



OFFICE OF THE INSPECTOR  
OF CUSTODIAL SERVICES

2019 INSPECTION OF  
ROEBOURNE REGIONAL PRISON

128

MARCH 2020

*Independent oversight  
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accountable public sector*

## 2019 Inspection of Roebourne Regional Prison

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# Inspector's Overview

## SIGNS OF IMPROVEMENT WERE EVIDENT IN ROEBOURNE

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Our overall observation following this inspection was that Roebourne Regional Prison (Roebourne) was showing noticeable signs of improvement in many aspects of its operations. Much of the credit for this improvement seems to rest with having a stable management team who engage positively with staff and prisoners. That said, credit must also go to the staff who appeared to have a positive attitude and a willingness to embrace change and opportunities for improvement.

The prison appeared to be settled and the prisoners mostly said they were happy at Roebourne.

We saw a number of improvements in the infrastructure with significant refurbishment work completed in the accommodation units for men, the conversion of the dining hall into an indoor recreation facility and other areas throughout the prison.

There have been several security improvements which have contributed to a greater sense of safety for the staff and prisoners. We observed better dynamic security and engagement between staff and prisoners.

The Town Workcamp is operating close to full capacity and this offers considerable rehabilitation benefits for the men who are placed there and incentive to those aspiring to get there. Our report highlights some of the impressive community projects undertaken by the work camp prisoners. During the inspection, we heard considerable support from the local community for this work to continue and even expand. Perhaps one day Roebourne could be the first work camp to offer placements to female prisoners.

Our report identifies several aspects of the prison's operations and infrastructure that could be improved and the Department has responded positively to the majority of our findings and recommendations. For example, we identified a lack of hygienic facilities for the men to eat their meals in their units. The Department advised that since our inspection work had commenced to address this issue with day rooms having been refurbished and other work commenced to create under cover seating areas. We were encouraged by this and will monitor this work as it progresses.

One disappointing response was to our recommendation around providing effective heat mitigation for the accommodation in the men's units. It is an identified health and welfare risk that arises once the prisoners are locked down that we feel ought to be effectively mitigated. We have made this recommendation in various reports over many years and while we recognise that there are infrastructure constraints, a solution is needed.

Employment and education are two essential elements of an effective prison operation. We identified opportunities for improvement in employment for both men and women in Roebourne. The Department's response identified several initiatives being undertaken to create more employment opportunities within the prison. We were also advised that there is a review currently underway into prison education, employment and transition services with a view to better meeting the needs of prisoners and improving employability

## SIGNS OF IMPROVEMENT WERE EVIDENT IN ROEBOURNE

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with links to industry. These steps are welcomed and we will monitor the impact of these initiatives for the prisoners in Roebourne and in other facilities.

Our inspection identified several areas where there was potential for improvement and to build on past success. Many of these areas fall within the remit of an Assistant Superintendent Offender Services, so it was disappointing that our recommendation to create such a position was not currently supported.

It was quite remarkable in many respects that both staff and prisoners appeared happy and stable in Roebourne. Limitations we found in the ageing infrastructure appear to have been tolerated because of a positive culture and good engagement between the leadership and staff and between staff and prisoners.

Roebourne is making strong progress and we are hopeful that the gains achieved and identified in this report can be maintained and improved on over the coming years.

### ACKNOWLEDGMENTS

I would like to acknowledge the cooperation and support we received throughout this inspection from the Superintendent and staff at Roebourne and from key personnel within the Department.

I would also like to thank each of the members of our inspection team and our independent expert for their significant contribution to this inspection. I would particularly like to acknowledge the contribution of Cliff Holdom for his hard work in planning the inspection and as principal drafter of this report.

**Eamon Ryan**  
**Inspector**

3 March 2020

## SUMMARY OF FINDINGS

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### 1 INTRODUCTION

The team that inspected Roebourne Regional Prison (Roebourne) on 19–23 May 2019 was struck by the positive attitude of staff and prisoners alike, and we found a general improvement in conditions and some services. However, there were still identified deficiencies in infrastructure at Roebourne and in some areas of service provision.

### 2 ENABLERS

A new leadership team was in place which led by example and was well regarded, although the administration was unreasonably stretched, and would benefit from the establishment of an Assistant Superintendent Offender Services' position.

A new roster had just been implemented. Constraints on women and Vocational and Support Officers undertaking certain roles were discriminatory. Reports of staff conflict and bullying have reduced but vigilance was still required. Training was much improved but more was still needed in certain 'soft skills'.

There were opportunities for investment and planning to reduce expenses through sustainability initiatives.

### 3 SECURITY

The internal perimeter fence had been upgraded. Despite some upgrades, the gatehouse was still cramped and lacked screening equipment. The security office had also been configured and equipped as an incident control facility

Improved relations with prisoners had strengthened security, procedures in the gatehouse had improved, and communication between staff and the security team was more effective. The prison was up to date on Section 69 prosecutions, but could not get Section 70 charges heard. Roebourne has demonstrated sound emergency preparedness.

### 4 EARLY DAYS

We found that prisoner reception was efficient and welcoming and that property was well managed. But poor reception infrastructure created unnecessary risks: the sallyport cage was too small for the largest escort vehicle; the holding rooms lacked CCTV monitoring, duress buttons, or cell call systems; and the office layout was not conducive to staff safety or confidentiality. There was no record of notifications to next-of-kin for newly received or transferred prisoners. Fewer prisoners were coming late on weekdays from courts or police, but more were coming in on weekends.

Prisoner orientation had significantly improved, but there were still opportunities for improvement. We found that the system of special spends was unfair for some prisoners, and it was very unusual that prisoners had to find their own bed in a crowded facility. Other elements of orientation such as the HIP HOP health program and an educational assessment often came many weeks after reception. Welfare arrangements for new remandees and prisoners were weak, requiring more attention from unit staff.

## SUMMARY OF FINDINGS

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### 5 PRISON LIFE

Roebourne prison was crowded and at one point 10 or more men and women were sleeping on mattresses placed on the floor. Refurbishment of most cells and ablutions was largely complete but more refurbishment was needed in the women's and maximum-security yards. Prisoner hygiene was compromised due to the lack of decent eating areas in men's units and the presence of droppings in yards from corellas and galahs. Prisoners were still at risk from heat in their accommodation.

The prison laundry worked well, but equipment was ageing. Women were not happy with the clothing supplied, including the colour of shirts supplied and unsuitable underwear. Some prisoners had issues with mattresses, pillows and blankets. Food provision was well managed and prisoners were more satisfied than before, but nutritional assessment had not been undertaken for many years.

The visits centre was nicely presented, but it was still too small. The prison was poised to allow remandee visits on a seven day per week basis. Visits were well supervised, but security was always evident. There were too few phones in units for prisoners, no privacy when using the phone and calls to mobiles were too expensive. Roebourne still had no Skype video calls available.

### 6 ACTIVITIES, EDUCATION, WORK AND TRAINING

Recreation was the heart of prison life at Roebourne. Recreation infrastructure had improved with the dining room converted into an indoor recreation centre and construction of an outdoor fitness gym. But only limited numbers could access the oval and indoor recreation centre and it was further restricted by short staffing. The library was less accessible than before, and the collection was too limited. Unit based recreation was also quite limited, though recreation for women had some excellent elements.

A third of prisoners were unemployed and many more were under-employed. Adult basic education was not consistently available, but training went well when not compromised by deficiencies in prison officer staffing. Women had even less access to basic education and training. However, the work camp was quite well served in education and training.

### 7 HEALTH AND SUPPORT SERVICES

The health service was running steadily and the service appreciated by prisoners, but the health centre was still cramped with an outdoor cage used as a waiting room. Access to emergency dental care was good, but not to restorative dental treatment. Mental health services had increased, but relied entirely on in-reach from the public health service. Prisoner counselling and peer support services were strong. Chaplaincy was active, providing a weekly meeting and support to prisoners.



## SUMMARY OF FINDINGS

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### 8 REHABILITATION AND RE-ENTRY

Assessments were well-managed and closely-monitored. While case management was up-to-date, the system offered limited value. Resources for program delivery had increased, but gaps remained, although a good range of voluntary programs and workshops was offered. Good re-entry services were undermined at the time of our inspection by the vacancy in the Transitional Manager position.

### 9 DEMOGRAPHIC FOCUS

Staffing arrangements for care of women had improved. Women enjoyed recreation, and appreciated supervised contact with men. But women's education and employment were unduly restricted, and there was no access to offender programs for women.

Aboriginal culture and expression was a key focus at Roebourne. While equity in employment was a priority for the prison, there was still room for improvement. In-prison supports were effective, but the Aboriginal Visitors Scheme was still missing. Aboriginal prisoners were still not impressed at the level of cultural respect shown by staff, but there had been improvements.

### 10 TOWN WORK CAMP

The work camp was full at last, and was making a fine contribution to the community and the environment. Work experience and training gained in the camp was improving resettlement prospects for prisoners. They also had access to external recreation and in-prison services.

## RECOMMENDATIONS

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### RECOMMENDATION 1

Establish the position of Assistant Superintendent Offender Services.

### RECOMMENDATION 2

Improve drug detection capabilities at Roebourne Regional Prison.

### RECOMMENDATION 3

Address identified infrastructure deficiencies in reception.

### RECOMMENDATION 4

Further improve the induction, orientation and welfare support for new prisoners.

### RECOMMENDATION 5

Refurbish the maximum-security yard and day room, and the cells in the women's and maximum-security yards.

### RECOMMENDATION 6

Provide decent and hygienic conditions for eating meals in the units.

### RECOMMENDATION 7

Implement effective climate control in all residential cells.

### RECOMMENDATION 8

Expand visits and communication services at Roebourne, including Skype for social and official visits.

### RECOMMENDATION 9

Prisoner employment at Roebourne should be maintained and expanded, and configured to provide equitable opportunities for Aboriginal prisoners and women.

### RECOMMENDATION 10

Ensure consistent and adequate delivery of adult basic education, further education and training to men and women at Roebourne Regional Prison.

### RECOMMENDATION 11

Re-establish a mental health/addictions nursing position at Roebourne Regional Prison.

### RECOMMENDATION 12

Enhance the cultural effectiveness of Roebourne Regional prison by attracting local Aboriginal staff, developing the cultural competence of all staff, and further engaging local Aboriginal elders and service providers.

## FACT PAGE

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### NAME OF FACILITY

Roebourne Regional Prison (Roebourne)

### PRISON ROLE

Roebourne is the receival facility for people sentenced, remanded or returned to prison in the Pilbara region. It only holds medium- and minimum-security male and female prisoners, and maximum-security prisoners on a short-term basis. Seventy-nine per cent of people held at Roebourne identified as Aboriginal.

### LOCATION

The prison is located five kilometres from Roebourne town which is 1,572 kilometres north of Perth by road. The traditional owners of the land where it is located are the Ngarluma people.

### BRIEF HISTORY

Roebourne Regional Prison was opened in 1984. The facility replaced Roebourne Gaol which is now a tourist site in Roebourne town. The prison was originally a minimum-security prison and was converted from a minimum- to a medium-security prison in 1995. Our Office has conducted eight previous inspections of the prison, the last in April 2016. A 30 bed Town Work Camp adjacent to the prison was opened in June 2014, which replaced a long-standing work camp at Millstream.

### CAPACITY

Unit	Wing	Description	Standard Beds	Special Beds
Unit 1	1	Male medium	43	
	2	Male medium	42	
	3	Male maximum	12	2
Unit 2	5-6	Male medium	85	
	4	Female maximum/medium	14	2
Work camp		Male minimum	25	
<b>Total</b>			<b>221</b>	<b>4</b>

# Chapter 1

## INTRODUCTION

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### 1.1 WE FOUND MARKED IMPROVEMENTS THIS TIME

The team that inspected Roebourne Regional Prison (Roebourne or RRP) on 19–23 May 2019 was struck by the positive attitude of staff and prisoners alike. We were often told by staff that Roebourne is the best prison in the state. Pilbara prisoners have always preferred to be at Roebourne because of connections to family and country, but those who had spent time in prisons elsewhere were especially happy to be in Roebourne.

We found an improvement in prison leadership, in staffing levels, in security and emergency management preparedness, in care for women, in program provision, in food and in recreation. The prison boasted a new outdoor fitness gym and an indoor recreation centre. Refurbishment of prison cells and ablutions were largely complete, and work had been done on the gatehouse, in visits, in training and security. The general presentation of the prison had lifted.

The Town Work Camp was essentially now full and was making a valuable contribution both to the community and the lives of its residents.

Roebourne had caused considerable angst for this Office since its inception and been inspected more often than any other facility in Western Australia. For many years, we were concerned that poor conditions were being tolerated for regional Aboriginal prisoners which would never have been allowed in a mixed-population metropolitan prison. We found some improvement when we inspected in 2016, and it had taken another positive step forward in 2019.



*Photo 1: The newly created outdoor fitness gym in the recreation quadrangle.*

## INTRODUCTION

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### 1.2 SOME CHALLENGES REMAIN

There were continuing deficiencies in infrastructure at Roebourne and in some areas of service provision. Roebourne is in the hottest climatic zone of any Australian prison and we have previously found that the heat is not just uncomfortable for prisoners but posed a significant risk to health (OICS, 2015). Despite some local efforts at heat mitigation, the Department has failed to install air-conditioning in prisoner cells as recommended.

We found too many prisoners sleeping on mattresses on the floor despite the installation of 20 extra beds. And prisoners were having to eat all their meals, on their laps in units, in unhygienic conditions. Some prisoner cells, including in the women's yard had not yet been renovated. We also found that too many prisoners were unemployed or under-employed, and had insufficient access to education and training in the main prison. While there was better access to emergency dental care, there was no access to restorative dental care, not even for a filling.

There were other infrastructure needs and services that require attention. In the past, we have recommended that the future of Roebourne be considered as part of the Department's planning for correctional services in the Pilbara region, work that is still outstanding.

# Chapter 2

## ENABLERS

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### 2.1 MANAGEMENT AND LEADERSHIP

#### **A new leadership team was in place**

At the time of this inspection in May 2019, the prison's operational leadership had effectively changed since our previous inspection. For most of 2018, the Assistant Superintendent Operations (ASO) had acted as Superintendent, and he was appointed to that position in January 2019. The Case Management Coordinator acted as ASO during this period and was appointed to her position shortly after the inspection. A new Principal Officer had just commenced and Security roles had been filled through an expression of interest. The Business Manager remained as did the Clinical Nurse Manager, but the substantive Education Campus Manager was on maternity leave.

The new leadership team continued to implement elements of the *Roebourne Regional Prison Strategic Plan 2018–21*, including new rosters, work camp reforms, strengthening the Aboriginal Services Committee, and staff training in working with women and cultural awareness training. And while the plan included an objective to 'introduce recreation opportunities in the dining room', the concept was expanded by converting the whole hall into an indoor recreation centre.

The security portfolio needed considerable attention, especially following the Greenough Regional Prison riot in July 2018. This included a strong focus on security and emergency management preparedness, and a strengthening of interagency cooperation with Western Australia Police (WAPOL) and the Department of Fire and Emergency Services (DFES). A new staff training facility was created out of the old storage area, and an Incident Control Facility was developed in security.

#### **The new team led by example and was well regarded**

The Superintendent chairs a Strategic Senior Management Team meeting held bimonthly for which detailed information is compiled across all portfolios, and the ASO holds a daily operational briefing. A far more cooperative relationship was developed between the senior management and the local union delegate. Both the Superintendent and ASO have also led by example, engaging in fitness activities, important for operational readiness for all staff, and acting as test subjects in staff training in cell extractions and in managing non-compliant prisoners.

Our staff survey results showed high levels of confidence in local management, with 55 per cent rating support from local management as good, with another 40 per cent describing it as mixed. And 59 per cent rated communication from local management as good, with another 36 per cent describing it as mixed. This compared favourably to 29 per cent for support from local management at Roebourne when surveyed for the 2016 inspection, and 23 per cent average for the state. The rating for communication from local management in 2016 was 30 per cent, and 29 per cent for the state. Only 5 per cent rated support, and communication as poor. This reflects in part the visibility of the Superintendent and ASO in the prison, daily operational briefings, their consultative approach and other communications with staff.

