria set down for eligibility to the programme, then a Young Offenders Institution with the capacity to take 60 inmates would be fully utilised.
5.0 PROGRAMME

5.1 DEFINITION OF PROGRAMME

The term 'programme' in this report is used in its broadest sense and encompasses all aspects of the inmates at the Young Offenders Institution. The inmates 'programme' can however be divided into four broad areas: Work, Physical Education, Developmental and Educational. An attempt has been made to maintain a balance between all these areas.

5.2 PROGRAMME

5.2.1 Work Component

An essential ingredient for the success of the programme is the work requirement for the inmates. Work will be compulsory for all inmates and the type of work available will depend on the type of institution and the location.

It is important that meaningful work is offered to the inmates so that they can gain some job satisfaction. The hourly input per day will be such, that it will enable inmates to begin to acquire job skills and an opportunity of gaining maximum financial rewards.

Inmates will be required to apply for positions on Day 1 and will have the opportunity to change jobs as a privilege in Phases 2 and 3 of the programme.

Some work available for inmates will involve the general upkeep, maintenance and running of the institution. Ideally, light industrial workshops, with a variety of industries, should be established. This will however depend on Departmental resources and the location of the Young Offenders Institution. The availability of such employment will enable inmates to experience a variety of productive and meaningful work.

All inmates will be paid for work undertaken. Base salaries will be set in accordance with Departmental policy. Salaries will be adjusted according to the responsibility and skill required for the position. Inmates should be rewarded for productivity, therefore bonuses will need to be built into the salary ranges. As in the community, inmates will be penalised for tardiness, inadequate work and breaking of rules.

5.2.1.1 Objectives

i) To introduce a regular working pattern.

ii) Promote self-discipline in attendance and behaviour at work.

iii) Provide opportunity of acquiring working skills.
iv) Promote an interest in maintaining working habits in the community.

v) To promote job satisfaction in gaining productive and meaningful work.

vi) Identify that productive work is rewarded by financial gains.

5.2.2 Physical Activities Component

In keeping with the general philosophy of the programme participation in physical activities will be compulsory throughout the entire programme for all inmates. Institutional staff will have the responsibility of running these sessions.

After a thorough medical examination of each inmate at reception, qualified staff will prepare training programmes and also conduct and evaluate each inmate's progress at regular intervals throughout the programme. This will facilitate a safe and gradual progression of training. Each individual programme will be structured to cater for all levels of fitness.

The programme will include physical activities and incorporate the physiological aspects of physical training including nutrition, anatomy, health and hygiene.

After initial instruction inmates will be shown correct methods of gauging their own level of fitness and be required to monitor their own progress. Staff and inmates will be required to maintain records on areas of fitness, e.g. blood pressure, resting pulse rate, recovery pulse rate and skin fold measurement, etc.

5.2.2.1 Objectives

The Young Offenders physical programme - training objectives are as follows:

i) To promote good health and hygiene in staff and inmates.

ii) To build good character in the participation of healthy team and individual competition.

iii) To achieve an adequate level of fitness commensurate with an inmate's age, height and weight.

iv) Promote self-esteem and build self-confidence in the participation of adventure training.

v) To experience a wide range of physical and sporting activities and stimulate interest in developing and maintaining a basic level of physical fitness.
vi) To encourage inmates to continue a healthy and hygienic lifestyle within the community.

vii) To gain a basic understanding of the structure and function of the human body pertaining to physical training.

viii) To set and attain personal goals.

5.2.2.2 Components of Physical Training

During the programme there will be three specific areas (or times) of physical activities. These are:

a) Early Morning Physical Exercise

Early morning physical exercise will be compulsory at 6 a.m. throughout the entire programme and will be incorporated with a muster. The aim of this physical education will mainly be to ensure that inmates are out of bed and also to get the circulation moving. A gradual increase of activity will aim to increase basic fitness and condition inmates to regular daily exercise.

b) Physical Education

Class sessions will be devoted to physical training and physical education (see Table 1). These sessions will include the physiological aspects of physical training commencing with basic health, hygiene and diet. Some sessions will include a confidence course with team sports and sporting events being arranged for the weekend.

c) Camping Trips

Inmates will be taken to various outdoor locations and will participate in a variety of activities. They will be responsible for the administration and logistical requirements of the hikes and overnight camping trips. They will also be responsible for submitting a written request to the Unit Officers who will be responsible for checking and supervising that basic requirements and safety needs are met.

At this phase all inmates will need to be proficient on matters concerning the camping activities, i.e. hygiene, nutrition, first aid, map reading, roping and rappelling.

Camping will be introduced in the latter phase of the programme after all inmates have reached a minimum level of fitness.
Roping and rappelling will be introduced to all inmates. The participation in this activity will be aimed at building self-confidence and trust. This activity will be closely monitored by qualified staff and will range from the basic level to the more advanced level according to the inmate's ability.

Each staff member must be qualified to conduct all the physical training activities. To be eligible for accreditation, it is desirable that all staff complete the 3 stage ACHPER Fitness Leader Programme and the 5 day Roping and Rappelling Course conducted by this Department.

5.2.2.3 Physical Education Session

Presented in Table 1, are 12 physical education sessions. These are introduced into the programme to give the inmates a basic understanding of the principles of physical exercise.

The sessions have been arranged to maintain a balance between the theoretical and practical areas of physical education.

The following is a list of physical education sessions with a brief outline of the session content.

1. Functional Anatomy and Human Performances

   An introduction into the basic understanding of the structure and function of the human body to include skeletal, muscular and cardio-respiratory systems (lungs and heart).

2. Exercise Physiology

   The study and explanation of the energy the body generates. This will include the aerobic and anaerobic systems, fuel needed for exercise and muscle fibre types.

3. General Principles of Exercise Programming

   The various types of exercise programmes for different aspects of physical fitness to include the basic guidelines, eg. warm-up, progression, specificity, cool down and reversibility.

