

Submission
No 111

**INQUIRY INTO THE PRIVATISATION OF PRISONS AND
PRISON-RELATED SERVICES**

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Unions NSW believes that public sector reform should be based on the principles of cooperation and consultation. This principle should be applied to the current round of prison reforms. We believe that there has not been a strong case made for the privatisation of any NSW jail. The privatisation of prisons is in direct contravention of ALP Policy. The primary argument of the Department is that privatisation is necessary because they are unable to implement reforms. We do not believe that the evidence supports this assertion.

There is no reason whatsoever why the Department and the PSA cannot work together and implement the Way Forward throughout all NSW correctional centres. Unions NSW urges the Government to immediately abandon the current proposal to privatise two prisons, court security and escort, and perimeter services. We urge the Premier and relevant Minister/s to immediately intervene with a view to bringing parties to the table to discuss implementation of reform.



Unions NSW submission to the Inquiry into the privatisation of prisons and prison related services

General Purpose Standing Committee No. 3

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1. Introduction

Unions NSW welcomes the opportunity to make a submission to the *Inquiry into the Privatisation of Prisons and Prison-Related Services in NSW*.

Unions NSW is the peak body for unions in NSW. It has 64 affiliated unions, 10 affiliated trades and labour councils and represents approximately 600 000 union members. It is governed by an elected executive who are assisted in the day-to-day operations of the organisation by a small team of officers and support staff.

Our union affiliates cover the spectrum of the workforce, stretching from workers in finance to footwear and construction to communications, and is the largest member based organisation for workers in NSW. Amongst Unions NSW affiliates are the unions which have coverage of prison officers both in publicly operated correctional facilities (the Public Service Association of NSW (PSA)) and the only existing privately operated facility in Junee (the Liquor, Hospitality and Miscellaneous Employees Union (LHMU)).

Unions NSW is represented on the Correctional Industries Consultative Council of NSW.

This submission is not intended as a comprehensive evaluation of the arguments and international evidence against the contracting out the operation of prisons. The position of Unions NSW on the continued public ownership of essential state services is well established. Unions NSW opposes the contracting out of the operations of Parklea and Cessnock correctional facilities along with prisoner transport. Unions NSW joins the PSA, Justice Action and others in urging the government not to go ahead with what is a radical and hurried move to privatise. We do so on the following basis:

- the economic and efficiency case for privatisation has not been demonstrated;
- the proposal would cause major hardship to employees potentially affected in western Sydney and Cessnock, particularly at this time of great economic uncertainty, and risks detriment to the incomes and safety of these employees;
- risk to existing employment, education and training programmes for inmates aimed at reducing recidivism, and risk to welfare of inmates;
- the process entered into by the Government constitutes a breach of the industrial instruments applicable to the employees who would be affected;
- the NSW Government has no mandate from the voters of NSW for the contracting out of prisons and prison services, it being in direct contravention of the policy of the Australian Labor Party.

We limit this submission to make some brief comment on the following:

1. Introduction of reform programmes in the NSW public sector

2. Public vs private operational costs in corrective services
3. *The Way Forward*

2. Introduction of reform programmes in the NSW public sector

Unions NSW affiliates include unions in industries where the work is now almost unrecognisable from the way it was done even a couple of decades ago, due to the introduction of new technologies and work methods and the influence of overseas competition. Unions NSW has on numerous occasions assisted in working cooperatively with individual unions and multi union bargaining units along with relevant employers and employer organisations in working towards reform in a way which ensures employees have significant and real input. This has benefited relevant employers in better outcomes achieved through decisions being informed by the experience of the workforce, and as a result, the workforce having greater confidence in the resulting arrangements. One significant example is Unions NSW involvement in the lead up to and during the 2000 Sydney Olympics.

However the recent impasse in negotiation of reform in the area of corrective services alleged by the Department, along with accusations from management of a refusal to address problems such as overtime and sick leave, is also a situation familiar to Unions NSW.

The majority of NSW Public Sector awards require appropriate consultation around reform processes. The award applying to non-commissioned prison officers, for example, states that:

It is recognised that proper consultation and communication within the Department are of the utmost importance for its effective operation and for the administration of its functions¹.

and that the:

(...) Department acknowledges the desirability of employees being consulted before the introduction of changes or innovation which will have a significant impact upon established work practices and procedures affecting Correctional Officers².