## ENABLERS

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There were many very positive comments in the survey about the leadership, and about staff morale generally. Many staff and prisoners told us they thought Roebourne was the best prison in the state. The staff rated the quality of their working life at 7.2 out of 10, which was much higher than in 2015 at 5.75, and higher than the state average at 6.55.

### **Administration was unreasonably stretched**

While senior management at RRP have exhibited considerable dynamism, their workload has been considerable, raising questions of sustainability. In our visits and during the inspection, we found both the Superintendent and ASO constantly having to manage staff recruitment and other human resource management matters. Unfortunately, staffing reviews focused exclusively on officer ranks and brought no increase in leadership or more generally in administration. On the contrary, a cashier position was also lost to a voluntary redundancy and there was still uncertainty about the status of that position. A conflict in middle-management was also affecting performance, but we understand it is being addressed.

We noted in our 2016 report that the ASO in particular had a demanding role, and that an Assistant Superintendent Offender Services (ASOS) was needed to act as an advocate for the differing needs of the various prisoner cohorts, particularly for female prisoners (OICS, 2016, pp. 39-40. Recommendation 10). An ASOS would have a particular concern to better develop and integrate offender services such as health, education, employment, recreation, prisoner orientation, visits, programs, prison counselling, peer support, prisoner welfare, external agency relations, and transition management. A number of these services are governed through head office, so local support, coordination and advocacy is essential.

We also found that relations with external agencies were rather diffuse at Roebourne, meaning that people in various roles had relations with external agencies in their portfolio, but management was not always aware of all of these, or able to set the agenda. For example, the Security Manager related with WAPOL and DFES, the Work Camp Senior Officer with the City Council and certain other agencies, the Clinical Nurse Manager with health agencies, the Transitional Manager with various employment agencies, and the Recreation Officer with recreation providers. Many agencies were effectively engaged by the contracted re-entry service provider to undertake in-prison programs with little visibility from prison management. This whole area deserved a more integrated and strategic approach from management.

The Work Camp accommodates 25 prisoners with staff and prison costs now in a separate budget. It is supervised day to day by a Senior Officer, who reports to the ASO. Considerable coordination and oversight is needed, including of prisoner management issues, staffing issues, and relations with other Departments and community agencies. This is a considerable burden on a role also tasked with administering a working prison, and may well be an appropriate one for an ASOS.

## ENABLERS

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At the time of the inspection, the Transitional Manager had been on maternity leave for six weeks, and there was no contingency in place to address the welfare needs of remandees and to prepare referrals to the re-entry provider for those due for release during that period. This deficiency was addressed when raised during the inspection, but the situation provided a good example why an ASOS is required.

### **Recommendation 1**

**Establish the position of Assistant Superintendent Offender Services.**

## 2.2 HUMAN RESOURCES

### **A new roster had just been implemented**

Some of the features of the new roster include:

- An extra wing officer for Unit 2 allowing more dedicated attention to the women.
- An extra night shift officer to increase safety, response capacity, and ability to mount urgent escorts.
- A dedicated Stores/Canteen Vocational and Support Officer (VSO), which frees up Recreation VSOs to do recreation.
- Extra Duty Officer and Visits VSO positions.
- A dedicated laundry VSO and a relief kitchen VSO.

Staff when surveyed before the inspection were quite positive about most aspects of human resources functions, including pay, leave, rostering and occupational health and safety. They were less satisfied with coverage of absences, and delays in recruitment.

### **Constraints on women and VSOs undertaking certain roles were discriminatory**

We were concerned at certain staffing practices. A female Senior Officer was not allowed to continue acting as a Work Camp Senior Officer due to concerns that female staff should not be alone overnight in a male institution. But overnight supervision had reverted to the Work Camp Officer position, and the Senior Officer role was now a daytime role. This policy also prevented a female Relief Cook from acting as the Skills VSO in the work camp, also a daytime role.

We were told that it had been suggested to management that VSOs should not be eligible to act in an assessments role as report writers because it is a 'development opportunity' for prison officers. Yet the acting, now permanent ASO, had commenced her career as a Movements VSO.

Neither stance is supported in policy, is discriminatory in nature, and should not be allowed by management.



## ENABLERS

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### Reports of staff conflict and bullying have reduced

Bullying among staff, conflict and factionalism, that featured at Roebourne for many years, was less evident. But 55 per cent of staff surveyed said that bullying among staff happened sometimes, and another 22 per cent said it happened often. Verbal abuse was said to occur sometimes (52%) or often (10%), racist remarks sometimes (38%) or often (7%), and sexual abuse sometimes (21%) or often (2%). We requested data about several aspects of prison operations relating to the second half of 2018, but no staff grievances were reported for that period. Onsite, staff told us of malicious rumours having been spread, and other inappropriate behaviours.

In the second half of 2018, from an authorised FTE of 110, on average, 5.2 staff were on personal leave, and 5.4 on worker's compensation leave, totalling 10.6 across RRP and the work camp. These figures do not include those staff employed from head office such as Prison Counselling Service, education, programs, and health. This seems rather high, but we were encouraged by the efforts being made by management to support and case manage absentees and officers with family issues.

### Training was much improved

Roebourne has a satellite trainer, who now occupies a dedicated training facility equipped with breathing apparatus (BA) equipment, use-of-force dummies, batons and shields, and a mock cell for extraction training. Staff training had also been prioritised by quarantining both mornings and afternoons for staff training. On that day, prisoners were mainly confined to their units, until late afternoon. Levels of staff satisfaction in training in our



*Photo 2: Part of the new staff training facility.*

## ENABLERS

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pre-inspection survey were 10–20 per cent above those reported three years ago, and well above the state average, especially in core areas relating to use of force and first aid. Nevertheless, they still felt under-prepared in loss of control, and only a few had training in use of BA, both key components of emergency management.

Looking at people management skills, custodial staff considered they had been adequately trained in interpersonal skills (55%) and cultural awareness (60%), but were quite under-prepared in case management (33%) and in managing prisoners with drug issues (29%) or mental health issues (28%). Staff confidence in their cultural competence was not matched by the perceptions of prisoners, and this remains a priority for the prison. The Superintendent had sourced local Aboriginal cultural training for his management team, with a more limited version for other staff. But only eight or so staff could be assembled per session on training day, and the cost was very high. Another solution may be needed

Although there was no question in the staff survey about working with women, this area remains a priority for the prison. *Working with Women* training has also been made available to some staff, with three staff able to train others. The last round of this was displaced by a cyclone and needed rescheduling. An online version of the training will also be available to all staff. The prison will also need to review its training in relation to case management, and managing prisoners with drug and mental health issues. The Department does have an online module on working with people in custody with mental health issues, and the prison needs to ensure staff are doing that training, in conjunction with any other that can be provided locally.

In response to our draft report, the Department informed that connections have been established with local training organisations EPIC and Mission Australia who have expressed an interest in providing mental health and drug and alcohol training for staff.

We were pleased to find at this inspection that all but two new VSOs had been able to access an *Essential Training Program* which qualified them to supervise prisoners. In 2016, none of the VSOs recruited in the previous two years had accessed this training. It was now delivered locally in part, with a shorter component at the academy.

### 2.3 SUSTAINABILITY

#### **No investment or planning for sustainability initiatives**

Utilities for the prison and work camp (water, gas and electricity) were budgeted at \$1.375 million from a total budget of \$21.024 million, so considerable savings could be attained for example, by using solar electricity. In 2015–2016, the Department commissioned an expert in solar energy who recommended setting up a solar farm adjacent to the prison. He suggested that the farm could start small with additional capacity installed each year. Nothing came of this. Nor has there been any obvious effort at reducing power or water usage, nor recycling initiatives.

## ENABLERS

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Local fruit and vegetable production can improve sustainability by reducing transport costs and adding to food quality, but this was minimal at Roebourne, restricted to the work camp which makes a small contribution to the prison and work camp kitchens. This included a small trial patch of tropical fruits such as bananas and paw-paws. The prison itself has additional unused land that was used for vegetable production several years ago, and could be used again.

# Chapter 3

## SECURITY

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### 3.1 SECURITY INFRASTRUCTURE

#### **The internal perimeter fence has been upgraded**

Following an escape during a cyclone in 2013, a departmental review identified the need to upgrade cell doors, and the inner perimeter fence. Cell doors were replaced prior to the 2016 inspection, but the new perimeter fence has only now been installed. This is a tall cranked mesh fence that should significantly slow any escape attempt.

However, staff remained concerned at the easy access to the roof in Unit 2 and the main quadrangle, something occasionally exploited by impulsive individuals who want to be transferred out of the prison. Once prisoners access this roof, the entire prison becomes accessible due to the prison design. Some staff were also concerned that control rooms in the two units were vulnerable to attack, and modifications were suggested that might slow this and facilitate egress by staff.

#### **The gatehouse was refurbished but still rather cramped**

Security practices in the gatehouse had improved. But staff, visitors, official visitors and contractors all pass through the same small space for processing and searching. It can be very busy at certain times. A modern gatehouse would usually offer more space to hold those waiting for admission, and for security infrastructure and practices. They typically have a reception desk, a cashier, and separate entry/exit channels for staff and others; all of which are missing at Roebourne. There were frequent breakdowns of security systems, alarms, cameras and the sallyport gates. The roof area of the gatehouse contains electronic equipment, and during a recent cyclone became heavily flooded. This resulted in the prison's backup server being damaged.

#### **The security office now has an incident control facility**

The security office has now been laid out to accommodate an incident control facility which is a requirement under the prison's Local Emergency Plan 2018, as the location where an Incident Controller and members of an Incident Management Team provide direction and control in relation to a declared incident.

### 3.2 DYNAMIC SECURITY

#### **Improved relations with prisoners had strengthened security**

In 2019 we found a positive change to how Roebourne staff were interacting with prisoners. Throughout the whole inspection period, staff were observed to be much more active and present in the units with prisoners. In 2016, some prisoners had felt unsafe due to absence of staff in units and during recreation. It was certainly a priority for management, and routines and expectations of staff had been adjusted to encourage such interaction. The 2019 pre-inspection prisoner survey found that officers were seen as much fairer in applying rules, much more respectful during cell searches, and much more likely to treat prisoners with dignity. Prisoners also felt safer than before.

## SECURITY

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From a staffing perspective, improved relations with prisoners impacted positively on prison security. In their pre-inspection survey, staff felt much more aware of what is going on in the prison, and collectively much more competent in intelligence gathering. Communication between staff and the security team is further discussed below.

### 3.3 PROCEDURAL SECURITY

#### **Security procedures in the gatehouse had improved**

In the 2016 inspection report, we were critical of gatehouse security practices that contravened the prison's operational orders, and were a risk to good security. This included failure to implement robust search practices of staff and contractors. This resulted in a recommendation being made to '[i]mprove gatehouse security at Roebourne Regional Prison' (OICS, 2016, p. 49). We found in 2019 that gate staff were undertaking the daily random searching of staff as required by Policy Directive 26 and checking the contents of the clear bags brought in by staff. Searches of social visitors to the prison were also conducted in a courteous, yet thorough manner.

A February 2019 compliance audit by the Department of Justice (the Department or DoJ) found that 'some security related issues have been identified as non-compliant with departmental protocols'. These mostly related to a lack of required detail in record keeping, rather than a lapse in undertaking the procedures themselves. It found that while processes had improved for accounting of contractor tools and equipment, personal searches of the contractors themselves had not been routinely occurring or recorded. These searches were now occurring at the time of the inspection. Roebourne was doing a significant number of searches of cells, the prison grounds, common areas, perimeter and vehicles. Between December 2018 and April 2019, the only items found were one home brew, and one smoking implement. And during the same period there were only two bans imposed on visitors.

With the development of the new roster to implement the latest staffing agreement, management also deployed an additional officer to the gatehouse to help with security for shift changes. And the Control Officer was no longer required to respond to incidents inside the gaol. A user-friendly in-house electronic records system has been developed to inform gatehouse staff of applicable routines, policies and procedures, and to facilitate completion of requisite documentation. Still, the infrastructure deficiencies in the gatehouse identified are an ongoing challenge for the prison.

#### **Roebourne lacked a dog team or ion scanner to detect illicit substances**

Like most prisons, Roebourne works hard to prevent illegal drugs coming into the prison and being used by prisoners. Drug prevalence testing based on random sampling over six quarters in 2018 and the first half of 2019 placed Roebourne in the middle of regional facilities, and well below average, with just 16 positive tests, 15 to cannabis, and one to an opiate:

## SECURITY

**Table 1: Positive drug prevalence tests in regional facilities over six quarters to mid-2019.**

Facility	No. Tested	No. Positive	Per cent positive
Albany	2172	16	0.74%
Broome	1801	4	0.22%
Bunbury	2976	51	1.71%
Eastern Goldfields	3390	48	1.42%
Greenough	2453	34	1.39%
<b>Roebourne</b>	<b>2066</b>	<b>16</b>	<b>0.77%</b>
West Kimberley	2862	8	0.28%
<b>TOTAL AND AVERAGE</b>	<b>15919</b>	<b>173</b>	<b>1.09%</b>

But prevalence tests only account for a proportion of substance tests undertaken in a facility. Others may be conducted at random, or targeted, usually driven by various forms of intelligence. Between 1 January 2018 and 31 May 2019, 13,790 tests were undertaken for substances at Roebourne, including prevalence tests, other random and targeted tests. Of those, 109 were positive, of which 97 were for cannabis, seven for methamphetamines, three for other amphetamines, one for benzodiazepines and one for opiates. This represented only 0.79 per cent of all tests.



**Photo 3: Test cup for detecting drugs in urine.**

## SECURITY

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While Roebourne does not appear to be awash with drugs, the prison is susceptible to drug trafficking and results suggest a number of prisoners are maintaining a demand for drugs, especially cannabis. It is concerning there is no drug detection dog team servicing the prison. We were told in our previous inspection that the dogs cannot work in the heat (OICS, 2016), but WAPOL had its own dog team which gave effective assistance in carpark operations at the prison in 2018. It has unfortunately since retired. There would seem to be an opportunity for the Department to enhance its security effectiveness through a combined collator/drug dog detection worker, a drug dog detection team shared among Northern prisons, or possibly a local DoJ/WAPOL team.

A locally-based or regularly visiting drug-detection dog could also be used to search prisoner cells and prison property to reduce the supply of illicit substances and other contraband in the prison. While much less flexible than a drug detection team, an ion detection itemiser should be permanently to hand as an essential component in gatehouse security.

### **Recommendation 2**

**Improve drug detection capabilities at Roebourne Regional Prison.**

#### **Communication between staff and the security team was more effective**

Staff reported to us a more positive engagement with the security team, involving regular communication and support. The acting Security Manager and Security Senior Officer were now producing a monthly bulletin for staff, providing details of outcomes from security focused operations and processes. Staff felt they contributed to the security, safety and wellbeing of the prison and were better prepared to perform their security related duties. This was in contrast to what we had found in 2016, that uniformed staff felt excluded from the security processes, and were not receiving feedback or guidance, from intelligence they were feeding in (OICS, 2016, p. 50).

Prison management had also provided strong leadership in security, especially since the Greenough riot in July 2018. Strong links had been forged with WAPOL and DFES, and training in security and use of force skills for staff had also stepped up. And we found in the pre-inspection survey, that staff's perception of the prison's effectiveness in security in all areas had risen markedly.

### **3.4 DISCIPLINARY OFFENCES AND PUNISHMENT**

#### **The prison was up to date on Section 69 prosecutions**

Most instances of poor behaviour in Roebourne, and other prisons are dealt with through a range of informal processes by prison staff. But more serious matters are addressed by the laying of charges as defined in Sections 69 and 70 of the *Prisons Act 1981* (WA). All charges are initially brought by the prison prosecutor to be heard before a prison Superintendent, who must refer the more serious Section 70 charges to a Visiting Justice (VJ).

