



OFFICE OF THE INSPECTOR
OF CUSTODIAL SERVICES

2020 INSPECTION OF EASTERN
GOLDFIELDS REGIONAL PRISON

132

DECEMBER 2020

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accountable public sector*

2020 Inspection of Eastern Goldfields Regional Prison

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Inspector's Overview

DIFFICULTIES IN RECRUITING AND RETAINING STAFF AT EASTERN GOLDFIELDS REGIONAL PRISON IMPACTS ALMOST EVERY ASPECT OF PRISON OPERATIONS

Our inspection of Eastern Goldfields Regional Prison (EGRP) was undertaken in February 2020 just as COVID-19 was starting to have an impact in Australia. Although the pandemic did not impact the on-site component of the inspection, arrangements to deal with the response phase did slow the process of drafting and finalising this report resulting in a regretful delay of several months in its publication.

Overall, the infrastructure at EGRP is in good condition but two accommodation units are not being used. Unit 3 is closed, and Unit 5 has never been used. At the time of inspection, the population at EGRP was significantly below capacity resulting in Unit 3 being temporarily closed. The Department's rationale for this decision was that there is system capacity elsewhere, there has been a decline in overall prison population since COVID-19 emerged, and ongoing staffing challenges at EGRP. Although the rationale is perhaps understandable, the impact locally is a loss of the earned privileges accommodation option to incentivise and reward good behaviour. The importance of this as a means of internal prison management as well as the positive impact of developing independent living skills for the men involved should not be underestimated.

There was uncontested agreement that EGRP has issues with recruitment and retention of staff across many employment groups. There is a steady line of custodial staff who, once appointed, nominate to transfer out to other facilities. This report details many of the impacts this has had across the operation of the prison, none the least of which are consistency of practice and frustration on the part of longer-term staff. The Department's response to our recommendation to address this issue almost exclusively focused on the recruitment of new staff. We believe that the underlying cause of the problem may have more to do with retention rather than recruitment. We understand that additional location allowances may not be feasible, but consideration must be given to finding solutions to the issue of recruitment and retention otherwise the situation will not change.

It was pleasing that the Department accepted our recommendation to find and address the root cause of staff dysfunction among certain groups of staff at EGRP. This is an issue that was, at the time of our inspection, having a significant impact on staff and even on the prisoners who saw it manifest as inconsistency in practice. We were told that this issue was one of the factors that influenced some staff to seek opportunities elsewhere. Since the inspection we have retained an interest in the resolution of this issue because of its impact on the effective and efficient operation of the prison. We will continue to monitor this as part of our ongoing liaison with the prison.

The crisis care unit at EGRP is unremarkable when compared to similar units in most other prisons. The difficulty is that in taking away the tools of self-harm, they inevitably create a cold, sterile and non-therapeutic environment which is usually the opposite of what is needed for the most vulnerable prisoners. The Department did not support our specific recommendation about improving these facilities at EGRP. While there may be no easy solution, there remains a systemic issue for the Department to address. Vulnerable prisoners continue to be placed in an entirely unsuitable environment that does not meet their therapeutic needs

DIFFICULTIES IN RECRUITING AND RETAINING STAFF AT EASTERN GOLDFIELDS REGIONAL PRISON IMPACTS ALMOST EVERY ASPECT OF PRISON OPERATIONS

other than perhaps close monitoring. At the time of our inspection we were told that the situation at EGRP was exacerbated by ongoing difficulty recruiting a mental health nurse.

During the inspection staff, prisoners and management told us that problems with the prisoner phone system was a constant source of complaint and frustration. Prior to the inspection, the Department had taken steps to remedy the situation and was continuing with those efforts. It seems there were difficulties with being in a regional location and the need to rely on an external contractor coming to Kalgoorlie to provide support. We understand that at the time of writing the Department was confident that problems had been resolved. We will continue to monitor this issue because the ability for prisoners to maintain contact with family is so important to their wellbeing.

Unit 4 at EGRP is designated for women prisoners, many of whom are from the local region. The importance of having women from regional areas held as close to home as possible cannot be overstated. We were pleased to see improvements in services and support for the women at EGRP since our last inspection. At the time of our inspection there was a Women's Support Officer and a Life Skills Officer appointed to support the women; the women told us that they valued the level of support they received from both staff members. Women have better access to employment, education and recreation, but access to programs was still problematic. Most of the management and staff we spoke to were very supportive of having women at EGRP and worked hard to meet their needs; unfortunately, there was a small pocket of staff who were less supportive and voiced their views. It was pleasing to see that the Department supported both of our recommendations to ensure all staff were appropriately trained and followed the relevant plans and policies for working with women at EGRP.

ACKNOWLEDGMENTS

I want to acknowledge the support and cooperation we received throughout the inspection from the Superintendent and staff at EGRP and from key personnel in the Department. The men and women who took the time to speak with us and share their perspective also deserve our acknowledgment and thanks.

Finally, I would also like to thank the members of the inspection team for their expertise and hard work throughout the inspection. I would particularly acknowledge the work of Christine Wyatt for planning the inspection and Jim Bryden for his work as principal drafter of this report.

Eamon Ryan
Inspector

15 December 2020

EXECUTIVE SUMMARY

This report details the findings of our seventh-round inspection of Eastern Goldfields Regional Prison (EGRP). The inspection was conducted in February 2020 and was guided by our Code of Inspection Standards for Adult Custodial Services. The findings and recommendations in this report are based on evidence gathered from multiple sources throughout the inspection process.

MANAGEMENT, RESOURCES AND PLANNING

Philosophy and direction

The prison opened with a philosophy that had a three-pronged approach, including the:

- Prison's Drug Strategy 2019-2021
- Independent Living Service Delivery Model
- Operational Optimisation

However, elements of the philosophy have been compromised through a failure to use some of the prisons' key infrastructure. At the time of the inspection, Unit 3 (the earned privileges accommodation for men) was closed and Unit 5 (the transitional unit) had never been commissioned. This undermined the independent living service delivery model and reduced independent living opportunities for men.

Human resources and staff development

The Department continues to struggle to recruit and retain both custodial and non-custodial staff at EGRP. Positions, such as mental health nurse, have been advertised multiple times without success. At the time of the inspection the number of staff seeking to leave EGRP surpassed the number of new recruits.

The high number of staff seeking to leave EGRP may be due, in part, to an industrial campaign. The Department needs to undertake a comprehensive review to identify suitable strategies to attract and retain people, including Aboriginal people, who are committed to the Goldfields region.

We were also concerned by abuse and bullying among the staff at EGRP. This is never acceptable in the workplace, and prison management needs to work constructively to build a positive staff culture.

SAFETY AND SECURITY

Custodial infrastructure

Infrastructure and the standard of living at EGRP is generally good. However, the Crisis Care Unit falls short of being a therapeutic environment. It is sterile, with a cold floor and uncomfortable seating. It is not an environment that a vulnerable prisoner should be left alone in for any length of time.

Mattresses were still an issue for the prisoners, with complaints they could feel the hard bed slats through them. The prison had begun a program to replace existing mattresses with a higher quality product, but this had stalled due to funding.

EXECUTIVE SUMMARY

Reception and orientation

Reception processes in EGRP are generally good. Staff however, were relatively inexperienced, and there was a lack of managerial continuity. Rostering Senior Officers in reception for lengthier periods could resolve this, by providing consistency and increased support.

Physical and mental health services

We found that access to primary health care had improved. Additional resources and processes had been put in place that led to improved access for prisoners. Doctor services had improved, and ancillary services were provided more consistently and to a good standard. However, dental services were still a problem as they did not meet demand.

Mental health services at the prison were affected by an inability to recruit appropriate staff. We found the prison instead relied on primary health staff, fly-in-fly-out psychiatrists, tele-health consultations and the prisons At Risk Assessment System (ARMS). The Department must support EGRP to provide adequate specialist mental health services.

This was compounded by the resistance EGRP experienced to transferring prisoners in acute need to appropriate care, despite diagnoses and advice from mental health professionals. Other prisons appear to have been able to delay, deny, and block recommended medical transfers. There seems to be no single, coordinated path for medically required transfers.

The prison rarely has problems with the contractor Broadspectrum (BRS) providing scheduled transport to external medical appointments. However, there were regular occasions when BRS could not provide hospital bedsits for unscheduled inpatient services. Officers from the prison then must undertake this function, which places an additional strain on staffing.

LIVING CONDITIONS

Family and social contact

EGRP was able to help prisoners maintain contact with their families and friends through E-visits. E-visits were also used for medical services, contact with lawyers, programs, treatment assessments and education. However, the e-visits, video link and court suite rooms were not sound proof and did not provide confidentiality to those using them.

Prisoners also rely on telephone contact to stay in touch with family and friends. The prison telephone system throughout the state had recently been digitally upgraded. Since then we have received complaints that it regularly breaks down and that audio levels were inadequate. The Department was aware of these issues and was working to improve phones throughout the state.

EXECUTIVE SUMMARY

REHABILITATION, REPARATION AND RE-ENTRY

Assessment and sentence planning

While the assessment team felt that they were engaging prisoners in Individual Management Plans (IMPs) and case conferences, this view was not reflected by the prisoners. We found that there was a need for improved communication, to ensure that prisoners understood the processes they were taking part in.

Many prisoners were concerned by unit officers writing negative comments about them on the TOMS database (offender notes). These notes may then be used against them in an assessment process or a parole report. If offender notes are to be used for any administrative decision making, then they should be subject to natural justice, including the right of reply.

The Department has been working to clear a backlog of IMPs and Assessments across the prison system. Additional resources have been allocated to the area, and some eligibility requirements have been modified. We are starting to see improvement, but a significant backlog still exists.

In order to address the backlog of treatment assessments, some were being conducted by telephone. We feel that prisoners, particularly those from remote locations, are disadvantaged by this practice. Treatment assessments should be undertaken in person rather than over the phone.

Education and training

Basic adult education was popular but further education was limited. There were a few self-paced students doing business studies and tertiary studies through external providers, but there were no classes being delivered for ongoing general education.

Education classes were no longer mixed gender, with the exception of a driver training class. Mixed classes may provide the numbers needed to run programs and courses that would otherwise be delayed or cancelled. Properly monitored, mixed classes allow for socialisation and respectful interactions between the men and women.

