

Response to the Announced Inspection:

2025 Inspection of Wandoo Rehabilitation Prison

October 2025



Response Overview

On 19 May 2025, the Office of the Inspector of Custodial Services (OICS) announced the Inspection Wandoo Rehabilitation Prison (Wandoo), which took place from 20 – 25 July 2025.

To assist with the Inspection, the Department of Justice (the Department) provided a range of documentation as well as access to systems, custodial facilities, staff, and prisoners.

On 3 October 2025, the Department received the draft report which raised 10 recommendations for review and comment.

Of the 10 recommendations:

- Four are supported;
- One is supported in principle; and
- Five are supported and considered current practice / project.

Detailed responses to the recommendations can be found below.

Response to Recommendations

1 Implement recommendations from the cultural review into Wandoo Rehabilitation Prison and, where appropriate, share relevant key findings with staff.

Level of Acceptance: Supported
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

Corrective Services has considered the findings of the 2022 Wandoo Cultural Review and where appropriate, has taken action to address the issues raised and implement relevant recommendations. This includes through:

- the delivery of Integrity and Ethics awareness training;
- training facilitated by the Equal Opportunity Commission pertaining to bullying and harassment;
- the return of the substantive Superintendent to provide stability and consistency in leadership;
- the delivery of training on how to report bullying and harassment delivered by Employee Welfare;
- ongoing messaging from the Director General – encouraging employees to report instances of suspected misconduct;
- development of a new Performance Planning and Development system to ensure Managers are providing staff feedback on their performance and to ensure Managers with supervisory responsibilities are provided performance management training; and
- reinforcement of public sector standards with regards to filling vacancies and oversight of higher duties allowances through the newly formed Executive Director position.

Given the sensitive nature of the review and in order to protect the confidentiality of those who contributed feedback, Corrective Services will provide staff a high-level overview of the recommendations, the action the Department has taken and any planned action to address issues identified through the report.

2 Deliver therapeutic community training for Wandoo custodial staff.

Level of Acceptance: Supported – Current Practice / Project
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

Numerous training opportunities are available which provide staff with information on modified therapeutic communities (MTC) values and trauma informed practices.

These include Working with Female Offenders, Cultural Capability, Mental Health Awareness and Suicide Prevention Strategies. In addition, MTC information is also regularly shared to staff through town hall meetings delivered by the Superintendent and staff training days.

Information sessions are facilitated by the Principal Clinical Manager in conjunction with Cyrenian House staff to staff members on the program. These sessions cover a variety of topics related to the clinical components of the program, serves as a Q&A session for staff, and provides details to staff on how the program is effectively maintained within a custodial setting.

The sessions provide custodial staff with a better understanding of the therapeutic community (TC) model and how custodial management practices, such as the imposition of sanctions and loss of privileges for adverse behaviours can be enforced in conjunction with therapeutic response mechanisms to form a complimentary and coordinated system to manage unhelpful behaviours.

A further initiative established in February 2025 to increase staff awareness and knowledge of therapeutic communities (TCs) is the commencement of staff visits to other community-based TCs. These visits provide participating Wandoo staff with valuable experience and insight into understanding how TCs operate, and how they may better manage the women at Wandoo as a modified TC within a custodial setting.

As at October 2025, a total of 28 Wandoo prison officers have participated in community TC visits including Munda Mia TC, Rick Hammersley Centre TC, and Serenity Lodge TC.

3 Re-establish a Community Reference Group.

Level of Acceptance: Supported
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

Corrective Services acknowledges there is no active Community Reference Group at Wandoo and the Superintendent is working towards re-establishing this.

4 Develop a dedicated pathway for continuity of alcohol and other drug recovery maintenance in the community for Wandoo graduates.