4. Prevention and Recognition of Injuries and Back Care

   Understanding of why some exercises are dangerous and what alternatives are used to prevent injuries. The 'do's' and 'don'ts' when exercising.
5. **Fitness Testing**

The study of the various tests available so individuals can monitor their progress or be assessed prior to starting an exercise programme.

6. **Weight Control and Exercise**

To explain the dangers of excessive fat and obesity compared to the importance of energy balance required for progressive exercise.

7. **Resistance Training**

Weight training and body building to develop strength, speed, power or muscular endurance.

8. **Designing Resistance Training Programmes**

Formulating weight training programmes for various needs and activities. Work toward developing an individual programme to meet the needs of each inmate.

9. **Correct Lifting Techniques and Programming for Strength**

The importance of correct procedures and warm-up activities prior to heavy weight training.

10. **Circuit Training**

Knowledge of setting up the various types of exercises corresponding with the specific fitness needs.

11. **Practical Aerobic Class**

Setting up the different levels of aerobic training and exercises to music.

12. **Myths, Fads and Misinformation**

An investigation into the facts and fallacies surrounding physical exercise to include food, equipment and exercise.

5.2.3 **Developmental and Educational Component**

The developmental aspects of the programme will be achieved through group work and/or individual counselling. The educational component will primarily incorporate Basic Education, i.e. numeracy and literacy skills, First Aid, Library, Nutrition (incorporates weekly formal meals to teach basic etiquette) and Debating.

5.2.3.1 **Objectives**

i) To encourage inmates to accept responsibility for their actions and behaviour.
ii) To develop decision-making skills.

iii) To encourage inmates to accept the consequences of their decision.

iv) To build up self-esteem and confidence.

v) To develop conflict resolution skills.

vi) To develop better communication skills.

vii) To begin the process of changing negative attitudes which will lead to a change in negative behaviour patterns.

5.2.3.2 Developmental Programme

Specific time through the week has been set aside to accommodate the group work component of the inmates' developmental programme (see Table 1). Inmates will spend an average of three to four sessions per week (2 1/2 hours per session) in this area.

The developmental segment of the programme is aimed at meeting the broad needs of young offenders. These are seen to fall into five major areas:

i) Personal Development;

ii) Money Management;

iii) Positive Alternatives (Dependencies);

iv) Drink Driving;

v) Employment.

Each area encompasses a number of units (see Table 2) with specific aims and objectives. A more detailed breakdown of the aims and objectives for each unit may be found in the 'Time Out Programme' (Allanson and Caruana, 1986) and the Attendance Centre Programme (Drink Driving component).
<table>
<thead>
<tr>
<th>PHASE</th>
<th>WEEK</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
<th>SUNDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Induction</td>
<td>Nutrition</td>
<td>Physical Educ.</td>
<td>Structure of</td>
<td>Nutrition</td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Unit 1&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Meetings&lt;sup&gt;a&lt;/sup&gt;</td>
<td></td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
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<td>2</td>
<td>3</td>
<td>Nutrition</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 2&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Debating</td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
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<td></td>
<td>4</td>
<td>Unit 3&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 4&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Debating</td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
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<td>5</td>
<td>Unit 5&lt;sup&gt;c&lt;/sup&gt;</td>
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<td>Physical Educ.</td>
<td>Unit 6&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 7&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
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<td></td>
<td>6</td>
<td>Unit 8&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 9&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Case Management</td>
<td>Team Sport</td>
<td>Outdoor Pursuits</td>
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<tr>
<td>3</td>
<td>7</td>
<td>Unit 10&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 11&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 12&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Hike</td>
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<td></td>
<td>8</td>
<td>Unit 13&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 14&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 15&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Hike</td>
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<td></td>
<td>9</td>
<td>Unit 16&lt;sup&gt;c&lt;/sup&gt;</td>
<td>First Aid</td>
<td>Physical Educ.</td>
<td>Unit 17&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 18&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Overnight Camp</td>
<td></td>
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<td></td>
<td>10</td>
<td>Unit 19&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 20&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Physical Educ.</td>
<td>Unit 21&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Case Management</td>
<td></td>
<td>Overnight Camp</td>
</tr>
<tr>
<td>4</td>
<td>11</td>
<td>Unit 22&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 23&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Physical Educ.</td>
<td>Unit 24&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 25&lt;sup&gt;c&lt;/sup&gt;</td>
<td></td>
<td>Weekend Camp</td>
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<td></td>
<td>12</td>
<td>Unit 26&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Unit 27&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Physical Educ.</td>
<td>Unit 28&lt;sup&gt;c&lt;/sup&gt;</td>
<td>Case Management</td>
<td></td>
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</tr>
</tbody>
</table>

**KEY**

- **<sup>a</sup> Structure of Meetings**: Purpose of meeting; agenda items; minutes of meeting.
- **<sup>b</sup> Outdoor Pursuits**: Theory and Practical Sessions.
- **<sup>c</sup> Units**: See Table 2.
TABLE 2

