

Appendix 1

THE DEPARTMENT'S REPOSE TO THE 2013 RECOMMENDATIONS

Recommendation	Acceptance Level/Response
1. Review orientation processes for both male and female prisoners to ensure that orientation is consistent, comprehensive and effective.	Supported Roebourne Regional Prison will review the current Local Order relating to the orientation process and consider improvements which can be made to ensure that the information provided is consistent, comprehensive and effective.
2. Conclude the audit and remediation of substandard bunk beds at Roebourne Regional Prison without further delay.	Supported In Principle – Subject To Funding The audit of cells has been completed and the beds identified for upgrade to Ligature – Minimisation Standards have been costed. Funding was only available for one site and it was indicated that Bandyup was the priority. The remediation of substandard bunk beds of other sites is dependent on further funding being received.
3. Renovate cells including replacement of warped shutters, cell doors, shelving, noticeboards and linoleum where required, and repaint all surfaces and provide under-bed storage.	Supported – Subject To Funding All window shutters are the newer metal units, there are no wooden window shutters on any cell windows. Opening/closing control of the shutters are being looked at but are difficult to fit as this would necessitate making a hole somewhere in the insect screens. The program to replace all cell doors was commenced in late December 2013 and new doors have been fitted to all cells in unit two. The replacement of older style cupboards and shelving and repairs to linoleum flooring will require additional funding.
4. Install suitable climatic controls to reduce air temperatures and to increase cool air circulation in prisoners' cells at Roebourne Regional Prison.	Not Supported A business case to install air conditioning in cells was developed in 2011 and considered by the Commissioner's Executive Team (CET) in June 2012. CET did not support the proposal and removed the item from the Department's Strategic Asset Plan. In January 2013, the question of climate control across all facilities was identified as an issue by CET, but considered of 'low relative priority' so it has not been considered in the 2013/14 forward estimates period.

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<p>5. Provide other measures to help mitigate the impact of the harsh climate, including provision of air-conditioned indoor spaces for prisoners at work (as appropriate), education and in their units.</p>	<p>Supported In Principle Various options to reduce the impact of harsh climate are continually being explored and will be implemented within available budget resources. Changes to the prison routine for the two main seasonal changes (winter and summer) were explored a number of years ago and it was found that the resultant changes required to rosters, leave periods and services from external agencies did not support such a change.</p>
<p>6. Consider means to revitalise and sustain an effective Aboriginal Visitor Scheme at Roebourne Regional Prison.</p>	<p>Supported It is acknowledged that there have been long absences of AVS at Roebourne Prison, and AVS have made many attempts through local agencies to recruit, to no avail. A concerted effort will occur in the coming months to try and attract potential candidates. A fly-in-fly-out option would be difficult due to budgetary constraints, and it does not meet the original intent of the service which is to have local Aboriginal people to visit with Aboriginal people in the prison to reduce the likelihood of self-harm and/or suicide. This will however be considered further if recruitment strategies are unsuccessful.</p> <p>The protocol that is in place between AVS and Adult Custodial outlines the agreed level of service provision that is required at this facility, as agreed to by both parties. Adherence to agreed protocols and levels of service provision has now been established as a Key Performance Indicator for AVS.</p>
<p>7. Develop a recreation development plan for RRP giving consideration to promotion of fitness and healthy lifestyles involving all prisoner cohorts; training and employment opportunities for prisoners; creating an indoor recreation facility; enhancing in-unit fitness and recreation options; cultural participation and development, including dedicated spaces for art and music; access to the library including electronic resources; and community links.</p>	<p>Supported – Subject To Funding Whilst there is a current and comprehensive Recreation Plan in place within the Prison, it is acknowledged that some of the equipment requires replacement and that a review of existing infrastructure, including the oval, needs to be conducted.</p>

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8. Allow women prisoners to attend religious services.	<p>Supported – Existing Departmental Initiative These services are currently available to female prisoners.</p>
9. Simplify rules and procedures relating to the receipt and use of money by prisoners from outside sources and remove barriers and disincentives for prisoners wishing to save.	<p>Supported The local order has been established with extremely good intention to address significant security risks although it is acknowledged that there have been unintended consequences from the timeframes required for the submitting of the form. The Superintendent will consider those issues outlined above and conduct a further review of the local order.</p>
10. Improve facilities, activities and services for women held at Roebourne Regional Prison, and provide supervised opportunities to associate with male family and friends.	<p>Not Supported In early 2013, the Department made the decision to provide a more focused and cohesive Women’s Service Delivery Model by allocating resources and funding to the Greenough Regional Prison Women’s Precinct to provide enhanced services for female prisoners. Roebourne Regional Prison retains a small short term holding facility for women for the purpose of court hearings and visits, and as such, the service delivery model has been reduced to accommodate this. There are opportunities for integration between male and female prisoners already in place.</p>

