

# Appendix 1

## THE DEPARTMENT'S RESPONSE TO THE 2015 RECOMMENDATIONS

Recommendation	Acceptance Level/Response
<p>1. Wooroloo should sustain its cultural change process. As part of this, it should:</p> <ul style="list-style-type: none"><li>• improve senior management communications with staff</li><li>• aim to have at least two senior officers with recent and relevant supervisory experience involved in the performance appraisal and development process for each prison officer</li></ul>	<p><b>Supported in Part</b></p> <p><b>Response:</b> The Department has a focus on embedding a culture of leadership at all levels. The cultural change process at Wooroloo will be sustained to completion to continue positive results already achieved.</p> <p>The Department's performance appraisal and development process provides the opportunity for the assessor to gather evidence of an employee's performance from other staff, including Senior Officers.</p> <p><b>Action Required:</b> No further action required.</p>
<p>2. Wooroloo and the Department should work proactively together to reduce the high workers' compensation claims at Wooroloo.</p>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> The Department has established a project to address the workers' compensation climate across the organisation; to enhance injury prevention frameworks and reduce volume of time lost by injured staff. In light of the Departmental guidelines, Wooroloo is already proactive at reducing the instances of workers' compensation.</p> <p><b>Action Required:</b> No further action required.</p>
<p>3. The Department should ensure that the assessments of prisoners for external activities are conducted quickly and the process complements the operations and philosophy of Wooroloo as a re-entry prison.</p>	<p><b>Supported</b></p> <p><b>Response:</b> A review of the section 95 processes to ensure consistency of process and appropriate management of risk has commenced. This streamlined risk mitigation process will reduce the time for approval taken and continue to be aligned to the Department's objectives and the philosophy of rehabilitation and reintegration.</p> <p>An updated approach is being established to streamline the assessment process and complement the operations and mission, vision and values of the Department.</p> <p><b>Action Required:</b> No further action required.</p>

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<p>4. The Department should restore and improve prisoners' access to education and training at Wooroloo.</p>	<p><b>Supported in Principle</b></p> <p><b>Response:</b> The Department recognises the importance of education within the prison environment and has introduced measures to increase the flexibility of service delivery, including:</p> <ul style="list-style-type: none"> <li>• the delivery of education programs are in line with community models;</li> <li>• the use of self-paced learning packages, which have been rolled out to all prisoners;</li> <li>• the facilitation of Certificate IV of Training and Assessment qualification for 12 Vocational Support Officers; and</li> <li>• traineeships within the prison workshops that continue to be delivered.</li> </ul> <p><b>Action Required:</b> No further action required.</p>
<p>5. Wooroloo should facilitate and promote the use of e-visit technology for prisoners.</p>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> The use of audio visual technologies to facilitate communication at all prison sites is part of the Department's Strategic Plan.</p> <p>A pilot utilising the Department's existing network cables to support an independent internet connection is about to commence at Bunbury. Options will be considered further to an evaluation of the pilot.</p> <p><b>Action Required:</b> No further action required.</p>
<p>6. Wooroloo should create and support a representative forum, separate from the peer support team, through which prisoners and prison management can communicate with each other.</p>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> The introduction of prisoner consultative committees across all facilities is part of the Department's approach to offender management.</p> <p><b>Action Required:</b> No further action required.</p>

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<p>7. Wooroloo should investigate the reasons for the low percentage of Aboriginal prisoners at high gratuity levels, then take action to improve their access to these positions.</p>	<p><b>Supported</b></p> <p><b>Response:</b> Prisoners receive gratuities for participation in constructive activity at a rate commensurate with the skills and diligence required to perform that activity. The current assessment assesses the prisoner's skill level, and this has had an unintended consequence of precluding Aboriginal prisoners across the prison estate from receiving high gratuities level. A substantive equality and diversity impact assessment will be undertaken during 2016. Any areas identified as having adverse impact will be rectified and subject to ongoing monitoring through the Integrated and Individualised Offender Management approach.</p> <p><b>Action Required:</b> Undertake substantive equality and diversity assessment of the prisoner gratuity system.</p>
<p>8. The Department should increase the on-site presence of AVS.</p>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> A review of the Aboriginal Visitor Scheme (AVS) has commenced.</p> <p><b>Action Required:</b> No further action required.</p>
<p>9. Lift the standards of the Wooroloo canteen by introducing:</p> <ul style="list-style-type: none"> <li>• better controls over stocks</li> <li>• a formal mechanism to consult prisoners about stock selection</li> <li>• a notional budget and a traffic-light purchasing system for distribution of food for self-care prisoners</li> </ul>	<p><b>Supported in Part</b></p> <p><b>Response:</b> The Department has initiated measures at Wooroloo for stock control.</p> <p>The Wooroloo canteen is limited in its operations due to the size, layout and storage capacity and would not sustain an increase in stock selection or a traffic-light purchasing system.</p> <p><b>Action Required:</b> No further action required.</p>

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<p>10. Improve recreation options for prisoners inside the prison, by:</p> <ul style="list-style-type: none"> <li>• filling all three recreation officer positions</li> <li>• increasing library opening hours</li> <li>• making use of the renovated recreation hall</li> </ul>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> Wooroloo has three recreation officer positions, all of which have substantive occupants. Short term vacancies are filled in accordance with the Departmental vacancies management policy.</p> <p>To improve recreation options for all prisoners, external activities have temporarily ceased at Wooroloo. This has enabled an increase in library opening hours and the renovated recreation hall is being utilised for supervised passive recreation activities and being reviewed for program participation.</p> <p><b>Action Required:</b> No further action required.</p>
<p>11. In line with Boronia, Pardelup and Wandoo minimum-security facilities, the Department should allow Wooroloo to conduct its own individual risk assessments for medical escorts.</p>	<p><b>Supported – Existing Departmental Initiative</b></p> <p><b>Response:</b> The Department's mission and vision is to achieve a safer community by focusing on security, safety and rehabilitation. Consistent with Departmental procedures and directives, Wooroloo conducts its own individual risk assessments for medical escorts on a case by case basis.</p> <p><b>Action Required:</b> No further action required.</p>
<p>12. Wooroloo should revise the Drug Management Strategy to focus more on support and rehabilitation, including incentives for prisoners who address drug-taking behaviour.</p>	<p><b>Supported</b></p> <p><b>Response:</b> The drug management strategy for the Department will be part of a comprehensive review of offender programs and interventions. It will form part of the Integrated and Individualised Offender Management (IIOM) approach, which will require individual offender needs to be appropriately identified and services directed to those needs. Principles for IIOM are built on respect, decency, responsibility and rehabilitation.</p> <p><b>Action Required:</b> Review the drug management strategy in line with IIOM philosophy and interventions framework.</p>

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13. Ensure the control room is secured and staffed at all times.	<p><b>Supported</b></p> <p><b>Response:</b> Wooroloo management have conducted a comprehensive review of control room staffing and work practices, taking into account the observations of this report and other benchmarks of good practice. All necessary changes identified to improve processes and practices have been made.</p> <p><b>Action Required:</b> No further action required as all issues identified in the report have been addressed.</p>

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