COMPOSITION OF UNITS FOR THE DEVELOPMENTAL PROGRAMME

<table>
<thead>
<tr>
<th>Programme</th>
<th>Unit</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Development</td>
<td>1</td>
<td>Verbal Communication</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Non-Verbal Communication</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Street Transmitted Diseases</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Your Legal Rights and Responsibilities</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Relationships</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Relationships: Handling Rejection</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Living Skills Through Drama</td>
</tr>
<tr>
<td>Money Management</td>
<td>8</td>
<td>Money Management: Coping and Budgeting</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Consumerism</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Accommodation and Rent: Rights &amp; Responsibilities</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Economic Use of Leisure Time</td>
</tr>
<tr>
<td>Positive Alternatives</td>
<td>12</td>
<td>Relaxation and Stress Management</td>
</tr>
<tr>
<td>(Dependancies)</td>
<td>13</td>
<td>Pain Management</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Drugs: Alternatives to Destructive Behaviour</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Contrasting View Points from Rehabilitation and Drug and Alcohol Centres</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Sports Drugs</td>
</tr>
<tr>
<td>Drink Driving</td>
<td>17</td>
<td>Social and Legal Issues of Drink Driving (Part 1 and 2)</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Physiological Effects of BAL</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>Physiological and Psychological Factors</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Health Aspects: An Overview (Part 1 and 2)</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>Alcoholism and the Family</td>
</tr>
<tr>
<td>Employment</td>
<td>22</td>
<td>Job Seeking</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>Knowing Yourself</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>CES and Employers' Point of View</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>Alternatives to Full-Time Employment and CRC</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>Applying for a Job: Initial Process</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>Interview Techniques</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>Relationships at Work</td>
</tr>
</tbody>
</table>
All inmates will initially participate in the Personal Development programme. This is a broad programme which deals with a variety of areas that provides a solid basis for the remainder of the Developmental programme. The inmates will then progress through Money Management, Positive Alternatives, Drink Driving and Employment. The Employment segment was left until last, since the majority of inmates are expected to be unemployed and this need is best addressed prior to their release.

The individual needs of inmates which are not addressed through group work, can be facilitated through one-to-one counselling with the psychologist. The psychologist will be required to set specific goals and a contract with the inmate. Since this component of the developmental programme will vary with each inmate, specific 'time' has not been set aside. Rather, it is envisaged that the inmate will be released from work for short periods of time. This is not dissimilar to existing processes in other working gaols.

5.2.3.3 Educational Programme

Basic education, in both literacy and numeracy, will be made available to all inmates. These classes will operate in group sizes of 5-6 inmates. This will enable the Education Officer to meet inmate needs on a group and individual basis. As with other working gaols, inmates will need to be released from work for classes.

All inmates will be expected to undertake a First Aid Course (see Table 1). This is viewed as necessary for the camping trips and as a possible advantage for employment upon release. Nutrition and basic cooking skills is also an area that will be addressed in the initial phase of the programme (see Table 2). All inmates are expected to provide their own meals, either on an individual basis or for the group, so that basic cooking skills and an understanding of nutrition is viewed as essential. Each Sunday every unit will be expected to prepare a formal meal. This is aimed at exposing inmates to basic etiquette and socialising skills. As part of Unit Management all inmates are expected to hold weekly meetings. Each meeting will need to provide an Agenda and keep Minutes, both of which will be forwarded to the Superintendent. Experience in this area is likely to be limited, so three sessions have been incorporated into the programme to meet this need (ie. Structure of Meetings and Debating, see Table 1).

Time has been set aside each Sunday for a Library period. During this period inmates will be given instruction in how to use the library and the services it offers. From Phase 2 Library time has been built into the programme.

5.2.3.4 Programme Evaluation

Evaluation is seen as crucial to any programme. Prior to release (Day 83) all inmates will participate in a 'Programme Evaluation' session.
9.25 - 9.30  CELL LOCK-IN
11.00  LIGHTS OUT
PHASE 4

DAYS 71, 72, 73, 74, 78, 79, 80, 81

Time

6.00-6.05 MUSTER - Wearing Physical Exercise gear; take out sheets.
6.05-6.30 PHYSICAL EXERCISE
6.30-7.50 SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
PERSONAL LAUNDRY
TIDY CELL
7.50-8.00 INSPECTION - Inmates and living quarters.
8.00-8.05 MUSTER
8.05-10.30 CLASSES - Developmental, Educational or Physical.
10.30-10.40 BREAK
10.40-10.45 WORK MUSTER
10.45-12.40 WORK
12.40-12.45 MUSTER
12.45-1.15 LUNCH - In units.
1.15-1.20 MUSTER
1.20-3.20 WORK
3.20-3.30 BREAK
3.30-5.30 WORK
5.30-5.35 MUSTER
5.35-6.00 SHOWER
6.00-6.30 VOLUNTARY LIBRARY TIME
6.30-6.35 MUSTER
6.35-8.00 DINNER - Prepare and clean up.
PERSONAL LAUNDRY
8.00-8.05 HEAD COUNT; UNIT LOCK-IN
8.05-9.25 INDIVIDUAL TIME
9.25-9.30 LOCK-UP OF INDIVIDUAL CELLS
NO RESTRICTION OF INDIVIDUAL CELL LIGHTS
PHASE 4

DAYS 75, 76, 77 (FRIDAY-SATURDAY-SUNDAY)

Time (Day 75 Friday)

6.00- 6.05  MUSTER

6.05- 7.50  SHOWER
            BREAKFAST - Prepare and clean up.
            PREPARE LUNCH
            PERSONAL LAUNDRY
            TIDY CELL

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  MUSTER

8.05-10.30  CLASSES - Developmental, Educational or Physical.

10.30-10.40 BREAK

10.40-10.45 WORK MUSTER

10.45-12.40 WORK

12.40-12.45 MUSTER

12.45- 1.40 WORKING LUNCH WITH UNIT MEETING - All meetings to have an
            Agenda and Minutes of Meeting need to be kept. These to
            be forwarded to Superintendent.

1.40- 1.45  MUSTER

1.45- 3.55  SHOWER
            INDIVIDUAL TIME
            PREPARE FOR CAMPING TRIP

3.55- 4.00  MUSTER

4.00- 6.00  PREPARE DINNER - Clean up after dinner.

6.00- 6.05  MUSTER
            DEPART FOR CAMPING TRIP

TWO OVERNIGHT CAMPS RETURN DAY 77 (SUNDAY) at 10.30 A.M.