If consultation is requested by the Union, "such consultation shall take place before the changes or innovations are made"³.

The actions of the Government to this point in advancing the proposal to contract out the operations of two prisons are a breach of the spirit and letter of these award provisions.

Unions NSW and our affiliates require some continuity and consistency on the manner in which reforms are implemented across the public sector, which cannot be said to be the

¹ Clause 1.4, Schedule A: Agreed Procedures for settlement of Grievances and Disputes", *Crown Employees (Correctional Officers, Department of Corrective Services) Award NSW*

² Clause 5.6.1, *Ibid.*

³ Clause 5.6.3, *Ibid.*

experience to this point. When parties enter into a process of genuine consultation workplace reform can be productive in achieving Government objectives and implemented to the satisfaction of employees and management.

2.2. Case study: Rail maintenance

Last year when the notion was raised of the rail maintenance arm of RailCorp being privatised it was claimed by management that RailCorp had been attempting since 1998 to implement workplace reforms and more efficient procedures, without success. For years stories had been circulating about how the rail depots were full of poor work practices, rigid demarcations and everything that was wrong with the NSW public sector.

However in October 2008 the relevant Minister took a different tack. He said that maybe the problem was not the workers. Maybe the problem was the approach that had been taken in the past which was to demonise the workforce, attack their unions and generally use the back end of the axe to force reform – an approach that had consistently failed to deliver results.

In an alternative approach, Transport Minister David Campbell initiated a review conducted by an independent consultant. Their brief was to come up with a reform programme, including new forms of work organisation that matched industry best practice.

Next Minister Campbell invited the workforce, their unions and depot managers to cooperatively work together to implement the new structure. This idea was supported by all the stakeholders with some enthusiasm and has led to some sweeping changes in a very short timeframe.

Endorsement in principle of the independent consultant's report

On 25 November 2008 a mass meeting of the Rolling Stock Division employees voted to accept to work to the goals of the consultant's report subject to the finalisation of a contractor's protocol and further discussion about the introduction of a new classification structure. They agreed to work towards the objectives identified in the external consultant's report. This marked a significant change from the position reached by the parties in previous attempts to introduce reforms.

The finalisation of a contractors agreement

The way in which contractors were used had been a bone of contention for many years. The extended use of contractors was contemplated by the external consultant's report, and on 23 December 2008 the parties reached agreement on the content of a contractors agreement.

A contractors agreement was considered a necessary step to ensure that the parties had a way of dealing with the challenges associated with the extended use of contractors. In the end the agreement very much mirrored similar agreements that operate in other private sector areas of rail maintenance that were use as benchmarks for review (such as Maintrain).

Once again, in the past the parties had attempted to reach agreement over this complex issue and had been unsuccessful. This agreement made a significant statement about the new capacity of the parties to implement the reform program.

Implementation plan

Further consultation took place in December 2008 over an implementation plan prepared by management outlining key milestones in meeting objectives identified in the consultant's report. Unions and their members are currently working in accordance with the plan towards those outcomes and with the introduction of the reforms in the rail maintenance depots. The implementation process involves a staged roll out program over several months across the Rollingstock depots, one at a time.

In all probability there will be issues to work through as the process unfolds. The commitment of unions and their members is to approach the roll out of the implementation plan with goodwill, to utilise the consultation process and in the worst case use the dispute resolution procedure as is required by various industrial instruments.

These far reaching reforms were proposed and agreed to in a very tight two month timeframe.

In the case of rail maintenance, overall Unions NSW has been satisfied with the level of consultation and believes a lot of good work has been achieved in moving forward with these reforms.

2.3 Recent approach to reform by the Department of Corrective Services

Unions NSW expresses its concern in the strongest terms that the proposal to privatise the operations of Cessnock and Parklea prisons represents primarily an attack on the Union (the PSA) and its members in the Prison Officers' Vocational Branch (POVB) and the Commissioned Officers' Vocational Branch (COVB).