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<p>11. A properly resourced women's precinct should be re-established at Roebourne Regional Prison. This should include a full-time Women's Support Officer and a restoration of traditional freedoms of association, movement and participation in recreation, education and training.</p>	<p>Not Supported</p> <p>In early 2013, the Department made the decision to provide a more focused and cohesive Women's Service Delivery Model by allocating resources and funding to the Greenough Regional Prison Women's Precinct that provides enhanced services for female prisoners. Roebourne Regional Prison retains a small short-term holding facility for women for the purpose of court hearings and visits, and as such the service delivery model has been reduced to accommodate this. There are limited opportunities e.g. visits for integration between male and female prisoners.</p> <p>The Women Support Officer position has been withdrawn in line with the reduced service delivery and the FTE subsequently transferred to Greenough Regional Prison in line with the new model. The women's area at Roebourne Regional Prison receives support from both the Peer Support Officer and the Aboriginal Visitor's Scheme (AVS).</p>
<p>12. Expand the health centre and create a decent waiting area for prisoners.</p>	<p>Supported – Subject To Funding</p> <p>At present the Department's Strategic Asset Plan indicates Roebourne Regional Prison's Health Centre is scheduled for replacement in the 2016/17 financial year. Funding has been requested in the forward estimates and subject to this and Departmental priorities this work will remain on this schedule.</p>
<p>13. Increase the provision of general practice at the Roebourne Regional Prison Health Centre.</p>	<p>Supported In Principle</p> <p>Health Services supplies General Practitioner services at Roebourne Regional Prison within its FTE and budget. Previously the prison had utilised local GP services, however this could not be reliably provided and DCS subsequently needed to ensure service delivery. Hence, the prison now utilise the local hospital and the visiting prison GP.</p>

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<p>14. Review the health and mental health screening processes at Roebourne Regional Prison, and if necessary across the State.</p>	<p>Not Supported There is no one validated tool appropriate for generalist screening to identify a myriad of different mental illnesses. A portion of the screening tool currently utilised (AMR 10–12) screens for basic mental and general health, and risk issues. This is supported by a visiting general practitioner and a secondary referral e.g. – morbidity service. Processes are monitored, audited and supported by policies that are regularly reviewed.</p>
<p>15. Develop a health care strategy for Roebourne Regional Prison to guide the development of health care services, inclusive of a particular focus on Aboriginal health, women’s health, screening practices, care practices, team portfolios, in–reach services, mental health care, health promotion and throughcare practices.</p>	<p>Supported In Part The primary care model of health delivery at all DCS sites is inclusive of Aboriginal health requirements. The Department has open ended recruitment programs for Registered Nurses, however, to date there has been no applications received from Aboriginal people to work at Roebourne Prison. Roebourne health staff continue to engage locally with AMS, who have the contract via 'Closing the Gap' funding, to provide assistance to prisoners on release in accessing community health services.</p>
<p>16. Provide mental health care training for nursing staff at Roebourne Regional Prison Health Centre, and mental health first aid training to custodial staff and others working with prisoners.</p>	<p>Supported In Principle The Academy does provide Mental Health First Aid training. There is also an arrangement that a Clinical Nurse Consultant Comorbidity and the Manager Comorbidity are both available during office hours five days a week to support Roebourne nursing staff by phone or teleconference.</p>
<p>17. Establish a dental facility at Roebourne Regional Prison Health Centre.</p>	<p>Not Supported Roebourne currently houses 146 prisoners who utilise local dental services. The construction of a dental clinic at Roebourne Regional Prison is not currently a priority in the Department's asset plan.</p>

