

CSI & Community Businesses

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CSI

Working for THE FUTURE

Corrective Services Industries (CSI) is a division of Corrective Services NSW



Corrective Services Industries – CSI is a Government Business Enterprise and an organisational unit of Corrective Services NSW. CSI facilitates offender participation in work programs as part of a suite of offender programs and services which form an integrated program framework. This framework provides offenders with an obligation to address their offending behaviour and to prepare for release back into the community as part of their resettlement.

CSI and Community Businesses

Offender work programs aim to provide a work readiness capability for offenders to enhance their opportunity to gain and retain employment upon release and to contribute to Corrective Services NSW mission of 'reducing reoffending'.

Offender participation in work programs also plays a fundamental role in facilitating effective correctional centre management, by eliminating the destructive influences of offender idleness.

In addition the programs have an important role in enabling offenders to provide reparation to the community. Whilst offender work programs attract broad community support on occasions, concerns are expressed about the impact of those programs upon community employment. This publication seeks to dispel some common myths and clarify aspects of operation of offender work programs in NSW.

The priority of offender work programs is to enhance the self-sufficiency of the correctional system and to undertake a range of community based projects which do not have an adverse impact upon community employment. The focus of this publication is however upon the operation of CSI commercial business units which operate within most NSW correctional centres. To generate activity for these programs, access is needed to meaningful outlets for the range of CSI products, services and private sector partnership opportunities. It is important to stress that CSI does not have access to mandatory market sources and therefore, as a business enterprise, is required to operate in the market at large.

CSI seeks to pursue an overall business development approach which adopts a sensitive and sensible approach to market endeavours. These endeavours largely pursue an historically based path. This particularly applies to manufacturing and agricultural pursuits although as the range of opportunities in these traditional areas are reduced, greater emphasis is being placed upon broad based service industries which have greater post release relevance for offender employment. The overall diversity of CSI operations reflects the commitment to minimise the impact of offender work activities on any one industry sector.

In achieving the program objectives of correctional industries there are a number of important implications which CSI is required to embrace:

- An operating emphasis upon labour intensity and reduction of capital technology to maximise offender employment positions.
- The provision of work readiness, technical and commercial skill competency development.
- Extensive training and retraining in recognition of the high turnover of offender workers.
- The uniqueness of operating commercial business units within a correctional environment compromises production efficiency. CSI supervising staff

are required to devote a considerable portion of their time to security responsibilities. Also, working within a correctional environment adversely impacts upon the duration of work days including production interruptions to enable legal, professional and visitation programs to take place. Each of the above impact negatively upon both the productive efficiency and commercial potential of correctional industry programs. Nevertheless, CSI has been successful over a number of years in progressively increasing the level of income generated by commercial operations against costs traditionally borne by Corrective Services NSW.

CSI offender work programs form an integral component of contemporary correctional management and of providing the community with confidence that offenders will be released from the correctional system having attained work

readiness skills which improve the opportunity for their successful return to the community.

CSI costing and pricing

The CSI costing and pricing system replicates that utilised within the private sector. CSI costing incorporates the cost of raw materials, direct labour and overheads. The only distinction between CSI costing and that of the private sector is that of a variation in the relative composition of direct labour and overhead charges. All direct costs of operating correctional industry programs are incorporated within the costing model.

CSI remunerates offenders at a rate which is lower than award rates of pay. The particular constraints of operating a business within a correctional environment and the objective of providing offenders with a positive attitude to work and job skills means that the production efficiencies which can be achieved within CSI are not comparable to normal business and this is reflected in the wages paid to offenders.

An independent assessment of the application of the CSI costing and pricing model, together with the impact of various productive inefficiencies is conducted periodically and the results published as a component of the transparency of CSI operations.

CSI has a difficult task of operating within the market at large on a competitive footing. This is reflected by the limited general success of CSI in winning tenders over its diverse business division structure. In the most part, this lack of success arises from the inability of CSI to compete on price with private sector organisations.