Preparation for release

Released prisoners, including those who have been on remand, can find themselves stranded in Kalgoorlie due to a variety of circumstances. Prison records show that, between November 2018 and March 2020, 46 prisoners were released with no means to get home, and nowhere to stay locally. The prison assisted when possible, by providing a bus fare home, or assisting prisoners to contact local family, friends or accommodation options. Many newly released prisoners are at high risk of homelessness, alcohol or drug use, and a lack of funds to support themselves. All of these factors increase the risk of offending behaviour, arrest and further imprisonment. This is a complex problem requiring engagement of a range of stakeholders to resolve.

EXECUTIVE SUMMARY

WOMEN PRISONERS

Improved management and conditions

Conditions for female prisoners have improved markedly from the old prison. They are generally treated with respect and were found to have equal access to most services. Offender treatment programs remained problematic however, with programs running infrequently due to low participant numbers.

A Women's Support Officer (WSO) and Life Skills Officer both provided a stable source of support and coordination for the women's activities and needs. The number of houses with independent living facilities has increased from two to four, allowing more opportunities for women to gain this privilege.

We found, however, that there was a small group of staff who were unsupportive of women prisoners. We heard examples of staff speaking to female prisoners, and even their fellow staff, in derogatory terms. This denigrated the role of all women at the prison. Female prisoners observed stark contrasts in their day when less supportive staff were rostered into their Unit.

All staff working in prisons that accommodate female prisoners should be required to complete the Working with Women training, and verifiable records of this maintained.

One of the outstanding infrastructure features in Unit 4 was the mother and child accommodation unit. However, it has only been used once to date. The facility is used for other accommodation when not in use by a mother and baby.

Note about recommendations

The draft version of this report provided to the Department contained an additional recommendation. This related to the processes around visits bookings, and the linking of safety and security information to the requested visits.

In its response, the Department provided additional evidence demonstrating that our concerns were addressed by the current alerts system available to staff through its offender management database. As such the commentary and recommendation have been removed from the body of the report.

The original recommendation and Department of Justice response can be found in Appendix 3.

LIST OF RECOMMENDATIONS

RECOMMENDATION 1

Make better use of existing infrastructure by reopening Unit 3 and by finding a viable purpose for Unit 5.

RECOMMENDATION 2

Undertake a review of recruitment and retention strategies at EGRP and implement identified improvement opportunities.

RECOMMENDATION 3

Take steps to identify and address the root causes of dysfunction among groups of staff at EGRP.

RECOMMENDATION 4

Develop a strategy to recruit and retain more Aboriginal staff at EGRP.

RECOMMENDATION 5

Develop a Crisis Care facility that is appropriate for vulnerable prisoners in need of high level support.

RECOMMENDATION 6

Provide consistency and leadership for reception staff.

RECOMMENDATION 7

Expedite the arrangements for a local dental provider to attend EGRP.

RECOMMENDATION 8

The Department should review whether the contract with BRS is adequate to meet the needs for EGRP and implement changes where necessary.

RECOMMENDATION 9

EGRP must be supported to provide adequate specialist mental health services for prisoners on site.

RECOMMENDATION 10

The Department should develop and implement a transparent process for the transfer of prisoners with acute health or mental health needs that cannot be managed locally.

RECOMMENDATION 11

EGRP to explore all possible solutions to provide confidentiality in the Skype, video link and court suites and implement the most effective solution.

RECOMMENDATION 12

The Department should identify solutions to ensure that the prisoner phone system was operating effectively at EGRP and in all prisons.

LIST OF RECOMMENDATIONS

RECOMMENDATION 13

If offender notes are to be used for any administrative decision making then they should be subject to natural justice, including the right of reply.

RECOMMENDATION 14

Ensure that treatment assessments are undertaken in person rather than over the phone.

RECOMMENDATION 15

The Department should engage stakeholders with a view to identifying solutions that address the immediate welfare and transport home needs of prisoners released through the courts or prison.

RECOMMENDATION 16

Management must set clear expectations for all staff to ensure they work within the Operational Philosophy. The Unit 4 plan should be updated as a first priority and all other relevant procedures, plans and policies should be reviewed to remove any inconsistency.

RECOMMENDATION 17

All officers at EGRP should complete Working with Women training.

FACT PAGE

NAME OF FACILITY

Eastern Goldfields Regional Prison (EGRP)

ROLE OF THE FACILITY

EGRP is a minimum- and medium-security prison for men and women. It services the Goldfields district from Wiluna in the north to Esperance on the south coast, and the 13 remote Ngaanyatjarra Aboriginal communities east to the South Australian and Northern Territory borders.

LOCATION

The prison is 596 km east of Perth

INSPECTION DATES

9 February – 13 February 2020

BRIEF HISTORY

In 2009, the state government allocated funding to construct a new 350 bed EGRP prison next to the existing site. The new prison's size was intended to allow all Goldfields and desert prisoners to be brought back to Kalgoorlie.

In 2011, Cabinet approved delivery of the new EGRP as a Public Private Partnership (PPP), whereby the private sector would design, build, finance and maintain (DBFM) the new EGRP. The State would retain responsibility through the Department of Corrective Services (Department) for the delivery of custodial services and ancillary services. The project remained the responsibility of the Department, but with procurement and delivery led by Strategic Projects within Treasury.

In 2012 following an open and competitive procurement process the State appointed the Assure Partners Consortium (the Consortium) as the preferred of three respondents. The Consortium comprised: Capella Capital as lead sponsor, Capella Management as manager, the construction contractors John Holland Pty Ltd and Pindan Contracting Pty Ltd, Honeywell Inc. (Honeywell) providing facilities maintenance, and the architectural partnership of Cox Howlett & Bailey Woodland. Finance was provided by equity investors Lend Lease Investors and MLC Limited, and the project financiers were the Commonwealth Bank of Australia and Mizuho Corporate Bank.

The DBFM model was expected to maximise efficiency and durability of the asset, increase incentives for on-time delivery, place accountability and performance measures on the private operator, encourage development of innovative and transferable solutions, and deliver value for money through allocating project risks to the party best placed to manage them.

Following completion of the new prison, facilities maintenance services would be provided by Honeywell over the 25-year operating term. The Honeywell contract guaranteed whole-of-life replacement for all infrastructure and equipment delivered as part of the initial build, and regular proprietary software upgrades.

FACT PAGE

The new EGRP became operational in August 2016.

In 2017, OICS conducted our first inspection of EGRP.

CAPACITY

		Beds	Configuration	Security / Behavioural Rating
Unit 1	male	60	2 story 60-bed unit	remand, maximum
Unit 2	male	140	2 story 80-bed unit, plus 6 x 10-bed houses	medium
Unit 3*	male	60	6 x 10-bed houses	minimum
Unit 4	female	50	5 x 8-bed houses 6-bed mother/baby 2 x management cells	remand, maximum, medium, minimum
Unit 5*	male	40	4 x 10-bed external houses	minimum, external
Management	-	6	6 x management cells	-
Crisis Care	-	8	8 x crisis care beds	-
Warburton Work Camp	male mixed	-	24 beds 6 beds	minimum, external remand, maximum

* At the time of the inspection Unit 3 and Unit 5 were not being used.

Chapter 1

MANAGEMENT, RESOURCES AND PLANNING

1.1 PHILOSOPHY AND DIRECTION

The operational philosophy has been hampered by issues outside the prison's control

EGRP is a modern and sophisticated prison, operating under a Public Private Partnership (PPP) agreement. Many staff and prisoners spoke to us about EGRP being a prison for people from the region, a sentiment echoed in the prison's strategic plan:

Contribute to community safety and security for the Goldfields region and its people, through a structured, individualised operational plan that supports an individual's development aimed to reduce re-offending (DCS, 2016).

To support this, the prison had developed an operational philosophy for 2019–2021 which had a three-pronged approach, including the:

- prison's Drug Strategy 2019–2021
- Independent Living Service Delivery Model
- Operational Optimisation (optimising the use of infrastructure and technology to enhance rehabilitation and security) (DOJ, 2018).

However, in 2020 we found that a failure to use some of the prison's key infrastructure features was affecting its operational philosophy. Following a directive from the Department's head office, Unit 3, the earned privileges accommodation unit for men was temporarily closed. This disrupted the existing hierarchical system and undercut the Independent Living Service Delivery model.

Various reasons for the closure were reported to us, ranging from the Department seeking to return non-local prisoners to prisons that were closer to their home, to there being insufficient staff to operate Unit 3 as designed. Regardless of the reasons, it seems to be a waste of a valuable infrastructure resource.



Photo 1: Unit 5 has never been used

MANAGEMENT, RESOURCES AND PLANNING



Photo 2: Unit 5 has never been used

The operational philosophy has been further undermined by a failure to commission Unit 5. This is a transitional unit built next to the main prison but outside the secure perimeter fence.

Unit 5 was described to us as a ‘white elephant’. It is a 40-bed unit with its own gatehouse and other facilities designed to operate almost as a semi-detached work camp for minimum-security prisoners. Yet it has never been used. Prisoners suitable for an operational Unit 5 would also be suitable for placement at the Warburton Work Camp. The need to keep work camps viable by keeping numbers high, may be to the detriment of opening Unit 5.

The lack of a minimum-security unit restricts the prison’s ability to develop a true hierarchal system, where suitable prisoners progress to upgraded accommodation and outreach into the community via Section 95 working arrangements.

Having an unused unit for 40 minimum-security prisoners does not make sense in an overcrowded prison system. Action is required to make better use of this valuable public resource.

Recommendation 1

Make better use of existing infrastructure by reopening Unit 3 and by finding a viable purpose for Unit 5.

MANAGEMENT, RESOURCES AND PLANNING

The prison has struggled to get ongoing community engagement

Despite some effort, EGRP has only had limited success with community engagement. For example, the prison's Aboriginal Services Committee initially had external stakeholders. However, they struggled to maintain their attendance, and in 2020 meetings were comprised entirely of internal representatives. There was also no Elders program at the prison despite the support of the management team.

EGRP has also struggled to obtain external contracts for the prison. Contact has been made with short stay providers and medical facilities in the Goldfields area to explore openings for the prison to deliver meal and linen services. However, this has not progressed beyond initial contact. Similarly, project opportunities for Section 95 and Warburton Work Camp prisoners have also been difficult to secure. Section 95 prisoners were not engaged in much work in the local Kalgoorlie Boulder community. The work available for the Work Camp, although highly valued by the community, was largely community assistance in nature rather than major projects.