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Roebourne has an experienced prosecuting officer who works diligently on prosecutions alongside his other role. Two other staff had recently been trained, who could step in when he is on leave, or needs to pass on the role. Overtime was needed to complete this work, and there had been long periods when it had been delayed, but he was up to date at the time of the inspection. Charges had all been presented to the Superintendent, who was able to conclude the Section 69 matters. But Roebourne has lacked a VJ for many years, and arrangements to have charges heard by a VJ from other prisons have proven unworkable. Local Justices of the Peace (JPs) were approached, and two applied to become VJs, but this was not progressed by head office because of an impending legislative change relating to JPs.

This meant that Roebourne has been unable to progress hearings for the most serious prison offences under Section 70. Nine Section 70 charges had to be withdrawn the week before the inspection. Staff had very strong feelings about what they saw as a lack of commitment to the discipline process. They said it showed a disregard for their safety and allowed for discipline within the prison to breakdown. This is an issue that warrants attention.

### 3.5 EMERGENCY MANAGEMENT

#### **Roebourne has demonstrated sound emergency preparedness**

Roebourne's emergency preparedness was tested by category three cyclone Veronica in March 2019. Twelve staff in the main prison, and two in the work camp stayed on site for 84 hours. Staff and management were widely praised for their effective care of prisoners during that extended incident, including by the Minister for Corrective Services, the Premier, and DFES executives who visited the prison shortly after the cyclone.

Roebourne has a Local Emergency Management Plan, last updated in November 2018, which claimed alignment with the Australasian Inter-Service Incident Management System (AIIMS) also adopted by WAPOL and DFES. It also recently completed a detailed risk register that identified key risks to the security, safety, operations and well-being of those at the prison.

We found that Roebourne was exceeding the departmental requirement to run a minimum of one live exercise per calendar year, and one other desktop exercise every two calendar months, relating to: death of a prisoner in custody, escape from a prison, fire, hostage taking, major disturbance, or a medical emergency. Documents showed they had conducted eight desktop exercises, and six live exercises which cover all required scenarios. Live exercises were preceded by a desktop exercise on the same scenario, which provided a strong link between theory and lessons learned. Non-custodial staff were included in some of the exercises expanding their knowledge and confidence. This was especially useful for medical staff, who are routinely needed in such situations. The prison had also conducted an exercise including external emergency services providers.



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### **Additional training had been sourced to better respond to a loss of control incident**

Staff expressed confidence in their preparedness to manage incidents and emergencies in most respects, except in use of BA and loss of control. Only 26 per cent said they had adequate training in use of BA and a recent departmental compliance audit raised concern that only 15 staff were trained. Such training is voluntary, but trained staff are required on every shift. By the time of our inspection in May, five more staff had received training, and another six were scheduled for a course in June. BA equipment was notoriously heavy, making it quite unpopular, especially with female staff. However, the prison now has much lighter carbon-fibre air cylinders, and it was hoped that more staff will come on board with BA training.

A majority of custodial staff surveyed (51%) felt they had not received adequate training in mounting an emergency response to a loss of control involving prisoners. Only 37 per cent said they had received adequate training. While this was significant increase since 2016, when only 16 per cent said they had adequate training in relation to a loss of control, it remains a concern. Management was keenly aware of staff concern around loss of control incidents. It was one of the identified issues in its recent Risk Assessment report, and work had commenced on ways to mitigate the risk. The riot at Greenough in July 2018 had highlighted the risks of managing such major incidents when the Department's Special Operations Group (SOG) would take so long to come from Perth. Additional training had been sourced from the SOG for selected Roebourne staff to mount an effective response in the event of a loss of control incident.

# Chapter 4

## EARLY DAYS

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### 4.1 PRISONER RECEPTION

#### **Prisoner reception was efficient and welcoming**

The reception area was staffed by two Senior Officers on 12-hour day shifts, with staff from units or other roles assisting when prisoners are received or being transferred out. Staff impressed as professional and caring as they stepped new prisoners through the admission process. A prisoner worker, though not a member of the Peer Support Team, also added to the effort.

If the initial interview with a new prisoner raises any concerns regarding serious health issues or self-harm risk, he or she would be referred to Health Services and placed on the At-Risk Management System (ARMS), as appropriate. The reception process concludes with an initial health screening in the adjacent health clinic, although this sometimes occurs the following day if medical staff are unavailable. Prisoners leave the reception area with a kit containing all their prison issued clothing and eating utensils. Women receive additional clothing at their unit. Prisoners' personal clothing is laundered at the reception area before being stored.

Last inspection, we found an increasing amount of reception work was being conducted outside day shift hours on weekdays. This appeared to have slowed, although an increasing number of intakes were occurring on weekends facilitated by remote video access from regional police stations to the Northbridge Magistrates Court.

#### **Prisoner property was well managed**

Prisoners can keep a small number of appropriate items in their cells, including photo albums, books and a limited number of electrical items. The property storage room in reception was well organised but reaching its capacity. Access to the room is restricted to the reception Senior Officer. Each prisoner has their own numbered box (corresponding to their laundry number), with excess property to be signed out of the prison. The boxes are undersized (25cm x 38cm x 60cm rather than regulation 40cm x 40cm x 60cm). Valuable property is kept locked in a storage cabinet inside the room with only the reception Senior Officer and the Security Manager having access to the keys.

#### **There was no record of notifications to next-of-kin**

When we met with a group of about 20 new prisoners, only a few said they got a phone call to their next of kin in reception, or shortly after being sent to a unit. Most claimed they got their first call the following day, or not at all. But staff in reception, said they tried to help every new prisoner make that call to notify next-of-kin on arrival. Staff in the unit were asked to assist if the attempt was unsuccessful, and often they helped prisoners obtain their key phone numbers from their mobile phones stored in reception.

What was missing was any kind of consistent record as to whether an incoming prisoner had been offered a notification call to next of kin in reception, and if so whether it was successful and whether further attempts were made in the unit. It is concerning that the

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Department's new *Healthy Prisons Framework* (DoJ, 2019), makes no mention of a prisoner's right to immediately inform their next of kin of their imprisonment or transfer.

### Poor reception infrastructure created unnecessary risks

Reception had recently been repainted and appeared clean and well looked after. But the centre is cramped and barely fit for purpose. The area experiences high traffic with the space also being used for urinalysis testing. There were a number of risks arising from inadequate infrastructure:

1. Security risks – because the largest escort vehicle that brings new prisoners from courts does not fit inside the caged sallyport. Staff have to be drawn from other areas when prisoners are entering or exiting these vehicles.
2. Prisoner self-harm risks – because holding rooms in reception lacked CCTV monitoring, duress buttons, or cell call systems. They may stay in these rooms for some time awaiting different stages in the admission process. New prisoners are potentially distressed and need careful monitoring.
3. Staff safety and confidentiality risks – because prisoners are interviewed in an office in which the officer had to sit with his/her back to the prisoner while entering interview responses into the TOMS database system.



**Photo 4: Reception office in which new prisoners are interviewed.**

## EARLY DAYS

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### Released prisoners are given health and sanitary products

For prisoners being released from Roebourne, reception provides a kit to help prevent sexually transmissible infections after release, which contain condoms, water-based lubricant and health information. Women are also provided with a handbag containing sanitary items courtesy of the charity, Share the Dignity.

### **Recommendation 3**

Address identified infrastructure deficiencies in reception.

## 4.2 PRISONER ORIENTATION

### Orientation had significantly improved

Upon leaving reception, new prisoners are placed initially in either the maximum-security yard, or the women's unit. Either that afternoon, or the following morning, a unit officer interviews the prisoner and completes the standard TOMS orientation checklist. This includes asking questions about their personal and family situation, and explaining relevant prison rules and procedures. As mentioned above, the prisoner is given a Prisoner Telephone System (PTS) form, and may be assisted in notifying their next of kin. They are also issued with a blue *Unit Interview Form* through which they can make requests of staff, for example, to apply for work or education, or to get help with a welfare problem.

When the peer support team was made aware of a newcomer, a member attends at Unit 1 control to request entry to the maximum yard to see that person, and speak to them about prison life at Roebourne. Peer Supporters have a useful handbook showing things that should be discussed with new prisoners, such as use of the PTS, visits, health and spends. They also offered to provide a tour of the prison when the person's security classification was rated down from maximum.

Last inspection, we found the quality of the orientation varied. The system has now improved from what we found last time, especially in the involvement of peer support. This was reflected in the pre-inspection survey results with 49 per cent of prisoners saying they got enough information to understand how the facility works, compared to just 30 per cent in 2016. But 35 per cent still claimed they did not receive enough information on entry, so there was still room for improvement. To find out why, we asked prisoners during the inspection. Responses included being discouraged from asking questions during their orientation, not getting their initial phone call, not being seen by peer support, and missing out on a special spend. None recalled seeing an orientation booklet describing prison rules and services. Some said they learnt more about the prison from other prisoners.

## EARLY DAYS

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### **The system of special spends was unfair**

Sentenced prisoners and those on remand for at least a fortnight were offered a special spend on tobacco or toiletries as an advance on the gratuities they were due to receive. This helps reduce stress for those dependent on tobacco, and safeguards new prisoners from having to borrow from others. But as we found in our 2016 inspection (OICS, 2016, p. 18), the special spend was not always offered, especially to remandees shortly due back in court. This is because it would take 14 days of gratuities paid to newcomers at Level 5 to cover the cost of the cheapest tobacco, lighter and papers. We thought that was unfair and would soon be untenable as tobacco prices continue to rise. Even those given a special spend faced the same problem 14 days later, as they would still lack funds for their next purchase.

Consideration ought to be given to alternative demand reduction strategies, such as free nicotine patches being offered instead.

### **Prisoners had to find their own bed in a crowded facility**

Women prisoners remain in the same yard during their orientation and following their Management and Placement (MAP) assessment. Men remain in the maximum-security yard until their MAP is complete, usually within three days. If rated maximum-security, the prisoner may have to be transferred out to a maximum-security prison. If rated at medium or minimum-security, he will be transferred into one of the medium-security yards. The process at Roebourne is highly unusual. The prisoner is asked to wander around the yard and find themselves a bed or floor space and report back to the office. Cells already have extra beds, and a number of prisoners have to sleep on the floor. For many, this process gives them the chance to find friends and relatives who can provide support and safety. But others find this quite intimidating and we believe that prisoners should be assigned a sleeping place as the default, only finding their own if they explicitly choose to do so.

### **Other elements of orientation often came late**

The Health in Prison, Health Outta Prison (HIP HOP) preventative health program was run by Population Health for up to eight male or female prisoners only on a quarterly basis. Most educational assessments only occurred after prisoners attempted a white card construction workplace health and safety course, which was run for male prisoners on a quarterly basis, and less frequently for women.

At Hakea Prison by contrast, both HIP HOP and educational assessments are done within the first week or two. Some other good practice elements at other prisons have included a food handling course; mental health resilience training; referrals to pertinent programs and services; and meetings with the prisoner's case manager, the transition manager or other service providers. Consideration could be given to implementing some or all of these initiatives at Roebourne.

## EARLY DAYS

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In response to the draft report, the Department advised that delivery of HIP HOP was dependent on staff travelling from Port Hedland to deliver the workshop. Training of local staff in the HIP HOP program will be explored as a solution for improving frequency. Mental health resilience training can possibly be incorporated into the current resilience training module delivered by the Transitional Manager.

### **Welfare arrangements for new remandees and prisoners were weak**

People coming into prison sometimes have significant family, financial and other welfare needs to attend to, only some of which can be managed by family or friends on the outside. This can potentially include care arrangements for children, saving a pet, securing property, recovering a car, paying rent, or notifying an employer or a Department of one's detention. Prisoners needing help are required to submit a blue form. Unit staff could help with these, and their job description includes:

Responding to prisoner's complaints or requests, and provide assistance and guidance to prisoners when required (from JDFs online, DoJ).

But we found that these blue forms had all been passed on to the desk of the Transitional Manager (TM), who had gone on maternity leave six weeks beforehand. Some 170 of these forms were found in that tray seeking assistance with all manner of welfare and re-entry matters. We met many prisoners frustrated that their needs were not being met. For example, one man had been given a deadline by the Family Court to make certain mortgage payments but had not been given any assistance in making the necessary transactions despite submitting numerous blue forms.

This is concerning because TMs are meant to focus on release preparation, including referrals to the re-entry contractor. They were never meant to be the sole welfare providers for all and sundry. Nor has the re-entry contractor been engaged for that purpose. Unit Managers should be gatekeeping such requests, retaining those that can be dealt with at Unit level, especially at a time when the TM was absent. While an acting TM was appointed some weeks after the inspection, we believe closer attention is needed as to the correct balance in dealing with prisoner welfare, between unit staff and other specialist staff.

While generally we found staff to be diligent and caring in most aspects of prisoner induction and orientation, we consider there was an opportunity for further improvement. In response to the draft report, the Department noted that blue forms are retained by the TM largely due to prisoners wanting an element of privacy when making calls or completing paperwork, which is difficult in the units.

### **Recommendation 4**

**Further improve the induction, orientation and welfare support for new prisoners.**

# Chapter 5

## PRISON LIFE

### 5.1 BEDS AND MATTRESSES

#### The facility was crowded and men and women were sleeping on the floor

Approximately 20 extra beds have been installed in cells in the two units since the last inspection, for a standard capacity of 196 standard beds. Single cells in the medium security male yards have all been double bunked, double cells have a third bed, and four-outs now have six. The women's precinct only had 14 beds, which includes double bunks in the mother/baby cell, two linked cells making four beds, and one other cell. For example, on 16 May 2019 there were 201 prisoners inside the main prison:

**Table 2: Beds, occupancy and floor mattresses as at 16 May 2019.**

Unit	Wing	Standard Beds	Occupancy on 16-May	On floor mattress
1	1	43	45	2
	2	42	48	6
	3	12	4	0
2	5-6	85	86	1
Women	4	14	18	6
<b>Total</b>		<b>196</b>	<b>201</b>	<b>15</b>

In total, 15 prisoners, nine men and six women, slept on mattresses on the floor that night. It is common for 10 or more prisoners to be sleeping on cell floors at any one time. Unit managers were required to complete a mattress count each night, documenting numbers sleeping on the floor, and reason why. Three reasons are allowed: prisoner's choice, count management, or safety. Eight of the men sleeping on a floor mattress could have used a standard bed in the maximum-security section. For this reason, Unit Managers completing the mattress count were instructed to classify the reason these prisoners are sleeping on the floor as prisoner's choice, rather than for count management.

Yet these prisoners were not actually invited to sleep in the maximum-security yard, which is only used for new prisoners for one to three nights, and for prisoners requiring separation from others, usually for management purposes. In fact, six of the beds in that yard were in a single 'transit cell' which are rarely used and are completely unsuitable for occupation beyond a night or so. The whole maximum-security wing should be listed as special, not standard capacity.

It is acknowledged that given limitations on beds, some of these prisoners would prefer a mattress on the floor of a cell with friends and kin, instead of the confinement and lack of socialisation and amenity available in the maximum yard. However, it is concerning that so many were sleeping on the floor despite the increase in capacity through the addition of extra beds, Women were particularly crowded with numbers often exceeding its 14-bed capacity. On 16 May, there were six women sleeping on a floor mattress. One of these chose to sleep on the floor, having been placed alone in a double-bunked cell.

## 5.2 LIVING CONDITIONS

### **Refurbishment of most cells and ablutions was largely complete**

The process of cell refurbishment that commenced before the last inspection had been completed in 2018. That included walls being painted, cell furniture being refurbished, and new lino laid on floors. Metal beds in mainstream yards had been replaced by built-in wooden bunks. Most were greatly improved, though some prisoners were not happy with the quality of their cell furniture. But while the installations of these beds reduced ligature points, none of the mainstream cells could be made ligature free.