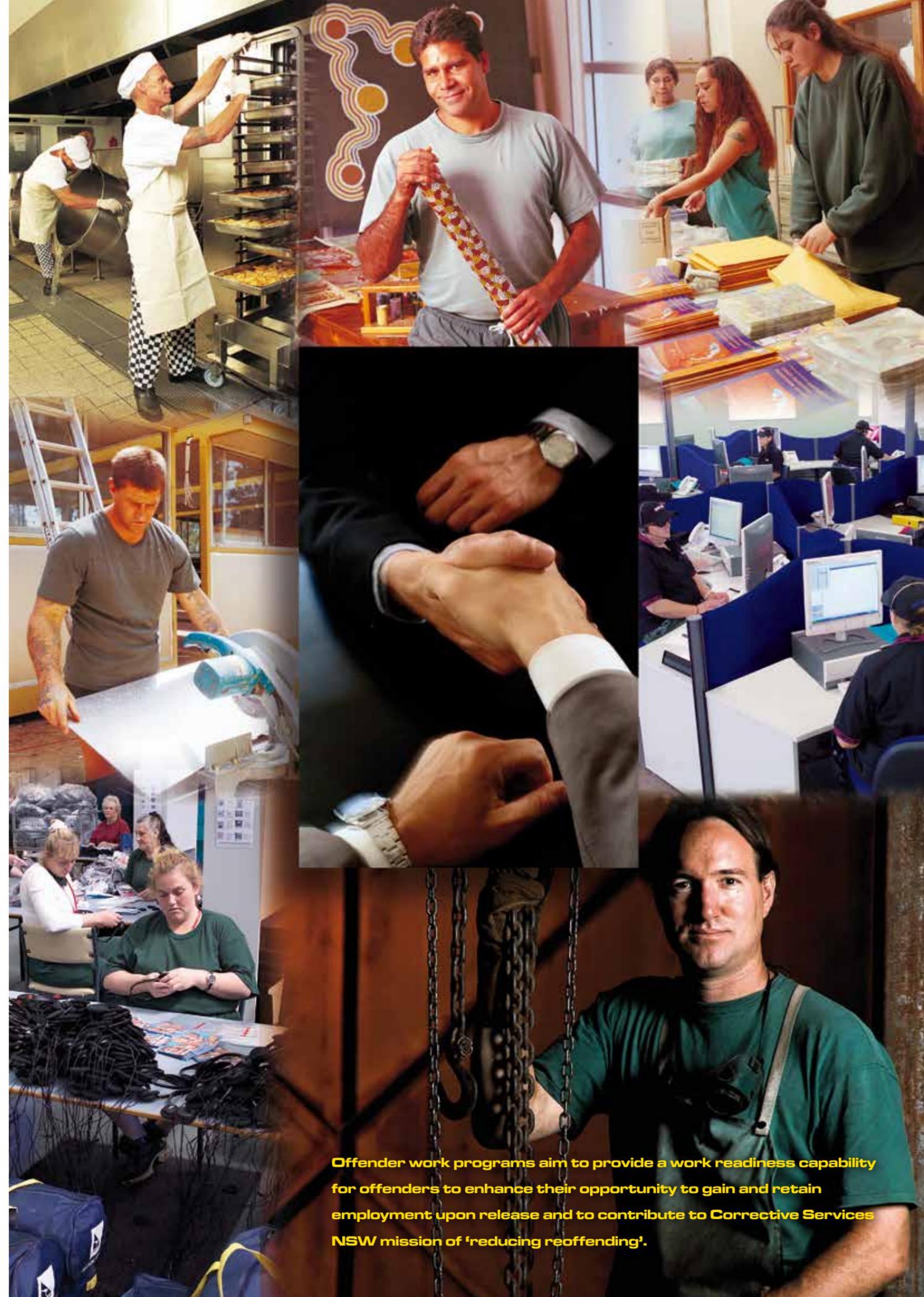
CSI and community businesses

The Executive Director CSI is responsible for developing a positive rapport between CSI and the private sector and is available to discuss and resolve concerns of the community in relation to CSI operations. To provide independent review of CSI operations the Correctional Industries Consultative Council of NSW (CICC) comprising representatives of employers, employees and the community, monitors the development and operation of CSI to ensure that CSI meshes sensibly and sensitively with other businesses.

Where the Executive Director CSI is unable to resolve concerns about CSI operations, the CICC receives representations from individuals or organisations. The Correctional Industries Consultative Council of NSW takes a proactive approach to the resolution of any representations.

The Correctional Industries Consultative Council of NSW is appointed by the Minister for Corrective Services and is required to report to the Minister on both the development and operations of CSI and on the outcome of representations made to the CICC.

For further information contact the Secretary, CICC tel: (02) 4582 2420 or write to: c/- CSI Corporate Office, PO Box 1036 Windsor NSW 2756.



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