MANAGEMENT PLAN
CESSNOCK CORRECTIVE CENTRE
'MANAGEMENT PLAN'

CESSNOCK CORRECTIVE CENTRE

FROM 1ST JULY, 1984

SUBMITTED BY:
SUPERINTENDENT J. BALDWIN
& DEPUTY SUPERINTENDENT A. COOK
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PREAMBLE

The formulation of a 'Management Plan' for the twelve months from July, 1984 has been a fairly difficult task.

The Deputy Superintendent and myself commenced duty at Cessnock Corrective Centre in August, 1983. Shortly after taking up duty at this Centre we became heavily involved with the various industries sections, in fact, practically all our time was devoted to the industries area. Many problems were being experienced in the workshops and morale of the officers, I believe, was at an all time low.

I am pleased to report that the situation has improved dramatically. All industries are operating successfully. Production and quality control have improved, as has the morale and enthusiasm of the Industrial Officers.

The administration was further disadvantaged in the preparation of the 'Plan' due to the fact that the following three positions were filled subsequent to the appointments of the Deputy Superintendent and Superintendent.

[1] Officer-in-Charge, Probation and Parole. Mr. Doug Young occupies this position. He commenced duty at Cessnock in October, 1983.


The daily on site building project inspections take up two or three hours daily.

Also the late assemblage of 380 inmates until 10.00 pm daily creates numerous problems for the Administration.

When one considers the difficulties outlined above, and the period of time lost during the Prison Officers industrial dispute, insufficient time was available to prepare a 'Management Plan' up to the standard we had hoped.

Needless to say, for the first few months we were not able to concentrate fully our efforts in the general area of the institution. However, many new innovations have been implemented. In the main, the changes to policies and procedures have been welcomed by staff members.
Over the past few months we found it almost impossible to hold 'Management Plan Team Meetings' at this Centre. However, all professional staff were consulted individually and invited to contribute in any way to the 'Management Plan'. Likewise, Executive Officers. Notices were placed on notice boards in the various areas for the benefit of all officers, inviting them to obtain a copy of the 'Corporate Plan' and submit to me, any suggestions they may wish to make that would assist in the formulation of the 'Management Plan'.

In retrospect, I am of the opinion that this method may be equally successful, as the holding of regular team meetings. I make this comparison, I believe, with some authority having been involved at Bathurst Gaol for almost eighteen months during the redevelopment period as well as some months when the prison became operative. I was in a position which enabled me to form an opinion on the results achieved by the 'Management Team' at Bathurst during that period.

It is significant to note that during the period that the 'Management Plan' for Bathurst was being formulated, inmates were not housed in the Gaol proper. Assistance was provided to the Superintendent on a part-time basis, by Mr. Max Hart, lecturer in Psychology and Justice Administration, and on a full-time basis by Mr. Doug Sutton, Co-ordinator, Implementation Committee.

Reference to Bathurst is only made to highlight the fact that it should be far easier to formulate a 'Management Plan' under such conditions.

Also, Bathurst is a much smaller institution and for practical purposes, a newer institution without entrenched staff. At Cessnock, we have a much larger establishment, entrenched staff and an institution which does not lend itself to a diffuse management system such as has been implemented at Bathurst.

For this reason, I suggest that while the views of officers should be sought and given due regard, just as those of responsible inmates should also be heard, it would be unwise to create a situation where we have government by committee. This can only result in confusion, indecision and disadvantage in addition to being very extravagant of the time of many people.

However, now that a number of problems have been resolved, a 'Management Team' has been formed. Five meetings have been held thus far.
It is intended that the 'Management Team' will meet once every two weeks, and on occasions, weekly.

The make-up of the 'Team' consists of the following officers:

Superintendent
Deputy Superintendent
O.I.C., Probation and Parole
Psychologist
Welfare Officer
Senior Assistant Superintendent, Industries
Senior Clerk
Manager of Industries
Available Executive Officers
Two P.O.V.B. members

Of course, other members of the staff may be invited to attend the meetings at any time. Visiting Departmental Officers will also be invited to attend the Team Meetings, and address the meeting if they desire. Ms. Scaglotti, Drug and Alcohol Programmes Co-ordinator addressed the Team Meeting on Friday, 29th June, 1984. There will be an agenda prepared for each meeting. However, time will be made available for any general discussion.

The first of the 'Team Meetings' was held on 9th April, 1984. Both the 'Corporate Plan' and the 'Management Plan' was discussed. I explained the difficulties I was experiencing in formulating a 'Plan' with some real significance for the 1984-85 period. I went on to say that the main reasons were the major building projects currently under way at this Centre.

Certainly for the next twelve months, the 'Management Team' and all Executive Officers will be heavily involved with the projects listed below to ensure the success of each.

[a] New Perimeter Fence.
[b] New Visiting Block.
[c] New Kitchen.
[d] Farm development.
[e] Reception Room (additions).
[f] Upholstery Shop (additions).
[g] New All Weather Tennis Courts.
[h] New All Weather Basketball Courts
[i] Non-Workers Recreation Area.

Constant monitoring and evaluation will be required in all areas.
FUNCTIONS

In my view, the major functions of the service generally are the care, direction, control and management of offenders by:

- Supervision and control of persons both in the community and the secured environment;
- Determination and implementation of treatment programmes for persons in supervised liberty, conditional liberty and in custody;
- Developing staff to meet future needs;
- Making research supported management decisions;
- Assessment, development and utilisation of offenders' potential in educational and other areas, while conceding that offenders are not by right entitled to an expensive academic education.

AIMS AND OBJECTIVES

- To assist in maintaining and developing social order;
- To apply appropriate empirical founded corrective and remedial measures to individual offenders;
- To strive for stronger community support and understanding;
- To optimise efforts in levels of supervised and conditional liberty;
- To further consolidate the areas of custody, conditional liberty and supervised liberty, in function and aesthetics by integrating the management and functions of these areas as part of the overall programme.

STRATEGIES TO ACHIEVE OBJECTIVES

- Making use of intensive educational techniques to impart knowledge to and develop appropriate attitudes in offenders, equipping them in a remedial sense with the means for survival in a free, competitive community;
- Planning the long-term programmes to deal with the problems arising between different cultures;
- Maintain campaigns to stimulate and encourage public interest in innovations considered essential in attaining the ideals and objectives of Corrective Services through supervised liberty, custody, conditional liberty and aftercare;
- Educating society, at the local level, to tolerate corrective innovations and to accept the inherent risk factor accompanying modern corrective programmes;
- Seeking community support and approval for the increased costs of providing modern corrective services;
- Monitoring of established research programmes designed to assist in identifying effective measures in problem areas;
- Providing comprehensive training for staff at all levels, to equip them with the skills to innovate and implement validated corrective and remedial programmes;
- Implementing appropriate treatment programmes to encourage attitude change in persons under supervision or in custody.

**CONTROLS AND EVALUATIONS**

- Developing and setting up control systems, e.g. planning and review committees, to aid in the achievement of policy aims and objectives;
- Preparation of profiles and forecasts, plus the designing of projects to assist in long-range planning and developments;
- The development of research and statistical methods to ensure that follow-up and feedback action occurs for the purpose of modifying strategies to achieve objectives.
THE UNDERLYING PHILOSOPHY

This institution is part of the correctional process, being the third and final stage of the existing criminal process, which includes the police and arrest process, and the court proceedings leading to conviction and sentence.

Of comparatively modern design, the Cessnock Corrective Centre has provided an excellent location to develop the concept that prison can and should have a rehabilitative function as well as a penal role, and also provides for the containment of some individuals in humane surroundings, who at this stage are not amenable to rehabilitation, and are not deferred from crime by purely penal treatment.

Prisons and prisoners are usually out of sight of most members of the community, unless thrust into the public view by an event such as the Bathurst riots, or the Nagle Royal Commission. In addition, politicians generally pay scant attention to prison reform because such issues lack electoral pay-off.

Cessnock Corrective Centre, because of its physical environment has a much higher public visibility than older style institutions surrounded by high stone walls. Its public profile is emphasised further by the participation in events in community affairs, such as the Bush Fire Brigade and sporting functions.

At a time when employment was drying up in the Cessnock area with the closing of worked-out coal mines, this institution provided employment in all categories, and for tradesmen supplying the Centre.

The philosophy which has developed here is twofold. Firstly, that the prisoner should not, if at all possible be totally isolated from the community, and secondly, that as a means of modifying human behaviour, reward for "good behaviour", is much more effective than punishment for "bad" or unwanted behaviour.