10.30-12.00 INDIVIDUAL TIME
            CLEAN UP AFTER TRIP
            LIBRARY TIME

12.00- 1.00 LUNCH

1.00- 1.05 MUSTER
DAY 75, 76, 77 (Continued)

1.05 - 3.35 VISITS - Unlimited contact visits; Outdoor BBQ.
2.00 - 4.00 VIDEO FILM - For inmates without visitors.
3.35 - 4.00 INDIVIDUAL TIME
4.00 - 4.05 MUSTER
4.05 - 8.00 FORMAL DINNER - Unit Officer present; staff member and/or external visitor invited.
          INDIVIDUAL TIME
8.00 - 8.05 HEAD COUNT AND UNIT LOCK-IN
8.05 - 9.25 INDIVIDUAL TIME
9.25 - 9.30 CELL LOCK-IN

NO RESTRICTION ON INDIVIDUAL CELL LIGHTS
PHASE 4

DAYS 82 (FRIDAY)

Time

6.00- 6.05  MUSTER

6.05- 7.50  SHOWER
BREAKFAST - Prepare and clean up.
PREPARE LUNCH
TIDY CELL

7.50- 8.00  INSPECTION - Inmates and living quarters.

8.00- 8.05  MUSTER

8.05-10.30  CASE MANAGEMENT TEAM (12th Friday) - Final Interviews.

10.30-10.40 BREAK

10.40-10.45 WORK MUSTER

10.45-12.40 WORK

12.40-12.45 MUSTER

12.45- 1.40 WORKING LUNCH WITH UNIT MEETING - Meeting to have an
Agenda and Minutes to be forwarded to Superintendent.

1.40- 1.45  MUSTER

1.45- 3.30  WORK

3.30- 3.40  BREAK

3.40- 5.30  WORK

5.30- 5.35  MUSTER

5.35- 6.00  SHOWER

6.00- 6.30  VOLUNTARY LIBRARY TIME

6.30- 6.35  MUSTER

6.35- 8.00  DINNER - Prepare and clean up.

8.00- 8.05  HEAD COUNT and UNIT LOCK-UP

8.05- 9.25  INDIVIDUAL TIME

9.25- 9.30  INDIVIDUAL CELL LOCK-UP

NO RESTRICTION ON INDIVIDUAL CELL LIGHTS
PHASE 4

DAYS 83 (SATURDAY)

Time

6.00-6.05 MUSTER

6.05-7.50 SHOWER
BREAKFAST - Prepare and clean up.
TIDY CELL

7.50-8.00 INSPECTION - Inmates and living quarters.

8.00-8.30 FINAL UNIT MEETING

8.30-10.30 PROGRAMME EVALUATION - ie. Developmental/Educational Component

10.30-11.55 INDIVIDUAL TIME/PERSONAL LAUNDRY

11.55-12.00 MUSTER

12.00-1.00 LUNCH - Prepare and clean up.

1.00-1.05 MUSTER

1.05-3.00 PLAN AND PREPARE FORMAL DINNER

3.00-4.00 INDIVIDUAL TIME

4.00-4.05 MUSTER

4.05-6.00 INDIVIDUAL TIME
FINAL PREPARATIONS FOR DINNER

6.00-6.05 MUSTER

6.05-9.00 FORMAL DINNER - Special guest may be invited.

9.00-9.05 HEAD COUNT

9.05-9.25 INDIVIDUAL TIME

9.25-9.30 HEAD COUNT
CELL LOCK-IN AND UNIT LOCK-IN

NO RESTRICTION ON INDIVIDUAL CELL LIGHTS
### DAY 84 (SUNDAY)

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.00- 6.05</td>
<td>MUSTER</td>
</tr>
<tr>
<td>6.05- 9.00</td>
<td>BREAKFAST - Prepare and clean up.</td>
</tr>
<tr>
<td></td>
<td>PACK GEAR</td>
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<td></td>
<td>SHOWER</td>
</tr>
<tr>
<td></td>
<td>CLEAN CELLS AND LIVING AREA - Ready for new arrivals next day.</td>
</tr>
<tr>
<td>9.00- 9.30</td>
<td>INSPECTION OF UNIT</td>
</tr>
<tr>
<td>9.30-10.55</td>
<td>DISCHARGE PROCEDURES</td>
</tr>
<tr>
<td>10.55-11.00</td>
<td>FINAL MUSTER</td>
</tr>
<tr>
<td>11.00-11.30</td>
<td>LUNCH - Clean up.</td>
</tr>
<tr>
<td>11.30-12.30</td>
<td>FAREWELL ADDRESS</td>
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<td></td>
<td>PRESENTATION OF CERTIFICATE AND TROPHIES</td>
</tr>
</tbody>
</table>
5.4 LINKING INTO COMMUNITY AGENCIES PRIOR TO RELEASE

The programme is designed to involve community agencies in the delivery of relevant segments. This is viewed as being essential since it:

i) assists in breaking down barriers between inmates and personnel from a variety of community agencies;

ii) assists inmates in establishing links with community agencies and personnel prior to their release.

Throughout the programme an endeavour will be made to involve personnel from such agencies as the Department of Health, TAFE, CES, Skill-Share, Civil Rehabilitation Committee (CRC) and Drug and Alcohol agencies to name a few.

The Case Management Team in its final assessment will refer inmates to appropriate agencies in the community. These may include Departmental agencies such as the Attendance Centres, other Government agencies and any relevant community agencies. This process will enable inmates to further consolidate work commenced at the Young Offenders Institution. If the Department adopts Sentencing Option 1, then the Case Management Team's final assessment will be followed up through supervision by the Probation and Parole Service.
6.0 UNIT MANAGEMENT

6.1 INTRODUCTION

In keeping with the general philosophy of the programme where individuals (both staff and inmates) are encouraged to accept more responsibility, particularly in decision-making processes, it has been decided to introduce Unit Management in the Young Offenders Institution.

This style of management should provide a more positive environment where smaller, more manageable groups would foster a closer and more meaningful interaction between staff and inmates.

6.2 DEFINITION

Unit management, as opposed to unit living, allows each unit to decide upon the management and operation of that unit within the general ambit of the rules and regulations governing the institution.

Certain responsibilities will be delegated to the unit officers in order to make the operational functioning of the unit more effective. Staff and inmates will therefore be required to make decisions and deal with minor infractions which effect the daily operation of the unit.