One issue not addressed in this round of improvements were the torn flyscreens which allowed both flying insects and other vermin such as mice and snakes to infest the cells. The prison had just purchased heavy-duty metal screens known as 'crim-mesh' to replace these fly screens and these were due to be installed by maintenance workers in coming months. Prisoners were concerned these screens would reduce much-needed air flow from breezes. It would also prevent them using window grilles to dry hand-washed clothes and towels.

A good quality refurbishment of the ablutions in all yards was also complete and they were still in good condition. But scale and grime were already evident in some. Prisoner cleaners in the units were concerned they were supplied with only the weakest chemicals for cleaning ablutions, and that pressure cleaning was not available. The prison is supposed to have a cleaning work party undertaking cleaning work in common areas, including unit ablutions. But that party rarely actually ran due to staffing issues. It is essential that industrial quality cleaning and maintenance practices be regularly applied to unit ablutions if their cleanliness and amenity is to be prolonged.

### **More refurbishment was needed in the women's and maximum-security yards**

Cells in the women's and maximum-security yards had not been renovated in the same way as those in the medium-security men's yards. These cells were rendered dark and airless when air-conditioning was installed many years ago and do not appear to have been refurbished since then. Bunk beds in the women's yard were the tubular frame type and appeared to be like those previously used in the men's yards. Where double bunks had been installed, there were no additional cell-call intercoms, nor a second bed light.

And while a good effort had been made to create an attractive environment in the women's yard through colourful paint, murals, pot plants, exercise equipment, and a clean functioning day room kitchen/dining room, the same could not be said for the maximum-security yard. That yard was dull and lifeless, without any welcoming features. The day room had recently been cleaned after years of neglect, but the walls and fridges were in poor condition. While this yard was only minimally occupied, much more should be done to make it a welcoming, clean and safe environment for new prisoners and others placed there.



**Recommendation 5**

Refurbish the maximum-security yard and day room, and the cells in the women's and maximum-security yards.



*Photo 5: Tubular bunks in women's cells.*

**Prisoner hygiene was compromised by eating conditions in units**

Roebourne had an air-conditioned dining room which had long been underused and had recently been converted into an indoor recreation centre. Most prisoners now had to eat their meals on their beds, on picnic tables in the open yard, or on the edge of the pavement that surrounds each yard. Women by contrast had more tables and chairs in their day room. Men's yards were frequently invaded by corellas and galahs which left unhygienic droppings. Prison management intended to create more extensive outdoor covered areas with picnic tables, and install washing up facilities in the day rooms. This would be achievable using available funds, but may not resolve the hygiene issues relating to the birds. Ideally, day rooms need to be extended, enclosed and climate controlled, but significant capital funding would be required.

We were also concerned to see, and many prisoners complained, that the skirting on the outside of prisoner cells was not being cleaned on a regular basis. Food, clothes and other materials had fallen or been pushed through broken flyscreens attracting rodents and snakes. This should eventually be resolved when flyscreens are replaced by crim-mesh.

## PRISON LIFE

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Despite expensive good quality gas barbecues having been installed in units some years ago, these were rarely used, and it was intended to replace them once more, this time with electric ones. Unless providing barbecue meals are made a unit priority, this seems pointless. For prisoners, a unit barbecue is a welcome break from the standard menu and a good social opportunity.

### **Recommendation 6**

**Provide decent and hygienic conditions for eating meals in the units.**

## 5.3 CLIMATE CONTROL

### **Prisoners were still at risk from heat in their accommodation**

On 10 March 2019, Roebourne recorded its hottest day in March at 48.1°. While we inspected Roebourne Prison in the cooler month of May, the memory of the hottest months was still keen in the minds of prisoners we spoke to, and we received many complaints from staff and prisoners about the unbearable heat. Prisoners were also upset that air-conditioning had recently been installed in staff toilets in the units, but not in any prisoner living areas. We have expressed grave concern at the lack of climate control in mainstream prisoner accommodation at Roebourne and in other aspects of prison life, over many years. This included a review on thermal conditions of prison cells in 2015 which included measurements of overnight cell temperatures at Roebourne for a period in February/March of 2014. The average night time temperature in non-air-conditioned cells then was 33°, and typically over 35° in the hours before midnight. Such temperatures were found to be not just uncomfortable but posed a significant risk to prisoner health (OICS, 2015, p. iii).

The Department's response to our 2016 recommendation to install air-conditioning in all resident cells did not accept the reality of these documented risks to prisoner health and safety, stating that: 'All infrastructure upgrade requests are reviewed and prioritised according to risk, alternative options, and the primary considerations of safety and security.' There has been no endorsement by the Department at head office level to proceed with business cases put up by the prison for this expenditure, estimated in one business case at an installation cost of \$2.457 million and a recurrent cost of \$310,000 per annum.

Nor did the Department choose to fund alternative strategies proposed by the prison to partially mitigate heat in residential units, such as installing additional insulated roofing over both units, or application of heat reflective paint on the roofs of both units. The former was estimated to cost \$1 million, and the latter just \$100,000. A similar business case put up in January 2019 to paint just the Unit 1 roof at a much lower cost has also not been endorsed on the basis that the roofs are due to be replaced in the coming few years. If so, then the Department has an opportunity to better integrate air conditioning systems and heat reduction systems such as the strategies proposed.

## PRISON LIFE

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During this inspection prisoners told us of having to endure prickly heat rash for months over summer. We have, in the past, heard arguments that men and women in the Pilbara are used to these conditions. While this may be the case, they are unlikely to be routinely locked in a small room with one or more other adults for 12.5 hours or more each night.

We acknowledge other local efforts to mitigate heat, in particular through installation of high capacity ice-machines for each unit, and converting the old air-conditioned dining room into an indoor recreation centre, library and crib room for kitchen and laundry workers. The gardens in the quadrangles and units mitigate heat to some degree, and more greenery is planned, especially in Unit 1. But we stand firm on the need for appropriate climate controlled accommodation for people in custody at Roebourne.

### **Recommendation 7**

Implement effective climate control in all residential cells.



*Photo 6: High capacity ice machines were installed in each unit central hub.*

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## 5.4 CLOTHING, LAUNDRY AND BEDDING

### Women were not happy with clothing supplied

Only a minority of prisoners (42%) said in the 2019 survey that clothing was 'good'. But we had few complaints from men. Their most common complaint was about the shoes supplied, a kind of jogger, which they said fell apart too quickly.

But women prisoners were dissatisfied with the range and colour of clothing supplied, and the quality and sizes of undergarments. Women would like to have singlets and shorts to wear in the hot summer, same as the men. They disliked the distinctive mustard yellow and brown clothing, preferring the lilacs and greys worn at Bandyup. And a number were quite unhappy with the underwear supplied, especially for larger sizes. Alternatives were not available for purchase through the canteen.

### Laundry worked well, but equipment was ageing

The main laundry did linen for the whole prison, clothes for the men inside the fence, and kitchen whites. Women collectively washed their own clothes in their own yard, as did prisoners in the work camp. Prisoner opinion about the laundry had improved since our previous inspection. A system of labelling had been implemented for larger clothing items which was operating well, significantly reducing complaints. Socks and jocks were washed and dried inside a smalls bag on which the label was affixed.

Staff at Roebourne had long agitated for a trained VSO to run the laundry, and for the position to be properly relieved when the VSO was on leave. A trained VSO was now in place. Unlike most prison laundries, Roebourne still does a hot wash. There were two



*Photo 7: The laundry was largely staffed by men from desert areas.*

## PRISON LIFE

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washing machines serviced by a liquid dispensing system, and two dryers. All of them were reaching their service life and one of the dryers had been out of service from February to August 2018. We were told that repairs totalled \$8,000 against a replacement cost of \$15,000–20,000.

The laundry was trialling a two-shift system to extend prisoner employment. There was a long tradition of employing Martu Aboriginal men from the desert in the laundry, who worked well together and coached newcomers.

### **There were issues with mattresses, pillows and blankets**

Despite over half of those surveyed (55%) telling us that bedding was ‘good’, we had a number of complaints. Pillows had no substance, going flat too quickly, and two were often used to fill the pillow slips. Pillows and mattresses had also been stained by sweat over the summer months, and some were in a poor condition. However, some mattresses had recently been replaced and extra ones ordered.

The grey woollen blankets in use were said to be wiry and a reminder of police lockups and children’s homes.

## 5.5 FOOD AND NUTRITION

### **Food provision was well managed and prisoners were more satisfied**

Prisoner opinion of food quality and food quantity as measured in our pre-inspection survey had improved dramatically since last cycle. In 2019, 54 per cent rated food quality as good compared with only 35 per cent in 2016. And 49 per cent rated food quantity as good in 2019 compared with only 28 per cent in 2016. This put Roebourne just slightly ahead of the state average for food quality, and on par for food quantity.

Most meals inside the prison were generated by the main kitchen and sent to the units for serving. But women cooked their own main meal on Friday nights in their own small kitchen, and cake or dessert on Wednesdays. Vegetarian and medically-ordered diets were provided, and over-night food for diabetics. Aboriginal cultural meal (kangaroo or camel meat) was made available every Sunday. This was appreciated by many Aboriginal prisoners, and some others as well. Only at events like NAIDOC are such foods able to be cooked in a more traditional way.

The work camp had its own industrial style kitchen and catered for itself. The main kitchen was large, the layout was functional, and surfaces were easy to clean. We saw adequate dry, cool and cold storage. Two Kitchen VSOs worked 12 hour shifts, seven-day fortnights. In the past, absences had to be covered by prison officers, often untrained in hospitality, but the prison now had a Relief VSO (Kitchen) who was appropriately trained and experienced. The work camp kitchen was normally managed by a VSO Skills officer, but the position had been vacant for some months, and a hospitality trained prisoner was running it quite well.

## PRISON LIFE

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Prisoners applied to work in the main kitchen using a Unit Interview Form. Many applied so it was hard to get a position there. They worked seven days in one of two shift patterns: 6.30 am – 11.30 am and 2.00 pm – 5.00 pm; or 8.30 am – 1.30 pm and 3.15 pm – 5.00 pm. They appreciated the regular work, but more people could gain employment and training by shortening their working week. All 16 had completed an introductory course in safe food handling. The Relief VSO (Kitchen) had instigated a 'leading hand' structure to the kitchen. Work activities were categorised as breakfast, cleaning, baking, and kitchen operations, each with a leading hand on Level 2 gratuity. A change room and crib room had been created from part of the old dining room. The crib was quite spacious, and a TV was available which was seen as a way of discouraging smoking during breaks.

The kitchen had recently undergone a Hazard Analysis Critical Control Point (HACCP) audit, and had done very well. The Cook Instructor said Roebourne was the only prison to have achieved four consecutive Gold Star HACCP ratings. Breakdown of ovens and bratt pans was an ongoing issue in the kitchen and there were complaints of incompetent and costly repairs being undertaken. This proved very complex with contractor engagement for repairs managed by a different Department, Treasury and Finance, and the bill going to industries in DoJ head office. It is bureaucratically easier to pay for expensive repairs than to access scarce capital funding. We understand that an authorised representative for the company that builds the ovens has now been engaged for six-monthly site visits which should help resolve any issues relating to ovens.

### **Nutritional assessment had not been undertaken for many years**

The prisoner meal menu and portion control at Roebourne had not been assessed for nutritional value for years, and certainly not against the Australian Dietary Guidelines 2013. Under the Department's *Policy Directive 15: Catering* (DCS 2013), prison caterers are supposed to undertake a self-assessment using an instrument validated by the Curtin University Department of Nutrition and Dietetics at least every two years. But the position of Manager, Catering Services at head office was vacant between 2013 and 2018, and the system had fallen down.

Some stakeholders expressed concerns about the high carbohydrate, sugar, fat, red meat and salt diet at Roebourne which put prisoners with diabetes or cardiac disease at greater risk. Salad options from the kitchen were too limited, the canteen sold an abundance of confectionary, and cooking activities for female prisoners usually involved cake. The town work camp kitchen produced quality food with a good range of healthy salads and fruit, but there was no portion control, and some of the foods, such as pizzas and cakes were quite unhealthy in nature.

The prison lacked a prisoner council, and there was limited feedback on the menu, food quality or portion quantity. Several female prisoners said the high carbohydrate diet caused them to gain weight, and some men had similar concerns. However, it can be hard to strike the right balance in catering between provision of healthy versus popular foods.

## 5.6 CONTACT WITH FAMILY AND FRIENDS ON THE OUTSIDE

### **The visit centre was nicely presented, but was still too small**

The visits centre at RRP is small and disjointed, and management have put up unsuccessful business cases over some years for its extension or replacement. In 2019 we found that the centre had been freshly painted, some prisoner art installed, and a second non-contact room had been created. There was also a private room used for official or special visits during the week. Part of the visit centre is not fully enclosed, and not air-conditioned. It was less presentable, and the children's play area was in need of renovation. We were told an adjacent outdoor visit area had been closed off due to biting insects.

In all, there were just 16 desks for prisoners to meet their visitors. With sentenced prisoners restricted to receiving visits on weekends, it was not always possible to accommodate everyone. Capacity was especially tested on the Sunday we visited, because unusually, visits were cancelled the day before due to short staffing.

Ideally, a properly expanded centre would accommodate not only social and official visitors, but court video-links, and Skype calls both for social and official purposes.

### **Roebourne was poised to allow remandee visits on a seven day per week basis**

We noted in the report of our 2016 inspection that Roebourne offered visits to remand prisoners only four days per week, contrary to the *Prisons Regulations 1982* (WA). This was still the case in 2018 when we conducted our *Contact with family and friends while in custody* review (OICS, 2018, p. 9). Roebourne was the only facility in the state which failed to comply with this regulation. We were pleased to see a Visits VSO position had been established as part of the most recent staffing review, and seven day visits were starting in the week following the inspection when a new roster commenced.

### **Visits were well supervised, but security was always evident**

Staff were friendly and professional to visitors, but security was always evident. For example, we saw a woman at the gate being asked to undertake a strip search based on intelligence holdings. She declined and was allowed to leave. Police had been called but could not attend, though they had joined some carpark searches during the previous six months.

Prisoners were now able to share canteen treats with visitors, which was an improvement on three years ago when it was not allowed. But security required that prisoners pour drinks into plastic cups and other treats into plastic bowls before entering the visits room. Most prison visit centres we see elsewhere have self-service tea or coffee stations inside, and some now have barista stations, vending machines or even a café for social visitors. We encourage RRP to consider whether similar services could instead be offered in its visits centre.



**Photo 8: Drinks and confectionary are put into cups and bowls before entering visits.**

#### Too few phones, no privacy, calls to mobiles too expensive, and still no Skype

Prisoners told us that: there were not enough phones; they were not 'private'; some were in full sun; and they were hard to access at critical times of the day. Older men say they don't get to use phones much, as they get 'chipped' by younger men. Male prisoners from remote communities told us that: the 'remote phone allowance' was not enough, and it did not take account of the cost of connection to mobile phones in communities. An additional seven phones have been ordered for prisoner use, pending resolution of contractual issues. We were told that some kind of privacy screen will be installed with the new phones.

Roebourne only had one video link unit, and it was often needed for court or DoJ matters. Video visits to family were rare. These were only possible to arrange when family could use the video link facility at a Community Corrections office or other video-link facility. Remote Aboriginal community members across the Pilbara had no access to such a facility.

In some facilities, Skype is commonly used as a communications alternative. Prisoners can have much richer visual and verbal communication with distant family and friends at no material cost difference than is possible over the phone. However, Skype is still not available at Roebourne. The Department says that joining the GovNext network will enable e-visit access at all prisons. We hope to see e-visits being used at Roebourne for social visits by the time of our next inspection.



**Recommendation 8**

Expand visits and communication services at Roebourne, including Skype for social and official visits.

**5.7 SPENDS**

**Prisoners were happy with the canteen**

Prisoner gratuities and private cash can be spent at the prison canteen or through town spends. Sixty per cent of respondents to the prisoner survey were satisfied with the canteen, a significant improvement on 35 per cent last inspection.