While the Commissioner in evidence before this Inquiry did say that he “wasn’t just here to bash unions”⁴ further qualified in saying he was “particularly targeting the unions, it is their members”⁵ from the “malevolent and inflexible local POVB(...)”⁶, the evidence was indicative of a disdain for the unions and its members built up over a period of time, providing some explanation for the dissatisfaction from all sides on the progress of discussions and negotiation of the workplace reform package, *The Way Forward*. Primary justification for contracting out Cessnock (as a preferred option to other correctional centres) was that in that prison, in the opinion of the Commissioner, “attempts by the department to change existing work practices aimed at reducing overtime have been met by a campaign of resistance”⁷.

This attitude has been expressed publicly by the Commissioner for some time. In a recent discussion of the matter in a radio interview his assessment of the situation was as follows:

We’re down to the last phase of that [the Way Forward] with the Prison Officer’s Union, and of course, they’re opposing everything we’re doing⁸.

Statements such as these are made despite enormous progress in some significant areas in correctional services, which will be treated with more detail later in this submission.

The analysis of Andrew and Cahill concurs that the primary explanation for the existence of even the single existing privately run facility in NSW is “the disciplinary leverage afforded to the government over unions in negotiations over workplace reform through the ongoing existence of a privatised prison in NSW”⁹.

Given this and the evidence from the Commissioner before this committee, it is difficult to characterise the main motivation of the current proposal as anything other than a bid to undermine the Union. Hostility to unions is no reason to privatise this essential public service. Unions NSW submits that privatisation has been proposed long before discussions over reforms have been exhausted. Unions NSW urges the Government to intervene to ensure the proposal is withdrawn, and consultation recommenced. We then look forward to a more constructive approach from the Department and its senior public servants and an opportunity to progress discussions and achieve positive outcomes for both the Government and corrections employees.

⁴Evidence from Ron Woodham, Commissioner, Department of Corrective Services, *Report of Proceedings before General Purpose Standing Committee No. 3, Inquiry into the Privatisation of Prisons and Prison Related Services*, uncorrected proof, 23 February 2009, p 20.

⁵ *Ibid*, p 4

⁶ *Ibid*, p 14

⁷ *Ibid*, p 14

⁸ Ron Woodham, Commissioner, Department of Corrective Services, Interview on Ray Hadlee Program, 2GB Sydney, 18 December 2008.

⁹ Andrew, J. and Cahill, D., *Value for Money? Neoliberalism and NSW Prisons*, 2007, Working Papers Series, 07/16, University of Wollongong School of Accounting and Finance, p 21

2.4 Government and ALP policy relating to the public sector

The public is entitled to reasonably expect that a political party, on forming a government, adheres to its own rules, policy and platform. These policies, available before and after a general election to anyone inclined to access them, should form a basis and framework for the decisions of the government which is subsequently formed by a political party should it be elected. Individual members of the Government should uphold, respect and defend the policies and platforms of the party of which they are members as the basis of their mandate to govern.

On the matter of contracting out the operation of correctional services to the private sector, the policy of the Australian Labor Party (ALP) is unequivocal:

Labor opposes the private contract management of prisons.¹⁰

Any attempt to contract out represents an unacceptable breach of faith with the voting public of NSW. The further privatisation of the operation of prisons was not contemplated by any policies or Government statements prior to the March 2007 (or any previous) election.

It is therefore relevant to note here that the opposition of the Labor Party to the contracting out of the operation of prisons to the private sector is overwhelmingly supported by the people of NSW.

A poll of 1003 people conducted by Essential Research over January found that just 19 per cent of respondents supported privatising Cessnock and Parklea prisons and only 20 per cent support the proposal to privatise prisoner transport.

Notwithstanding the unambiguous rejection of the concept of private sector operating our prisons, ALP policy also requires the Government to enter into a consultation process with unions and affected sections of the community to “analyse any proposal for private sector involvement in public infrastructure in order to determine whether or not the particular project is justified in the public interest”¹¹.

To meet this requirement, policy provides that for any such proposal “the NSW Labor Government will establish a committee (including representatives of government, relevant community and consumer/user groups and trade unions) to examine any proposed changes...”.

¹⁰ ALP (NSW Branch) (2008), *2006-2008 Policy*, Australian Labor Party (NSW Branch), Sydney, p 87, 11.2 “Corrective Services - Objectives of the System”.

¹¹ *Ibid*, p 31, “16. Asset Sales and Private Sector Infrastructure”

No such committee has been formed by the Government.