6.3 OBJECTIVES

The primary objectives of unit management are as follows:

i) Units operate semi-autonomously within the institution.

ii) To encourage better communication and understanding between staff and inmates.

iii) To establish a more efficient and effective management of the units and the institution.

iv) To enhance early detection of problems before they reach critical proportions - both on an individual basis and group basis.

v) To provide a more positive interaction between staff and inmates.

vi) To develop common goals which encourage unit cohesion.

vii) To facilitate more individualised programme planning.
viii) To facilitate a multi-disciplinary approach in managing inmates - breakdown in divisional barriers and facilitates Case Management.

ix) To enhance decision-making processes for both staff and inmates.

x) To provide a more positive living and working environment for both inmates and staff.

xi) To develop managerial skills in staff.

6.4 WEEKLY UNIT MEETINGS

Formal weekly unit meetings will take place each Friday as a working lunch. A written agenda and minutes of the meeting will be kept and copies made available to the Superintendent.

These meetings will deal mainly with those matters effecting the operation of the unit. It is expected that all inmates and staff on duty connected with the unit will attend.

6.5 CASE MANAGEMENT

6.5.1 Introduction

As the system of unit management will be adopted as a management tool, it is seen as desirable to also include a Case Management Team. This would not only enhance and reinforce the unit management concept, it would also provide a vehicle, whereby a broader view of an individual's progress, personal needs and goals could be taken. The team would comprise of key institutional personnel who would review performance, assess needs and set goals for each inmate at each phase of his programme. This should prevent the danger of each inmate becoming too insular in his outlook and perceiving himself as only functioning within his own unit.

The Case Management Team would also be charged with the responsibility of ensuring that each inmate completing the programme is linked into the relevant community agencies on his release.

6.5.2 Objectives

The objectives of the Case Management Team can be divided into the following two areas:

a) Primary Objectives:
To utilise the skills and expertise of various personnel within the gaol in a multi-disciplinary team, thus ensuring a more structured and co-ordinated input from staff.

To assess and develop a programme to meet individual needs (input from inmate).

To set specific short and medium term goals both as a team and individually.

To provide ongoing assessment of inmate's programme; adjustment of programme where necessary.

To provide support to unit management.

To deal with minor infringements and associated loss of privileges.

To link into community agencies upon release from institution.

b) Secondary Objectives:

To avoid duplication of staff services.

To provide a formal vehicle for information sharing between staff.

To introduce individual and team accountability.

To provide precise and effective reports on inmates.

To more readily identify inmates who need greater input from gaol staff.

To provide support for staff.

6.5.3 Staff Composition

The Case Management Team should comprise of key institutional personnel who would likely comprise of a Psychologist, Education Officer, Probation and Parole Officer, Nurse and Unit Manager.

It is not mandatory to restrict the Case Management Team to the above-named personnel. However, it is essential that care should be taken not to 'over-load' the Team with institution staff who will be interviewing inmates. This could result in the inmate feeling overpowered by the Team and become too cumbersome and unwieldy to operate effectively.
6.5.4 Processes

The Case Management Team will be required to meet every week to deal with ad hoc matters (minor infringements, loss of privileges, etc.). Further input will be required to assess inmate needs and review progress at the following stages:

i) Upon inmates arrival at institution (Induction).

ii) End of Phase 1 (Week 2).

iii) End of Phase 2 (Week 6).

iv) End of Phase 3 (Week 10).

v) Exiting programme (Week 11 or 12, both of which are prior to release).
7.0 BASIC ENTITLEMENTS, EARNING AND LOSING PRIVILEGES

7.1 RATIONALE

It is critical to the success of any programme to provide participants with some reward when they achieve set goals. In keeping with the main thrust of the programme, inmates will be encouraged to accept more responsibility as they progress through each phase. With this increased responsibility comes the opportunity of earning more rewards or privileges, be it in the workplace, or for performance or attainment in other areas. This is seen as desirable and to some extent mirrors conditions in the community where rewards and privileges are linked to performance and responsibility.

7.2 BASIC ENTITLEMENTS, EARNING AND LOSING PRIVILEGES IN THE FOUR PHASES OF THE PROGRAMME

Inmates upon entering the institution will receive the basic entitlements, as determined by the Director-General. Each inmate will automatically progress from Phase 1 to Phase 4, however, privileges accompanying these phases must be earned.

Inmates, irrespective of which phase they are at, can lose privileges, except those in Phase 1 which only have basic entitlements. For example, inmates in the same unit may all be at Phase 3 of the programme, however, some may be a Phase 1, 2 or 3 of privileges.

Reward and punishment is therefore a gain or loss of privileges. The type of privileges lost (punishment) will be determined by the severity of the offence committed by the inmate. The Superintendent will deal with any offence that requires an officer to prepare a written report. Those offences which relate to the smooth running of the unit will be handled by the Unit Officer. The Case Management Team will meet weekly to handle any other misdemeanour.

7.2.1 Phase 1

Upon entering the institution inmates will receive the following basic entitlements:

i) One phone call per week;

ii) Unlimited mail;

iii) A thirty (30) minute non-contact visit (inmates to wear visiting overalls); up to four (4) visitors;

iv) Books from library;

v) Newspapers - if purchased by inmates;

vi) 'Buy up' - set at a minimum amount by Superintendent.
7.2.2 **Phase 2**

In combination with those Basic Entitlements from Phase 1, the inmate by Week 3 can earn the following privileges:

i) One weekend telephone call;

ii) One hour contact visit;

iii) Increase in 'buy up' - determined by Superintendent;

iv) Use of TV in living area of unit;

v) Later lock-up times;

vi) 'Individual' time at weekend;

vii) Opportunity to apply for job change;

viii) Opportunity to work in the community on Saturdays.

7.2.3 **Phase 3**

In combination to the Basic Entitlements (Phase 1) and earned privileges of Phase 2, the following privileges can be earned by week 7:

i) Unlimited contact visits;

ii) Outdoor visits on Sundays (Day 63, 70), weather permitting;

iii) Increased 'buy-up' - determined by Superintendent;

iv) Later individual cell lock-up time;

v) Increase in 'individual' time on weekends;

vi) Two overnight camps on the weekend (Days 62-63; Days 69-70);

viii) Portable TV in cell and additional items in cell, as permitted by regulations.