Dealing with the first line of the philosophy, prisoners from this institution regularly take part in events in the community, such as attending educational institutions, cultural and sporting events, and in the case of some prisoners contributing substantially to the communities well being in the form of toy making and setting up braille libraries. In the latter regard, I refer especially to a former life sentence prisoner, Laurence Claude Ames.
The rewards for good behaviour re.
obedience to the prison rules, industry and so on are
varied. Day Leave, Work Release, participating
in the outside activities that I have referred to
above, and last but not least, the reward of parole.

The officers in the institution
also participate in a variety of community events
and are recognised and respected in the community.

The philosophy clearly recognises
that at some time in the future the prisoner will
return to the community.

Cessnock Corrective Centre is
fortunate because all the facilities of the Centre
are accommodated within the institution's grounds,
prison officers, administration staff, probation
and parole officers, education officers,
psychologists, and clinic - all have ready access
to each other.

Indeed, at the present, a scheme
is being examined by Superintendent, J. Baldwin
and Officer-in-Charge of the Parole Unit, Mr. D.
Young, for a system of placement, where an officer
of one branch of the Service may work in another
branch to get a better understanding of where
all sections fit into the integrated plan.

Mr. Young has also commenced a
series of instruction periods with prison officers
in report writing and the laws of evidence to better
equip these officers for the adversary process before
the Visiting Justice and to improve their communication
skills.

Prisoners are now encouraged to
submit a written request to see parole officers,
as a subtle way of improving their communication
skills, developing initiative, and at the same time
formalising the contact with the Parole Officers.

To further enhance the image in
the community an "Exertrail" project is being
examined and correspondence has been commenced
with the Shire Clerk of Sutherland Council to
improve the image.

The Centre is still developing, but
the lines in which it is developing are compatible
with its philosophy.

FARM DEVELOPMENT

This proposal has been approved in
principal. Preliminary investigations have been
completed by the Department of Agriculture and
the Water Resources Commission.
The advantages of this project are as follows:

1. The enterprise could be structured to provide about twenty inmate employment positions under "C-2" or "C-3" classification.
2. The enterprise would produce a significant portion of the vegetable ration requirements for Maitland and Cessnock after the commissioning of the new kitchen.
3. In addition to (2) above the enterprise would produce cash crops for sale to local institutions.
4. The irrigation facilities could be connected to the sports field and internal lawns to offset the estimated $1,200 per month domestic irrigation costs.
5. The Water Resources Commission have completed a feasibility study on installing a 100 megalitre catchment dam on the property. Industrial Services have indicated that they will provide some funds for this project.

PERIMETER FENCE

The new perimeter fence is well under way with a completion date of July, 1984.

The fence, the first of its type to be installed outside the Sydney metropolitan area, includes a cylindrical corrugated iron structure on top, preventing inmates scaling the fence. It prevents the inmate gaining a grip, if he is able to get that high. The fence is also made of a special mesh which is extremely difficult to cut and climb.

Total cost of the fence is approximately $590,000.00

VISITING BLOCK

Construction of the visiting block has commenced. Completion date is September, 1984. The hexagonal shaped building will contain waiting rooms for inmates and visitors, as well as interview rooms.

Total cost is $600,000.00

KITCHEN

Work on the new kitchen is also well under way. This project commenced in February, 1984, and will be completed about the end of July, 1984.
When completed, it will be the first time that food has been prepared on site. Ever since the Centre opened, the food has been prepared at the nearby Allandale Hospital. Total cost about $680,000.00.

UPHOLSTERY SHOP AND RECEPTION ROOM

There is an urgent need for expansion in both of the above areas. Building Services and the Government Architects are currently working on Plans to submit to the Corrective Services Commission for consideration.

INDUSTRIES

As mentioned earlier in this 'Plan' all industries at Cessnock are operating successfully at the present time.

Credit must go to the Manager of Industries, Mr. K. Maybury; Senior Assistant Superintendent of Industries, Mr. R. Graham, Officers-in-Charge of the various workshops, and of course, all shop Overseers. The loyalty, enthusiasm, dedication and professional approach displayed by these people over the past few months has really been an eye-opener.

Many thanks must also be extended to the Director of Industries, Mr. C. Mitchell; Assistant Director of Industries, Mr. W. Ruckley, and Industries Officers P. Harding and J. Cowan, for their continued assistance, loyalty and support without question.

The liaison between the staff at this Centre and the Industries Division staff Head Office is good. However, every effort will be made to improve this relationship over the next twelve months.

I believe that it is imperative that Officers from each section possess some knowledge of each others work role and problem areas. Mutual respect and trust must exist between the Officers from both areas. Regular meetings between as many Officers from both sections will be encouraged and supported.

There is no doubt that, in 1984, it is generally accepted that Prison Industries is one of the major parts of any Prison System. Prison Industries certainly assists the Department to meet its responsibilities in the containment, care and control of inmates. At Cessnock we intend to introduce a two shift industrial roster as an appropriate way to overcome existing unemployment and to increase production. No doubt that, if this proposal is adopted for the major workshops at this Centre and proves to be successful, other institutions will be quick to follow. The administration will be heavily involved in monitoring, evaluating and assisting generally to ensure that this rather courageous proposal is successful. We will also be concentrating our efforts in the following areas:

(a) To further improve production methods and quality control.
(b) Continue to develop existing industries.
In the near future, all vacant Executive Officer positions will be filled. Executive Officers will then be able to make a far greater contribution in the industries area than is possible at the present time.

Inmates will be encouraged to improve their standard of workmanship.

Industries Staff will be assisted wherever possible with time-off to attend additional courses, etc.

In my opinion, I feel that not all Custodial Officers appreciate the importance of Prison Industries within the institutions. The administration is currently working on a programme that may resolve this problem.

I am confident that in the near future, the industries division at this Centre will be equal to, if not superior to, any comparable institution in the World.

WING MANAGEMENT - EXECUTIVE OFFICERS

While it would be desirable in principle to treat each wing as a distinct management unit, it seems to me that the nature of this institution is such that there are considerable limitations on this aspect. One of the main reasons is the degree of contact between the inmate population of the various wings serves to highlight disparity in inmate treatment.
It must be remembered that 380 inmates roam freely around all wings until 10.00 pm each day. They are not confined to their own wing.

It has been decided to give each Executive Officer an area of responsibility within the Centre.

Senior Assistant Superintendent, Mr. John Fitzpatrick, will be responsible for the management of all four wings. This will include the cleanliness of the wings and surrounds. Conduct of officers and inmates alike.

Mr. Fitzpatrick will meet regularly with wing officers and nominated inmates from the various wings.

Mr. Fitzpatrick has stated that he will make every effort to arrange inter-wing competitions. These include tennis, basketball, table tennis, weightlifting, debating, etc. Prizes will be made available whenever possible. Consideration is being given to running a monthly 'cleanest wing' competition.

Mr. Fitzpatrick will be expected to table a report at least every two weeks on the progress of the Wing Management Plan. Mr. Fitzpatrick's proposal in regard to Wing Management is attached.

Senior Assistant Superintendent, Mr. James Ralston will liaise with the private contractors and P.W.D. employees working within the Centre. He also relieves the Deputy Superintendent and Superintendent, as required.

Senior Assistant Superintendent, Mr. Phillip Stacey, will be responsible for the cleanliness, etc., of the Administration Block, and Chair the Programme Review Committee, three days per week. He will also prepare Day Leave forms.

The officers filling the vacant Principal Prison Officer positions will have responsibilities in the following areas:

1. Activities;
2. Medical;
3. Building and Ground Maintenance;
4. Garage and Store;
5. Staff Quarters.

The Manager of Industries, of course, will be responsible for the various industries and

All Executive Officers will meet regularly with the Superintendent and Deputy Superintendent. Reports on all areas will be tabled by the various Executive Officers and all recommendations discussed.
It is important to note that these proposed meetings will be additional to the fortnightly 'Management Team' meetings. Minutes from the Executive Officers Meeting will be tabled at the 'Management Team' meetings.

At this Centre there is an excellent Executive Officer/inmate relationship.

Inmates are encouraged to make any suggestions that they may have, either in writing or verbally, to the Superintendent, Deputy Superintendent or any Executive Officer. Inmates are free to offer suggestions before decisions are made about the management of their wing. Unstructured interaction has already developed in this institution. Some degree of trust is evident between inmates and officers. Of course, this interaction requires officers who are prepared to communicate with inmates in a person to person relationship as the situation demands, who also displays some skill in 'Human Relations'.

I do not believe that structured interaction is necessary at this institution. Certainly it is essential in the 'Unit Management System'.

The Superintendent and Deputy Superintendent make themselves available at least once daily in all wings, workshops and other work locations to discuss problems or complaints with inmates or officers, either collectively or individually. This practice is achieving good success so far.