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<p>18. Explore engagement of an external provider to allow in-reach drug and alcohol services prior to release, and to permit seamless re-entry services to those with substance misuse disorders transitioning into the community.</p>	<p>Supported In Part – Subject To Funding There is a need to distinguish the difference in required skill sets between the management of acute withdrawals versus those required for AOD counselling. All registered nurses are skilled in recognising and treating withdrawals. In line with community standards prisoners have the right to refuse treatment. Many of the prisoners admitted to Roebourne have binge drinking patterns that do not require medically assisted withdrawal and this is part of the risk assessment made by the admitting nurse. The engagement of an external provider has been attempted with the finding that the local community is not sufficiently resourced to provide any inreach service. However, Prison Counselling Services (PCS) provide crisis counselling and assist prisoners with the adjustment to imprisonment, which may include brief drug and alcohol interventions.</p>
<p>19. Dedicate additional resources for prisoner assessment and report writing.</p>	<p>Supported Under the 2013/4 staffing review process, the need for an additional report writer will be considered in conjunction with the staffing model for the new work camp. This will be considered in line with current FTE requirements and on an identified needs basis.</p>
<p>20. A strategy for increased prisoner engagement in employment, education, training and community work should be developed.</p>	<p>Supported The new town work camp due for completion in early 2014 has afforded Roebourne Regional Prison the opportunity to review and implement holistic principles of skills training and employment opportunities. This will allow prisoners to progress through available constructive skilling opportunities within the Prison in to the new work camp and enhancing services where a void had occurred due to the closure of Millstream work camp and the DECCA training site.</p>
<p>21. Staffing for industry, vocational training and external work should be fully restored, quarantined as far as practical from cross deployment to other duties and adequate relief arrangements established.</p>	<p>Supported The 2013/14 staffing review process is aimed at ensuring that appropriate staffing levels are in place to ensure service delivery is maintained as required. With the establishment, and appropriate staffing of the new work camp this will assist in providing enhanced constructive activity within the prison.</p>

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<p>22. Establish a staffing policy for education and vocational training at Roebourne Regional Prison that acknowledges the special difficulties of maintaining such a service in such an environment, reduces its exposure to vacancy management, has appropriate measures aimed at staff retention and includes an Indigenous recruitment and development component.</p>	<p>Supported</p> <p>The Department acknowledges that at the time of the inspection, two positions (Campus Manager and Prisoner Education Coordinator) were in the midst of a recruitment campaign both of which have been filled since. Currently the only position not filled is the Aboriginal Education Worker (AEW). The AEW position was advertised in 2013 with no suitable applicants. Currently the position is filled casually with a view to training an applicant for the full-time position.</p> <p>In semester one of 2014, an additional Prisoner Education Coordinator position will be advertised to assume the training coordination at the new town work camp. There are numerous measures in place to ensure staff retention at Roebourne and it should also be noted that there are government wide recruitment policy and guidelines that need to be adhered to.</p> <p>The Department recognises the difficulty in recruiting and retaining staff in the Pilbara region and will establish a Staff Retention Recruitment Policy which is Pilbara specific. This will be linked directly to the establishment of the new work camp.</p>
<p>23. Restore employment services to prisoners at Roebourne Regional Prison.</p>	<p>Supported</p> <p>The substantive Employment Coordinator at Roebourne Regional Prison is on Worker's Compensation and another officer has been employed on a full time basis acting in the position since November 2013. With the commissioning of the new work camp, the Employment Coordinator will operate from the new building and perform a role as part of an integrated offender education, training and employment plan. The oversight of the position from Perth is not problematic from any other areas of the service and in conjunction with prison management strategies will be devised to manage the situation which includes the function and position.</p>

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<p>24. The reasons for poor recidivism outcomes at Roebourne Regional Prison should be reviewed, with input from relevant stakeholders. A rehabilitation strategy for Roebourne Regional Prison should be developed.</p>	<p>Supported</p> <p>The Department will look to replicate the work currently being undertaken at Greenough Regional Prison and West Kimberley Regional Prison in relation to the Integrated Offender Management, once the new work camp has been commissioned. This will provide the opportunity to review and enhance service delivery with a view to seamless sentence.</p>
<p>25. DCS should develop a stronger negotiating stance with GROH to make savings within the rental budget.</p>	<p>Supported In Principle</p> <p>The Department is a party and bound to the Department of Corrective Services Prison Officers' Enterprise Agreement 2013 which sets out a regional incentive allowance that requires the Department to provide Government Regional Officer Housing for this Prison which is rent free. Therefore, the Department needs whatever housing stock is available from the Department of Housing for employees covered by this Agreement.</p> <p>For this reason negotiations to obtain savings in the rental budget would be difficult to achieve from a supply vs demand perspective because the Roebourne Prison must be staffed. However, there is the potential for the Department to consider alternative service providers and/or to promote the Home Ownership Subsidy Scheme amongst staff.</p>
<p>26. Develop a Pilbara Custodial Plan in consultation with relevant community organisations and stakeholders. As part of this plan, give consideration to establishing a new facility in the Port Hedland region, constructing a replacement prison at Roebourne and an appropriate facility for women.</p>	<p>Supported In Principle</p> <p>The Department is currently considering options associated with longer term custodial planning across the State in the context of infrastructure, transport and rehabilitation.</p>