7.2.4 **Phase 4**

In combination to Basic Entitlements and those earned privileges in Phases 2 and 3, by week 11 the inmate can earn:

i) Visit with a BBQ on Day 77 (Sunday);

ii) Weekend camping trip (Days 75-77);

iii) Increase in 'individual' time;

iv) Increased 'buy-up' - established by Superintendent.
7.3 INCENTIVES AT WORK

All inmates will be required to work. As with 'work' in the community, a basic pay structure will need to be established. Built into this pay system should be a productivity incentive whereby the pay increases with productivity.

The pay structure needs to be commensurate to responsibility of position and skill required. As in the community in general, tardiness, punctuality and other infractions would incur a penalty.

7.4 OTHER SANCTIONS

In some instances, the loss of privileges will not be an adequate punishment in dealing with a serious breach of discipline or regulations. Breaches such as destruction of Departmental property; positive urine; possession of contraband, eg. illegal drugs; attempted escape; serious assault against inmate/officer; active non-participation in programme; inciting a riot; bribery, etc., would need to be dealt with in a formal and serious manner by the Superintendent or Visiting Justice.
8.0 ACCOMMODATION

8.1 INTRODUCTION

Our recommendations for accommodation have been based on setting up a separate, independent Institution for Young Offenders. We have not considered where it should be located, or if it should be attached to another institution such as an adult gaol. We have taken this course in the light of our briefing with the Director-General on 30 November 1989 and also due to the short period of time in which to compile this report.

8.1.1 Factors Influencing Accommodation

The style and type of accommodation and other buildings will be influenced by the following factors:

i) Security - classification of the institution;

ii) Intended Capacity - number of inmates on programme;

iii) Management System Adopted - i.e. unit management/living;

iv) Programme - work, developmental, educational/physical.

8.2 SIZE OF INSTITUTION

The institution will be classified as minimum security and will accommodate a maximum of sixty (60) inmates.

The institution would comprise of inmates' accommodation, administrative buildings, work areas, class/group rooms, gymnasium, clinic, oval, muster area, reception area and car park.

8.3 TYPE OF BUILDINGS

8.3.1 Inmate Accommodation

Inmate accommodation will need to be made up of four (4) separate units, each housing fifteen inmates. This type of accommodation will reinforce the institution's rationale and philosophy; facilitate Unit Management and the operational aspects of the programme.

The four unit accommodation will enable fifteen (15) inmates to commence the programme and progress through it together. This will allow the institution to start four (4) blocks of programmes with a three week period between each one.
Each unit will include fifteen single cells. Each cell will need to be self-contained with shower and toilet facilities. The unit will require a kitchen and general living area, since the inmates of each unit will be responsible for their own meals. The living area will also be able to double up as class/group rooms for the developmental aspects of the programme. All inmates will be responsible for their own personal laundry, so each unit will need to provide such a facility. Incorporated in each block will be an office for the Unit Officer.

If the Department decides to adopt Sentencing Option 1 then an extra unit, able to accommodate 15 inmates, will be required for those inmates on reception awaiting to start the programme.

8.3.2 Administration Block

The main administration area should be at the hub of the institution with the inmates' accommodation encircling it. Work areas, spare class/group rooms and the gymnasium could be placed outside the inner circle of living units.

The administration block will need to accommodate normal prison administration personnel. Individual offices for the Superintendent, Deputy Superintendent, Work Officer, Psychologist and Education Officer will need to be provided. Clerical and support staff will also need to be housed in this building. Staff/Common Room facilities should also be provided and can double as a Meeting Room.

This building should also house the library and two (2) group/class rooms to facilitate the delivery of the developmental and educational components of the programme. The clinic area will also need to be accommodated in this building block.

8.3.3 Work Areas

Four (4) large rooms or workshop areas will need to be set up in order to facilitate the work component of the programme.

One of these rooms will house the main laundry (industrial laundry machines), where the institution's heavy laundry (sheets, towels) will be undertaken. The remaining three rooms/workshops will facilitate some light industrial work.

8.3.4 Visitors Area and Gym

Accommodation will be required for 'non-contact' visits. This type of visit takes place in Phase 1 of the programme (two weeks) and will need to accommodate no more than eighteen (18) inmates.
An integral part of the programme at the institution is 'physical activities'. To facilitate the delivery of various components of this programme, gym facilities will need to be provided. The gym can also double as an indoor muster area and an indoor visitors area (for contact visits) during inclement weather.

8.3.5 Reception Area

This area needs to be secured in order to 'receive' and 'discharge' inmates. This is mainly a secure area for inmates' valuables and property.

A secure cell attached to the Reception Area will be needed to contain inmates who are considered to be a risk to the security, discipline and good order of the institution.
9.0 STAFFING AND TRAINING

9.1 INTRODUCTION

It should be noted that the following areas have been taken into consideration in drawing up the proposed staffing state of the Young Offenders Institution:

i) Department of Corrective Services staffing and security requirements;

ii) Industrial agreements;

iii) System of management to be adopted, i.e. Unit Management;

iv) Utilising staff in a multi-disciplinary role;

v) Programme - educational, developmental, and work.

An effort has been made to maximise the effective use of an officer's time (custodial and non-custodial) during their duty period. Thus the timetable for the programme has been designed with this in mind and an attempt has been made to prevent any unnecessary duplication of positions during a twenty-four hour period.

The majority of staff will operate as a member of a multi-disciplinary team and will be expected to perform duties outside the accepted traditional roles of custodial and non-custodial staff. Hence the Unit Officer will at times have an input into the educational/developmental programmes, be a member of the Case Management Team and also supervise work; the Education Officer will be expected to be actively involved in facilitating groups, teaching inmates to read and write and be a member of the Case Management Team.