This committee, once convened and having held discussions and taken submissions, is to prepare an impact statement on assessing the proposed changes against twelve criteria including:

6. The impact on specific groups or regional areas especially those groups or areas that are already disadvantaged. The assessment should include all factors including the real costs of compensation and/or support that will be needed if the role of the public sector were to change.
(...)
7. The impact of employment, skills, training and conditions and the protection of the existing workforce and/or the reform of industrial relations practices in any new enterprise or project.
(...)
10. The administrative economies of scale and coordination that is facilitated by public ownership and control¹².

The committee "shall not recommend any changes that do not meet the criteria overall"¹³.

Not only is Unions NSW disappointed that this process required by Party policy has been ignored, but that the establishment of this public Inquiry, providing some opportunity to examine these issues, was opposed by the Government and only initiated at the demand, and with the numbers of, opposition and crossbench members of the Legislative Council.

¹² *Ibid.*

¹³ *Ibid.*

3. Public vs Private operational costs in correctional services

Contrary to what is often assumed, *it is not necessarily cheaper for the private sector to operate our correctional centres*. After controlling several variables, the weighted costs per inmate per day of Junee and a comparable modern correctional centre operated by the public sector are, according to the Department, as follows:

Junee Correctional Centre	\$82.31 per inmate per day
Mid North Coast Correctional Centre	\$80.12 per inmate per day ¹⁴

There is general agreement that comparisons on a cost per inmate per day basis between correctional facilities are problematic. Even though some factors are controlled for in the figures above, a comparison with Junee is particularly difficult given that:

- Unlike most other correctional facilities, Junee consistently operates at below capacity;¹⁵ in contrast to public facilities which often run above capacity;
- It is widely held in the sector that Junee's inmate population predominantly comprises low maintenance inmates and those who are guilty of misbehaviour are returned to the publicly run correctional facilities;
- In case of Junee, there is little transparency in or understanding of the breakdown of the management fees on which calculations are based;
- Junee is a modern facility custom built for best corrections management practice, in contrast with many public prisons, a number of which were built in the 19th century;
- Junee houses a stable population, in contrast with facilities which include remand and reception centres which comprise a larger proportion of higher need inmates therefore incurring higher costs.

Each of these factors makes cost comparisons more favourable to Junee when compared to other facilities.

Even so, the available figures quoted by the Commissioner shows it is more expensive to accommodate inmates in the Junee correctional centre when compared to other modern prisons which were staffed having adopted elements of *the Way Forward*.

This raises the question: if the imperative is cost, why the Department is pursuing a course towards contracting out to the private sector when it is a more expensive option than the

¹⁴ Costing of Weighted Minimum Security Per Inmate Per Day, Submission from Commissioner Ron Woodham, NSW Department of Corrective Services, *Inquiry into Value for Money from NSW Correctional Centres*, Public Accounts Committee, 2005.

¹⁵ For example, see Auditor General, *Auditor General's Report to Parliament 2002*, Volume 6 p125, cited in Andrew and Cahill, *op cit.*: "Over the year... Junee operated at 94.0 per cent of its capacity".

management of prisons remaining in the public sector after implementing negotiated reforms?

3.2 Reducing Recidivism: Education, Training and skill acquisition for inmates through Corrective Services Industries (CSI)

It is well established in a range of studies that to reduce the larger social cost of crime in the community, the ability of prison inmates to acquire additional skills and receive training and education while they are detained can have real impact on reducing rates of recidivism¹⁶.

Corrective Services Industries had a turnover of \$50 million in 2007-08 through its 108 commercial business units within 29 correctional centres, and, as noted by the Department, “continued to support the Department’s business objective of reducing recidivism by providing real work opportunities”. As the Department continued in its most recent annual report:

Research shows that, when inmates combine vocational education and training with real work opportunities linked to a job in the community, the likelihood of offenders returning to a correctional centre decreases significantly.

By world standards, CSI engages a high proportion of inmates in meaningful work programs. In 2007/08, CSI provided employment to about 80 percent of the total available inmate population up from 74 percent in 2005/06. In the UK and US prison industries, only 30 percent and 10 percent of their inmate populations respectively are employed.¹⁷

This high proportion, celebrated by the department, would be higher still if it were not for the poor performance in this area of NSW’s fourth largest prison – the privately run Junee Correctional Facility, as shown in Figure 1.