Stock available through the canteen included art supplies, foodstuffs, cigarettes, drinks and toiletries. The town spends list included items such as sports shoes, DVDs, CDs, and additional toiletry options for the women. It had been possible to purchase Xbox 360 consoles. However, the 250GB and 4GB consoles are no longer available online or locally in Karratha and the Department's policy directive does not permit the use of a console with greater storage. Instead, the indoor recreation centre has several Xboxes for use by prisoners.

**The canteen was well organised but impinged on re-entry staff**

Last inspection, the canteen was sharing a cramped space with the library, which doubled as an indoor recreation space. This library has since relocated but staff access was through the re-entry service office creating noise and privacy issues. One of the recreation VSOs used to manage the canteen, but a new canteen VSO position was now in place. She was assisted by two prisoner workers.

# Chapter 6

## ACTIVITIES, EDUCATION, WORK AND TRAINING

### 6.1 RECREATION

#### Recreation infrastructure had greatly improved

The need for an indoor recreation facility which was air-conditioned was discussed in both our 2014 and 2016 inspection reports (OICS, 2014; OICS, 2016). In 2016, we recommended that Roebourne:

Provide a dedicated air conditioned and well-equipped indoor recreation facility with areas for both active and passive recreational pursuits including art and music workshops.

Accordingly, the former dining room was converted to become an indoor recreation facility. The area included pool and table tennis tables, and a number of Xbox machines and screens mounted along one wall. An area was sectioned off to encompass a number of tables, chairs and lounges, with library books on shelving against the side wall. Offices for recreation staff were created at the far end of the room. However, the room was not configured for indoor sport or for art and music. Facilities for art, music, and a radio recording studio, were included in an unsuccessful business case for a 're-entry facility' in 2018–2019.



*Photo 9: Part of the indoor recreation centre and library.*

The recreation quadrangle has long provided a focus for fitness and recreation, with its volleyball and basketball courts. And its small outdoor gym was recently replaced by a much bigger under-cover gym with exercise bikes, boxing bag, and isometrics. A triangular space between the two units adjacent to the quadrangle has also been developed as an Aboriginal meeting place, with the pavement painted with Aboriginal designs and colours. This area, along with the recreation quadrangle, indoor recreation centre, and some other

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parts of the prison has also been adorned by landscape art panels, providing a strong cultural sensibility to the prison. We also found that the half-sized oval was in fair shape, a constant challenge in such a dry environment.

### **Recreation was the heart of prison life at Roebourne**

Recreation has always been an essential counterpoint for people in a prison with limited work, training, education and program opportunities. But the degree of participation in recreation was high, supported by excellent leadership, and the positive atmosphere in recreation at Roebourne was palpable. Both the Superintendent, who ran a weekly weights challenge for men, and the acting ASO who ran a boxercise class for women, led by example.

The new staffing agreement had recently released the two recreation VSOs from running the canteen, and they could now coordinate recreation between them on a seven day per week basis. One of the recreation officers had joined in a yoga class over summer with the women and had been assisted in accessing training in Perth to instruct yoga in the prison, which commenced shortly after the inspection.

When we visited on Sunday afternoon, the final of a men's basketball round robin was running. Half-court basketball, and volleyball ran on other days, and a good many used the outdoor gym. Others walked around the perimeter, or socialised. Sunday was also a mixed session, with a number of women sitting, watching the basketball final and socialising, some with men, in a well-supervised environment.

### **There were limitations accessing the oval and indoor recreation centre**

AFL is very popular, so oval time is valued when a game or training is on, especially on weekends. A group of older men, centred around peer support, with supervision from the Prison Support Officer (PSO), sometimes had morning walks on the oval. There was a brawl on the oval in late 2018, and since then a limit of 40 prisoners had been placed on use of either the oval or the indoor recreation centre. For that number, one Recreation VSO and two prison officers were required to be present. If only one prison officer was available, often the case when staff were short, then numbers were cut to 20.

In general, while most enjoyed using the new indoor recreation centre, there was a degree of frustration over limited access. Prisoners had to be quick to respond to a PA announcement, especially when numbers were cut. Some seemed to miss out continually, especially older men. Kitchen, laundry and maintenance workers, however, had daily access to the indoor recreation centre. Women had group access at least weekly, and for special activities such as a boxercise class.

### **The library was less accessible and the collection too limited**

In the past, the library was adjacent to the main recreation quadrangle, and could be accessed almost daily. But it was now in the indoor recreation centre, which was proving much less accessible. The library collection had previously been culled, and was easily accommodated in a single wall of shelving in the recreation centre. It needed refreshment in books and periodicals. It also lacked any electronic resources, other than a special

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computer, which was currently out of order, supplied by the KJ Rangers from the Martu Lands and containing an archive of stories, photographs and genealogy. At the time of the inspection, recreation staff had only just established their office in the indoor recreation centre, so they could hopefully now further address questions of access to the centre, and improvements in the library.

### **Unit based recreation was quite limited**

Prisoners could purchase guitars through the canteen, and a few used theirs in units for jams and singalongs. There were a few isometric fitness machines in units, but only the women had an aerobic machine. Cards were popular, including for gambling, which is not permitted. But while dart boards were mounted, darts had been confiscated the week before the inspection following an incident. Only the maximum-security yard had a few books and other reading materials to hand. Few prisoners now had Xbox gaming machines, so most could only play electronic games when able to access the indoor recreation centre.

Women did have access to a kitchen in which they could participate in a cooking activity once per week, and a demountable which had a DVD player, board games and craft activities when it was open. There were no cooking facilities in male units other than barbeques. But these had long ceased, as staff and prisoners had failed to make satisfactory arrangements for cleaning.

Staff training now required prisoners to be kept in units all day on Tuesdays, other than essential workers, those attending chapel, or remandees having visits. But positively, the local Ngaarda Radio now hosts 'Inside Soundz' on Tuesday mornings, broadcasting song selections and dedications from prisoners.

### **Women's recreation had some excellent elements**

Recreation VSOs, the Women's Support Officer (WSO) and Education staff collaborated to plan female recreation. They used the recreation quadrangle or oval between 9.30 am and 10.15 am on weekends. There was also a mixed recreation session one morning per week with a select group of male prisoners, playing volleyball, or basketball in the quadrangle, or softball on the oval. They also enjoyed watching men's activities on occasion. A trainer from the Women's AFL ran a two-hour fitness and football training program for women each week. Boxercise also ran weekly, and other fitness activities were sometimes convened.

## 6.2 EMPLOYMENT

### **A third were unemployed and many more were under-employed**

For people in gaol, prison work provides a constructive use of their time, an opportunity to gain work experience or gain new skills, and a way of earning some money. For the community, it helps to dampen prison costs, and at best, provide a way in which prisoners can make some reparation for the harm they have done. The following table depicts

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the distribution of work assignments in the main prison, and gratuity levels payable on 31 May 2019.

**Table 3: Prisoner work assignments by gratuity level as at 31 May 2019.**

Position	1	2	3	4	5	6	Total
Administration worker	2						2
Carpentry	4	3					7
Cleaning party 1			6				6
F/t education			10				10
Female unit worker			13				13
Garden party 1	2	3	3				8
Gatehouse	1						1
Industries			1				1
Kitchen	3	7	6				16
Laundry	1	5	7				13
Library worker	1	4					5
Maintenance	2	2					4
Miscellaneous worker					59	1	60
Not working					10		10
Paint shop	1	3					4
Peer support	1	6	1				8
Reception worker	2						2
Special projects	1		6				7
Stores	1						1
Unit 1 worker			9	6			15
Unit 2 worker			5	9			14
Visits worker	1						1
<b>Total</b>	<b>23</b>	<b>33</b>	<b>67</b>	<b>15</b>	<b>69</b>	<b>1</b>	<b>208</b>

While this table shows only 10 people as 'Not working', another 60 were classified as 'Miscellaneous workers'. These are paid at the same rate as those not working and are best regarded as unemployed. The total unemployed comprised 33.7 per cent of the population. As in most prisons, unit workers have very limited duties and should be regarded as under-employed.

In addition, while a number of prisoners were assigned to work that should be much more engaging, and were being paid at the relevant level, many of those workers were not being

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called up to work in some cases for weeks or months at a time. That was due to temporary or chronic shortages in VSOs or prison officers, or a lack of work assignments. At the time of the inspection, neither the cleaning party, nor the gardens party had operated for some weeks. Carpentry, paint shop, and special project workers were also often not working. It was not clear if any of those workers assigned to the library were actually utilised. And no prisoners were actually attending full-time education.

Nevertheless, some of the work projects undertaken by prisoners over the last few years, including cell refurbishments, and latterly, renovation of staff toilets in units, have provided excellent work experience and training opportunities for those involved. Garden work, when undertaken, was of a high quality, as was work in the kitchen and laundry.

However, we found women were especially disadvantaged in the range of available work. And, despite a laudable policy to ensure Aboriginals comprised at least 50 per cent of each workplace, Aboriginal prisoners were still disadvantaged in access to employment and in number employed at the highest gratuity levels.

In general, we were concerned that VSO positions were too often not relieved. And a greater effort should be made to develop further meaningful employment opportunities, possibly including in:

- art, music, dance, or prison radio
- charity crafts or other piece work
- visits café
- internal market garden
- recycling
- education and training
- clerks for industries, assessments, movements, re-entry, or peer support.

### **Recommendation 9**

Prisoner employment at Roebourne should be maintained and expanded, and configured to provide equitable opportunities for Aboriginal prisoners and women.

## 6.3 EDUCATION AND TRAINING

### **Delivery of education and training was compromised by a lack of staffing**

The substantive Prisoner Education Campus Manager had gone on maternity leave two years before the inspection, and was still on leave. One of the two Prisoner Education Coordinators (PECs) was acting in the manager's role, but efforts to backfill her position had failed. Acting staff were not eligible for accommodation, and it had proven impossible to find locally-based people qualified to undertake this role. The Aboriginal Education Worker position was filled in mid-2018, but the position holder had been on unplanned leave since February.

## ACTIVITIES, EDUCATION, WORK AND TRAINING

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The Employment Coordinator/Transitional Manager, had recently commenced maternity leave and had not yet been replaced. The centre had two casual tutors. A third had left in February for a more secure position. Tutors were very hard to recruit as the Department now required they hold an up-to-date Certificate IV in training and assessment. No subsidised housing is available for tutors, and only limited job security.

These shortages had significantly reduced the scope and quantity of courses which could be offered, especially in the main prison. Nevertheless, we found that the education centre had a positive feel and was operating reasonably well. The staff were clearly skilled and committed to their work. Students we spoke to in class were happy with their learning experience. And other prisoners were keen to access more education and training.

### **Adult basic education was not consistently available**

New prisoners are listed to attend an introductory Workplace Health and Safety (WHS) module. Participation in this helps with the Campus Manager's assessment of the person's language, literacy and numeracy skills. But the WHS module only ran quarterly, potentially delaying access to further education. A fuller assessment is needed for sentenced prisoners as part of developing their Individual Management Plan. Prisoners considered 'at risk' due to very weak literacy or numeracy were streamed into Early General Education programs. But at current staffing levels, and with only three classrooms in the main prison, only 30–40 prisoners could participate in education in any one week. Forty-two prisoners were on the waitlist for education, so it could be weeks or months before new students could be taken on. All prisoners were also listed to participate in First Aid delivered when a place becomes available.

We found that adult basic education was delivered intermittently in the main prison, not as a continuous program. Numeracy, for example, was delivered as a five-week block, and some components, such as basic business (computer) skills, were simply not delivered due to lack of qualified staff. The absence of the Aboriginal Worker left a significant hole in delivery of programs designed to engage at-risk Aboriginals, such as Standing on Solid Ground. No general education was available beyond Level 1 courses in the Certificate of General Education for Adults, equivalent to early high school.

### **Training was going quite well**

Roebourne Education offers a good range of short courses in areas such as construction (white card, working in confined spaces, working at heights), logistics and warehousing (manual handling, forklift), mining (skid steer), horticulture, and sport and recreation. These were provided as part of the student contact hours from Northern Regional TAFE. But only a few of these could be provided in the main prison – the work camp benefits from a wider range. A few prisoners also accessed further workplace health and safety and business training at their own expense through Trainwest.

One new program available in the main prison was the Certificate II Visual Arts taught twice a week in four week blocks by two tutors. A few years ago, government had stopped

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arts and music education programs in prison on the basis they were not priority occupations. But they are a priority for many Aboriginal people and it was good to see this program restored.

Roebourne Education had made a good effort to engage prisoners in traineeships, which can be difficult to establish, given that prisoners need to be matched with a work area of interest, where both qualified VSOs, and external TAFE (or other training provider) are available. There were now three VSOs holding the Certificate IV in Training and Assessment to support this effort, and two more were enrolled to undertake this qualification.

### **The work camp was better served in education and training**

Traineeships had been offered so far in hospitality and construction. One prisoner had completed Certificate II in hospitality inside the prison and was now the cook in the work camp. Another two had completed construction traineeships with the Yurra-GBSC joint venture working on a project to renovate the former Victoria Hotel building in Roebourne. One of these men won an Outstanding Trainee/Apprentice Award 2018 and has been taken on as an apprentice with other projects undertaken by the joint venture, whilst still a resident in the work camp. At the time of the inspection, there were three trainees. We would like to see more traineeships developed within the prison.

The Roebourne Town Work Camp has two classrooms, extensive and well-equipped workshops and horticultural assets, and access to a wide variety of external work and training opportunities. One of the two PEC positions was funded to service the work camp. However, the 25 residents there were relatively well served by the one PEC whose attention was divided between the work camp and the main prison. More consistent delivery of basic education was possible, and TAFE resources utilised to make a strong and diverse range of training linked with work assignments both within the camp and Section 95 work.

### **Women had even less access to basic education and training**

The limited education and training resources had to be shared between men and women. This would be less of an issue if they were able to do classes together. And while that is not banned as such, the current consensus between custodial and education staff was that it didn't work, as some students were too often distracted by, or wanting to act out in front of the other gender. But mixed classes are the norm in the community and this policy is questionable, especially given a shortage in teaching resources.

At times, there have been special programs for women such as the New Opportunities for Women, but at the time of the inspection in May, there had been no education or training programs for women since the term started, other than Visual Arts. Women complained that courses offered never got beyond the most basic of basic education. Those who had been there longer found themselves doing the same basic level over and over.



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### The Summer Refresh Program showed what can be done

Some years ago, the Department's Education and Vocational Training Unit (EVTU) suffered a significant funding cut and had to reduce delivery in prisons to 41 weeks per year, instituting a six week break in December/January. Following the riot at Greenough in July 2018, the EVTU found it had surplus funding due to the suspension of education and training at that site. Prisons around the state were invited to make submissions for activities during this break called the Summer Refresh Program.

Roebourne developed an excellent program, some of which was operated by the education and training centre, and some of which called on the surplus funds. For example, tutors were engaged to deliver 12 sessions of 10 prisoners, nine for men and three for women, on *Healthy Eating on a Budget/Deadly Tucker*. Another was engaged to provide six sessions for 10 prisoners, three for men and three for women, on *Art for Exhibition*. Student Contact Hours from TAFE were used to run a sport and recreation module. The Cancer Council stepped in to run two *Healthy Lifestyles* programs, and the Transitional Manager ran *Mind Matters: Healthy Thoughts* for six groups of 10 prisoners. Other programs for men and women were offered through the re-entry contractor and recreation staff.

So, while there were some areas of excellence in education and training, and a core of skilled and committed staff, delivery was compromised to the point that it was failing to deliver a continuing program of basic or further adult education to men or women inside the main prison at Roebourne. As such the prison is at risk of failing to meet the fundamental requirement mandated by the United Nations' long-standing *Standard Minimum Rules for the Treatment of Prisoners*, known as the *Mandela Rules*, which provide for the 'further education of all prisoners capable of profiting' and the compulsory education of 'illiterate prisoners and young prisoners'. (United Nations, 2015, pp. 30-31; Rule 104). And we are unable to state that the service at Roebourne meets the Department's own Operational Instruction 13 that:

The designated Superintendent is responsible for ensuring that a prisoner with the need, capacity and sufficient time to serve has the opportunity to participate in education and vocational training.