It is not uncommon for a number of inmates to gather in a particular area, e.g. Activities Block, wait for the Superintendent and Deputy Superintendent to arrive, and if time permits, present any problem or complaint for an open discussion. This practice will be encouraged to continue.

In the near future it is intended that either the Welfare Officer, Psychologist or Parole Officer accompany the Superintendent and Deputy Superintendent on a full inspection of the Centre at least twice a week. I believe this practice will prove to be extremely popular with inmates.

UNEMPLOYMENT

The main problem facing the Administration of any industrial institution is, no doubt, unemployment.
The number of unemployed inmates at this Centre, varies from week to week, usually between forty and seventy inmates.

This is an open institution and inmates are free to roam at will around the Centre. No supervision is available for the unemployed inmates. Some of the unemployed inmates elect to return to their cells, and it is not uncommon to have five or six inmates in a cell playing cards etc., also unsupervised.

The present position presents enormous difficulties in the maintenance of discipline even in ordinary routine prison hours, with the ever present danger of violence and attacks of a sexual nature. The situation of so many inmates in a state of idleness is extremely dangerous at any time in prison, more so when it is prolonged and unsupervised.

The following proposal has been submitted and has received favourable comment from the Custodial Services Division.

1) That all unemployed inmates be housed in "P" Wing.

2) That the yard outside "P" Wing be brought up to a secure standard to contain non-workers. Toilets already exist in this area, so costs would be minimal. A tower overlooks the proposed yard area.

This proposal would serve two purposes:

(a) Contain non-workers in a humane manner in pleasant surroundings.

(b) Hopefully, motivate inmates to seek employment. With all non-workers in the one wing adequate supervision could be provided.

JOB ROTATION

Early May will see the introduction of job rotation at this Centre. This will allow staff to gain work experience, over a set period of time, in all areas of prison duties. This will allow a more permanent aspect of duties which will be appreciated by officers and inmates alike. It is intended to have permanent relief officers as well as permanent wing officers for all wings. This move will probably not be readily accepted by all officers. Naturally, some will be reluctant to vacate a so called 'cushy position'. However, there is no doubt in my mind that job rotation benefits all, certainly in the long term.
MIXED STAFFING

At the present time, two female custodial officers are employed at Cessnock Corrective Centre.

Both officers perform general duties in all areas of the Centre. Many professional female officers work in the Centre, and have access to most areas. The two female custodial officers have been accepted by inmates and the majority of male officers. None of the predicted difficulties have arisen.

ACTIVITIES

This area is one of grave concern to the Administration of this Centre.

There is no doubt that one of the reasons why, since its inception, Cessnock has been a relatively peaceful prison is that all prisoners have had additional privileges to which they could aspire or existing privileges which they could lose.

One of the most important of these is external sporting activities. It is true that eligibility for these outings has not always resulted in the enjoyment of them. It could also be claimed that there has been a certain measure of elitism in the way in which they have been awarded. Despite these shortcomings, these privileges and the possibility of obtaining them remain powerful incentives for good behaviour and co-operation with the authorities. I feel, therefore, that it is imperative that we should aim to ensure the maximum number of outside activities within our 'curriculum', even if a quarter of the prison population is eligible for them. The remainder will have the opportunity to achieve such eligibility.

Of course, some of the inmates not eligible for outside activities do become resentful. However, within a few weeks the inside sporting facilities will be completed. These include two full sized football fields, two basketball courts, and three all weather tennis courts. This will enable "C-1" classification inmates the opportunity to play all sports currently enjoyed by "C-2" or "C-3" classification inmates. Of course visiting teams will be encouraged to visit.

It is my intention to form a committee to assist the activities officers in all areas of inmate activities. The makeup of the committee will consist of the following:
(1) Activities Officer  
(2) Welfare Officer  
(3) I Wing Officer  
(4) I Prison Officer  
(5) Two inmates (inmates employed in Activities will not be permitted on the committee.)

It will be the responsibility of this committee to monitor and evaluate all aspects of inmate activities. The committee will report in writing, all relevant details, i.e., sports available, inmate participation, and a list of inmates not engaged in any activity, to the Superintendent, at least each month. It is anticipated that the committee will meet weekly. The Activities Officer will sit on Reception Committees and will interview all receptions and record the inmates' preference in relation to sporting activities.

Index cards will be kept in the Activities Section on all inmates in the institution. A record of all the inmates' sporting activities will be kept up to date by the Activities Section. A regular check on the card system will be made by the Executive Officer responsible for that area.

EDUCATION

The number of inmates taking part in the various programmes fluctuates: enrolments for the month of March was fifty eight.

External education students number approximately thirty five each month.

At present, 121 students are involved in internal classes at this Centre. Every effort will be made to increase these numbers over the next twelve months.

English as a Second Language:

At present there is a viable English as a second language programme operating at Cessnock Corrective Centre for eight hours per week. There are presently fourteen inmates enrolled in the E.S.L. programme and enthusiasm and interest is high. The course objectives are to provide:

1) Individualized programmes in English for migrant inmates in order to cater for their diverse range of interests and disparate levels of English understanding.

2) To assist students to improve English skills in order that they can participate in TAFE vocational training programmes at a later stage if desired.
To orientate migrant inmates to the English which is encountered in the gaol in the following situations:
(a) The workshops (Metal Shop, Cabinet Shop, Bookbinders and Upholstery Shop).
(b) Review committees.
(c) Prisoner application forms.
(d) Other situations that specifically relate to the gaol environment.

The proposed duration is ten hours per week as a continuing programme subject to six monthly reviews.

Evaluation will be measured by inmate interest and a review of methods used to achieve course objectives.

Course - Basic Education [1]
Hours per week - ten held at Cessnock Corrective Centre.
Evidence of achievement of Course objectives:

1) One method of operation of the basic education programme is through the Individual Study Centre. This enables inmates to study their individual programmes at their own pace and is proving to be quite effective in:
(a) Supporting people in their programmes.
(b) Providing a range of resources for inmates to use.
(c) Giving assistance to people in improving their basic maths and English skills.

The teacher, Ms. Lightfoot is able to maximise upon this method of operation in order to assist people to progress in their individual study programmes.

2) The other method used by Ms. Lightfoot is that of conducting sessions on a topic of common interest to the participants. A most successful activity was the Communications Skills session held during March/April and it was pleasing to note both the quality of the exchange and the interest generated. There was a request from the whole group for further sessions of this type and discussion occurred about trying to establish a debating group within the gaol. Education Officers Mr. A. Apostolatos and Ms. J. Steel are currently working towards this.

I believe this programme to be of great benefit to some inmates. The teacher understands the value of building upon peoples interests when developing individual programmes. She is very aware of group dynamics and is able to use this to create a positive atmosphere that keeps people involved and interested in attending group sessions.
Programme Evaluation

Institution: Cessnock Corrective Centre
Teacher: Ms. Lola Scrymgour
Course: Basic Education (2)
Hours per week: 15
Pay Schedule: 'C'
Commencement Date: 12/3/84
Contract Termination: 30/6/84

1. Evidence of Achievement of Objectives

Ms. Scrymgour operates three main types of programmes within the Basic Education area.

(a) Individual programmes operated via the Individual Learning Centre. Ms. Scrymgour holds 3 x 2½ hour sessions per week in the I.L.C. Examples of ways Ms. Scrymgour uses the I.L.C. are as follows:

(i) Catering for disparate levels of student attainment. A variety of levels are handled by Ms. Scrymgour in the I.L.C. This is facilitated by the range of materials available. The use of tape recorders and language masters enables students to proceed with activities while others are conversing with Ms. Scrymgour.

(ii) English as a Second Language students are able to have access to a range of materials and equipment in the I.L.C. and can undertake private study with the use of headphones and recorders.

(iii) Students doing correspondence courses are given assistance with English, grammar, spelling and essay writing skills.

(b) Group sessions of 2 x 2½ hour sessions per week are another method used by Ms. Scrymgour. These sessions have included:
   - Metrics
   - Letter Writing
   - Spelling

The aim of these sessions is to encourage inter personal discussion, besides imparting information on a topic of common interest. Information form on the Letter Writing Course is attached.

The third type of programme is 1 x 2½ hours per week in which students who have reading difficulties obtain more individualized attention. [Literacy Programme.]

2. Details of Inmate Enrolment and Attendance

(a) I.L.C. - 27 people attended from 1 to 3 sessions per week in the Centre during the past month.

(b) Metrics - 5 students. (2 continued in the I.L.C.)
Letter Writing - 8 students attended all sessions except the final session in which 2 people had been released.
Spelling - 4 students.
(c) Literacy - 6 students enrolled, 2 continuing.
   [1 transferred, 3 withdrawn].