¹⁶ See, for example, Saylor, W. G. and Gaes, G. G. “Effect of Prison Employment and Vocational/Apprenticeship Training on Long-Term Recidivism”, 1996, *Forum on Corrections Research*, vol:8, Issue:1, pp 12-14; Steurer, S., Smith, L. and Tracy, A., *Three State Recidivism Study*, 2001 Correctional Education Association, <http://www.ceanational.org/PDFs/3StateFinal.pdf>; Porporino, F. J., and Robinson, S, *Can Educating Adult Offenders Counteract Recidivism?*, 1992, Correctional Service of Canada, Ottawa.

¹⁷ Department of Corrective Services, *Annual Report 2007/08*, October 2008, DCS, Sydney, p 22.

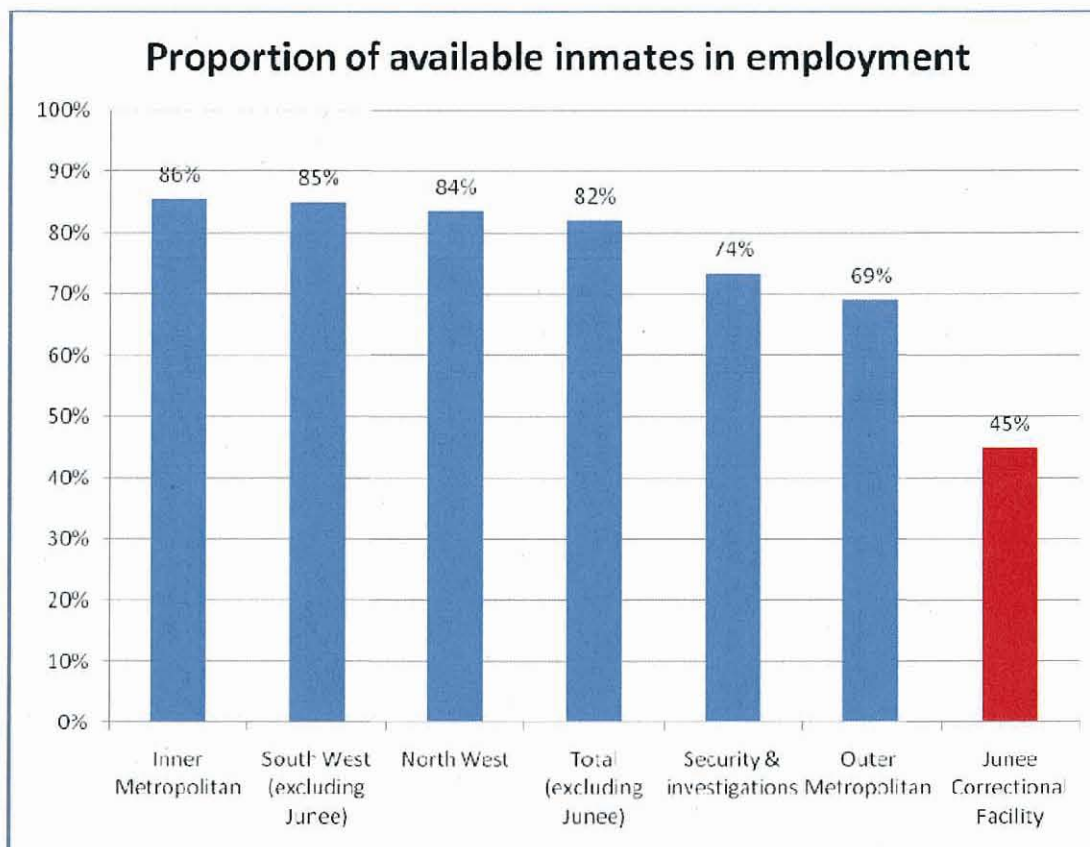


Figure 1: Proportion of inmates in employment, work release or full time study by region as a proportion of total inmate population less "not available for employment"¹⁸, compared with Junee.

In additional, the General Manager reported to the Department on 28 January 2009, out of the nine Commercial Correctional Industries business units which had been commenced, all but two had been discontinued with, apart from the administration, the remaining two business units providing employment to 26 inmates¹⁹ out of the population (in December 2008) of 782 inmates.