### **Recommendation 10**

Ensure consistent and adequate delivery of adult basic education, further education and training to men and women at Roebourne Regional Prison.

# Chapter 7

## HEALTH AND SUPPORT SERVICES

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### 7.1 HEALTH CARE

#### **The health service was running steadily and the service appreciated**

The nursing team at Roebourne was providing a seven day per week health service, staffed between 7.30 am and 6.00 pm daily. It comprised a Clinical Nurse Manager (CNM) and 3.5 nursing positions. The CNM had started at Roebourne in 2011, and had long experience working in remote Aboriginal communities and prisons. She has often had to manage changes in the nursing team, and they were short when we inspected in 2016, but the team was at full strength in 2019.

We were also concerned in 2016 at the unpredictable General Practitioner (GP) services. Roebourne has had the same GP, a DoJ employee, visiting from Perth every fortnight for the last two years. This did not entirely meet demand, but was proving manageable because of the consistency. Broadly speaking, many more prisoners rated the health service as 'good' in 2019 (66%) in the pre-inspection survey than in 2016 (38%). We also had markedly fewer complaints than before.

We had noted in 2016 that local staff were using a more comprehensive tool in initial health assessments than the generic tool on the ECHO medical records system. Since then, the Department has dropped the requirement that prisoners see a GP within 28 days of admission. Only those found to need treatment are referred to the GP. This has reduced the demand for GP services, but increased the burden of risk on nursing staff. The CNM was consulted on proposed transfers to Roebourne, and sometimes has to reject those with high health needs, particularly those with serious mental health issues.

The CNM and the visiting GP advised that common health problems presenting at Roebourne health centre were: cardiac, diabetes, mental health, and hepatitis (especially Hep B). They were also concerned about ancillary health services and dental services. Departmental contracts for physiotherapy and podiatry had expired in December 2017, and while a regional tender had been put out, these had not yet been resolved. In the meantime, it had rarely been possible to arrange external appointments to external providers locally.

Most other specialist services are available by appointment through the Karratha Health Campus. If such services are unavailable or a patient needs extended care, then a transfer to Casuarina or Bandyup prisons in Perth may be required. However, an area of some contention was ear health. Aboriginal people from remote areas are known to have serious and chronic issues with ear health, and we were informed before the inspection that only two of 90 Aboriginal people recently tested at Roebourne passed testing using a hearing screen and an ear, nose and throat examination. Such hearing deficits can affect communication generally, but also impede progress in education, and ability to understand instruction in the workplace.

In some cases, such conditions are operable, and in certain others, can be ameliorated by hearing devices. That requires referral to the Ear Nose and Throat (ENT) Clinic at Karratha

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Health Campus. But the health centre has found that the ENT Clinic is overwhelmed by community referrals and are unable to prioritise the needs of prisoners. The level of acceptance of hearing aids by prisoners in the past has also been very low. While every new prisoner is screened for hearing deficits, referrals are only made for those specifically wanting to address their deficiency.

The particular experience and knowledge of the CNM and others has been invaluable in addressing the needs and winning the trust of remote area Aboriginal prisoners at Roebourne. But that cannot always be taken for granted. We have long contended that an Aboriginal Health Worker could help clinicians communicate with Aboriginal clients, in assessing their needs and discussing their diagnosis and treatment. They can also help persuade Aboriginal clients to comply with treatment, and educate them about lifestyle factors affecting health.



*Photo 10: A prisoner receiving medicine through the hatch at the health centre.*

### 7.2 DENTAL SERVICES

#### **Access to emergency dental was good, but not to restorative dental**

The Exmouth-based public dentist now visited the Mawarnkarra Aboriginal Health Service in Roebourne for two out of every six weeks. During that fortnight, the prison was allowed one session per day, occasionally more if there were cancellations. This was meeting demand for emergency dental work, but there was no service for fillings, root canals or dentures. As such it is most concerning that prisoners had no access to even the most basic restorative work, a simple filling. We have long been concerned at inadequate access by Roebourne prisoners to dental treatment, which was described in 2016 as 'basically non-existent' (OICS, 2016, p. 43).

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### 7.3 MENTAL HEALTH CARE

#### **Mental health services had increased, but relied entirely on in-reach**

We found an improved level of mental health services with in-reach from Karratha Headspace, who saw youth up to the age of 24, and Karratha Mental Health Service, who saw older adults. Headspace had been sending a psychiatrist and a mental health nurse on a fortnightly basis, but at the time of the inspection the psychiatrist was no longer available to attend. The Karratha Mental Health Service, sent a mental health nurse weekly, and a psychiatrist when three or more prisoners needed review.

In-reach was supplemented by one session per fortnight via telehealth from a Senior Mental Health Nurse based at Wandoo Rehabilitation Prison in Perth. Roebourne has not had a mental health or co-morbidity nurse for some years, and in-reach services have never been provided consistently. In 2018, the mental health nurse from Headspace together with a member of the nursing team contributed to an innovative yarning session on Thursdays led by a respected local elder, with a focus on education in health, mental health resilience, drug and alcohol misuse, and healthy eating. But those responsible were no longer available and the sessions had not continued into 2019.

The CNM has created a business case for a mental health nurse, sorely needed if there is ever to be a consistent service for prisoners at Roebourne. A mental health nurse, preferably one also qualified in addictions would be an invaluable adjunct to the health service. The position could spearhead mental health resilience training, and drug and alcohol education as a component of much needed rehabilitation services for local prisoners.

#### **Recommendation 11**

**Re-establish a mental health/addictions nursing position at Roebourne Regional Prison.**

#### **Prisoner counselling and peer support services were strong**

There was one full-time position at Roebourne dedicated to Prisoner Counselling Services. In 2016, the counsellor was having to undertake the duties of a Senior Programs Officer alongside her counselling responsibilities. That was no longer the case which meant she had capacity to provide ongoing counselling to prisoners, not just acute risk management. The number of prisoners being managed on ARMS was quite low, typically one to three prisoners on any given day. Prisoner Risk Assessment Group meetings were convened as required, involving discussion and input from representatives of different areas of the prison, including the ASO, Unit Manager, CNM, Prison Counsellor, PSO, and WSO.

The PSO and the peer support team provided good support to the prisoner group, with an appropriate focus on identifying and managing prisoners at risk of self-harm. This included meeting new prisoners as part of orientation, and running a yarning session

## HEALTH AND SUPPORT SERVICES

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each week. Peer support were expected to make a contact record of all the support conversations they have in the units each week, and to raise any potential self-harm issues with staff.

### 7.4 HEALTH SERVICES INFRASTRUCTURE

#### **The health centre was still cramped with an outdoor cage for a waiting room**

We found only a cosmetic refurbishment in the health centre this time. In 2016 we said it was small, it had only two consulting rooms equipped with hand-basins, and prisoners waited for consultations in a caged outdoor space. We recommended it be extended and made fit for purpose. The recommendation was supported with caveats (OICS, 2016, p. 79), and we were later informed it was in the Department's infrastructure plan for 2016–2017. But that did not progress, nor did a business case put up for the following year.

With any restoration of GP, mental health or ancillary services, it would be very difficult to share the limited clinical space available. A dental chair should also be installed to reduce the number of external escorts currently required. And the external cage is unacceptable as a waiting area. There would be an opportunity to expand the health centre into reception, including use of its existing holding rooms to replace the external cage, should a new reception facility be created.

### 7.5 RELIGIOUS EXPRESSION

#### **Chaplaincy was active, providing a weekly meeting and support to prisoners**

An Anglican minister, his lay assistant and a Seventh Day Adventist Pastor comprised an effective chaplaincy team. Local management were supportive, arranging for chaplains to meet with prisoners each Tuesday morning, at a time when prisoners would otherwise be locked in units during staff training. The meetings were mainly bible studies, with a non-denominational religious service once a month. We were intrigued to hear at a bible-study early in 2019, that chaplains strongly acknowledged Aboriginal culture and that parts of the bible were available in certain Pilbara languages. At that time, women were allowed to participate in this meeting, but the prison had stopped this. In previous reports, we have advocated for male and female prisoners to be allowed to attend religious services together (OICS, 2016, p. 38; OICS, 2014, p. 31), and we do so again. Chaplains were having to offer a separate meeting time for women, which will be difficult if only two or three are interested.

# Chapter 8

## REHABILITATION AND RE-ENTRY

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### 8.1 ASSESSMENT AND CASE MANAGEMENT

#### **Assessments were well managed and closely monitored**

The assessments team at Roebourne consisted of the Case Management Coordinator and two Assessment Writers. The Case Management Coordinator position was being covered by a Senior Officer because the substantive occupant was Acting ASO.

The assessments team managed the various sentence planning and assessment processes that guide each prisoner's path through the prison system. Roebourne had a high output of assessment reports, driven by a high proportion of remandees and prisoners on short sentences. The work camp also generated a high volume of work, with assessments required for work camp placement, external activities, and reintegration leave. The assessments team completed an average of more than 120 reports per month for the first four months of 2019.

Although local management tried to maintain staffing in the assessments team, the two writers were regularly redeployed to cover staff shortages elsewhere in the prison. This made it more challenging to manage the assessments workload, and resulted in more work falling to the Acting Case Management Coordinator. Despite this, the team was generally up-to-date with reports. The timeliness of assessments was closely monitored at Roebourne, with a comprehensive monthly assessment monitoring report tabled at senior management team meetings. This was good practice that recognised the importance of assessments in the overall system.

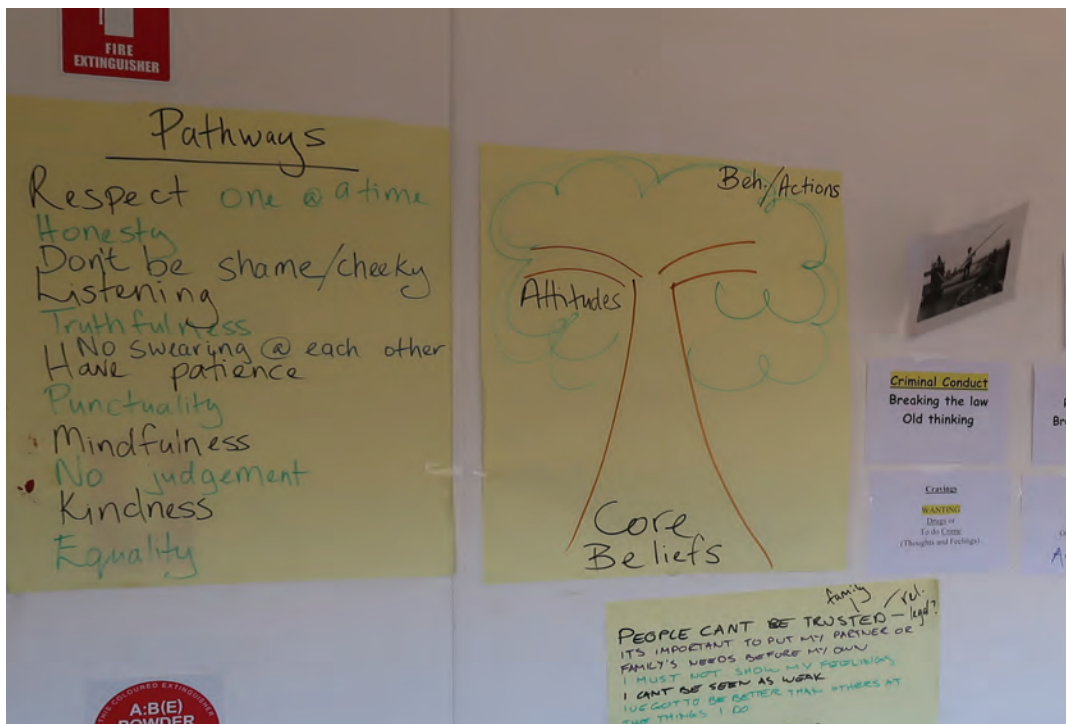
The only significant backlog was in initial Individual Managements Plans (IMPs), and this was a result of treatment assessment delays. The IMP is the key sentence planning document that sets out a prisoner's security classification, prison placement, education and training needs, and program requirements. According to Department policy, the initial IMP should be completed within 28 days of a prisoner being sentenced (DCS, 2012). A core component of the IMP is the treatment assessment, which identifies program needs to address a prisoner's offending behaviour. At Roebourne, treatment assessments were undertaken by two Senior Programs Officers, who were also responsible for delivering programs. At times, particularly when delivering programs, they had reduced capacity to complete treatment assessments in a timely manner. There were 12 overdue initial IMPs waiting on treatment assessments at the end of April 2019. This backlog dated back about two months.

This creates a clear disadvantage for those prisoners. Delays in assessment mean that the system is unable to start addressing the intervention needs of the prisoner. This has flow-on effects on that prisoner's ability to progress to a lower security classification, and may reduce their chances of being granted parole.

## 8.2 OFFENDER TREATMENT PROGRAMS

### Resources for program delivery had increased, but gaps remained

We found an increase in program delivery resources. As in 2016, there were two Senior Programs Officers (SPOs), but they no longer had responsibility for prisoner counselling. The second SPO had commenced in March 2019. At the time of our inspection, they were delivering the Pathways program, which addresses addictions-related offending. Another Pathways was scheduled later in the year. And Anglicare had been contracted to deliver Connect and Respect, a family violence program. It ran one in 2018, and it was expected they would deliver it again in 2019.



**Photo 11: Wall postings from a Pathways drug program.**

Each program had a capacity of 10 prisoners, and the low rate of delivery meant that program places fell short of demand. There were around 40 prisoners at Roebourne with identified treatment needs for addictions-related offending, and a similar number for violent offending, mainly for family violence. The programs officers adapted the Pathways program as much as they could to meet the needs of those prisoners participating. But the program requires a level of literacy and conceptual understanding that is demanding for most prisoners, and particularly challenging for a predominantly Aboriginal population, many from remote communities.

### 8.3 RE-ENTRY SERVICES

#### **Good re-entry services were undermined by a vacancy in a key position**

At Roebourne, the important task of preparing prisoners for release was managed and coordinated by the Transitional Manager (TM). The TM maintained good working relationships with a wide range of community service providers in the region, and referred prisoners to appropriate providers in accordance with their needs. The level of engagement of community service providers with the prison was strong. The most crucial relationship was with Pilbara Community Services Limited (PCSL), who held the contract for delivering re-entry services to Roebourne prisoners, as well as the contract for transporting prisoners back home after release.

A new re-entry services contract had commenced in April 2018, although at Roebourne the provider remained unchanged. Under the new contract, delivery of re-entry services is reliant on the Transitional Manager position making referrals to the contractor. Only sentenced prisoners approaching release who are assessed as a high or medium risk of reoffending are eligible for re-entry support. Under the old contract, services were offered to all prisoners prior to release. But referrals had stopped as the TM had gone on maternity leave six weeks before our inspection. A recommended applicant had been selected before she left, but the Department's processes had delayed final approvals for an extended period.

Without a TM, all referrals had stopped and PCSL were only able to work with clients who had been referred prior to the TM's departure so there had been no new clients in the preceding six weeks. This should not have been allowed to happen without some sort of workaround being put in place. It was only in the week of our inspection that the prison and PCSL agreed to an interim arrangement for referrals. In the meantime, about 170 prisoner request forms had built up on the TM's desk without any response.

Not surprisingly, there were mixed views of re-entry services among prisoners. Any prisoner who had tried to access services in the preceding six weeks was very frustrated. But for those who had been able to access services, PCSL generally catered well to their needs. Unlike other prisons, PCSL had two full-time positions based inside the prison. In normal circumstances, this provided good access to prisoners, and resulted in a high level of engagement with re-entry services.