This multi-skilling of staff is not only necessary to the success of the programme, but should add to greater efficiency, effectiveness and job satisfaction.

9.2 COMPOSITION OF STAFF

The staffing breakdown for the Young Offenders Institution is presented on the basis of a 24 hour day. Security, programme delivery and manning were the three other major factors considered in deciding the staff requirements. This can further be divided in two main areas:

i) **Fixed Positions for the Institution:**

   o Superintendent (Grade 2 or 3);
   o Deputy Superintendent (Grade 1 or 2);
   o Industries Officer (Assistant Superintendent);
Roster Clerk (Senior Prison Officer);
Education Officer;
Psychologist;
Probation and Parole Officer;
Nurse;
Clerical Assistant (Grade 2);
Group Facilitator (15 hours per week).

ii) Rotating Staff Positions for the Institution:

These positions will be Custodial Prison Officers ranging from Senior Prison Officer to Prison Officer (requires a reasonable level of fitness in order to conduct physical exercise, hikes, etc.).

- Shift 1 (12 midnight - 8.00 a.m.)
  2 positions;

- Shift 2 (6.00 a.m. - 2.00 p.m.)
  4 positions, one for each unit;

- Shift 3 (9.30 a.m. - 5.30 p.m.)
  3 positions;

- Shift 4 (1.30 p.m. - 9.30 p.m.)
  4 positions, one for each unit;

- Shift 5 (4.00 p.m. - 12 midnight)
  2 positions.

9.3 Function of Staff

Some positions in this Institution will follow traditional Departmental roles, while others will be varied and include an expansion of roles.

Those positions which will be in line with traditional Departmental roles are as follows:

i) Superintendent;
ii) Deputy Superintendent;
iii) Industries Officer;
iv) Roster Clerk;
v) Clerical Assistant.

To accommodate the multi-disciplinary approach to gaol management, the following positions will require some modification to traditional roles. Listed below are those positions which will require modifications to job descriptions and a brief outline of the role.

i) Education Officer - Provide Basic Education teaching; facilitate group (developmental and educational components); assessments; member of a multi-disciplinary team (programme development; Case Management, etc.); assist inmates with educational needs, both whilst in the institution and upon release.
ii) **Psychologist** - Facilitate groups (developmental and educational components); assessments; one-to-one counselling as required; member of a multi-disciplinary team (programme development; Case Management, etc.); staff counsellor.

iii) **Probation and Parole Officer** - Facilitate groups, assist Unit Officer (developmental and educational components); assessments; member of a multi-disciplinary team (programme development; Case Management, etc.); assist inmates upon release.

iv) **Nurse** - Deal with all medical needs of inmates in the Institution; teach First Aid course to inmates and staff (will need qualification to teach First Aid).

v) **Shift 1 Officers** - Responsible for the security of the institution whilst inmates are locked away; responding to the needs of inmates whilst locked away; assist with morning 'let-go' and musters; assist with morning physical exercise and general supervision.

vi) **Shift 2 Officers** - Will be responsible for morning 'let go' and muster; physical exercise; breakfast routine; inspection; any musters during their shift; administration; assist with classes and work; member of multi-disciplinary team; ensure smooth running of unit - deal with any minor disciplinary matters; all buy-ups.

vii) **Shift 3 Officers** - Will need to be responsible for work; administration associated with work; assist with musters; assist with free time in unit.

viii) **Shift 4 Officers** - Will be responsible for musters and head counts; unit and cell lock-ups; administration; unit meetings; buy-ups; member of a multi-disciplinary team; dinner routine; ensure smooth running of unit - deal with any minor disciplinary matters.

ix) **Shift 5 Officers** - Assist with musters, head counts, free time and unit routine in the afternoon and evening; responsible for security of institution, lights out and the needs of inmates whilst locked away.

9.4 **SELECTION**

Selection of staff is seen as being crucial to the successful running of this institution. The following characteristics have been identified as essential requirements in successfully meeting the institution's needs:
Maturity;
Flexibility;
Firm but fair approach;
An ability to work within a multi-disciplinary team;
An ability to work closely with inmates in a team;
Operate in areas outside their traditional work roles;
Positive attitude;
To be enthusiastic and energetic.

9.5 TRAINING

Due to the specific needs of the Institution and changes in the traditional roles of officers, training will need to be provided both prior to the opening of the Institution and on an ongoing basis.

Initial training for all staff should focus on the following:

i) Unit Management;
ii) First Aid;
iii) Working in a Multi-Disciplinary Team;
iv) Basic Counselling and Support Skills;
v) Facilitating Physical Training – both theory and practical;
vi) Case Management.

Some of the areas that will require training, once the institution is operational, are the following:

i) Management Techniques;
ii) Conflict Resolution and/or Negotiation Skills;
iii) Group Dynamics;
iv) Safe Working Practices – Light Industry;
v) Basic Survival Skills;
vi) Roping and Rappelling.

This list covers skills which are viewed as essential in order for officers to adequately perform their duties required of them in the early stages of the Institution's development. Staff training will need to be provided on an ongoing basis in order to continue meeting the staffing and programming needs. Subsequent training programmes should focus on those needs expressed by staff at a particular point in time.
10. COSTING

10.1 INTRODUCTION

We have divided the costing of this programme into two sections:

i) Initial Outlay - Cost of setting up programme;

ii) Annual Budget - The ongoing cost of the programme.

It was not in our brief to consider the cost of building or modifying an institution to accommodate the programme. Neither have we had the time to cost the setting up of the work component of the programme (Light Industry).