3. Details of Inmate Progress:

   Students are very pleased with their progress and speak highly of the Teacher's competence.
   All students enrolled in correspondence courses are making progress with their courses while they
   are being supported by the facilities offered in the I.I.C. and Ms. Scrygmour's teaching
   strategies.

The following courses are proposed for this Centre during 1984/85.

1. Basic M.I.G. Welding Course

   This course is planned to commence during February/March, 1984. Mr. Apostolatos has
   spoken to Mr. A. Armstrong, Principal, Cessnock Technical College. He has stated that he has
   received approval to conduct this course subject to him having the necessary hours available. This
   course is to be conducted in the Metal Shop and it is proposed to run 3 ten week courses during the
   year.

   Course: W.I.G. Welding (Basic)
   Duration: 2 hours per week for 10 weeks
   Objective: To provide basic instruction in the operation of M.I.G. welding machines and basic hand operated
               power tools used in the manufacture of furniture within the Corrective Centre industries including
               safety requirements and weld procedures.
               The course to be practical orientated.

   Assessment: The purpose of the course is to provide instruction to up-grade the standard of welding on
               furniture produced. No assessment required.

   Accreditation: Letter indication hours of instruction in safety with and use of M.I.G. welders.

   Syllabus Content:

   Lesson
   1. (a) Safety First relating to welding and use of electrical equipment and hand operated
          power tools.
   2. (a) Introduction to M.I.G. welding, welding procedures, and machine maintenance.
          (b) Practical use of machine.
   3. (a) M.I.G. welding, light plate - flat position.
   4.85.(a) M.I.G. welding, light plate in various positions.
6.87. (a) Preparation of various angles and structural steel joints and related welding practice.

8. (a) Welding and jiggling for control of distortion.

9. (a) Welding faults and correction and presentation of completed article.

10. (a) Welding practice and assessment of students progress.

2. Fitness Programme

It is proposed to conduct a Fitness Programme during 1984. This course is to be conducted in conjunction with Mr. Kerry Thompson and students from Newcastle College of Advanced Education. Further courses may be held if this first one is successful.

This course is due to begin during March, 1984 (possibly 26/3/84).

3. Full Time Students

(a) It is proposed to expand the Basic Education Programme to include a Life Studies component and to expand the Arithmetic class. This will enable about 10 inmates to become Full Time Students. This proposal would require the allocation of 10 hours per week of Part Time Teaching hours.

(b) At present there are 8 to 10 inmates who are engaged in Certificate Courses that require substantial research and assignment work. It is suggested that these students could become Full Time Students and attend Maths/Science classes for about 2 days per week. This group of students would pursue private study for the remainder of the week. This proposal would require the allocation of 10 hours per week of Part Time Teaching hours. If this were not possible the alternative that Mr. Apostolatos suggested is that these students could still become Full Time Students and be required to study in the Centre's Library for at least 15 hours per week, assuming that the Library is manned by an Activities/Library Officer in order to supervise these students.

4. Homecraft Woodwork

The purpose of this course is to impart basic hand skills to students so that they may construct simple articles for their pleasure or carry out small useful projects for their home. Mr. Apostolatos will attempt to establish this course through the "Outreach" programme using TAFE funding. If this course is successful then it is intended to fund this course through Department of Corrective Services.
5. **Multi Cultural Programme**

A proposal has been submitted for a Multi Cultural Programme to be conducted at this Centre. This course will be conducted if funding is received from Department of TAFE. This course will run 3 times per year, and it is aimed at inmates with cultural and/or communication problems.

6. **Basic Education, Resource Centre**

It is proposed to update the facilities, equipment and resource library in the basic education classroom during 1984. An individual learning centre will be put into operation. This will be designed to provide basic education students and learners of English as a second language with facilities to improve their English and numeracy using self-paced individualized materials. Students will select self study kits from a range of materials and work with them at their own pace under the supervision of a P/T Instructor. Students will be able to take advantage of both the I.L.C. and group activities, instruction and discussion.

7. **Continue Existing Programmes**

- **External Courses.**
- **Internal Courses.**
- **Basic Education.**
- **Music.**
- **Pottery.**
- **Car Detailing.**
- **Pre-Release/Access.**
- **Fork Lift and Front End Loader/Back Hoe Training.**
- **First Aid and Resuscitation.**

**Programme Evaluation**

<table>
<thead>
<tr>
<th>Institution:</th>
<th>Cessnock Corrective Centre</th>
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</thead>
<tbody>
<tr>
<td>Teacher:</td>
<td>Mr. Robert Smith</td>
</tr>
<tr>
<td>Hours per week:</td>
<td>10</td>
</tr>
<tr>
<td>Course:</td>
<td>Theory of Music and Practical Guitar and Flute</td>
</tr>
</tbody>
</table>

1. **Evidence of Achievement of Course Objectives**

(a) A.M.E.B. results from September, 1983.

- 4 obtained Honours in 1st Grade Theory.
- 1 obtained a Credit in 7th Grade Classical Guitar.

(b) Enrolments in April, 1984 A.M.E.B. exams:

- 3 in Grade 1 Theory
- 6 in Grade 2 Theory
- 1 in Grade 3 Theory

Inmates are progressing through the outlined programme, which follows the A.M.E.B. syllabus.

2. **Details of Inmate Enrolment and Attendance**

There are 19 people presently enrolled in the classes. Three people are learning to play the flute, which is a new...
Each person has an appointment either individually or with a maximum of two other people. Appointments vary from 3 hours to 1 hour, depending on the aptitude and level of achievement of the student. This programme continues to be very popular with the inmates. Two inmates are presently learning to play the drums. This aspect of the programme will be expanded when the new drum kit arrives.

3. Details of Inmate Progress

There are 10 students who have been involved with the music programme for at least 5 months and all of these students enrolled in the A.M.E.B. exams in April. It is pleasing to see the progress that is being made by the three flute players who are all very enthusiastic.

4. Evaluation of Teaching

Bob Smith continues to maintain his enthusiasm for teaching music and works very well with his clients. It is encouraging to observe the progress being made by individual students who respond well to Bob's personalized approach to teaching.

Programme Proposal

<table>
<thead>
<tr>
<th>Institution</th>
<th>Cessnock Corrective Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher</td>
<td>Ms. Helen Ridley</td>
</tr>
<tr>
<td>Course</td>
<td>Art</td>
</tr>
<tr>
<td>Hours per week</td>
<td>4 hours in the first week and then 3 hours per week for 12 weeks - Total hours: 40</td>
</tr>
</tbody>
</table>

1. Reasons for Proposing Programme

(a) There has been a need expressed by inmates to learn the basics of drawing and painting. Generally, inmates enrolling in correspondence courses in art do not complete these due to some of the following reasons:

(i) Instructions are abstract and hard to understand.

(ii) Lack of a feeling of support.

(iii) Length of time between completing a unit and feedback about how they performed. Therefore, a course involving face to face instruction will be much more suited to the inmates learning styles.

(b) Glass painting is a very popular activity at the Centre and a course that can extend inmates skills and interest in this art form to other areas would appear to be a positive development.

2. Evidence of Inmate Need and Interest

Many inmates have expressed interest in art classes and some of the Aboriginal inmates have recently expressed interest in an art class also.
3. **Proposed Duration**

   Forty hours in total with the possibility of extension after July.

4. **Method of Evaluation**

   Review to be held at the end of the 40 hours by the Education Officer and the Instructor. In particular, attention will be paid to:

   (a) Inmate interest and numbers.
   (b) Artworks being produced by the participating inmates.
   (c) Inmates comments about the course.

**Programme Proposal**

<table>
<thead>
<tr>
<th>Institution:</th>
<th>Cessnock Corrective Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher:</td>
<td>Mr. K. Robb</td>
</tr>
<tr>
<td>Course:</td>
<td>Weight Training</td>
</tr>
<tr>
<td>Hours per week:</td>
<td>2 hours per week</td>
</tr>
</tbody>
</table>

1. **Reason for Proposing Programme**

   There has been a need expressed by a large number of inmates to learn the basics of weight lifting. At present inmates who use the weight lifting equipment receive only basic knowledge from other inmates or else they just use the equipment as best they can.

2. **Evidence of Inmate Need or Interest**

   Weight training is a very popular activity at Cessnock. The equipment is used constantly and about 60 inmates are regularly training on the equipment. Many inmates have asked the Activities Officer and myself about information regarding weight training, diet and fitness programmes.

3. **Course Objectives**

   To guide prisoners in the formation of a weight training programme that includes:
   (a) Correct usage of equipment.
   (b) How to Avoid Injuries.
   (c) Nutrition.
   (d) Fitness Programme.