#### **Roebourne offered a good range of voluntary programs and workshops**

One of the two PCSL positions had specific responsibility for coordinating workshops and voluntary programs, using the former library for these. As a result, a high number of these ran at Roebourne, over 100 in the first quarter of 2019. There had been many valuable offerings from different community providers addressing diverse issues such as staying healthy, applying for parole, obtaining housing, quitting smoking, recovering from family violence, emotional wellbeing, and life skills. Some of these were part of the Summer Refresh Program in January.



## REHABILITATION AND RE-ENTRY

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A motivational addictions program was provided a few years ago by local drug agencies, but that had been cancelled due to lack of resources. PCSL had recently run a brief addictions education program, and prisoners were able to attend a largely prisoner-run Alcoholics Anonymous group on Sundays, with occasional support from a community volunteer. A few prisoners were able to engage with a drug and alcohol counsellor from Mission Australia who attended weekly. But as addictions play such a major part in the lifestyles and offending of so many of the prisoners at Roebourne, these offerings appear insufficient to meet the level of need.

### **Case management was up-to-date, but the system offered limited value**

Under the Department's case management policy, sentenced prisoners with an IMP must be assigned a prison officer as their Case Officer (DCS, 2013). The Case Officer is responsible for meeting with the prisoner every three to six months (depending on sentence length remaining) and completing contact reports. At the time of the inspection, there were just 70 prisoners requiring case management at Roebourne. All had a Case Officer, and contact reports were up-to-date.

However, the Department's case management model continued to offer limited value. Over 150 people at Roebourne had no case management, being remandees or shorter term prisoners. And we have long argued that there is no meaningful relationship between the officer and prisoner because contact is too infrequent. As a result, there is no real contribution to prisoner welfare or preparation for release.

For several years now, the Department has promised that the weaknesses of the case management system will be resolved by the introduction of a new Integrated Individualised Offender Management model. However, this has never been implemented.

# Chapter 9

## DEMOGRAPHIC FOCUS

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### 9.1 REMANDEES

#### **Legal resources for remandees were packed away**

On 31 May 2019, shortly after the inspection, there were 87 people at Roebourne who were on remand. They comprised 41 per cent of the prisoner population. Only after the inspection was it possible for remandees to access their right to have the opportunity for visits on a seven day per week basis. Positively, the majority of remandees (59%) had work, although fewer than sentenced prisoners of whom 77 per cent had work in the main prison. Unfortunately, remandees were the lowest priority to be assessed for education, and less likely to access courses.

Remandees could contact their lawyers on the PTS, and while these calls were not recorded, there was no privacy from other prisoners, and too few phones. The prison allows legal PTS calls to run for up to 20 minutes if properly configured. More phones will soon be installed, but it would also make sense for an interview room to be made available for such sensitive calls. Lawyers could meet with their clients in an interview room in visits, but distance meant such visits were infrequent. They have also been able to take instructions from clients over the video link system, but that rarely occurs. As recommended above, a system such as Skype is sorely needed to facilitate such communications.

Our most serious concern for remandees was the lack of a functioning legal library. None of the legal resources from the old library had been put out in the new library in the indoor recreation centre. And while the prison has received a new computer containing a legal database, it had not been installed. Access to comprehensive and current legal resources is vital for prisoners' access to justice, especially if they are self-represented in court.

### 9.2 WOMEN

#### **Staffing arrangements for care of women had improved**

Positively, the WSO position had been made permanent which we had recommended last inspection (OICS, 2016, pp. 35-39. Recommendations 7-9). It was filled by a local person, who made an exemplary contribution to the well-being of the women, and helped to spearhead a good range of recreation activities and supported their participation in education and other areas. Unit 2 had received an additional wing officer under the staffing agreement discussed above, which allowed the wing officer for the women to be somewhat more responsive.

We also found that the acting ASO was a strong advocate in management for female prisoners, and as mentioned above personally ran a boxing class continuing one that commenced in the Summer Refresh Program. While most had missed *Working with Women* training, we found staff more tolerant and accepting of the place of women at Roebourne, reflected in the acceptance of mixed recreation. But a few expressed a belief that the presence of women at Greenough had caused the riot there, contrary to the

## DEMOGRAPHIC FOCUS

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findings of the independent review (Shuard, 2018). It was concerning that women's opportunities in education and access to religious meetings had diminished, not grown.

### **Women enjoyed recreation, and appreciated supervised contact with men**

Recreation was the most positive aspect of the women's experience at Roebourne. Women have access to both passive and active recreational activities organised by the WSO and recreation officers, and had regular access to the quadrangle, oval, indoor recreation centre and their own air-conditioned day room. Passive activities include sewing, beading, cooking and painting. Active recreational activities include yoga, boxing, volleyball and football training by the Western Australian Football Commission.



***Photo 12: Women watching a Sunday basketball final.***

It was commendable that the prison was also continuing with mixed recreation via a weekly sports game arranged for the female population and a select group of men. However, the women complained that they were not provided with shorts to wear in the hot climate and that their prison issued underwear were not adequate for sport.

The WSO facilitated a cooking activity once per week in their kitchen/day room. While full self-catering had been considered for the women's yard, it was decided that women could cook a meal together once a week on Friday nights. This has proven both popular and sustainable. Another positive was the introduction of hairdressing services for the women, with one of the kitchen VSOs, a qualified hairdresser, working overtime to deliver this service.

## DEMOGRAPHIC FOCUS

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### **But women's education and employment were unduly restricted**

There had been no growth in the range of employment available to women since 2016. Thirteen of 17 women resident on 31 May 2019 were employed as Unit Workers and three in Level 1 cleaning positions in administration and the gatehouse. One was unemployed. In one respect women are advantaged in that all are normally employed within a day or so after admission, and their unit workers are all employed at Level 3. But their work assignments in the unit were minimal, and the only other work accessible were those special cleaning jobs. And they had no access to full-time education, the kitchen, the laundry or any of the other industrial work in which they might gain work experience or develop their skills. While three were classified as minimum, none were able to reside in the work camp where men earned gratuities at the special Level 23 rate of \$91 per week. In principle, women could access Section 95 work, but in practice that rarely happened.

Despite some excellent short-course offerings from education over time, mixed education was no longer practised and women were unable to undertake Adult Basic Education on a continual basis. This is concerning, as education has been understaffed for a considerable period, and even when fully staffed, it is impractical to offer a range of classes to meet the needs of the small number of women. In fact, the only education the women were engaged in at the time of the inspection was Visual Art. First Aid had been scheduled and cancelled twice in 2019. Nor was there any potential to undertake ongoing training, such as a traineeship, in relation to their work. Providing work and training opportunities for women in areas such as hospitality, barista, cleaning, clerical, laundry, hairdressing and beauty services would improve their employability.

### **No access to offender programs for women**

In our 2016 inspection report, we also recommended that the Department 'increase offender treatment program availability to women at Roebourne' (OICS, 2016, p. 37. Recommendation 8). In 2019, there were still no programs available for women at Roebourne. Historically, the number of women at Roebourne was too low to justify running a program, and that was still the case. At the time of the inspection there were only two women assessed as requiring a program. We suggested previously that the Department should explore alternatives such as remote delivery or delivery via video suite, but there had been no progress in this area. Nevertheless, women did have good access to a number of voluntary programs and workshops hosted by the re-entry contractor.

### **Women would best be cared for in a purpose-built facility**

While we found the women's unit in reasonable condition, with refurbished ablutions, cells had not been renovated and too many women were sleeping on mattresses on the floor. Much has been done to make the women's precinct liveable, but it appears that more capacity is needed and women may be better served in a purpose-built facility.

Regardless of whether there should be a purpose build facility, there should be better services for women, such as employment opportunities, education and programs.

## DEMOGRAPHIC FOCUS

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### 9.3 ABORIGINAL PRISONERS

#### **Aboriginal culture and expression was a key focus at Roebourne**

In May 2019, the Aboriginal population in Roebourne was 79 per cent. Eighty-seven percent of these gave Pilbara addresses on admission, with another seven per cent identifying with adjacent Kimberley and Mid-West regions.

Twenty-two people gave a remote Aboriginal community as their home address, and many more had remote community links, but gave addresses in towns where they were staying when arrested. Indeed, a majority of Aboriginal prisoners from the Pilbara, 91 out of 153, were from the East Pilbara, and should arguably be regarded as 'out of country' in Roebourne. Even the 15 from Onslow and Tom Price in the West Pilbara were quite distant from country and family.

We found in the inspection that management and staff had made Aboriginal cultural safety and equitable service provision a key focus at Roebourne. This was reflected in the central placement of the Aboriginal meeting place, adjacent to the central quadrangle that everyone could access during recreation. It had a number of benches and tables, and the whole area including rocks and pavement, was decorated strongly with Aboriginal colours and art. Aboriginal art was also now a strong and attractive presence throughout the facility.



*Photo 13: The cultural area next to the recreation quadrangle.*

## DEMOGRAPHIC FOCUS

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### **While equity in employment was a priority for the prison, there was still a way to go**

Since mid-2016, Roebourne conducted quarterly Aboriginal Services Committee meetings, which reviewed all aspects of Aboriginal participation in prison life, and seeks to ensure cultural safety and equity in service provision for Aboriginal prisoners. The scope of information collated for these meetings is exemplary. One of the policies generated by this committee is that at least 50 per cent of workers in each work area must be Aboriginal. It is often the case that non-Aboriginal workers occupy most of the quality industrial work roles in a prison, even when Aboriginal people comprise over 75 per cent of the population. This is because people with stronger work histories often agitate more strongly for industrial work, and tend to be preferred by the VSOs who engage prisoner workers. Many Aboriginal people are likely to have more limited work histories, and lack confidence in seeking work, even in a prison. But at Roebourne, we saw Aboriginal people assigned to work in almost every area, and exclusively so in the laundry, garden, and full-time education.

Despite this, significant inequities remain in employment outcomes. We found, for example, that on 31 May 2019, 66 out of the in-prison Aboriginal population of 166, or 40 per cent, were unemployed. This included 57 'miscellaneous workers' who were only occasionally directed to do a particular task and were paid at the same level as those classed as 'not working'. Only four of the non-Aboriginal population of 42, or 10 per cent of that number were unemployed. And while 31 Aboriginal prisoners (19%) were employed at gratuity Levels 1 or 2, 25 of the much smaller non-Aboriginal population (60%) were employed at Level 1 or 2. Ten Aboriginals were employed at Level 1 compared to 13 non-Aboriginals. With the exception of the laundry, which mainly employed men from the desert parts of the Pilbara, many of those from remoter parts were unemployed.

### **In-prison supports were effective, but AVS was still missing**

As in other facilities, the PSO was an identified Aboriginal position. The PSO, and the WSO, who was also an Aboriginal person, had a key role in arranging Aboriginal cultural activities, together with management, recreation, education staff and others. This included the Annual NAIDOC, Reconciliation and Christmas celebrations.

Five Aboriginal members of the peer support team represented language groups across the North of Western Australia, providing a voice for others, including translation services with staff. The PSO and his team also ran Wayiba Link session when prisoners can yarn with peer supporters in the donga and get help with paperwork, such as unit interview forms, parole plans, and letters. 'Wayiba' means 'hello' in Pilbara languages.

Sadly, it has now been a decade since the Aboriginal Visitors Scheme (AVS) operated effectively at Roebourne. The town of Roebourne was the site of one of the serious incidents that led to the Royal Commission into Aboriginal Deaths in Custody which in turn gave the impetus for the creation of the AVS. AVS acts as a conduit for moral support from families and communities for people in custody. There are still very few Aboriginal people working inside the prison, so Aboriginal visitors can play a vital role in supporting

## DEMOGRAPHIC FOCUS

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prisoners, in reconnecting them with family and community, and informing staff of needs and concerns a prisoner may have trouble expressing in other ways.

We addressed this deficiency in our 2016 inspection report in which we recommended a revitalisation of the scheme locally on a face-to-face basis (OICS, 2016, p. 30. Recommendation 6). An appointment was made in December 2018, and someone commenced duties after a considerable orientation and training period. That person was unable to continue, and the position was again vacant at the time of the inspection.

### **The end result is that Roebourne continues to be without an AVS presence.**

The Department's highly restrictive policy on attendance at funerals continued at the time of the inspection. Prisoners who came from areas some distance from the prison were often unable to attend funerals, even when there was a strong cultural obligation to attend (OICS, 2017). This has since changed. In November 2019, Prisons Order 06/2019, was issued in which the Department now 'recognises and acknowledges Aboriginal kinship and extended family relationships as significant relationships when considering access to compassionate leave'. We will closely monitor the application and effect of this welcome change of policy.

There are also opportunities to engage other elders and leaders from the Aboriginal community to visit Aboriginal prisoners, to provide support and guidance. This has only been possible in limited ways. One of these was the Martu Leadership Team from the Kanyirninpa Jukurrpa (KJ) Rangers who visited quarterly in 2018 offering Martu prisoners, likely to return to Western Desert communities, with mentoring, rehabilitation, employment opportunities and help returning to community and country. They also provided the prison with a computer loaded with genealogy, stories and photos for Martu people to access in the library. At the time of the inspection it was not working. The KJ Rangers had not yet returned in 2019, but we were told it was hoped they would do so soon.

Another initiative in late 2018 and early 2019 was a yarning session run by various people, such as elders from the Roebourne Men's Group, a Nurse, a visiting mental health nurse, PSO, and/or WSO, with a focus on health and mental health education. Unfortunately, this valuable session was no longer running at the time of the inspection.

### **Prisoner views on staff cultural awareness had improved, but remained low**

According to our pre-inspection survey responses in the table below, most prisoners (56%) felt that their culture was not understood by Roebourne staff, with many (46%) believing their culture was not respected by staff. However, these responses were a significant improvement on those from 2016 when 76 per cent felt staff did not understand their culture, and 72 per cent felt that culture was not respected. This improvement likely reflects a progressive approach from management in which respect for culture is an important priority and an improved staff culture, supported by cultural competency training provided to some staff. Hopefully, this will continue to improve respect and understanding of Aboriginal culture.

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**Table 4: Pre-inspection survey responses to questions about culture.**

Question	Roebourne 2019	Roebourne 2016	State average
<i>Do you feel that staff in this facility understand your culture?</i>			
Yes	32%	14%	27%
No	56%	76%	46%
<i>Do you feel that your culture is respected by staff in this facility?</i>			
Yes	38%	18%	31%
No	46%	72%	41%

It may be that in an environment where the staff are overwhelmingly non-Aboriginal, prisoners habitually interpret any restrictions, deficiencies or negative experiences of staff as lacking understanding or respect for culture. It certainly does not help that Roebourne has so few Aboriginal staff. In 2019, this was the only regional facility where there was no local staff recruitment. This was because Roebourne had a very healthy list of staff wanting to transfer in. While many of these staff will no doubt bring a range of experience working with Aboriginal people, there may be few, if any, local Aboriginal people on that transfer list.

Looking forward, management should look for further opportunities to engage local Aboriginal staff, both in uniformed ranks, and among support staff in prison support, education, health, and programs. And the Pilbara-based cultural awareness training must continue to roll out to all staff.

### **Recommendation 12**

Enhance the cultural effectiveness of Roebourne Regional prison by attracting local Aboriginal staff, developing the cultural competence of all staff, and further engaging local Aboriginal elders and service providers.



# Chapter 10

## TOWN WORK CAMP

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### 10.1 INFRASTRUCTURE AND CAPACITY

#### Full at last and running well

The Roebourne Town Work Camp commenced operation in 2014 and replaced a smaller work camp at Millstream, and DECCA, an industrial training initiative at a former maritime communications base. It was built with three accommodation modules, each with ten rooms. But five rooms were being used for staff, with the staffing model having reverted to a more traditional one in which Work Camp Officers stayed overnight. So the camp was operating with a reduced capacity of 25 prisoner residents.