Experience has shown that regional prisons often forge successful and enduring partnerships with local government and community groups, leading to many productive and valued community work projects. While there is a strong relationship between the Warburton Work Camp and the Shire of Ngaanyatjarraku, there is no reason to suspect that these opportunities do not exist elsewhere in the Goldfields.

1.2 HUMAN RESOURCES AND STAFF DEVELOPMENT

Most human resource processes were generally perceived to be effective

The staff survey produced generally positive responses regarding human resources processes such as processing leave, pay and rostering. However, 52 per cent of staff respondents told us recruitment was mostly ineffective.

The prison has a long history of struggling to recruit sufficient officers (OICS, 2017; OICS, 2014). Progress has been made recently with 30 probationary prison officers commencing work in 2019, and another school of 20 recruits expected to graduate in April 2020.

It is difficult to attract and retain staff

We heard throughout the inspection that the challenge of recruiting new staff was closely linked to retention, and many staff said there was need for incentives to make working and living in the Goldfields more attractive. We note that the challenge of recruitment in EGRP was not limited to custodial roles. Some non-custodial positions, such as a mental health nurse, had been advertised multiple times without success. This is a challenge facing many employers in the region, not just the Department or EGRP.

MANAGEMENT, RESOURCES AND PLANNING

Retaining custodial staff has become more difficult for the prison since a policy change which makes new recruits eligible for transfer 12 months after their appointment, while existing staff must wait for 24 months from commencement at EGRP. Some staff admitted that their initial posting to EGRP was the only way they could get into the Department. The fact that they only had to wait for 12 months before they could transfer out meant that they did not have to relocate their families from Perth. We were also told that favourable rostering allowed regular travel to Perth to spend time with family. This lack of a longer-term commitment to EGRP provided little hope that the prison would develop a stable and experienced work force. This in turn gave little incentive for other long-term staff or the prison to invest time and effort to develop these workers. We were even told during one meeting with staff that when a recruit arrives at EGRP they are encouraged to put their name down for transfer as soon as possible, even if they do not want a transfer at that time.

In November 2019, 80 prison officers were seeking transfer out of EGRP. This is high compared to other prisons around the state. At the time of the inspection in February 2020, this had dropped to 63, because many had already left. Nine officers had transferred out in the weeks before our inspection and another four were leaving in the weeks to follow. The vacancies created by these transfers, and, to a lesser extent, resignations, should be covered by the recent recruitment schools. However, we heard that the current school of 20 new recruits would barely cover the existing vacancies. Staff told us that only a handful of the new recruits were from the Goldfields region. They were not expecting many to stay after their mandatory 12-month initial placement.

It appears that the 12-month transfer timeframe from the date of appointment is just one of the reasons for the high turnover of staff at the prison. We have also been told that the high number of staff on the transfer list is, at least in part, the result of an industrial campaign for additional allowances to be paid to staff at EGRP. But additional allowances are difficult to achieve as they attract whole of government considerations, and the payment of additional money does not necessarily address the underlying causes of high turnover. The Department needs to undertake a comprehensive review to identify how to attract and retain staff to EGRP. This should include consideration of how they can attract people who are committed to the Goldfields region to work at the prison. Once completed a coordinated implementation of all identified solutions is then needed.

Recommendation 2

Undertake a review of recruitment and retention strategies at EGRP and implement identified improvement opportunities.

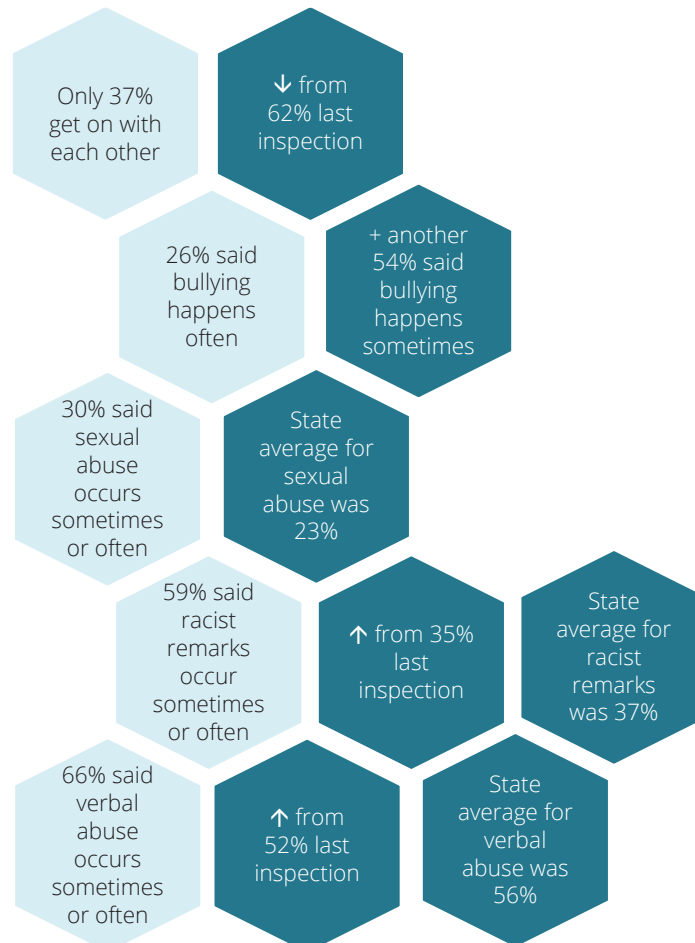
MANAGEMENT, RESOURCES AND PLANNING

Staff culture

Prisons like all organisations, require a level of harmony among staff in order to operate efficiently and effectively. Therefore, we regularly look at this issue during our inspection process.

Our regular liaison visits to EGRP alerted us to possible issues around staff culture, including concerns around bullying and cliques within the staffing group. However, we were concerned to find the following bleak results in our pre-inspection staff survey regarding staff-to-staff behaviours:

Figure 1: Pre-inspection survey results on staff culture at EGRP



MANAGEMENT, RESOURCES AND PLANNING

We spoke to staff, individually and in focus groups, about these results. Some were visibly confronted, advising us that they thought that prison staff worked well together as a team. Further, the lack of any formal staff grievances from 1 January to 30 September 2019 seemed to support these assertions. The information we saw in the survey responses, as represented in the figure above, did not appear to be widespread amongst the staff who spoke to us.

However, we were also approached in confidence by numerous staff who did not believe the grievance system worked because issues were allegedly 'swept under the rug'. They also confirmed that bullying and abuse (sexual, racial and verbal) were a part of their work lives. We heard of instances of staff refusing to work with each other, staff being sexually propositioned by other staff at work, and the deliberate undermining of the role and function of particular positions.

We were told of conflict between some senior staff which was causing flow-on divisions among employees at lower levels. Many staff confirmed the existence of opposing groups which caused inconsistency in the management of prisoners. This inconsistency was the source of considerable frustration among staff and prisoners alike. Some staff told us it was one of the reasons they placed their names on the transfer list for other prisons.

Any form of harassment or bullying in the workplace is entirely unacceptable. There are significant risks for both the employer and employee if instances of inappropriate behaviour are not addressed. We strongly encourage staff to come forward, raise any concerns and have them addressed formally.

Likewise, dysfunction among senior staff is also unacceptable and counterproductive. Senior staff hold leadership positions and set the example for how others should act and behave. This is an issue that management should seek to address without delay. We raised our concerns with prison management and the Department at the conclusion of our inspection at which time they committed to work towards resolving the issues. Left unresolved, these matters could impact on the prison's ability to operate safely and effectively, and could affect the prison's ability to attract and retain staff.

Recommendation 3

Take steps to identify and address the root causes of dysfunction among groups of staff at EGRP.

The proportion of Aboriginal staff has not increased

In 2017, we recommended that EGRP increase the proportion of Aboriginal staff (OICS, 2017). Since then there has been an increase in Aboriginal custodial staffing numbers, including an Aboriginal Peer Support Officer. However, the overall increase was small, and due to an increase in the prisoner population, it did not constitute a proportionate increase in Aboriginal staff at the prison.

MANAGEMENT, RESOURCES AND PLANNING

Around 70 per cent of the prisoners in EGRP identify as being Aboriginal. The presence of Aboriginal staff reduces cultural barriers and encourages Aboriginal prisoners to become more engaged with prison operations and helps build stronger relationships between prisoners and staff. Aboriginal prisoners are known to seek out Aboriginal staff for assistance and support, particularly if the staff member can communicate with the prisoner in their own language. Aboriginal staff can also support and respond to cultural obligations in an appropriate manner which assists with the wellbeing of the prisoner. We emphasise again the need for a continued effort in this area.

Recommendation 4

Develop a strategy to recruit and retain more Aboriginal staff at EGRP.

More cultural awareness training is needed

Along similar lines, we would have hoped to have seen more progress in addressing another of our 2017 recommendations, that the prison staff receive specific Goldfields and desert Aboriginal cultural awareness training (OICS, 2017). However, this outcome has yet to be achieved.

The need for this type of training was, in part, supported by our pre-inspection survey of prisoners. Approximately 41 per cent of prisoner survey respondents indicated that staff did not understand their culture. This was slightly worse than last inspection (36%) but better than the state average (46%). While prisoners' experience was that staff did not understand their ways, positively this did not lead them to feel that staff disrespected them or their culture. So, any specific cultural training that EGRP staff can receive will only improve the staff-prisoner relationship. The large proportion of new staff puts pressure on formal staff training

As previously discussed, new custodial staff can apply to transfer out 12 months from their day of appointment. We heard that for many years this had resulted in a 'revolving door' of new staff at EGRP and a level of burnout for senior staff who were regularly taking on quasi-training roles through on the job training and mentoring.

The large proportion of new and inexperienced officers meant that EGRP was regularly referred to as a 'training prison'. This meant that ongoing formal staff training was put under pressure because the prison's dedicated training resource, one Satellite Trainer, was kept busy with new probationary officers. This was one of the reasons why location-specific cultural awareness training was unable to be progressed (OICS, 2017).

Fortunately, the prison has other officers who were also trained facilitators and they assisted with some of the mandatory training modules, like Senior First Aid and Breathing Apparatus.