   To foster a sensible approach to fitness training. To provide a weight training programme for learners and also for advanced students.

4. **Proposed Duration**

   This course will initially run for 2 hours per week for 20 weeks.
5. Method of Evaluation

In conjunction with the Activities Officer and Mr. Robbs, inmates are to be asked to submit views on the programme. Education Officer to monitor level of participation of inmates.

6. Availability of Space

A weight training area with basic weight lifting equipment is available in the Education Block.

7. Supervision

Activities Officer and Senior Education Officer.

Mr. Apostolatos has been very concerned about weight lifting activities at this Centre for some time. He is of the opinion that an inmate may suffer some permanent injury as a result of the incorrect use of weight lifting equipment. Mr. Apostolatos is commended for his efforts in this area.

FAMILY LAW SEMINARS

Mrs. Jill Steel, Education Officer, submitted a proposal re Family law Seminars on 17/4/84. The Law Foundation of New South Wales approved of the proposal and has provided a grant in the sum of $1,121.28.

I believe this to be one of the most worthwhile programmes to be introduced into the New South Wales Prison System.

Application for Law Foundation Grant

The Proposal:

One of the continual problems facing inmates at any goal is the breakdown of family relationships during incarceration. Due to the isolation occurring from imprisonment and the lack of access that inmates have to legal information concerning family law, there is a great deal of uncertainty generated in prisons about rights and obligations relating to families, especially in the cases of family breakups.

It is therefore proposed that seminars in FAMILY LAW be held at Cessnock Corrective Centre during 1984. The seminars, conducted by a solicitor, would be designed to introduce participants to some of the ways in which the legal system affects family relationships and to familiarize participants with what the law says about the rights and obligations of members of the family toward each other. The seminars would also include information in general on prisoners and ex prisoners legal rights (i.e. the family law would be put into a general context of legal rights).
It is proposed that this scheme be operated as a pilot project at Cessnock Corrective Centre with a view to developing an ongoing strategy for legal education in gaols (in particular in regard to Family Law).

The proposed course content is as follows:

1) Prisoners legal rights.

2) Family law
   (a) The law as to children.
   (b) Custody of children.
   (c) Access to children.
   (d) Maintenance.
   (e) Marriage and divorce.
   (f) Marital property and its children.

3) Ex prisoners legal rights.

The Seminar is to be run over 8 sessions of 2 hours each.

It is anticipated that this approach to educating inmates as to their legal rights will be a positive contribution toward improving their access to the law for the following reasons:

1) The majority of inmates do not make use of the Legal Aid Service provided unless they have an impending case. That is, Legal Aid is generally not used as a source of information about legal rights but rather is used in specific circumstances once legal proceedings have begun.

2) The length of time involved in the proposed sessions will enable a wider discussion to take place of the issues involved, thus facilitating greater understanding of the law.

3) Many inmates are unable to take advantage of written information about legal rights because their educational backgrounds are not commensurate with the type of language used in legal material.

Relevance to the Objects of the Law Foundation:

This project focuses upon legal education in the gaol community with the aim of developing a proposal for future strategies in improving inmates understanding of legal matters. At present, inmates access to legal services is limited to a monthly visit from Legal Aid. This visit is totally consumed by inmates with pressing legal matters (court appearances etc.) rather than being used as a legal education service.

The Budget:

Salaries: $1121.28. Due to the commitments that Mr. Rigney already has and the gaol routine, I believe that option 1 stated in Mr. Rigney's fees for services will be the most likely method of operation.
Project Timetable:
(a) To commence in June, 1984 and to run for 8 sessions (2 hours per week for 8 weeks).
(b) A review of the project to be held upon completion of the course (August) would include information on the following:
   (i) number of participants,
   (ii) feedback from participants on their perceptions of the course,
   (iii) suggestions for future programmes (both from inmates and instructor).

From this review, to be undertaken by the instructor and Education Officer, an ongoing strategy would be developed for use at Cessnock Corrective Centre and circulated also to other gaols.

Personal Details:
Solicitor/Instructor
(a) Mr. Wayne Rigney,
   55 Veda Street,
   HAMILTON. Phone: 049 261733 (office)
(b) Educational Qualifications and Experience
   * Degrees in Commerce and Law
   * Practising Solicitor, Supreme Court of New South Wales, practising in litigation and family law.
   * Tutor in Legal Studies at University of Newcastle from 1980-84.
   * Lecturer in Family Law Workshops held at the W.E.A. (Newcastle).

CESSNOCK CORRECTIVE CENTRE NEWS SHEET

It would appear that at various times in the life of Cessnock Corrective Centre, news sheets/newspapers/magazines have emerged in an attempt to improve communication within the gaol. At the present time, with the exception of the Movement Sheet, there is no centralized method of information dissemination within the Centre. The establishment of a news sheet would seem to be one method of passing on information in a speedy and efficient manner.

It is proposed that a news sheet be produced and circulated to inmates and staff every 2 weeks. The aims of the news sheet would be to keep people aware of the following:
(a) Information obtained in Departmental circulars.
(b) Procedures for obtaining access to outside organizations which are concerned with prisoner welfare.
(c) Clarification of Departmental policies.
(d) Announcements of impending sporting activities, visitors [such as legal aid, Ombudsman's Department, etc], educational courses being offered, entertainment.
(e) Any other information that parole, welfare, psychology, custodial, education or office staff wish to pass on to the general population.
(f) Information or issues that inmates wish raised at a community level.

Requirements

(1) Appointment of an inmate responsible for collection, collation and production of the news sheet.
(2) The Education Officer would be responsible for the editing and supervision of the news sheet.

MAGAZINE PRODUCED BY ABORIGINAL INMATES

Education Officers, J. Steel and A. Apostolatos, have held discussions with some of the Aboriginal inmates and they have decided to produce a magazine containing poetry, writings, drawings and general comments that can be circulated to Aboriginal inmates at other gaols and sent to relatives also.

Education Officers would be responsible for the editing and supervision of the production.

I feel this will prove to be a very successful and popular project, one that will most certainly be adopted in most institutions.

ALCOHOLICS ANONYMOUS

This very worthwhile organisation is on the decline at most institutions throughout the State. Discussions have taken place with members of this organisation over recent weeks. As a result, a 'game plan' has been devised in an attempt to motivate the inmates that need the help of this organisation to attend meetings.
This will be a very difficult task to achieve. However, with the assistance of members of the 'Management Team' and selected officers from the custodial and industrial divisions, I believe, we will achieve this objective.

Likewise, every effort will be made to have group discussions on drug related problems held at this Centre, at least weekly.

A number of prominent people in the field of 'Drug Abuse' have indicated that they will assist wherever possible.

DRAMA

Education Officers at this Centre have held numerous discussions with lecturers in the Newcastle University Drama Department.

A number of plays have been staged in the Activities Section over the past few months. All have been successful with the majority of inmates attending. Every effort will be made to continue with this very important project over the next 12 months.

STAFF TRAINING

It is proposed to commence a series of lectures conducted by the Northern Emergency Unit, hopefully three days per week for approximately one hour per lecture. Three or four officers would be made available for each lecture. As many officers at this Centre were recruited locally they have only received the basic training. The proposed lectures will cover the following:

1. **Searching**
   The correct procedures to be carried out when searching a prisoner - body search - strip search - and the correct method of cell searching.

2. **Breath Analysis**
   To detect inmates who have been drinking alcohol, either within the prison or whilst on Day Leave, etc.

3. **Urine Test**
   To determine if inmates have been using drugs.
(4) Narcotests

The correct method to quickly identify suspected drugs.

Of course, during the lectures, photographs of escape equipment, weapons, etc. will be shown. Officers will be briefed in all areas of security.

Report Writing and Rules of Evidence

Mr. Doug Young has already held lectures, after hours, in this very important subject. Mr. Young is the O.I.C., Probation and Parole. He gives of his time freely, and is liked and respected by Prison Officers at this Centre. Every effort will be made to increase the number of lectures to enable all staff members to take advantage of Mr. Young's services.

Likewise, the Senior Clerk, Mr. Keith Irwin has agreed to hold a series of evening lectures in the field of Bail and Fines and other General Office procedures.

The interest of staff members generally to these proposals has been overwhelming.

Like Mr. Young, Mr. Irwin is a professional in his field, and his methods of instruction are easily followed.

STAFF DEVELOPMENT

This very important area of any institution has been neglected at this Centre over the past few months. This of course, was due to the resignation of the previous Staff Development Officer. The position has been advertised and subsequently filled. However, the successful applicant did not possess one of the essential 'Modular Courses'. The position has been re-advertised.