Still, it was pleasing to find, that the work camp had consistently held over 20 prisoners since mid-2018, and had often been full, as it was at the time of the inspection. In part, this was due to a change of practice making it possible for suitable minimum-security prisoners to transfer directly into the camp, without having to do four weeks of Section 95 community work while still inside the prison. Ideally, more suitable accommodation should be provided for staff restoring capacity to 30 prisoner beds at the work camp.



*Photo 14: Visits lawn and tropical fruit plantation at the work camp.*

There was also provision within the camp's footprint for two extra resident modules, extending capacity to 40 or 50, and these should be considered in the Department's infrastructure planning. In the meantime, the former work camp at Millstream was idle, and the contribution of prisoners to environmental remediation, trail building and developing and maintaining visitor facilities there was sorely missed by the Department of Biodiversity, Conservation and Attractions.

## TOWN WORK CAMP

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Looking around the site, we noticed a large metal emu sculpture built by the prisoners beside a well-watered lawn area with picnic tables and a playground installed for use during weekend visits. Several trees, both at the front and in the common area inside the camp, had really matured, although some had been lost or damaged in Cyclone Veronica in March 2019. A good quality outdoor gymnasium had been established and outdoor seating installed around the cultural fire pit and throughout the site.

The vegetable garden was fully utilised, as was the nursery and there was an extensive aquaculture and hydroponics installation. A small tropical fruit plantation had also been established on a trial basis, adjacent to the visits area, growing bananas and papayas. Reflecting its heritage as a replacement for the DECCA program, Roebourne Town Work Camp has the biggest and best provisioned workshops of any of the work camps, and includes two well used classrooms.

### 10.2 OUTPUT AND COMMUNITY WORK

#### Making a really fine contribution to the community and the environment

After a qualifying period working on site, new work camp prisoners were likely to be allocated to one of two Section 95 teams, leaving the camp most mornings to undertake work at various sites around Karratha and Roebourne. In recent months, some of the bigger projects included:

- Old Roebourne Courthouse – cleaning up gardens and grounds. This followed extensive internal renovation and furniture restoration. It has since been commissioned as the Community Corrections office.



*Photo 15: External work at old Roebourne Courthouse.*

## TOWN WORK CAMP

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- Rehabilitation of the Searipple Dune fringing Karratha – a multi-year project involving weed management and revegetation.
- Nor-West Jockey Club at Roebourne – maintaining gardens, lawns, and refurbishing external areas.
- Cossack Cemetery - clearing of weeds and rubbish, basic restoration work. Prisoners have done extensive work at the old Cossack town site over many years.

There is a long list of other community associations, agencies, and events that have been assisted by prisoners from the work camp. Some of the work for these agencies is actually done within the camp. While most of these work assignments are undertaken by Section 95 teams, some prisoners are eventually assessed as suitable to undertake Section 95 on an unsupervised basis, and may be dropped off at certain locations, such as the police station to undertake grounds or other work to assist that agency.

A few prisoners at the work camp had jobs servicing the camp itself, in the kitchen, cleaning and recreation. Others ran horticulture and aquaculture, or did maintenance and other development work within the grounds, or for the benefit of the main prison. For example, the prison's gatehouse had benefited from cabinet work and painting, and an ugly compound had been removed from the front of the prison and converted into a car park.

### **Work experience and training was improving resettlement prospects**

Training was strongly linked to many of the work activities both externally and internally. This included construction white card and various other workplace health and safety courses, senior first aid, short courses in using machinery (skid steer, elevated work platform, forklift, chainsaw, dingo and telehandler), revegetation, and construction. Eight work camp prisoners were doing a Certificate II Automotive at TAFE. Some were also engaged in remedial basic education to equip them for these training opportunities.

We also noted that two prisoners had undertaken traineeships with Yurra GBSC working of the historic Victoria Hotel reconstruction. Yurra GBSC had moved onto new projects, including construction of a cultural archive for the Juluwarlu Group Aboriginal Corporation. One of the trainees continued as an apprentice and another had been taken on as a trainee. Training was also being sourced for three work camp prisoners involved in the Pilbara Rock Oyster Research and Development Project at Dampier.

The work experience, training and contacts gained through section 95 work provides an excellent opportunity for those being released to obtain work in construction and mining industries locally, especially Indigenous people. GBSC had taken on one former trainee from the work camp after release. Fortescue Metals Group also welcomes former prisoners into their Fresh Start work ready program, but only after they have settled back home.

## TOWN WORK CAMP

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### **Prisoners had access to external recreation and in-prison services**

Work camp prisoners had access to an indoor recreation lounge, and an outdoor gym. Those working externally also had regular opportunities as a group to enjoy fishing, swimming, and bush barbeques. They were also allowed access to the main prison for medical appointments, or re-entry appointments and to participate in workshops or programs they need. One was undertaking Section 95 work and reintegration leave as part of a resocialisation program, a requirement for people on indefinite sentences before they can be considered for release.

The prisoners appreciated the lifestyle and opportunities afforded at the work camp and were proud of their achievements. Prisoners in the main prison were keen to progress to the work camp. Unfortunately, that may prove to be unrealistic for most, as they were on remand, their sentence was too short, or their security classification was too high. Nevertheless, demand for the work camp was healthy, and there may be opportunities to plan for expansion, whether on site, or in other areas, through satellite or mobile camps.

# Appendix 1

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## Appendix 2

### TABLE OF ABBREVIATIONS

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ARMS	At-Risk Management System
ASO	Assistant Superintendent Operations
ASOS	Assistant Superintendent Offender Services
AVS	Aboriginal Visitors Scheme
CNM	Clinical Nurse Manager
DFES	Department of Fire and Emergency Services
DoJ	Department of Justice
EVTU	Education and Vocational Training Unit
FTE	Full-Time Equivalent position
GP	General Practitioner
HIP HOP	Health in Prison, Health Outta Prison
IMP	Individual Management Plan
MAP	Management and Placement assessment
OICS	Office of the Inspector of Custodial Services
PCSL	Pilbara Community Services Limited
PEC	Prisoner Education Coordinator
PSO	Prison Support Officer
PTS	Prisoner Telephone System
RRP	Roebourne Regional Prison
SOG	Special Operations Group
SPO	Senior Programs Officer
TM	Transitional Manager
TOMS	Total Offender Management Solution
VJ	Visiting Justice
VSO	Vocational and Support Officer
WAPOL	Western Australian Police
WSO	Women's Support Officer

# Appendix 3

DEPARTMENT OF JUSTICE RESPONSE

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Government of **Western Australia**  
Department of Justice  
**Corrective Services**

## **Response to the Announced Inspection: Roebourne Regional Prison 2019**

**February 2020**

## DEPARTMENT OF JUSTICE RESPONSE

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Response to the Announced Inspection:  
**Roebourne Regional Prison 2019**

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The Department of Justice welcomes the draft report of the inspection of Roebourne Regional Prison.

The Department has reviewed the report and noted a level of acceptance against the 12 recommendations.

Appendix A contains comments for your attention and consideration.



Response to the Announced Inspection:  
Roebourne Regional Prison 2019

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## **Response to Recommendations**

### **1 Establish the position of Assistant Superintendent Offender Services.**

**Level of Acceptance:** Not Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** N/A

**Response:**

The Department considers the establishment of an Assistant Superintendent Offender Services (ASOS) position at Roebourne Regional Prison (Roebourne) is not required with the current prisoner population and staffing levels. The Department will revisit the requirement for an ASOS position if required in the future.

### **2 Improve drug detection capabilities at Roebourne Regional Prison.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** 30 September 2020

**Response:**

A business case for funding to improve drug detection capabilities at Roebourne received in principle support from the Deputy Commissioner Adult Male Prisons in August 2019. The Drug Detection Unit supports the provision of a drug detection dog to Roebourne, however no detector dog courses are planned for delivery in 2020.

An alternative drug detection capability using Electronic Drug Trace Detection (ETD) has recently been approved for implementation in prisons by the Security and Intelligence Committee. Roebourne has been identified as a priority site for ETD implementation with a tender process currently being developed with a planned operational date of Q3 2020.

### **3 Address identified infrastructure deficiencies in reception.**

**Level of Acceptance:** Not Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** N/A

**Response:**

Adequacy of existing facilities and services in prisons including gatehouses will be considered as part of the Department's long term custodial plan.

## DEPARTMENT OF JUSTICE RESPONSE

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Response to the Announced Inspection:  
Roebourne Regional Prison 2019

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The current Roebourne reception area is considered adequate and workable with current infrastructure. Minor improvements have been made as required and there have been no significant incidents or issues with the current infrastructure.

#### **4 Further improve the induction, orientation and welfare support for new prisoners.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** 31 July 2020

**Response:**

Roebourne will review the current Local Order relating to the orientation process and will include improvements in line with the updated Commissioner's Operational Policies and Procedures (COPP 2.2).

#### **5 Refurbish the maximum-security yard and day room, and the cells in the women's and maximum-security yard.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** 31 July 2020

**Response:**

The maximum security yard (wing 3) has been refurbished locally. The dayroom is currently being improved. The female cells will be re-painted as part of local works.

#### **6 Provide decent and hygienic conditions for eating meals in the units.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** 31 July 2020

**Response:**

All unit dayrooms have been refurbished by local maintenance teams to include cold water fountains, sinks, wet areas, fridges, freezers, polished concrete flooring and re-painting. Undercover verandah style eating areas with seating have been installed by local maintenance in Unit 1 (wings 1 & 2). Subject to budget availability this will be replicated in unit 2 (wing 5) by mid-2020.

## DEPARTMENT OF JUSTICE RESPONSE

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Response to the Announced Inspection:  
Roebourne Regional Prison 2019

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### **7 Implement effective climate control in all residential units.**

<b>Level of Acceptance:</b>	Not Supported
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Business Area:</b>	Adult Male Prisons
<b>Proposed Completion Date:</b>	N/A

#### **Response:**

The heat risk has been fully assessed by Roebourne as part of their risk profile including impacts to staff and prisoners. The risk is assessed as a medium risk requiring ongoing monitoring of control effectiveness. Based on this assessment, the installation of climate control units within Roebourne residential cells is not a current priority for the Department.

A number of effective controls to manage the heat risk have been implemented at Roebourne, including:

- Activities held throughout the week in the recreation hall which is air-conditioned with all prisoners able to access when scheduled.
- Ice machines are available throughout the prison.
- Shade structures have been installed in the main areas of the prison, and gardens are maintained with large trees for additional shade.
- The prison maintains a flexible routine to adjust to heat conditions.
- Population Management preferably retain prisoners at Roebourne who are from and are acclimatised to the local conditions of the region. Prisoners not from the region are prioritised for transfer.
- A limited number of air-conditioned cells are available for use for medical conditions as directed by the Medical Centre.
- Air-conditioned transition cells are available for workers who are engaged in full day outdoor physical activities.

### **8 Expand visits and communication services at Roebourne, including Skype for social and official visits.**

<b>Level of Acceptance:</b>	Supported
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Business Area:</b>	Adult Male Prisons
<b>Proposed Completion Date:</b>	30 June 2020

#### **Response:**

The Department has approved funding to renovate and expand the Roebourne visits areas. This renovation will expand the visits area by approximately 34m<sup>2</sup>, providing additional visits space. In addition, the renovations will include new floors, walls & ceilings for existing facilities, installation of air conditioning, new officer stations, and additional CCTV equipment. The project tender has been awarded with works commencing early February 2020 for approximately 10 weeks.

## DEPARTMENT OF JUSTICE RESPONSE

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Response to the Announced Inspection:  
Roebourne Regional Prison 2019

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Social visits are currently offered to prisoners 7 days a week. Following the renovation and expansion of the visits area, visits scheduling will be reviewed and improved as appropriate.

The implementation of Skype is part of the wider Information Technology Plan for the Department.

**9 Prisoner employment at Roebourne should be maintained and expanded, and configured to provide equitable opportunities for Aboriginal prisoners and women.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Adult Male Prisons  
**Proposed Completion Date:** 30 June 2020

**Response:**

Roebourne has implemented additional morning and afternoon workforces in the laundry to increase employment opportunities. In addition, a recycling project has been implemented with plans to expand and provide further employment opportunities for prisoners.

Employment for female prisoners has been increased to include one day per week in the kitchen. Planning is underway to provide female prisoners employment opportunities in other workshops including gardens, laundry and various external activities.

**10 Ensure consistent and adequate delivery of adult basic education, further education and training to men and women at Roebourne Regional Prison.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Community Corrections, Health and Offender Management  
**Proposed Completion Date:** 31 December 2020

**Response:**

A review of education, employment and transitional services has commenced to better meet the needs of the prisoner and offender cohort and improve employability through the establishment of clear links to industry. The review will also consider appropriate education staffing numbers based on prisoner population. Implementation of the review may be subject to funding appropriation.

## DEPARTMENT OF JUSTICE RESPONSE

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Response to the Announced Inspection:  
Roebourne Regional Prison 2019

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### **11 Re-establish a mental health/addictions nursing position at Roebourne Regional Prison.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Community Corrections, Health and Offender Management  
**Proposed Completion Date:** Completed

**Response:**

The Department acknowledges the requirement at Roebourne and currently has a Mental Health Nurse providing a mental health clinic via video-conferencing (VC) once a week as required. A Consultant Psychiatrist has joined the Corrective Services team as from 14 January 2020 to provide services to Roebourne (among other sites) by VC. This Consultant Psychiatrist will also attend the prison for face to face consultancy every 8 weeks.

### **12 Enhance the cultural effectiveness of Roebourne Regional Prison by attracting local Aboriginal staff, developing the cultural competence of all staff, and further engaging local Aboriginal elders and service providers.**

**Level of Acceptance:** Supported  
**Responsible Division:** Corrective Services  
**Responsible Business Area:** Operational Support  
**Proposed Completion Date:** 30 June 2020

**Response:**

Corrective Services already has multiple training available that promote and reinforce the importance of recognising and embracing cultural diversity. These options are available to Roebourne through the Justice Education Management System and include:

- Sharing Culture – Aboriginal and Torres Strait Islander People (Certificate on completion);
- Diverse WA Cultural Competency Training; and
- Share Our Pride – Reconciliation Australia.

Learning and Professional Development will ensure that Roebourne has accessed the contemporary online training options available and will assist Roebourne to determine the most suitable programs from the available options to meet the needs of the local staff group.

At a local level, Roebourne engages with local businesses to deliver training sessions and facilitates informal interactive discussions on training days to all staff by local elders.

# Appendix 4

## INSPECTION METHODOLOGY

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Our 2019 inspection, the eighth of Roebourne Regional Prison, was announced to the Department of Justice in January 2019. We stated in the announcement letter that the inspection would assess all aspects of current operations and services.

The inspection was preceded by administration of prisoner surveys in person, and of staff surveys online in April 2019. A community consultation with representatives of other agencies involved with Roebourne was also held at that time. The Department provided a considerable body of information as requested prior to the inspection, and the Superintendent attended at OICS to brief the inspection team.

The official inspection commenced on Sunday 19 May 2019, and concluded on Thursday 23 May 2019. We spent time during the inspection observing activity in much of the prison, including the work camp. We spoke to staff and prisoners both incidentally, and through various appointments and group meetings. Preliminary findings were presented to staff and management on 4 June 2019. Feedback on inspection findings was also provided on that date to peer support and other selected prisoners.

### INSPECTION TEAM

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Natalie Gibson	Director, Operations
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Natasha Erlandson	Inspections and Research Officer
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Charles Staples	Inspections and Research Officer
Grazia Pagano	Education and Training Consultant

### KEY INSPECTION DATES

Date	Action
14 January 2019	Announcement letter
9–10 April 2019	Surveys and community consultation
19 May 2019	Start of on-site inspection
23 May 2019	Completion of on-site inspection
4 June 2019	Presentation of preliminary findings
13 December 2019	Draft report sent to Department of Justice
7 February 2020	Response received from Department of Justice
3 March 2020	Declaration of prepared report

*Inspection of prisons, court custody centres, prescribed lock-ups,  
juvenile detention centres, and review of custodial services in Western Australia*



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