In acknowledgment of the extra workload required for high numbers of new staff, EGRP had been temporarily allocated an additional Principal Officer (PO) and two Senior Officers (SO) to take on mentoring roles. However, these positions were not quarantined for that purpose, and staff who were allocated to the roles were often redeployed to cover vacant shifts, reducing the opportunity for improvement, both at officer and senior officer levels.

Chapter 2

SAFETY AND SECURITY

2.1 CUSTODIAL INFRASTRUCTURE

Land surrounding the prison presents a security problem

EGRP is located in Boulder and surrounded by open gravel flats making access to the prison boundary by the public very easy. Since opening, EGRP has had a series of incidents involving members of the public approaching the perimeter fence. In some of these cases it was for the purpose of throwing contraband over the fence.

Several units are located close to the perimeter fences. These fences are topped with drum cowling and other detection systems to deter climbing, but the prisoners can see out and the public are able to see in. Signals and observation through the fence meant that prisoners knew exactly when the contraband was coming over the fence and where it landed.

The prison has made some security arrangements to combat the issue with good results. However, it has fallen short of addressing the issue completely. Security have planned further discussions with the owners of the adjacent land to ask for assistance in creating as much open ground between the machinery and the prison boundary fence. Security also want to discuss the possibility of a fence around the private property that will restrict access by the public to that area of the boundary fence.

Technology is leading the way, but more targeted improvements are needed

Honeywell as a partner with the Department in the PPP agreement, have been responsible for much of the technology aspects of the prison. New technology has been used throughout the prison and is constantly being updated and improved.

We were told that Honeywell often uses EGRP as a platform to trial and demonstrate new technology in a working prison environment. This is good for the prison because they often have access to updated technology. But it does require the staff to be prepared for constant learning and training.

During the inspection, we were shown several advancements introduced since the build of the prison and some upgrades to existing technology. These include but are not limited to:

- an electronic scanner of the underside of vehicles entering the prison
- upgraded CCTV cameras throughout the prison
- facial recognition of those entering the prison
- upgraded touch screen in the incident control facility
- portable cameras and lighting for perimeter and other area control
- autonomous remote vehicles to patrol the perimeter.

While this is commendable, there are opportunities to take advantage of existing systems that would enhance the safety, security and good management of the prison. Initiatives that the Department could consider introducing into EGRP include:

- **Lapel cameras.** These are a valuable tool to record both video and audio during any incident. This footage can be used for the protection of the prisoner or the officer, and can also be used as a training tool. Lapel cameras have been introduced

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successfully throughout the world in many law enforcement and prison jurisdictions including Western Australia and have provided protection for prisoners and staff alike.

- **Drone detection technology.** Drones are increasingly being used in the community and detection systems can identify drones before they reach the prison and prevent the possible introduction of contraband. There have been no known instances of the use of drones at EGRP to date however the openness of the prison surrounds lends itself for this to be a possibility in the future.
- **Body scanners.** This technology has reduced in price and improved in quality that makes them not only affordable but safe. This technology enhances the ability to detect contraband and also reduces the need for physical searching of persons.

While the introduction of new technology and new ways of doing business in EGRP is positive, the Department needs to investigate the introduction of existing systems also. We accept that not all the initiatives mentioned may be suitable for EGRP, but lapel cameras have delivered significant benefits wherever they have been introduced. Accordingly, as a minimum, consideration should be given to the introduction of lapel cameras at EGRP.

Crisis Care Unit design not therapeutic

A Crisis Care Unit (CCU) houses prisoners who are vulnerable, have mental health issues and/or are experiencing psychological distress. These prisoners need a therapeutic environment that creates warmth, comfort, relaxation and a feeling of safety. It should also provide the prisoner with the options of engagement or solitude. The CCU at EGRP provides none of these.

The cold floor and uncomfortable seating is uninviting and does not lend itself for prisoners to sit for periods and engage with other prisoners or staff. It does not invite prisoners to just sit and relax.

The officer's station is enclosed with concrete and glass and does not promote engagement between the officers and the prisoners as they speak through the glass barrier. This does not instil trust. A wooden reception style desk (similar to the Bandyup CCU), with no windows above the desk would present a friendlier aspect. This invites prisoners to engage with officers, face to face in a more community like manner. No barriers between them also promotes trust.

The recreation area is a small cage located partially under the eaves outside the door. While it has mesh walls and a roof it is not much bigger than a cell. The cage measures five metres by three metres. It has a view into an unused open area. The eaves only partially cover the cage and there is just enough room for prisoners to stand against the wall and not get wet when it is raining. The roof has no gutters so when it rains the water flows directly into the caged area. It also appears that prisoners cannot get direct sunlight but can experience the light and warmth it provides.

This cold, sterile and non-therapeutic environment is not conducive to the treatment of prisoners who are vulnerable, have mental health issue and/or are experiencing psychological distress.

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Photo 3: The CCU exercise yard is exposed to the elements

Recommendation 5

Develop a Crisis Care facility that is appropriate for vulnerable prisoners in need of high level support.

Some infrastructure improvements were required

As reported in 2017, the infrastructure at EGRP is very good. However, after three or four years of operation there are some areas in need of improvement.

The prison layout provides freedom of movement throughout with good vision and movement control. There is generally good line of sight between the buildings, but a few blind spots still exist.

The fenced enclosures around the units make it possible for the prisoners to recreate in their units throughout the day. In 2017 it was found that the anti-climb mesh used in the fence was actually quite climbable. This was addressed by installing an energised fence at the top of the mesh fence in Unit 1.

There are still a few areas that need additional cameras, such as the reception holding cells, the canteen, the gym, and the property room. We were told that Honeywell are receptive and address issues as the prison identifies them.

There are also a couple of areas that possibly need relocating. The library is the responsibility of the recreation officer but is difficult to supervise due to its location. The canteen requires more room as it is struggling for storage space. And the Unit 1 and 2 SOs are located in the

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Photo 4: The Senior Officers' work stations lacked privacy

officer's tea rooms within each unit where there is no privacy, nowhere to interview prisoners and constant traffic. This makes for a very disruptive day. The conditions that the unit SOs now operate under, are less than reasonable.

2.2 RECEPTION AND ORIENTATION

Reception design presented some risk

Reception can be a busy and often hectic work environment, especially when receiving several prisoners at the same time. Hence, it is important that it is functional in both design and performance.

The Reception Centre in EGRP is large, well-lit, and spacious, however there were some design limitations that caused issues, such as lack of climate control and lack of confidentiality.

We noted that the two large holding cells and the four multipurpose cells (MPC)s were not climate controlled. Staff stated that they often leave the door to the holding cell open as it is just too hot for the prisoners. This presents as a potential security risk to the officers and a health risk to the prisoners.

None of the four MPC cells had cameras. If vulnerable prisoners needed to be in the MPCs, they would need monitoring. Without CCTV vision, officers needed to physically attend the cell to monitor vulnerable prisoners, which would draw them away from other reception tasks. If CCTV was available staff could monitor the prisoner's behaviour remotely.

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Incoming prisoners are interviewed by reception staff. These interviews should be confidential to ensure a candid exchange of information including the identification of vulnerabilities. However, they were conducted at the desk adjacent to the door from the sally port, and could be overheard by anyone in the reception area. A solution is needed to ensure prisoners' personal information is kept confidential.

Changes to staffing in the reception centre could result in improved service

The Reception was staffed by two relatively inexperienced VSOs, but they had developed a process that appeared to work well. However, there is no permanent SO for them to refer to, as SOs were rostered through for only two to three days at a time. The SO Reception would normally be the static leader in reception. Instead the SOs were not necessarily trained or experienced in the role and were not there long enough to gain much experience. Nor was there any trained relief VSOs to cover for reception staff. Reception staff found the lack of consistent leadership difficult and, at times, confusing. Placing an SO in reception either permanently or for extended periods, would provide consistency and leadership for the reception staff.

Recommendation 6

Provide consistency and leadership for reception staff.

Orientation process could be improved more

In 2017, we recommended that EGRP implement effective orientation processes for newly-arrived prisoners (OICS, 2017). Both prisoner and staff responses to the 2020 pre-inspection survey suggested that the orientation processes had improved.

However, during the inspection, male and female prisoners told us that the orientation process was not thorough. A procedure enabling prisoners to deal with personal or business affairs outside the prison was not specified either in the EGRP Receptions Operations Manual or the Prisoner Orientation Procedure.

Despite some prisoners from remote communities having poor English language skills, the male and female orientation slide shows were only available in English. We were told that preliminary negotiations with the Goldfields Aboriginal Language Centre (GALC) to re-voice the presentations had only begun the week before the inspection.

When prison orientation is not clear, prisoners may resort to sharing their own understanding of rules, procedures and physical lay-out. Misinformation can lead to inadvertent breach of rules, frustration and anger. The prison's management are encouraged to continually evaluate the effectiveness of its orientation process.

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2.3 RELATIONAL SECURITY

The quality of intelligence reports varies, but the process is working well

Through our survey results and general observations during the inspection, staff were found to be treating prisoners well and there was good interaction between them. This creates opportunities for valuable information and intelligence to be gathered and passed to the Security Team. Despite high staff turnover there appears to be a reasonable amount of intelligence being provided to the Security Team. The quality varies at times, due to the level of experience of the officers completing the report, but the Security Team take steps to ensure a high quality is maintained.

2.4 COMMUNICATION

Poor communication is creating inconsistency

We found that communication at the prison at many levels was poor or inconsistent. Both staff and prisoners complained to us about inconsistency.

There are many issues that contribute to poor communication. As mentioned earlier, we were told about conflict among senior staff that was contributing to inconsistencies in approach, often to the detriment of both staff and prisoners.

The whole of the Senior Officer group was not meeting regularly. Instead, SOs on duty on any given day, would meet and support changes to practice, which were then not communicated effectively to others. Regular meetings and improved lines of communication could improve consistency and accuracy.

The lack of a static SO roster was also problematic. Officers were regularly rotated through the units and reception which did not allow for stable and consistent management to develop. A change to the roster to allow them to work in the same area for extended periods would help stabilise the way the units and reception are managed. Many staff and prisoners we spoke to said they would benefit from such stability.

The prison also has an issue with the mentoring of new staff members. Having consistent practice throughout the prison is vital for the good management of prisoners. In some cases, staff who have been in the prison for less than one year, with little experience, were teaching new and less experienced officers. Some experienced staff told us that they had given up on training new staff, through a combination of fatigue and/or frustration at the constant churn of new staff.