¹⁸ Figures derived from table "December 2008 Inmate Employment Status", Correctional Industries Consultative Council of NSW, *Business Papers*, 11 February 2009. Note that those shown as being on work release or full time study represent only a small proportion of the total available for work or study (approximately 5 per cent).

¹⁹ Schedule of Commercial Correctional Industries, Junee Correctional Centre, 28 January 2008, in *Commercial Correctional Industries Consultative Council*, *op cit*.

4. The Way Forward – Prospects for consultation and reform

In 2003 the Department of Corrective Services proposed a new reform package, *The Way Forward*.

Unions NSW understands that *The Way Forward* comprises the following elements:

- Changed procedure for inmate release from and return to cells incorporating a rolling “let-go and lock in”;
- Centralising of rosters for all correctional centres to a Sydney head office;
- Replacement of existing operational agreements (in effect these were agreements between management and employees represented by the Union at each correctional facility on operational matters, required under the award and operating alongside the award) with management plans;
- Closure and refurbishment of a number of centres;
- Engagement of a pool of around 300 casual correctional officers to serve across the Sydney metropolitan correctional centres, to be called upon at first instance when a shift is needed to be covered (rather than it being offered as overtime); and
- Introduction of a new leave policy aimed at reducing absenteeism, covering carer’s leave, family and community services leave, workers compensation and sick leave.

The “market testing” of Parklea and Cessnock correctional centres and “non-core” operations in court security and escort were added to a very recent incarnation of *the Way Forward* dated 18 August 2008²⁰.

From its inception the package involves significant operational changes. Experienced prison officers are on the front line of any decision or change. Given the nature of the work and the wealth of knowledge amongst prison officers, these matters cannot be dealt with in haste and officers need to be able to assess, be properly consulted and provide real input into decisions which affect the way they do their work. Particularly in the case of correctional services, to neglect to do this would compromise the safety of inmates, the community and officers themselves.

As well as operational changes, some elements of the reform programme such as the overhaul of the system of rostering and allocating overtime have led to uncertainty for correctional officers about the potential effect not only on take home income, but as correctional officers are shift-workers, the effect of a centralised system to reasonably accommodate their own individual work-life balance. These concerns are not unfounded, and highlight the need for these measures to be worked through in conjunction with

²⁰ Letter from Ron Woodham, Commissioner, headed “Advice to the Unions”, 18 August 2008.

officers, while still working towards meeting clear objectives, to ensure that eventual arrangements are understood and have the confidence of the workers.

The PSA has worked with the Department of Corrective Services to already implement *The Way Forward* reform for all correctional officers at Kempsey, Dillwynia and Wellington correctional centres. These institutions are covered by a consent award made before Commissioner Richie of the NSW Industrial Relations Commission on 6 November 2007.²¹

After consultation and agreement with commissioned officers, key elements of the *Way Forward* have been incorporated a new Award for the Commissioned Officers Vocational Branch (COVB)²², which included major change such as annualisation of salaries, and payment of overtime only in emergency situations. After negotiation and consultation, the new award received overwhelming approval by ballot of affected members and very high participation in the ballot.

The PSA have indicated their ongoing eagerness to proceed with discussions and work through the implementation of the *the Way Forward* subject to the Department's willingness to participate in genuine consultation.

As noted in a submission from a corrective officer from Parklea:

The Way Forward was put to us as a way of doing our job more efficiently and effectively, some of these ideas were good and some not so good however none that couldn't be "nuttled out". Never was privatisation part of "the Way Forward". In fact, privatisation was used as a threat if The Way Forward was not embraced by us. Over the last 6 years we the officers in the front line have been asking when and where is the Way Forward, to no avail from the Department. There were 3 new Centres opened as Way Forward centres, with an Island Award. Apart from this, the Way Forward seemed to die a quiet death²³.

These sentiments were echoed by another correctional officer:

the unions in fact have on many occasions tried to have dialogue with the Government and Department, but have been unsuccessful due to the mentality of the Commissioner and Government.²⁴

There is no reason whatsoever why the department and the PSA cannot negotiate on the implementation for the *Way Forward* or other reform throughout the remainder of NSW correctional centres, subject to constraints as determined by factors such as the physical layout of certain existing correctional facilities.