The Staff Development Officer now has line authority, which I believe, will assist this officer greatly in the performance of his/her duties.

It is intended at this time that this officer will perform the duties of the Staff Development Officer for two days per week, and perform general duties for the other three days. Of course, this can be varied at any time.
The Staff Development Officer will have the opportunity to assess the staff members, on the job, on a daily basis, which must prove most beneficial for all concerned.

This officer will no doubt have many new innovations to introduce. However, the role of Staff Development Officer should include consultancy, identification of learning needs, objective setting, development, presentation and evaluation of training programmes, career counselling, organisation development and job rotation.

Supervision courses should continue to be held at the institutions rather than be conducted by Technical Colleges.

Training of Prison Officers must be built around a structural system of controlled work experience.

In-Service courses in interpersonal skills being developed for Prison Officers should be considered.

COMMUNITY PROJECTS

Community Projects over the years has proved to be one of the most successful public relations exercises undertaken by this Centre.

Inmates are involved in all areas of community work, e.g. restoration of local churches, scout halls, schools, and a number of projects for the Historical Society. Of course, pensioners have their lawns cut on a regular basis.

Unfortunately the Community Projects scheme has suffered over the past few months due to the restriction on overtime payments. However, the situation has improved and we are confident that once again this very worthwhile scheme will be able to continue unaffected.

For many years now the Cessnock Corrective Centre has been involved with the volunteer 'Bush Fire Brigade'. Cessnock Corrective Centre has its own 'appliance' and both officers and inmates are involved with this very worthwhile community project.

Officers from the Cessnock Headquarters of the Bush Fire Brigade have held discussions with myself and Mr. Cook in an attempt to motivate both officers and inmates alike, to enter a training programme in 'Bush Fire Fighting' techniques.
CONCLUSION

As stated previously, one of the main tasks is for us to continue our efforts to form a successful team out of the staff at Cessnock.

The ever present threat of statewide industrial action constitutes a major impediment to constructive planning and management.

Staff Conferences will be introduced at least monthly from July, 1984. Such Conferences are essential in any institution to ensure the smooth running of the establishment. Staff Conferences are an important mechanism which can lead to a better understanding being achieved by all staff of the Commission's intentions as well as providing them with a format in which their individual concerns can be presented without Union intervention. It has been suggested that staff should be encouraged to foreshadow any relevant matters which they would like to discuss or on which they would like to hear statements of policy [where appropriate] of the Commission, the Director, Assistant Director, or the Administration.

The newly formed 'Management Team' is working effectively. One of the main aims of the Team is to bring closer together all sections of the Prison Community. This can be achieved by greater communication, trust and respect. As a result of the formation of a 'Management Team' at this Centre, communications which have proved to be a problem in the past are improving steadily.

In the preparation of this plan, heavy emphasis has been given to the Education/Programmes and the Activities area. The Department is charged with the responsibility for the custody, care and control of all inmates. I believe that the Programmes and Activities areas of the institutions make a very worthwhile contribution to assist the Department to meet its responsibility.

Likewise, the Divisions of Building Services and Industries deserve a special mention for their efforts in assisting the Administration of this Centre. A successful working relationship between officers of these Divisions and the Administration of this Centre is essential if the goals and objectives of the Centre are to be achieved. We have received every assistance possible from the officers of both Divisions and some very serious problems have been averted through the prompt action taken by these people. Again, I refer to the 'control' of inmates, and the two Divisions play a major role in this regard.
The main features of the 'Management Plan' from a staff perspective are:

(1) The introduction of participatory management through Team Management.

(2) The proposal in relation to the unemployed inmates.

(3) The introduction of Job Rotation.

(4) Mixed staffing.

(5) The additional Staff Training Programmes.

(6) Improved security when the new Visiting Complex becomes operational.

(7) When the new cylindrical top fence is completed security generally will be greatly improved.

Viewed from the inmates perspective, the main features are:

(1) The introduction of the Wing Management scheme.

(2) The introduction of many new and experimental Educational programmes. The participation level in educational programmes is quite high at Cessnock but there are still many inmates who have not become involved. It is intended to continue to investigate new areas of programme development so that more inmates will be encouraged to spend their time wisely and productively.

(3) The proposals designed to improve all areas of inmate activity, e.g. Activities Officer to sit on Reception Committees, Committee formed to oversight programmes etc.

(4) Visiting conditions for inmates and visitors greatly improved due to the construction of a Visiting Complex. At present, visits take place out in the open. During inclement weather some visits need to be terminated as the indoor facilities are totally inadequate.

(5) The opening of the new Kitchen is eagerly awaited by inmates. A dramatic improvement in the standard of meals in quality, quantity and presentation can be expected.

(6) The complete up-dating of Library Services. Cataloguing has recently been completed and a supply of books and equipment has been ordered. A Custodial Officer has been specially designated for Library duties.
I believe this 'Management Plan' is in keeping with the goals of the Programmes Division, which are:

(1) Within the limits necessitated by security precautions and the physical environment to make available to inmates those educational, vocational, social and recreational opportunities available to adults in the wider community.

(2) Through assessment and counselling to develop programmes capable of meeting the needs of individual inmates.

(3) In the development of individual and group programmes to pay heed to the existence and special characteristics of the following sub-groups of inmates:
   - Young offenders.
   - Physically or mentally handicapped.
   - Short term, first offenders.
   - Aboriginal inmates.
   - Ethnic groups.
   - Female inmates.
   - Life sentence inmates.
   - Inmates on the verge of release.
   - Inmates with a high level of intellectual ability and/or academic achievement.

(4) To encourage inmates to maintain, and wherever possible improve the functional, vocational, social and recreational skills acquired prior to the period of incarceration.

Likewise, I believe the staff at Cessnock will see a marked improvement in conditions and their work role during the 1984-85 period.

Human resource development implies a concern for both individual and organisational needs. Responsibility for human resource development must lie with the line management at all levels, who should ensure that learning opportunities are provided for staff to be trained, educated and developed to reach their personal potential and to meet the requirements of the organisation for effective staffing.

This 'Management Plan' does not reflect the maximum involvement and awareness from officers at all levels. Every effort was made to motivate staff members to obtain from me a copy of the 'Corporate Plan' and submit in writing any suggestions they may have to assist in the formulation of the 'Management Plan'. Response to this request was very poor indeed. I believe the main reason for the poor response was the attitude of the majority of officers during and after the lengthy industrial dispute. However, future 'Management Plans'...
formulated at this Centre will have the involvement of officers from all areas of the institution, as a number of them will be involved with the 'Management Team' meetings.

Deputy Superintendent A. Cook and myself agree that the 'Management Plan' for the Cessnock Corrective Centre is a realistic one. We are also equally confident that we have the staff, professional, custodial and industrial, to successfully see this Plan in operation.
STATEMENT OF DUTIES
SUPERINTENDENT

Responsible to: The Assistant Director, (N/West Region), Custodial Services Division.

Responsible for: The overall organisation and administration of Cessnock Corrective Centre for the purpose of the care, custody and control of prisoners housed at the Centre. Also responsible for the welfare, training, development and supervision of staff.

Detailed Statement of Duties:

1. Exercise statutory powers under the Prisons Act, 1952, as amended, and other relevant legislation.

2. Formulates and implements programs of training, education, trade training, employment and recreation for prisoners housed at Cessnock Corrective Centre, in accordance with Departmental policy.

3. Ensures adequate and appropriate medical and dental treatment is available for prisoners.

4. Organises, directs and supervises the staff in the performance of their duties, activities and responsibilities, including administrative, custodial, educational, vocational, industrial, and clerical staff.

5. Liaise with, facilitate and support the specialist services to prisoners provided by Probation and Parole, Psychology, Welfare, Chaplaincy and other Departmental and approved Community agencies.

6. Supervise the maintenance and proper care of the buildings of the Establishment. Oversees the water, sewerage and electrical services. Maintains stores, plant and equipment.
7. Prepares estimates and maintains budgetary control. Is responsible for requisitioning storage and distribution of stores and supplies.

8. Approves leave and recommends increments.

9. Conducts regular meetings with staff and with various groups for participative/consultative/instructional purposes, and to maintain morale and interest.

10. Is accessible to all staff and inmates.

11. Responsible for the development of Community Service Projects for a number of charitable, voluntary and semi-Government agencies in the local community.

12. Promote interaction between the Centre and the local community, especially through Service organisations.

13. Ensures the involvement of his staff in on-the-job training and encourages their attendance at appropriate in-service and external courses.