2.5 EMERGENCY MANAGEMENT

Prison exercises up to date but hard to maintain

Emergency management exercises were up to date, and exercises were planned for the remainder of the year. However, due to the high turnover of staff at EGRP, there are new staff constantly arriving. The challenge is to try and include new staff in the exercises as early as possible after arrival. This is to try and maintain a high number of staff on any given shift that have the skills to manage an emergency.

Chapter 3

PRISON SERVICES

3.1 ABORIGINAL AND OTHER CULTURAL SERVICES

Aspirational plans for service provision to Aboriginal prisoners in place for many years

The Department and local management at EGRP placed a high priority on service provision to Aboriginal prisoners. They had been developing a culturally-appropriate operational and service delivery plan since 2014, well before the new prison opened (DCS, 2015). While that plan specified the operational philosophy and service delivery for the majority of Aboriginal prisoners in detail, it was aspirational.

A Strategic Plan 2016 – 2017 provided a more succinct guiding philosophy, and a detailed Action Plan. It too was aspirational, specifying some tasks that were not able to be completed in the given timeframe.

The most recent document specifying appropriate service delivery was the prison's Operational Philosophy 2019 – 2021. It recognised the cultural backgrounds and offending patterns of the Aboriginal prisoner cohort which guided operations at the five accommodation units, Crisis Care, and the Multi-Purpose Units.

In 2019, the prison had held quarterly Aboriginal Services Committee (ASC) meetings, and minutes showed tracking of service provision.

Practical service provision on Aboriginal culture was disappointing

Despite management's focus on the provision of services to Aboriginal prisoners, we found little recognition of Aboriginal culture in practice. The prisoner survey suggested that staff understanding of culture had fallen since last cycle, but it remained better than the state average. The survey found that prisoners wanted:

- more cultural foods
- more Aboriginal cultural activity
- more Aboriginal cultural awareness training for staff
- more respect for Aboriginal culture

The staff survey reflected that cultural awareness training was worse than last cycle, and worse than state average. However, we were pleased to see that the prisoner survey suggested that respect for and recognition of Aboriginal culture had improved, albeit modestly. It appears that the staff interaction with Aboriginal prisoners has resulted in improvements in their understanding and respect for the Aboriginal culture and practices.

The prison 'Cultural Centre', which consisted of a largely sterile and unadorned area behind the multi-faith Chapel, was underutilised. We were told that it was used occasionally to cook kangaroo tails and used during the annual NAIDOC week of celebrations. The prison needs to take steps to improve the presentation and use of the Cultural Centre. There should be consultation with Aboriginal staff and prisoners about the most suitable layout; only then will Aboriginal prisoners take ownership and make regular use of it.

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Criteria for funeral attendances has changed

Pre-inspection prisoner surveys reflected that access to funerals was worse than last cycle, but remained slightly better than the state average.

In November 2019, the Department amended its policy extending the relationship criteria to include the extended families of Aboriginal prisoners, and making the cost of attending funerals less of a factor. Allowing for the extended families reflects a better understanding of Aboriginal kinship.

We see this as a positive move forward for the Department as they recognise Aboriginal tradition, culture and practice in respect to a prisoner's obligations to extended families and where they live. It is also a step forward in rectifying the Department's past practices that had a significant negative impact on Aboriginal prisoners.

In the 12 months leading up to 31 October 2019 there were 50 funeral applications originating from EGRP. Of these there were 13 recommended (26%) and of those, eight (62% of those recommended) were completed. In comparison, the three months leading up to the 31 January 2020 there were 10 funeral applications of which five (50%) were recommended and five (100% of those recommended) were completed.

Although we cannot draw a solid conclusion from these numbers, they indicate that there has been some positive change in the amount of applications approved and the amount of those recommended that get completed.

If prisoners are denied permission to attend a funeral, the AVS visitor holds a memorial service for family members in the chapel. We considered this good practice that should continue.

3.2 PHYSICAL AND MENTAL HEALTH SERVICES

Access to primary health care had improved

We found significant improvements in prisoners' access to primary health care since the previous inspection.

In 2017, despite the spacious and well-equipped facilities, the service was not providing the level of access or range of services equal to standard community health care. In particular, we found limited access to an on-site doctor. Specialist ancillary health services were also not being provided, other than in an emergency.

Our findings in this inspection were quite different. Additional resources and processes had been put in place that had led to an improved experience for prisoners accessing health care services.

One aspect of this was a change to the shift hours worked by nursing staff. An increase in the shift length from 10 to 12 hours meant that medications were now distributed at more appropriate times. This resulted in improved health outcomes for patients. This has addressed our 2017 recommendation to review processes to ensure the timely and appropriate distribution of medications.

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We also found that chronic disease management had improved. A much better process for scheduled reviews, education and monitoring of conditions was in place. The centre was also incorporating the Aboriginal Health Worker in the process and this was encouraging better visibility and willingness among Aboriginal prisoner patients to engage in their health plans and address their needs.

We were told that EGRP was the only prison with an Aboriginal Health Worker at that time. The position was recognised as important to facilitate better access, understanding and engagement with health services by a population with disproportionately high health needs. All prisons, especially regional facilities, should be resourced to provide such a position.

Doctor services have improved

Up until late 2019, the clinic relied on a fly-in fly-out general practitioner service from Perth. Attendance depended on the doctor's commitments to other prisons.

In late 2019, a local doctor began attending the prison three days a week. This increased reliability and predictability of service. It also allowed for prisoners to begin to establish a relationship with a consistent health provider. The doctor has agreed to make this arrangement permanent. This will allow for a further improvement to health outcomes, as he comes to know his patients, and confidence in the service grows further.

Ancillary services were provided more consistently and to a good standard

Some years ago, the Department suspended all arrangements for external health providers to come into prisons to provide services. We were told this was to reassess need, gaps in services across the system, and which prisons were getting which services. Unfortunately, this left a significant gap in meeting prisoners health needs, and created a risk to prisoner health.

In 2017, EGRP had no ancillary service providers. This included, no in-reach service for podiatry, audiology, optometry or physiotherapy.

In 2020, arrangements were in place for some services, providing better access to meet health needs. A physiotherapist was attending the prison for one half day each fortnight. A podiatrist, which is important for prisoners with diabetes, was attending on a needs basis, generally about once every three weeks.

Adequate access to dental services remains a problem

Access to adequate dental health care is a challenge in most prisons in Western Australia, and EGRP is no exception. In 2017 we found there was no regular scheduled access to dental services for prisoner patients. In 2020, about 10 patients from the prison were being seen per week at the public clinic in Kalgoorlie. This still fell well short of the demand for services but was an improvement.

The lack of services was especially disappointing, given the excellent new dental surgery room that had been constructed in the prison health centre. The room appeared to be totally fitted out, but had never been used. This is a waste of a significant resource that could improve the outcomes for prisoners, and free up appointments in town for local people.

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To address the backlog of dental appointments, the dental chair in the prison clinic needed certification to use. Local health management believed talks to achieve statutory compliance were underway with Honeywell in accordance with the PPP.

Once this has been done, the health staff plan to try and organise a 'dental blitz' – to fly up a dentist for five days of clinics to get the back list cleared. We hope that head office Health Management support this plan to fruition.

We were also informed that there had been interest from local private dentists to do regular clinics at the prison, once the facilities and equipment are finalised. We would also encourage this interest to be quickly followed up, and, if appropriate, a dentist engaged for regular service.

Such an arrangement could increase access, and decrease risk (taking prisoners out of the prison), reduce costs of transport, and provide more dignity to prisoners not having to be handcuffed when out in public.

Recommendation 7

Expedite the arrangements for a local dental provider to attend EGRP.

Hospital bedsits were sometimes not able to be facilitated

When the new prison opened and prisoner numbers increased, there was no commensurate increase in the staffing provided by the contractor, Broadspectrum (BRS). More prisoners were obviously going to mean more health appointments. This has understandably put more pressure on the resources of BRS in Kalgoorlie.

Prisoners and health centre staff reported rarely having problems with BRS providing scheduled transport to external medical appointments. This included the weekly attendance at dental clinics.

There were, however, regular occasions when BRS could not provide hospital bedsits for unscheduled inpatient services. This usually related to prisoners taken to hospital for emergency health needs. Some of these require security staff to stay with the prisoners overnight or extended periods.

At the time of the inspection a prisoner had been in hospital for a number of days and BRS still had not been able to take over the bedsit. This meant EGRP uniformed staff must do this, often diverting staff from their rostered roles inside the prison to guard the prisoner in hospital. These staff are often not replaced in the prison, resulting in services being shut down or restricted and the potential for prisoners being locked in their unit or cell.

This uncertainty of provision of service is unacceptable and the contract with BRS should be reviewed and if necessary amended, to ensure they have capacity to deal with the increased workload at Eastern Goldfields.

Recommendation 8

The Department should review whether the contract with BRS is adequate to meet the needs for EGRP and implement changes where necessary.

Inadequate mental health services

Since it opened in 2016, EGRP has not been able to recruit appropriate mental health staff to work on site. Instead it has tried to manage mental health cases by relying on primary health staff, fly-in fly-out psychiatrists, tele-health consultations and the prison At Risk Management System (ARMS).

In 2017, our concern about the absence of proper mental health systems was such that we made a multi-faceted recommendation aimed at increasing and improving services for prisoners. This was supported in principle by the Department (OICS, 2017).

During this inspection, we found little or no improvement had been achieved. The prison health centre has one FTE allocation for a specialist mental health nurse. Over the four years of operation, several recruitment attempts had been undertaken without success. No one with the required qualification and experience has been attracted to the role. Nor has the prison been able to secure agency, contract or temporary personnel to fill the position.

At the time of the inspection, a review was being undertaken to look at the position requirements to see if they could be amended to attract someone with the right experience and relevant qualifications. We will continue to monitor their progress to attract a suitable person to the position.

This has meant that the most severely unwell prisoners had to be sent away to Perth. This is contrary to the principle that prisoners, particularly those from remote communities, should be held as close to home as possible.