²¹ *Crown Employees (Correctional Officers, Department of Corrective Services) Award 2007 for Kempsey, Dillwynia and Wellington Correctional Centres.*

²² *Crown Employees (Commissioned Officers Department of Corrective Services) Interim Award 2003.*

²³ Submission No 25 (name suppressed), *Inquiry into the Privatisation of Prisons and Prison Related Services* 2009.

²⁴ Submission No.22 from Matthew Moore, *Inquiry into the Privatisation of Prisons and Prison Related Services* 2009.

5. Conclusion and Recommendations

Discussions between the POVB and the Department over the implementation of the Way Forward are not complete. Unions NSW is committed to innovation and reform across Australian workplaces. We have a well established process and track record in working with unions and employers in public and private sector areas.

On the basis of the available evidence, Unions NSW makes two recommendations:

- 1. Unions NSW urges the Government to immediately abandon the current proposal to privatise two prisons, court security and escort, and perimeter services.**

We believe that there has not been a strong case made for the privatisation of any NSW jail. The privatisation of prisons is in direct contravention of ALP Policy. The primary argument of the Department is that privatisation is necessary because they are unable to implement reforms. We do not believe that the evidence supports this assertion.

- 2. Unions NSW urges the Premier and relevant Minister/s to immediately intervene with a view to bringing parties to the table to discuss implementation of reform.**

There is no reason whatsoever why the Department and the PSA cannot work together and implement *the Way Forward* throughout all NSW correctional centres. Unions NSW believes that public sector reform should be based on the principles of cooperation and consultation. This principle should be applied to the current round of prison reforms.

DECEMBER 2008 - INMATE EMPLOYMENT

NEW SOUTH WALES, AUSTRALIA

CORRECTIONAL CENTRE	C.S.I. EMPLOYMENT		SERVICES EMPLOYMENT		COMBINED TOTAL		Performance Indicator	Employment Target	UN-EMPLOYED	NON WORKERS	FULL TIME STUDENTS		WORK RELEASE		NOT AVAILABLE FOR EMPLOYMENT		POPULATION	AVERAGE C.S.I. WAGE	AVERAGE SERVICES WAGE
	Profile	Actual	Profile	Actual	Profile	Actual	(NPI Target 65%)	(90% Target)	Actual	Actual	Profile	Actual	Profile	Actual	Actual	Type	Actual	\$ c	\$ c
NORTH WEST																			
Brewarrina			54	25	54	25	100%	46%			1						18		\$34.10
Broken Hill	4	4	85	49	89	53	75%	60%									71	\$30.56	\$23.63
Cessnock	240	216	96	85	336	303	92%	90%	14	4	13						114	\$41.42	\$24.84
Glen Innes	123	111	27	24	150	135	95%	90%	8								142	\$43.57	\$38.41
Grafton	104	96	93	77	197	173	99%	88%	2	2		12	1				74	\$28.78	\$20.15
Ivanhoe			45	48	45	48	100%	100%		36							47		\$93.90
JMCC1	124	123	79	51	203	175	74%	86%	53	6	20	6					27	\$35.10	\$31.61
MNCCC	294	288	95	60	389	348	63%	89%	207	5							40	\$31.47	\$25.50
Oberon	55	54	59	58	114	112	90%	98%	2								127	\$24.46	\$23.02
St Heliers	170	149	88	83	258	232	83%	90%	40	2			12				280	\$35.83	\$28.37
Tamworth	18	21	28	18	46	39	76%	85%	11								38	\$26.02	\$26.74
Wellington	267	291	220	194	487	485	97%	100%	16	1							130	\$26.60	\$25.55
REGION TOTAL	1399	1356	969	772	2368	2128	86%	90%	351	58	34	18	13			422	2987	\$26.98	\$32.99
OUTER METROPOLITAN																			
Berrima	40	39	24	25	64	64	96%	100%	3		11	7					74	\$30.33	\$33.86
Dilwynia	71	53	79	64	150	117	98%	78%	6	12	18	17	10	6	43		198	\$31.47	\$36.27
Emu Plains	81	74	66	49	147	123	74%	84%	45		10	10					179	\$53.20	\$26.98
Parklea	181	148	190	162	371	310	58%	84%	231				8	8	261		810	\$37.20	\$23.66
REGION TOTAL	373	314	359	300	732	614	70%	84%	285	12	39	34	18	14	304		1261	\$38.05	\$30.19
INNER METROPOLITAN																			
LBH1			16	6	16	6	100%	38%									57		\$15.72
MRRC	160	135	145	136	305	271	100%	89%									642	\$31.48	\$23.15
MSPC	248	234	336	279	584	513	85%	88%	115	2	13	9			226		843	\$44.88	\$21.51
Parramatta	97	54	92	57	189	111	56%	59%	97		30	15			118		343	\$28.90	\$15.87
Silverwater Womens	49	46	78	73	127	119	82%	94%	33		2				28		173	\$38.73	\$21.17
Silverwater Mens	100	104			100	104	99%	100%					150	137			243	\$35.68	
REGION TOTAL	654	573	667	551	1321	1124	86%	85%	245	2	45	24	150	137	1071		2570	\$29.95	\$16.24
SECURITY & INVESTIGATIONS																			
Dawn De Loas			37	37	37	37	64%	100%	13								58		\$27.15
Karlong Juvenile Justice			8	8	8	8	83%	100%			29	12			14	SMAP	38		\$16.00
SPC	15	5	33	33	48	38	81%	79%							2		49	\$19.36	\$25.13
REGION TOTAL	15	5	78	78	93	83	74%	89%	13		29	12			16		145	\$9.66	\$22.76
SOUTH WEST																			
Bathurst	185	135	113	104	298	239	76%	80%	89		59	48					169	\$24.54	\$18.83
Cooma	57	55	73	60	130	115	91%	88%	13	2	10	8					137	\$23.50	\$31.24
Goulburn	214	175	93	76	307	251	100%	82%			20	13					288	\$31.51	\$20.84
Junee	77	29	302	221	379	250	45%	66%	371			29					161	\$45.81	\$40.87
Kirkconnell	90	90	79	72	169	162	78%	96%	30	1	30	20					5	\$33.42	\$29.89
Lithgow	154	132	106	89	260	221	85%	85%	39		44	44					4	\$28.37	\$20.18
Mannus	109	77	47	45	156	122	82%	78%	28		4	4					153	\$27.14	\$19.42
REGION TOTAL	886	693	813	667	1699	1360	73%	80%	570	3	167	166			627		2712	\$30.61	\$25.90
TOTAL	3327	2941	2886	2368	6213	5309	80%	85%	1464	75	314	254	181	161	2440		9676	\$27.61	\$26.83

