

8.3 COMMERCIALISATION

The philosophy of Correctional Industry operation is predicated upon providing an optimised implementation of three policy objectives i.e. inmate development, Correctional Centre management and commercial or economic performance. Therefore economic performance is but one of the three objectives and this recognition is important to refute any suggestion that Correctional Industry programs in NSW are totally motivated by commercial or economic performance considerations.

The concept of commercialisation represents in practical terms the glue that binds the three fundamental policy objectives. Commercialisation seeks to establish Correctional Industry workplaces in a way which replicates community workplace practice as a basis of ensuring effective inmate program development.

Commercialisation encapsulates programmed working hours; productivity and quality assurance targets and achievements; having a customer focus; maintaining a sound commercial infrastructure; fulfilling occupational health and safety considerations and professional housekeeping. Adoption of an inmate hierarchy of privileges including appropriate application of the inmate wages policy is a further important structural imperative.

Commercialisation in a practical sense is therefore about developing Correctional Industry programs that reflect a positive and productive rapport between staff and inmates and which provide meaningful and sustained activity. This embraces the notions of praise and sanction where necessary. Importantly this facilitates adoption of important contemporary Correctional management concepts including program pathways, case management and the structured day.

CSI commercialisation has provided positive results over recent years. CSI business units now reflect, in large part, the operation of community work places. Further, development of production schedules, application and achievement of production targets and adoption of a customer focus have positively improved program effectiveness.

Corrective Services Industries has been transformed from a chronic economic loss maker to an enterprise providing benchmark Correctional Industry economic performance. CSI will continue to fund an expanding range of overheads, which were traditionally met from Correctional Centre budgets. A long term CSI strategic objective is to become completely self-funding in relation to all direct overheads of operation including that portion of staff salaries which is devoted to achieving the commercial objective.

In embracing commercialisation it is of fundamental importance that CSI operations continue to fulfil a program objective. This objective necessarily impacts severely on the level of economic performance that might otherwise be achieved.

Commercialisation also involves a great deal of attention towards developing a commercial infrastructure that adequately reflects the direct costs of CSI operation and provides a steady improvement in CSI

economic performance. This however will not be at the expense of, or ignore, the fundamental CSI program objective.

A further important element of commercialisation is the progressive introduction of the Pronto Business Management System to provide an adequate and effective commercial infrastructure for the CSI business. The roll out for this system will take place during years 2001 - 2007. As well progressive implementation of this system will enable continuing involvement of inmates in various CSI business processes vitally important as part of the CSI vocational transition process.

It is important that the concept of commercialisation be adopted at all organisational levels within CSI. Further support can be provided by making direct contact with members of the CSI Executive Committee or Corporate Management Group.

Issue date: 2/01