The primary health care team do their best to provide as much support as they can to prisoners with serious mental health needs. But, in doing so they bear significant risk as non-specialist mental health practitioners providing mental health care. The Department has tried to provide support by way of a weekly video link to a mental health nurse at a metropolitan prison. We were told that video link is not an effective format to interview Aboriginal men from remote communities, and appropriate medical intervention may not be successful in these circumstances.

We were told that the primary health care staff have not been provided with specialised mental health training. If the Department expects its primary health staff to fill this gap, then it is incumbent on them to provide specialised training.

The single Prisoner Counselling Service (PCS) staff member has also had to undertake tasks that would usually fall to a mental health nurse. This has particularly been the case in providing advice in the ARMS process for prisoners at risk of self-harm.

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A fly-in fly-out psychiatrist attends one day per month, and another day each month is provided through tele-health. With 19 patients currently on the mental health list, the level of access is inadequate. Again, tele-health may not be a culturally secure method of engagement with Aboriginal prisoners from remote communities.

The prison health centre has also developed a strong relationship with the local hospital and will occasionally refer patients with more complex needs. The hospital, however, does not have appropriate forensic facilities to manage prison mental health patients. While immediate emergency cases can receive some help, there is no ability to manage ongoing mental health needs.

The risk of unmet mental health needs in EGRP must be addressed.

Recommendation 9

EGRP must be supported to provide adequate specialist mental health services for prisoners on site.

Difficulty in managing prisoners with acute mental health needs

The difficulty for EGRP to manage prisoners with acute mental health needs is exacerbated by the lack of a structured process for transfer of prisoners in need of acute care. As the prison is not properly staffed to manage acute mental health issues, there must be system supports to assist safe transfer to prisons where appropriate care is available. This has proven to be a problem.

We were provided two specific cases where, despite diagnosis and advice from mental health professionals that a prisoner needed to be moved so they can receive appropriate care, other prisons have been able to delay, deny, and block the recommended transfer.

There seems to be no single, coordinated path for medically required transfers. We were told of one case, where staff from EGRP had to negotiate individually with other prisons to transfer a patient in need. Other prisons refused to take the prisoner and disputed and/or tried to overrule the clinical diagnosis. EGRP staff had to work around particular staff at the desired receiving prison until eventually getting support from someone in a management position elsewhere to facilitate the transfer.

While these negotiations were going on, the prisoner caused harm to himself and extensively damaged prison property. The risks to other prisoners and staff are obvious and could have been avoided.

It was surprising to be told that each individual prison could override the clinically assessed needs of a prisoner and refuse a transfer. If the Department cannot provide the necessary services at each prison, then it must provide support through a single pathway for prisons to request and facilitate transfers needed for such reasons.

Recommendation 10

The Department should develop and implement a transparent process for the transfer of prisoners with acute health or mental health needs that cannot be managed locally.

ARMS was functioning well, despite the lack of mental health professionals on site

Data shows that EGRP generally has very few prisoners on ARMS. At the time of our inspection only three prisoners were being managed under the process.

Interviews with prisoners and staff suggested this could be due to the difficulty some Aboriginal prisoners from remote communities have in engaging with the relevant services. These prisoners were more likely to go to family members and/or other prisoners for support. It was only when their support group also felt concerned about the prisoner's wellbeing that they may go talk to staff about the problem.

The Department should consider a system wide examination of the cultural appropriateness of the ARMS process for certain groups of prisoners, such as those from remote communities. Nevertheless, the ARMS process we observed at EGRP functioned well, incorporating an appropriate mix of staff, all of whom appeared to coordinate and communicate well.

The Prisoner Risk Assessment Group (PRAG) meeting included the Women's Support Officer (WSO) and the Prison Support Officer (PSO). This provided a cultural, social and relationship perspective and insights identifying possible risk factors affecting the state of mind of the prisoners involved.

Normally, the mental health nurse would play a pivotal role in the ARMS process and PRAG meetings, but this did not happen at EGRP because this position had been vacant for so long. Consequently, the primary care nurses and PCS staff had to fill a role that may be outside of their clinical area of expertise. This supports the argument for the appointment of a mental health nurse to EGRP as a priority.

A second PCS staff member will enhance provision of counselling and support services

In 2017, we found that the single PCS staff member could not provide the level of service needed by the prison. All of their time and resources were focussed on ARMS management and PRAG, so individual counselling was not possible. Their prime focus had become covering gaps in service due to the lack of a permanent mental health nurse.

A second PCS staff member commenced at the time of our inspection and this was a welcomed development. Once the new staff member had finished orientation, plans were being made to enable more individual counselling and also for group work.

Chapter 4

LIVING CONDITIONS

4.1 FOOD

Regular provision of culturally appropriate food

Responses to the pre-inspection staff survey showed that the prison's ability to provide a culturally-relevant diet had improved since last cycle, and was better than the state average. However, prisoners said that they wanted more cultural food. Further investigation found that the prisoners were talking about kangaroo tails specifically.

Kangaroo tails are supplied a few times a year to cook on the open fire but especially for NAIDOC week. There is however, regular provisions of kangaroo meat in the form of kangaroo stew and kangaroo sausages. These are provided for one evening meal every second week. We were told that the prison puts in an extra effort to source the correct type of kangaroo meat for prisoners which is red kangaroo. This effort was appreciated by the prisoners.

Prisoners stated that they preferred the kangaroo tails cooked on the open fire as the sharing of culturally appropriate food is not just about food, but also yarning, socialising and experiencing community.

Untethered knives in the kitchen

In most prisons throughout the state the tethering of knives by cable to the workbenches in the kitchen is standard practice. At the time of our inspection, EGRP did not tether the knives in the kitchen.

We were told by kitchen staff and administration that the knives could not be tethered because they had polyurethane handles. This meant that they could easily be broken free of the tether by snapping the handle and possibly used as a weapon.

There have been incidents involving threats to kitchen staff and prisoner on prisoner assaults in the kitchen, although no knives were used. As a security and safety measure it is not understood why steel handled knives are not used so they can be tethered.

At the time of writing, a liaison visit established that new steel handled knives had been purchased and tethered to the work area benches.

4.2 CANTEEN AND PRISONER PURCHASES

Expansion of the canteen will be required in the future

The canteen had limited storage space and this reduced the number and variety of items that could be stocked. There was no additional storage space available outside of the canteen itself. They were coping at the time of the inspection, but the prison was operating well below its population capacity.

We were also advised that moving the canteen to other areas within the prison had been suggested but not progressed. Further consideration of this or other solutions may be required if the prison population increases.

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Photo 5: Canteen storage will need to be expanded in the future

No CCTV presents a safety risk in the canteen

The safety of the canteen officer and the security of the canteen could be improved by use of CCTV.

While we were told that the structural security of the canteen itself was very good, there is no CCTV or alarm inside the canteen and storeroom. The canteen officer works with up to three prisoners, relying on a personal alarm and a radio should an incident occur.

CCTV would allow monitoring and recording in the event of an incident and improve the overall integrity and accountability of the area.

4.3 CLOTHING AND BEDDING

The mattresses are not suitable

Almost every prisoner we spoke to raised complaints about the quality of the mattresses. Many told us that the quality of the mattresses was so poor that they could feel the slats on the bed base through the mattress.

This was raised as an issue in 2017 and remains in 2020. In response to the 2017 inspection, suitable mattresses were sourced and distributed in Unit 4 (the women's unit) and Unit 3 (the earned privilege unit for men). It seemed that the prison could not afford enough mattresses for the entire prison.

In 2019, when the prison closed Unit 3, prisoners were not permitted to take their mattresses with them. The mattresses remained in Unit 3 which meant that no male prisoners had the new mattresses.

LIVING CONDITIONS



Photo 6: New mattresses have now been issued

EGRP management was aware of the problem but told us that replacing the mattresses was problematic as they did not have sufficient funding to undertake a full replacement program.

At the time of writing, a liaison visit established that all mattresses had been replaced.

Many prisoners throughout the state complain about the issue of being able to feel the raised slats through the mattress. It may be worth considering whether the design of the beds is the root cause of this issue rather than the quality of the mattresses.

Clothing and laundry have improved

There had been an improvement in the quality of clothing and laundry service since the last inspection.

In 2017 we found that ‘standard green prison clothing [was] of average quality. It was clearly old and had been recycled often, leaving it out of shape and ill-fitting’ (OICS, 2017). Female prisoners told us that ‘their clothing was uncomfortable’ (OICS, 2017), due to the fabrics and they didn’t like the colour. These factors resulted in a high level of dissatisfaction with the clothing.

In 2020 however, prisoners were observed to be wearing an appropriate standard of clothing that fitted well, was clean, in good repair and for the women of a more appropriate colour. The laundry was run by an experienced VSO who worked well with the prisoners. The women have been employed in the laundry during afternoon shifts which provides more employment opportunities. All clothing was personal issue, so prisoners were able to keep their own clothing and underwear. This is a commendable example of best practice.

LIVING CONDITIONS

4.4 RECREATION

Access to recreation is good but access to the main recreation area could be increased

Access to recreation is good as all units have their own basketball court, isometric exercise equipment and either a pool table or table tennis table. This allows prisoners to have some form of recreation even when they are confined to their own units.

Due to the closure of Unit 3, additional time in the main recreation area has been given to all other units. However, with 51 prisoners not working and many others doing only unit-based employment, there may be an opportunity to provide more access to recreation. This would also allow those prisoners working split shifts, or not working, to access additional recreational activities, including the main recreational area. The intent here should be to provide a meaningful and constructive daily regime for those who do not have a job or only limited working hours.



**Photos 7 and 8:
Main recreation
areas could be
used more**

LIVING CONDITIONS

Mixed recreation could be and should be reinstated

Unit 3 had been used as accommodation for earned privilege prisoners. One of those privileges was the ability to attend mixed recreation sessions with the female prisoners. Since the closure of Unit 3, mixed recreation had ceased. Former Unit 3 prisoners told us that they were told they would retain their privileges, but this had not occurred.

When mixed recreation was occurring, there were few issues or incidents. Between March to November 2019, there were only three recorded incidents during mixed recreation. Consideration should be given to reinstating the mixed recreation between earned privilege prisoners and the women.

4.5 FAMILY AND SOCIAL CONTACT

The visits centre is well designed but struggles with extreme weather

The visits centre is well designed with safety and security in mind for all staff, visitors and their children. However, some of the outside tables are exposed to the weather.