10.2 INITIAL COST

This includes cost factors which are initially incurred in implementing the programme and will not generally be ongoing. It includes the following:

a) Unit Accommodation (4 Units accommodating 15 inmates)

i) **Equipment**

  Washing Machine, Dryer, Refrigerator, Stove, TV, etc. $22,000

ii) **Kitchen Equipment**

  Microwave, Hot Water Heater $3,100

iii) **Furniture**

  Tables, Chairs, etc. $9,000

iv) **Linen**

  Mattresses, Sheets, Blankets, Towels, etc. $13,240

v) **Incidentals**

  Cutlery, Crockery, Vacuum Cleaner, Pots & Pans, Blender, Fry Pan, Iron, etc. $10,000

**TOTAL** $57,340

b) Administration and Staffing

i) **Equipment**

  Photocopier, Typewriter, Fridge, Microwave, etc. $18,700
ii) **Office Furniture:**

Safes, Filing Cabinets, Lockers, Office Desks and Chairs, Tables, Conference Table and Chairs, etc. $15,500

iii) **Library**

Shelving and Books $19,200

iv) **Miscellaneous**

Bookcases, Calculators, Filing Trays, etc. $4,000

**TOTAL** $57,450

c) **Programme**

i) **Physical Activities Equipment**

Outdoor Pursuits - camping, ropes, etc. $19,300
Sporting and Gym equipment $12,120

ii) **Developmental/Educational**

Overhead projectors and trolley, video camera, film projector, whiteboards, chairs, cassette player, language master machine, etc. $13,200

iii) **Miscellaneous**

Screens, noticeboards, etc. $2,000

**TOTAL** $46,620

d) **Maintenance Equipment**

Ride-on-Lawn Mowers, Lawn Mower, Shovels, Picks, etc. $7,000

**TOTAL** $7,000

e) **Vehicles - includes all on-road costs**

i) Bus - 22 seater $43,600
ii) Sedan $16,500
iii) Dual-Cab utility $14,300

**TOTAL** $74,400

f) **Indoor and Outdoor Visitors Furniture**

Chairs, Tables, etc. $7,960

**TOTAL** $7,960
g) Security

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>2 Revolvers</td>
<td>$618</td>
</tr>
<tr>
<td>Riot Equipment</td>
<td>$11,600</td>
</tr>
<tr>
<td>Walk Through Metal Detector</td>
<td>$13,500</td>
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<tr>
<td>2 Hand-held Metal Detectors</td>
<td>$2,400</td>
</tr>
<tr>
<td>Motorola Radios</td>
<td>$23,550</td>
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<tr>
<td>Radio Duress Alarms for staff</td>
<td>$40,000</td>
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<tr>
<td>Incidentals - torches, batteries, etc.</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

**TOTAL $93,668**

**ESTIMATED INITIAL COST : $344,438**

10.3 ANNUAL BUDGET

This section of the report will deal with the estimated annual running cost of a minimum security Young Offenders Institution. This figure has been separated into two main areas:

i) Housing of inmates and staffing;

ii) Ongoing programme costs.

10.3.1 Housing of Inmates and Staffing

The costing for this area has been based on figures obtained from the Department's Accounts Division (Cost Analysis for the period ending 30 June 1989). These figures show a breakdown of Institutions in the state, security ratings, staff and inmate numbers. On this basis the Department is able to provide a breakdown of daily cost per prisoner in custody. From these figures we estimate the daily running cost for the Young Offenders Institution will be:

- $85 per day per inmate
- $85 x 60 inmates
- $5,100 x 365 days

**ESTIMATED ANNUAL RUNNING COST OF INSTITUTION : $1,861,500**

10.3.2. Programme

This section includes the estimated annual running cost for all aspects of the programme, i.e. developmental, educational and physical exercise.

Cognizance has been given to keeping the annual cost of running the programme to a minimum. This will be achieved by requiring the institutional staff to facilitate two thirds of all programmes. It is estimated that 15 groups of inmates will complete the programme per year (i.e. a turnover of 225 inmates annually).
Each group finishing the programme will have completed a total of 55 sessions (see Table 1, Section 5) comprising of:

12 sessions Physical Education
8 sessions First Aid
3 sessions Meetings/Debates
4 sessions Nutrition
28 sessions Developmental components

Programme costing (infra) is broken down into the following areas:

i) Physical Education
   Total of 12 sessions per group
   Payment of 4 sessions for 15 groups per year; 4 sessions @ 2 1/2 hrs by 15 groups; 150 hrs @ $30 per hr  $ 4,500

ii) Educational
   Total of 15 sessions per group
   Payment of 8 sessions for 15 groups per year; 8 sessions @ 2 1/2 hrs by 15 groups; 300 hrs @ $30 per hr  $ 9,000

iii) Developmental
   Total of 28 sessions per group
   Payment of 10 sessions for 15 groups per year; 10 sessions @ 2 1/2 hrs by 15 groups; 375 hrs @ $30 per hr  $ 11,250

**ESTIMATED ANNUAL COSTING OF PROGRAMME : $24,750**

10.4 STAFF TRAINING

This cost has been limited to the actual programme itself and has not included the cost factor of officers' salaries whilst attending courses.

Where possible, Departmental resources should be utilised in order to minimise cost. At this point of time it has not been possible to cost those courses which will be delivered by the Staff and Development Division, at the Academy.

Below is a listing of cost that will be incurred for those courses requiring external personnel to deliver them:

i) First Aid
   25 officers @ $60  $ 1,500

ii) ACHPER - Fitness Leaders Course
   25 officers @ $420  $ 10,500

TOTAL  $ 12,000
I wish to present a proposal to cabinet for the establishment of a minimum security institution for the rehabilitation of young offenders.

Key elements of the proposal should be:

1. Admission to this particular institution should be regarded as a sentencing option.

2. The sentence should be for a fixed term - say 3 months with an option of four months, in line with the requirement of the Sentencing Act.

3. The institution should be based on a high discipline routine with a vigorous daily routine - in other words a short, sharp, intensive programme.

4. The programme should include basic education and life skills, as well as industry.

5. Inmates should be selected with an emphasis on those who have not developed a habitual criminal lifestyle.

6. The programme should embrace a system of rewards and incentives, with trainees experiencing a less rigid routine than upon their entry to the programme.

Michael Yabsley
Minister for Corrective Services

6 July, 1989