Level of Acceptance: Supported – Current Practice / Project
Responsible Division: Corrective Services
Responsible Directorate: Offender Services

Response:

In 2022, pre-release recovery maintenance services were introduced for Wandoo MTC graduates as a service agreement variation to offset low participant numbers. Wandoo graduates are eligible for post release maintenance services via the Allied Drug and Alcohol Programs and Treatment (ADAPT) program, also delivered by Cyrenian House, under the Women's Metropolitan Alcohol and Other Drug (AOD) Rehabilitation (DCS063-2016H) Service Agreement.

Further, Corrective Services recently expanded the scope of the Corrective Services Commissioning Project to include AOD MTCs at Wandoo and the Mallee Rehabilitation Centre within Casuarina Prison. The provision of throughcare services

will be considered as part of this project to ensure ongoing pre-and post-release support for MTC graduates in their recovery journeys.

To allow sufficient time for the commissioning project to occur, Corrective Services is negotiating with Cyrenian House to extend the current service agreement to 30 June 2027.

5 Conduct a formal evaluation of the service agreement between Cyrenian House and the Department of Justice.

Level of Acceptance: Supported
Responsible Division: Corrective Services
Responsible Directorate: Offender Services

Response:

The Service Agreement with Cyrenian house has been reviewed and varied on several occasions (in 2020, 2022 and 2024) in response to changing requirements, with a variation currently underway to adjust the criteria for the Abridged Relapse Prevention Program.

A further review of the performance, effectiveness and value of the existing AOD service agreements will be undertaken through commissioning in accordance with the State Commissioning Strategy.

6 Ensure there is full staffing of all positions within the health services team.

Level of Acceptance: Supported – Current Practice / Project
Responsible Division: Corrective Services
Responsible Directorate: Offender Services

Response:

All health services positions at Wandoo are substantively filled. While staffing levels may be temporarily impacted by leave or other forms of absence, Corrective Services considers the current Full Time Equivalent (FTE) for health services to be adequate, noting the current population.

Medical services have been strengthened, with increased access to a doctor to support the health and wellbeing of women residing in Wandoo.

7 Implement a maintenance program targeting ventilation systems, ceiling fans, and shower areas across all units.

Level of Acceptance: Supported
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

The Department is in the process of engaging an external contractor to undertake maintenance of the ceiling fans within the Jeelia, Hotham, and Gascoyne units.

The Department has engaged contractors to address the issues identified with the mechanical ventilation system. These works are ongoing.

In the meantime, Wandoo continues to undertake cleaning of shower areas to improve conditions.

8 Create a life skills officer position at Wandoo.

Level of Acceptance: Supported in Principle
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

A Life Skills Officer has been included in Wandoo's Staffing Level Agreement established under the Safer Custody Staffing Review. Whilst the establishment of this role is supported, implementation of the position remains subject to the new SLA's.

9 Undertake an independent review of the alleged fire hazard in Eyre Unit and implement any resulting recommendations.

Level of Acceptance: Supported – Current Practice / Project
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

A work health and safety investigation inclusive of a risk assessment pertaining to the Eyre Unit was conducted in 2022 by work health and safety representatives. The risk assessment assessed the layout of Eyre Unit to determine the level of risk due to a lack of fire exit doors.

This risk assessment noted the unit was compliant with fire safety standards in place at the time the unit was constructed and noted there are adequate controls in place to mitigate the risk to prisoners and responding staff as a result of the fire exit door.

In addition, advice was also sought from the Department's Infrastructure and Environment Services team who confirmed that the Eyre unit is compliant and fit for purpose in its current state. Within the Department, the Infrastructure and Environment Services are independent of Corrective Services and are relied upon for advice.

10 Review the Senior Officer Security roles and consider adjustments that increase their appeal and encourage staff to express interest in filling one or both positions.

Level of Acceptance: Supported – Current Practice / Project
Responsible Division: Corrective Services
Responsible Directorate: Adult Women's Prisons

Response:

Corrective Services has reviewed the Senior Officer Security roles at Wandoo and has considered adjustments, particularly surrounding shift lengths for these positions, and

has determined that the current 10-hour shift patterns are considered adequate and appropriate for the operational needs of the facility at this time.