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<p>27. Implement effective HR strategies to reduce bullying, improve performance, minimise vacancies and manage absences.</p>	<p>Supported In Principle</p> <p>The DCS is aware of allegations of Bullying in the Workplace at RRP. DCS has policies, procedures and systems in place to address any allegations of inappropriate behaviour in the workplace. The grievance process is available to all staff who may wish to raise an allegation of bullying in the workplace. Some of the allegations at RRP have been addressed through this process. Training is conducted in grievance management and bullying in the workplace for all new prison officers, as part of their Entry Level training. Additionally, training was conducted for the management team at RRP in September 2013, due to knowledge of allegations of workplace bullying at that site. Ideally, the anti-bullying training would be extended to all staff at RRP (public servants and Prison Officers).</p> <p>Performance Appraisal: In 2013, 78% of staff in DCS had a current Performance Appraisal agreement in place. At Roebourne Regional Prison the compliance was at 70% for 2013. Significant improvements have been made for the 2014 Performance Appraisal and Development process for Prison Officers, and it is anticipated that this will gradually have a positive impact on the attitude of employees towards the Performance Appraisal and Development System in the custodial setting. Additionally, Performance Appraisal and Development training is conducted regularly for managers by the Training Academy.</p> <p>Vacancy management: Prisons Officer vacancies are managed as part of a strategic planned approach between workforce planning, recruitment and the Training Academy. However, vacancy management of the Vocational Support Officers and public servants is coordinated locally at the prison level. Recruitment and selection procedures and tools are available on the intranet to assist the prisons in this area. Additionally, training in recruitment and selection is provided as part of the professional development calendar of training for DCS employees. It has been proposed that recruitment and selection</p> <p style="text-align: right;"><i>continued over</i></p>

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	<p>training program be provided on site at all prisons to address vacancy management. This has yet to be implemented.</p> <p>Absence management: In 2012/2013, the department and the WAPOU worked together to develop a Guideline specifically to address the issue of managing absences of Prison Officers. Strategies were developed and implemented in this regard, including training conducted at RRP in this area. The new 2013 Enterprise Agreement for Prison Officers further strengthens controls in the area of management of absences, and currently the HR Policy branch in DCS is finalising new strategies to implement these changes early in 2014.</p>
<p>28. Consider capital works investments to reduce the long term costs of utilities.</p>	<p>Supported – Subject To Funding</p> <p>The Department consciously promotes sustainability where possible and would consider initiatives to reduce the longer term costs of utilities, dependent on funding being available for capital works investments.</p> <p>The issue of poor insulation has not been formerly raised with Infrastructure Services and no assessment has been made as to the accuracy of this statement within the report.</p>
<p>29. Consider additional staff resources for security and prosecutions.</p>	<p>Supported</p> <p>In line with the 2010 staffing review, the 2013/14 staffing review will consider the allocation of resources in line with benchmarks established through the 2010 process. Where the prison demonstrates through these that there are particular changes in circumstances that warrant additional resources this will be fully considered.</p>

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30. Develop and implement strategies for the safe removal of prisoners from upper bunks and from razor wire.	<p>Supported In Principle</p> <p>It is recognised that there is a need to further enhance the 'at height razor wire retrieval' process, particularly for regional prisons of which five contain razor wire at height. A meeting occurred on the 20th December 2013 with senior members of Department of Fire and Emergency Services (DFES), where the 'at height' razor wire retrieval issue was discussed with agreement that site by site workshops will occur between DCS and DFES to explore workable and sustainable procedures.</p> <p>In addition ACCO Notice 18/2013 was issued requiring prisons to ensure that clear signage warning of the danger of razor wires are clearly displayed at a reasonable distance on approach to the razor wire.</p> <p>Upper Bunk Beds: As stated in 'Identification of existing controls' there is existing process for determining suitability for upper bunk occupancy, however there is no defined process that addresses the actual removal of a prisoner from the top bunk should it be required. A cell extraction process may need to be explored/developed for non-compliant prisoners on the top bunk and further investigation into the use of harness type equipment.</p>