The main visits area has 18 tables, 11 of which are outside and most of these are under shade. However, when it is hot or raining the number of usable tables is reduced and we were told that often visitors may not attend at these times in case they get allocated one of the exposed tables. Steps should be taken to mitigate these issues so the maximum numbers of social visits can take place regardless of the weather.

E-visits are generally being used effectively

Given the remoteness of EGRP, it was pleasing to see e-visits being used to help prisoners maintain contact with family and friends. The Department has made social e-visit calls free to all prisoners who cannot access an in-person visit. Prisoners can also access inter-prison e-visits services to contact family members in other WA prisons.

At EGRP, e-visits are also used for many purposes not just social visits (e.g. court appearances, contact with legal representatives, medical services and appointments, programs, treatment assessments, and education).

There are two additional Video Link/e-visits suites in Unit 2 and Unit 4 that are not being utilised to their full potential due to the need for some additional upgrades. They were intended to offer alternative court and visit locations, and to reduce movement throughout the prison, but it seems there are issues around staffing and supervision of sessions.

At the time of writing a liaison visit established that the prison had installed additional monitors in the visits area to provide more opportunities for prisoners to carry out e-visits.

Video Link Courts and adjacent e-visits facilities are not confidential

We were concerned at the lack of adequate sound proofing in the video courts and Skype area of visits. The internal courtroom has speakers in the roof and what is said in the courtroom and the adjacent video link suites can be heard in the next rooms and adjacent corridors.

Due to the multiple uses of the e-visits, video link and court suites, a range of sensitive information relating to court cases, police matters, personal issues, medical and

LIVING CONDITIONS



Photo 9: Typical e-visit room and equipment

psychiatric needs, all have the potential to be overheard outside these rooms. This may place prisoners at risk as confidential information is discussed and could become common knowledge to others.

There is a need for confidentiality in this area. Sound proofing the rooms is a possible solution, as is changing procedures and practice. There is a need to explore all possible solutions and implement the most effective remedy. While awaiting a solution, the practice of having prisoners waiting in corridors or the use of the adjacent rooms may need to be restricted if not changed or stopped.

Recommendation 11

EGRP to explore all possible solutions to provide confidentiality in the Skype, video link and court suites and implement the most effective solution.

LIVING CONDITIONS



Photo 10: The video link court was not confidential

Prisoner Telephone System (PTS) has some issues

EGRP management, staff and prisoners acknowledged and agreed that there were problems with the prison telephone system. Prisoners complained that they often could not hear the caller on the line as the volume was too low. We observed several phones that were not operational because of this issue or for other technical reasons. There were also issues around privacy, but the prison was addressing that by installing booths and/or phone covers.

We were also told that contact with legal representatives can be problematic for many prisoners because staff were no longer able to transfer calls from the unit office to the prisoner telephone system. All they could do was pass on a message for the prisoner to return a call to their lawyer, which was often not immediately possible and/or there were difficulties contacting their lawyer.

Management stated that this was an issue that they were trying to rectify through the supplier and that all phones had been turned up as loud as possible.

Recommendation 12

The Department should identify solutions to ensure that the prisoner phone system was operating effectively at EGRP and in all prisons.

Chapter 5

REHABILITATION, REPARATION AND RE-ENTRY

5.1 ASSESSMENT AND SENTENCE PLANNING

Many prisoners do not know when they have been involved in a case conference

The assessment team had new leadership and were committed and focused on the best interests of both the prison and their clients. However, some prisoners expressed a belief that they were not being consulted in preparing Individual Management Plans (IMPs) or participating in Case Conferences.

The assessment team stated that writers attended units to interview prisoners when preparing each assessment. They also stated that each prisoner participated in their case conference which is held in the unit and documented in case conference minutes. However, prisoners said they were only asked to sign plans once they were decided.

This disconnect should not exist and prisoners should clearly understand the processes they are undertaking. More work needs to be done to ensure that prisoners clearly know when they are being interviewed for assessments, undertaking case conferences and understand the results from these.

Prisoners are anxious about Offender Notes

Prisoners we spoke to were very anxious about negative notes about them being placed on the TOMS database (Offender Notes) by unit staff.

We have heard similar concerns in other recently visited prisons. The Offender Notes function was intended as a way of tracking minor management issues and record welfare needs of prisoners, and are by nature often anecdotal. They are not disclosed to prisoners, or subject to challenge or correction by staff or prisoners. Prisoners believe that the notes are often misused by staff to taint data in key assessments including reports to the Prisoners Review Board (PRB).

The Assessment team were keenly aware of this issue and stated that they do their best to ensure their reports are balanced. They seek comment from the prisoner's unit manager and their employer before completing parole reports.

It is unusual that notes that can influence the possible future of prisoners, are not subject to challenge, correction or quality assurance. This can lead to claims of abuse of power and a lack of accountability. If Offender Notes influence assessments and reports on prisoners, they must be subject to natural justice.

Recommendation 13

If offender notes are to be used for any administrative decision making then they should be subject to natural justice, including the right of reply.

REHABILITATION, REPARATION AND RE-ENTRY

Delays and backlog of initial IMPs and assessments

We have previously highlighted the delays and backlog in conducting IMPs and assessments across the prison system. The Department has attempted to address this issue by modifying some of the requirements and allocating additional resources. We are starting to see improvement but there is a way to go and a significant backlog still exists.

A Management and Placement Plan (MAP) is done for all newly sentenced prisoners within five working days. That includes setting their security classification and initial custodial placement. An initial IMP is also required to be done for those required to serve over six months before they are eligible for release.

The initial IMPs include:

- completion of education and treatment assessments
- bookings for offender programs if required
- a longer-term plan inclusive of education and training pathways
- anticipated progression in security classification and placement

At the time of our inspection there were 119 prisoners requiring an IMP, 92 had an approved IMP and 27 had not. This included two newly sentenced prisoners within the previous 28 days. We understand that a few of the outstanding 25 had been completed by assessment staff but had not yet been approved either by prison management, or in certain cases by the Director of Sentence Management.

The Department must prioritise and resource clearing the backlog as soon as possible so that more prisoners are properly assessed for their needs and not put at a disadvantage.

Treatment assessments conducted by phone

Due to the lack of local resources to conduct treatment assessments, the CMC at EGRP had to refer them to head office, who tasked them to assessors around the state. These assessments were being conducted by phone.

To determine treatment needs, it is essential that the assessor build trust and rapport with the prisoner. The assessment process requires identification of offending needs requiring intervention, the reoffending risk posed, and factors affecting the prisoner's suitability for, and capacity to undertake, a particular program.

Undertaking such assessments by phone is problematic for most prisoners, but even more so for Aboriginal prisoners, prisoners whose first language is not English, and prisoners who may have poor literacy and numeracy skills. These problems are exacerbated for a prison like EGRP where traditional cultural factors may also come into play.

It does not seem to be appropriate for such important assessments to be carried out by telephone. It would be quite understandable if prisoners became disengaged, frustrated and uncooperative, or simply did not understand what they were being asked. The negative impact of the absence of non-verbal communication cues cannot be dismissed. We were told that some prisoners were being unfairly assessed as refusing treatment, thereby prejudicing their parole, while others were being placed in programs they were unsuited for.

REHABILITATION, REPARATION AND RE-ENTRY

We were told that two additional Senior Programs Officers were due to commence at EGRP in August 2020, but we did not know if they would undertake treatment assessments.

Recommendation 14

Ensure that treatment assessments are undertaken in person rather than over the phone.

Case management practices vary

The case management system provides for a contact between the assigned case manager and a prisoner once every six months, or in the case of longer-term prisoners once every 12 months.

Only prisoners with an IMP are eligible for case management. At the time of the inspection, just 92 prisoners at EGRP had an approved IMP and were subject to case management.

Practice at EGRP was varied, some staff showed a real interest in their cases, and produced quality reports, others appeared to produce cursory reports based on minimal interaction.

The CMC was aware of these deficiencies and intended to address them through mentoring and staff training. More broadly, departmental initiatives to develop a more comprehensive system of prisoner case management have been stalled for years and need revival.

5.2 EDUCATION AND TRAINING

Sentenced prisoners are prioritised for education and training

All new prisoners are given basic workplace health and safety, and food hygiene presentations in their first weeks. Only newly sentenced prisoners are routinely assessed for participation in education or training.

Remandees may be assessed after six months but can apply to do a course at any time, and may be included in the course if there are vacancies. When remandees apply for education courses, they are assessed to determine their literacy and numeracy levels. Those remandees assessed as not having functional literacy and numeracy are classified as at-risk, and are prioritised for entry level adult basic education.

Basic adult education popular but further education is limited

At-risk students are invited to undertake Sound Way as an entry level program, followed by a basic computer unit from Business Studies and some computer-based word and maths units. The basic program was generally quite full which is a credit to the outreach efforts of the centre's staff. It takes a semester to complete on a part-time basis. Beyond that students have a limited range of study options.

There was a small number of self-paced students doing higher-level Business Studies through an external provider, or tertiary studies through the University of Southern Queensland, or Curtin University. But there were no classes being delivered for ongoing general education.

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The multimedia program has great potential

Following the success of the prison radio at West Kimberley Regional Prison, a well-equipped music and radio recording studio was established at EGRP. A tutor was engaged to do multimedia, music, recording, and develop a prison radio.

We were impressed with the progress. We observed a group of men from the lands recording an original song and we were told that a CD of prisoner's music was already on sale. EGRP was at the time also negotiating with a local radio station to broadcast pre-recorded radio sessions.

The program was linked to a song writing course and students gained significant technical and performance skills.

Unfortunately, the tutor was leaving Kalgoorlie in the weeks following our inspection and the future of the program was uncertain. We intend to follow-up progress and continuity as part of our ongoing liaison visits.

Education was no longer mixed

In 2020, many education classes had reverted to single sex occupancy due to a combination of views from teachers, unit staff, and management. We have long supported mixed education classes, as they allow female prisoners access to the same range of education options as the men. Properly monitored they also allow for socialisation and respectful interactions between the men and women.

In the main education centre, we found women were undertaking a separate visual arts class, and mixed with men only in the Keys for Life driving training class. In their own unit, women were attending a community services class.

Other courses, such as Business Studies, were available to men during most school terms but less frequently to women and in separate classes. This limiting of options was what mixed education was supposed to avoid. Mixed classes can provide the required minimum enrolments for those programs and courses that would otherwise be delayed or withdrawn through lack of numbers. This is a sound argument for mixed classes to continue.