14. Attend to the maintenance and development of the total unit within the Corporate Plan of the Department.

15. Visit all areas of the institution as regular as possible.

16. Be concerned particularly with the security of the Prison, the correctness of procedures, the discipline and alertness of officers, the treatment of prisoners, cleanliness and hygiene, and that resources are being effectively utilized.

17. Make such reports, both verbally and in writing, as are necessary to fully inform the Assistant Director, Custodial Services Division, of relevant matters.

18. Responsible for the follow-up and implementation of recommendations made in the various Custodial Services reports on institutions.

19. Have a real and proper respect for the Rules and Regulations.

20. Ensure that all Executive Officers set by example, the standards required by all officers.

21. On occasions, assess the staffing needs of the institution, making the necessary recommendations, and seek the authorisation of any additional staff.

22. Be responsible for the proper handling of any investigation required in the institution (local investigations).

23. Responsible for preparing the general procedures for the operation of the Establishment, and all information and conditions relating to inmates and staff.
24. Liaise regularly with all Executive Staff to ensure that they are delegating the maximum amount of authority and responsibility to staff, bearing in mind responsibility and accountability.
STATEMENT OF DUTIES

DEPUTY SUPERINTENDENT, CESSNOCK CORRECTIVE CENTRE

The Deputy Superintendent at this Centre commences duty at 7.00 am, seven days per week. He has the same responsibilities as the Deputy Superintendents at other institutions, such as: oversight of rostering; distribution of overtime; matters of security, reception and discharge of inmates; and distributing the day-to-day instructions of the Superintendent. However, unlike most gaols, the Deputy Superintendent is involved in meetings and discussions between the Centre and Industries, Building Services, Public Works Department, Stores Officers, Management Services, Probation and Parole, and Psychology.

This Centre has four main industries, i.e. Bookbinding, Carpentry Shop, Metal Shop and Upholstery. These are all oversighted by the Deputy Superintendent.

The four wings are visited at least twice a day by the Deputy Superintendent and checked for cleanliness and security. Workshops are visited at least once a day and checked for security.

The Activities in this Centre involves a lot of outside sports, e.g. soccer, rugby league, tennis. All of these teams are oversighted by the Deputy Superintendent and are visited at irregular intervals at the respective sports ovals and courts.

The cleanliness and maintenance of the inner and outer precincts of the Centre is also the responsibility of the Deputy Superintendent, who gives day-to-day instructions to inside and outside maintenance gangs.

Education has at least ten prisoners going out to Technical Colleges and Universities for courses and this is oversighted by the Deputy Superintendent. It is his responsibility to see
that all prisoners attend courses at the time and place specified on Section 29 Orders. It is also his responsibility to arrange for those prisoners to be visited at irregular intervals to ascertain whether they are in fact in attendance at the courses.

It is also the responsibility of the Deputy Superintendent to oversight the prisoners on Day Leave. At the present time there is an average of eight prisoners on Day Leave per day.

The Deputy Superintendent also has to liaise with the Superintendent on matters raised by the P.O.V.B. pertaining to staff and security.

It is his responsibility to get the best results from his staff and this is achieved by Staff Conferences, Conferences of each rank, and if necessary to work out a job rotation system to give all officers the experience and knowledge that goes with all positions of different ranks.

The Deputy Superintendent is a member of the Officers' Mess Committee and in that function sets prices of meals and arranges suitable staff for the mess.

J.A. Cook
Deputy Superintendent.
STATEMENT OF DUTIES
ASSISTANT SUPERINTENDENT,
CESSNOCK CORRECTIVE CENTRE

A Watch

Commence duty 6.30 am.
A Watch Officer is in charge of the Institution from 6.30 am until 8.00 am.
Check 6.45 am parade.
Supervise the let-go of the Institution.
Responsible for the discharge of inmates to catch 7.00 am transport from Cessnock.
At 7.30 am attend to the Request Book in each wing.
Collect wing Daily State forms and balance appropriate forms.
Attend 8.00 am parade.
Responsible for the directing of the Projects Officer to his work area.
Ensure Hospital escorts are carried out.
Detail officers for search duties.
9.00 am attend Superintendent's request and misconduct parade.
Carry out inspections of the wings and workshops at various times during the day.
Responsible for the maintaining of the Reception and Discharge Journal.
Supervise the opening of inmates mail.
Responsible for the writing of receipts for monies received in mail.
Inspection of the Servery, prior to the midday meal.
Responsible for the writing of receipts for the Police for executing warrants - this occurs at an average of 3 times per week.
Frequently liaise with the Staff Development Officer on work performance, attitude and potential of certain officers.
Frequently discuss Activities Programmes with the O.I.C. Activities.
Ensure the welfare and safety of civilian workers who, at times, work within the confines of the Centre.
Other duties are carried out at the direction of the Superintendent and Deputy Superintendent.
2.30 pm - cease duty.

D Watch

Commence duty 2.30 pm.
Officer-in-Charge of the Institution from 4.00 pm to 10.30 pm.
Responsible to the Superintendent for the efficient overall management of the 25 staff and 380 inmates within the Institution.
The inmates are not confined to their cells until 10.00 pm.
Inmates have freedom of movement between wings and the Activities Building. During this time Educational Courses and sporting fixtures are held within the Institution and inmates leave the Institution for attendance at educational and sporting events.
Inmates returning from Day Leave are also received into the Institution.
From records at this Centre, it appears that if any unusual situations occur, it happens on this particular shift, e.g. inmates returning from Day Leave under the influence of alcohol, escapes or attempted escapes, inmates getting drunk on home brews.
Church Services are held in the evening. On Friday nights, the Roman Catholics hold Mass in the Activities Building and the Priest conducting these Services is usually accompanied by one nun and up to 6 parishioners. The Assistant Superintendent, D Watch is responsible for their welfare whilst they are in the Institution.
Visiting artists at times conduct concerts in the Activities Building. Up to 350 inmates attend these concerts.
Every Saturday night and Public Holidays a movie is shown. The inmate attendance varies subject to the type of film displayed.
Also in this Institution are several transsexuals and their movements have to be monitored at all times for obvious reasons.
On this particular shift the Assistant Superintendent is often approached by inmates who air their personal problems.
During this shift the Assistant Superintendent is constantly required to move from wing to wing observing both staff and inmates.
At all times during his movement around the Centre he carries a two-way radio so he is available if required in any particular area.
Often he is responsible for the release of inmates on part-paid fines on this shift.
Ensure that a full security check is carried out before ceasing duty.
Cease duty, 10.30 pm.
STATEMENT OF DUTIES
P.R.C. MEETINGS

- 3 Days per week + 1 day per month for Armoury duties. Monday, Tuesday, Wednesday.
- Hours of Duty - 8.00am - 4.00pm.
- Meal Break 12.00 m.d. - 12.20pm.

Monday, 8.00am

Collect all movement sheets from the previous Thursday. Take discharges out of file, also nominal roll book, enter receptions into nominal roll book. Make out a filing card for all receptions serving over 12 months. Check movement sheet for change of labour. Adjust records accordingly.

Collect warrants of all inmates that will be appearing before the P.R.C.

9.00am

Chair P.R.C. committee comprising of the following members, Assistant Superintendent of Industries, Psychologist, Welfare Officer, Senior Education Officer. Interview prisoners for their six monthly review, also prisoners who have made application for a change of Classification. Note: P.R.C. recommendation on Classification forms.

12.00 m.d. Meal Break

12.20 p.m. Resume Duty

Upon completion of the P.R.C. meeting check with Superintendent all recommendations made by the meeting. Photostat P.R.C. sheet, place photostat copy on prisoners warrant, mail original to the Director of Classification, Sydney, replace warrant in Warrant Cabinet.

Prepare Classification sheets for the following Monday's meeting. Prepare conduct and Industry report forms for prisoners appearing before the committee on the following Monday. Distribute the report forms to the appropriate areas.

4.00 pm Cease Duty.
Tuesday, 8.00 a.m.

Collect all Day Leave, Compassionate Day Leaves, transfers, Work Release and Bush Fire Brigade applications. Gather all warrants for the prisoners who have made application for the above. Prepare conduct and industry report forms for all prisoners appearing before the committee. Distribute to the appropriate location. Prepare Day Leave application, ensuring that the prisoner is eligible to apply. i.e. Must be the necessary classification. Sponsorship form must be filled out. Attach sponsorship form to Day Leave application.