Performance Indicators: The national benchmark for inmate employment is 65% (Performance Indicator is % actual : population - exclusions).
 Employment Target: The actual inmate employment target is 90% of the profile

* Parklea figures include 12 inmates housed in the Compulsory Drug Treatment Centre participating in the drug treatment program.

**SCHEDULE OF COMMERCIAL CORRECTIONAL INDUSTRIES
JUNEE CORRECTIONAL CENTRE**

January 2008

BUSINESS UNIT NAME	NO. OF INMATES	DURATION	ESTIMATED ANNUAL VALUE	COMMISSIONER ENDORSEMENT	CICC CONDITIONS	INDUSTRY IMPACT STATEMENT	
						CURRENT	DUE
Admin	18	Ongoing					
Assembly (Discontinued)		Terminated	N/A	N/A	N/A	N/A	N/A
Bradley (Discontinued)		Terminated	N/A	N/A	N/A	N/A	N/A
Durabuilt	12	Ongoing	\$50 000.00 (under revision)	Yes	Changes TBA	Yes	TBA
Engineering	11	Ongoing	Part of above	Yes	Changes TBA	Yes	TBA
Timber - Aspect (Discontinued)		Terminated	N/A	N/A	N/A	N/A	N/A
Timber - GMH (Discontinued)		Terminated	N/A	N/A	N/A	N/A	N/A
Timber - Pallets (Discontinued)		Terminated	N/A	N/A	N/A	N/A	N/A
Immix - Wire Striping	3	Ongoing	Part of Durabuilt	N/A	Changes TBA	N/A	N/A
Timber - Wine Cellars (Discontinued as of 17 th September, 2008)		Terminated	N/A	Yes	Changes TBA	Yes	N/A
Timber - Wine Racks (Discontinued as of 17 th September, 2008)		Terminated	N/A	Yes	Changes TBA	Yes	N/A

Average Employment for the month of December 2008 and January 2009

Signed: 

Dom Karauria
General Manager
Junee Correctional Centre

Date: 28.01.09