12.00 m./d. Meal Break

12.20 p.m. Resume Duty

Prepare classification report form for Work Release applications ensuring that Parole Officers report has been submitted. Attach these to the prisoners application form. Prepare transfer form. Fill in Bush Fire Brigade application. Check all warrants to ensure that the prisoners are eligible for Work Release and the Bush Fire Brigade. Return all warrants to the warrant cupboard. Collect the reception cards that were filled out with the prisoners name from the previous day. Fill these cards out from the prisoners warrant showing his date of birth, sentence, date of classification, date of release and non parole period his current classification his wing location and work location also his month to go before the P.R.C. File these cards in the appropriate filing cabinet also placing his month for review in the nominal roll book.

Wednesday, 8.00 a.m.

Collect all conduct industry reports that were distributed the previous day. Attach them to the appropriate application.

9.00 a.m. Gather warrants for the prisoners who will be appearing before the committee. This committee will make recommendations for transfers, Day Leave, Compassionate Day Leave, External Technical Courses, Transfers, Work release and the Bush Fire Brigade. The committee comprises of the following Assistant Superintendent of Industries, Welfare Officer, Parole Officer, Senior Education Officer and the Psychologist. All the prisoners will be interviewed by the committee, the committee will then discuss the case, check the prisoners warrant and then make the necessary recommendation.

12.00 m./d. Meal Break

12.20 p.m. Resume Duty.

Upon completion of meeting, enter all recommendations in the diary which is kept for this purpose. Discuss recommendations from the meeting with the Superintendent. Prepare a list of the Day Leaves approved by the Superintendent. Photostat copies of the work release and transfers. Place copies on prisoners warrant, with originals to the appropriate place. Place all warrants from the meeting in the warrant file. Call the prisoners approved for Day Leave and have them sign an acknowledgement
ARMOURY CHECK CARRIED OUT
ON THE LAST DAY IN EACH PERIOD

8.00am Check Armoury ensuring that all rifles, bullets and riot gear are in place. Clean rifles and revolvers making sure that they are in good work order. Check that all pouches have the correct number of bullets.

12.00 m.d. Meal Break

12.20 p.m. Resume Duty

Check Deputy Superintendents safe making sure that all spare revolvers, rifles and shotguns are in place. Clean revolvers, rifles and shotguns making sure that they are in good order.

4.00pm Cease Duty.
STATEMENT OF DUTIES

Assistant Superintendent, Staff Development

- Line Authority

As a member of the Executive of the Institution and under the direction of the Superintendent will carry out a continual review and supervision of the performance of duties to ensure that the understanding of principles and the knowledge of skills required is available to the officers of the Institution. These Principles and Skills will be as approved by the Department. They will be appropriate for the Plan for the Institution, and in line with the information and methods promulgated and taught by the Staff Development Division.

1. Identify training needs within the Institution.

2. Provide individuals and groups within the Institution with knowledge, skills and appropriate attitudes to meet their job requirements. (This may require some local on the job or more formal training sessions, or may be effected by reference to the Department’s central training programmes).

3. Identify problems of organisational behaviour and make remedial proposals to the Superintendent. Where appropriate and with the Superintendent’s approval, implement strategies to remedy identified problems.

4. Liaise with respective supervisors to ensure that staff performance appraisal interviews are conducted regularly.

5. Provide career counselling to all staff seeking assistance.

6. Process requests from all staff for attendance at special courses, workshops, etc.

7. Develop and maintain a career record system including personnel development schedules for all staff in consultation with and liaising with the Staff Development Division.
8. Where required by the Superintendent, attend to Staff and Personnel matters affecting staff of the Institution, such as unsatisfactory attendance or sick leave, breaches of E.E.O. principles, victimisation or harassment, payments of increments etc.

9. This position will be utilised in a line function and will work on posts appropriate to their rank. The officer occupying this position will be rostered on reserve duty, as required, to carry out Staff Training/Development activities.

10. To provide ready access to all vocationally orientated programmes which are available within our own Service and at appropriate outside learning institutions. In particular, to conduct the Supervision Certificate Course and regular workshops on a wide range of necessary skills.

11. To assist the Line Management of the prison in determining the most beneficial job rotation programmes for individual officers and in particular - to advise on the necessary widening of experience of those officers who show the greatest potential.
STATEMENT OF DUTIES

SENIOR ASSISTANT SUPERINTENDENT, INDUSTRIES

CESSNOCK CORRECTIVE CENTRE

7.50 am
- Commence duty.
- Check key issue and attendance book.
- Report unscheduled absences to Executives Office.
- Supervise miscellaneous workers muster.
- Visit main industrial work areas and discuss inmate staffing or any other relevant matter.

9.45 am
- Monday: Attend Classification Review Meeting.
- Tuesday: Data gathering for Reports and I.R. etc.
- Wednesday: Attend P.R.C. Meeting.
- Thursday: Check Bonus Payment Books.
- Friday: Prepare Parole Reports.

12.00 md
- Lunch.

12.30 pm
- Supervise miscellaneous workers muster.
- Work allocation interviews.
- Labour change interviews.
- Canvass unemployed and non-workers to encourage participation.
- Originate request for Section 20 and Section 29 Orders re outside workers.
- Attend to requests from Parole Section re urgently required reports.
- Report on diligence and efficiency of inmates for sport teams.

3.45 pm
- Attend Control Gate to supervise the handing in of keys and signing off in attendance book.

3.50 pm
- Cease duty.
1. Assignment of three first class officers to each of the four wings with instructions to the roster clerk to ensure that wherever possible the wing be manned (except on the B Watch) with one of these three officers. An effort should be made to co-ordinate periods of annual leave so that no two of these officers are away at any one time.

2. One of the three officers permanently assigned to the wing should be appointed O.I.C. of the wing so that consistency of policy can be established and maintained.

3. Each O.I.C. wing should report to the Senior Assistant Superintendent delegated to supervise the wings and who should be known as Senior Assistant Superintendent, Wing Management. All matters of a custodial nature should be referred via this channel. Liaison with other functional controls within the gaol (e.g. with the S.A.S. - Industries) should be through the S.A.S. Wing Management. This will facilitate determination of optimum manning levels for wing sweepers etc. and assist in the most appropriate assignment of individual prisoners to specific work functions; either within the wing or elsewhere in the gaol complex.

4. The O.I.C. of each wing will arrange for inmates within the wing to choose two representatives from among their own number. These representatives will meet regularly - say weekly and on and on ad hoc basis as required, with the wing officers or at least two of them to discuss any problems in the running of the wing or suggestions as to the improved functioning within the general guidelines laid down by the Act, Regulations and Local Orders.

5. It should be policy to delegate to the O.I.C. wing as much authority as is consistent with maintenance of the Superintendent's overall authority and for the Superintendent to vest in the S.A.S. Wing management sufficient authority for him to be able to take all but the most significant decisions in respect of the operation of the wings.

6. At intervals to be determined the S.A.S. Wing Management should hold conferences of O.I.C. wings for the purpose of ensuring that broadly similar disciplinary action will be applied in any given situation.
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<td>GEOFF HUL/DEWS</td>
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C. EXTERNAL ATTENDANCE: PLEASE ATTACH DETAILS, E.G., STUDENTS, ATTENDANCE TIMES, INSTITUTION, COURSE, ETC.

D. DETAILS OF PERFORMANCE:

D.1 COMPLETION OF COURSES DURING THIS MONTH

<table>
<thead>
<tr>
<th>INMATES NAME</th>
<th>COURSE</th>
<th>OFFERED BY</th>
<th>GRADE OR AWARD</th>
<th>DATE</th>
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<tbody>
<tr>
<td>N. Hutton</td>
<td>N.S.W. Rugby League (Certificate)</td>
<td>N.S.W. Rugby League</td>
<td>Pass</td>
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D.2. OUTSTANDING RESULTS (PLEASE GIVE NAMES AND DETAILS OF ANY INMATES WHO HAVE ACHIEVED OUTSTANDING RESULTS)

PROGRAMMES OFFICER: ___________________ DATE: 10-4-84:
7 June 1984

Mrs J Steel
Education Officer
Cessnock Corrective Centre
Department of Corrective Services
P O Box 32
CESSNOCK NSW 2325

Dear Mrs Steel

I refer to your recent application seeking a grant from the Foundation to conduct a prisoner legal education programme.

I am pleased to be able to advise that the Board has agreed to your request and will provide a grant in the sum of $1,121.28.

The Board felt that your initiative was most meritorious and was delighted to assist with it.

The only condition attaching to the grant is that appropriate recognition be given to the Foundation for its support.

The Foundation would also very much like to have a representative attend and observe one of the seminars, and in this regard you might contact my Assistant, Dawn Wong, to take the matter further.

As to the payment of the grant, the Foundation only pays when funds are required and, accordingly, I would be grateful if you could submit to us a schedule listing when you require payments from the grant to be made.

I look forward to hearing from you.

Yours sincerely

Terence Purcell
Director