5.3 EMPLOYMENT

The amount of meaningful work did not match the population of the prison

The prisoner survey showed that 50 per cent of respondents said that EGRP provided them with useful activity. The results from the staff surveys showed that 34 per cent (an increase of 14% from last survey) rated as acceptable prisoners' engagement with meaningful employment. Both results suggested improvement, but meaningful work remained hard to get.

We were told by prisoners that:

- Unit workers did not have enough to do.
- Prisoners were just emu bobbing for rubbish and washing the walls.
- There were not enough work opportunities for Aboriginal men.

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- Only “white men” got to do Certificate training.
- EGRP was not like West Kimberley Regional Prison, where men learned skills and got work experience that helped when they returned to their communities.

Table 1: EGRP employment figures, 6 February 2020

Employment percentages at the time of the inspection			
Work type	Aboriginal (%)	Non-Aboriginal (%)	Total (%)
Meaningful work	55.8	78.6	62.6
Under employed	18.8	8.6	15.7
Not working	25.5	12.9	21.7

Data shows that 44 per cent of Aboriginal prisoners were either not working or were under-employed, compared to just 21 per cent of non-Aboriginal prisoners who were not working or under-employed. TOMS recorded the presence of Aboriginal prisoners at most work places, however, all Section 95 workers at the time of the inspection were non-Aboriginal. There was better representation in the kitchen which is a favoured workplace with around 65 per cent of the workers being Aboriginal. Of the seven Warburton Work Camp workers at the time of the inspection, five were Aboriginal, but not all were from local communities.

Observations during the inspection found that like most prisons in the state, the amount of available meaningful work did not match the population of the prison. This not only results in unbalanced ratios within the work force but also makes it difficult to balance the gratuities profile. It also creates a divide between the haves and the have nots as far as work and earnings.

5.4 OFFENDER TREATMENT PROGRAMS

Program delivery was building up

EGRP was not running programs when we last inspected in 2017. However, in 2019, a second Senior Programs Officer position had been filled and four programs had been delivered. It was refreshing to meet prisoners who had been able to undertake programs without having to be transferred out to other prisons, and others who were booked in for future courses at EGRP. There were three more programs planned for 2020.

EGRP expected to fill the two existing vacant programs officer positions by August 2020, which should lead to improved delivery of programs in the latter half of 2020 and beyond.

The following table identifies the assessment program needs at the time of the inspection and suggest that there is a need for more programs in addictions, violent offending, cognitive skills and general offending.

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Table 2: Identified program needs by category and status, 24 February 2020

Category of program need	Completed	Booked or enrolled	Won't complete
Addictions offending	16	20	23
Cognitive skills	5	2	10
General offending	4	5	6
Sex offending	1	-	1
Violent offending	12	18	20
Total	38	45	60

In some cases, prisoners will not be able to complete a program. Some of the reasons for not completing may be because it was not available before their eligibility for release, they were assessed to be unsuitable, or they refused to undertake the program. Refusers include those who refused to transfer to another prison where the program was available.

Small numbers and suitability issues prove challenging

Planning programs is often difficult as it depends on having suitable participants and qualified program officers to deliver them.

There are not enough suitable prisoners at EGRP to run all programs scheduled for 2020. Prisoners may have to be transferred in to get enough numbers to facilitate some programs. Likewise, some may also need to be transferred out to complete their needed programs.

The main addictions program offered in WA prisons is the Pathways Program. Pathways requires a degree of literacy well beyond some of the participants allocated to the program. This places a major burden on facilitators and fellow participants to get these people through to completion. A number of people assessed as needing an addictions program refuse to do Pathways for this reason.

As the Department continues to review its delivery of programs, it needs to consider how best to meet the diverse needs of regional prisoners. A Perth-based clinic has been delivering addictions counselling through e-visits. E-visits and other ways of delivering programs should be explored to reduce the need for prisoners to be transferred in and out of regional prisons to make up the numbers.

Voluntary programs are a source of opportunity for prisoners

Unlike some metropolitan prisons, EGRP does not have funded through-care alcohol and drug counselling (i.e. Alcoholics Anonymous or Narcotics Anonymous). Such counselling and self-help groups can be invaluable for people wanting to live substance-free both in prisons and after release.

However, EGRP does have some good quality voluntary programs run by external agencies which provide opportunities for many prisoners.

REHABILITATION, REPARATION AND RE-ENTRY

Voluntary programs are an important source of hope and opportunity for many prisoners in EGRP to focus on better health, managing addictions, developing life skills, finding work skills, and maintaining family relations. Some of the voluntary programs run by outside agencies include:

- Smoking in Prisons (BEGA)
- HIP-HOP (Population Health)
- Goodway addictions program (Hope Community Services)
- Life skills (Centrecare)
- Inside out Dads (Centrecare)
- Mothering at a Distance (Centrecare)
- Strong Mothers Strong Women (Aboriginal Family Law Service)
- Job Club (various agencies teaching resumes, interview techniques etc)

While Life skills and Job Club favour sentenced prisoners, soon to be released remand prisoners can also apply.

Participation in voluntary programs can be an important adjunct to the official offender programs and could improve a prisoner's chances of parole or release on bail.

5.5 PREPARATION FOR RELEASE

Prisoners are often stranded on release

Custodial transport is provided by BRS, under contract with the State Government. The contract requires transport of people from certain police stations within 24-hours to the nearest regional or metropolitan receiving prison.

EGRP receives people transported from towns such as Esperance (370 km), Leonora (272 km), Laverton (396 km), Wiluna (572 km) and Warburton (939 km). Some of these communities are not accessible by sealed roads and because of this and the distances, much of the transport is conducted by expensive air-charter. While transport to prison is guaranteed, transport back home is not.

In the 15-month period from November 2018 to March 2020, 76 people who had been held in EGRP, were released from court without receiving a prison sentence. Most were held in prison for weeks or months, but 23 were released within a week and some within a day or two. This makes getting a return trip home problematic.

Centrecare, the regional re-entry agency contracted under the Transport Options Program (TOPS), requires five days' notice to arrange transport for sentenced prisoners to be returned to the place of arrest or home. The Prisoner Review Board (PRB) occasionally times a release to fit with transport but TOPS transport is not available for remand prisoners who are released by the court.

It falls to the Movements Officer of the prison to try and assist released prisoners in arranging their own transport. Some have bail conditions to return and reside in their home, or occasionally another community.

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Prison records show that, between November 2018 and March 2020, 46 prisoners were released with no means to get home or somewhere to stay locally. The prison assisted when possible by providing a bus fare home, and assisting prisoners to contact local family, friends or accommodation options. Many of these people are at high risk of homelessness, alcohol or drug use, and a lack of funds to support themselves. All these factors increase the risk of offending behaviour, arrest and further imprisonment.

This is a complex problem requiring engagement of a range of stakeholders

It seems wrong that many people can be removed from their community without appropriate arrangements to cover the cost of returning that person home or providing for their immediate welfare on release. The Department should take the initiative and engage with stakeholders to identify solutions to address this issue.

Recommendation 15

The Department should engage stakeholders with a view to identifying solutions that address the immediate welfare and transport home needs of prisoners released through the courts or prison.

Practical help and referrals were provided prior to release

The Transition Manager (TM) assists prisoners with preparations for release. Services offered to assist prisoners cover a range of matters, including:

- fine conversions
- obtaining identification (e.g. MDL or Medicare Cards)
- opening bank accounts, making housing applications
- arranging interviews with Centrelink
- referral to Centrecare TOPS.

The TM also makes referrals for the prisoner to support agencies (e.g. Centrecare, Goldfields Rehabilitation Services, and Life Without Barriers).

All prisoners are referred to Centrecare six months prior to their expected release. We were told that Centrecare provides support to its clients across the region, but had experienced difficulties filling a Warburton-based position. Goldfields Rehabilitation Services provide a holistic and supervised Residential Rehabilitation Treatment Service. Life Without Barriers assists Aboriginal clients by providing driver training in Kalgoorlie/ Boulder and paying for their license. Those returning to remote communities may choose to stay for a time to get that training.

Employment Coordinator position was now standalone

For some years at EGRP, the Employment Coordinator (EC) role was combined with the TM role but prior to the inspection the two roles had been separated.

The EC provides a Job Club with two sessions per week over four weeks, which assists participants to develop a reintegration folder, including a resume, employment information

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and practical interview techniques. An impressive range of Job Active providers and employers meet with participants, and job applications are facilitated for those prisoners closer to release.

The EC also facilitates Aboriginal participants engaging with the Time to Work Employment Services run by Breakaway Aboriginal Corporation, which includes a monthly information session.

The Prisoner Employment Program (PEP), which facilitates paid prisoner employment in the community, had not run at EGRP since 2018. However, since the EC position had been filled, a small number of applications and expressions of interest for PEP had already been received.

Despite good release preparation recidivism rates were still high

Many sentenced prisoners released from EGRP do not appear to fare very well upon release. Despite efforts to provide good release preparation, some soon return to prison.

Data obtained from the Department shows a state average recidivism rate of prisoners released in the 12 months before September 2017, as 39.8 per cent. Recidivism rates are based on incidences of return to custody for a new sentence or a parole cancellation within two years of release. EGRP has a return rate of 51.7 per cent which is second only to Hakea Prison at 53.5 per cent.

Recidivism rate of comparable regional prisons to EGRP vary between 35 and 41 per cent. (Broome Regional Prison, Bunbury Regional Prison, Greenough Regional Prison, Roebourne Regional Prison and West Kimberley Regional Prison).

We met with a group of prisoners who were due for release. Most said they had been seen by the re-entry provider and offered help, but only a few had accepted it. There may be an opportunity for EGRP to look at the effectiveness of their services to local prisoners.

Chapter 6

WOMEN PRISONERS

6.1 IMPROVED MANAGEMENT AND CONDITIONS

Women were generally treated with respect and had equal access to services

Overall, the inspection found that there had been some improvement for women's access to services, and the treatment of women. The prisoners reported being generally treated with respect by most staff. They were especially vocal in their gratitude for the support of specific staff, who they felt recognised their different needs and worked towards them being able to access appropriate services.

Since the last inspection, the women had been given equitable access to most prison services, including employment, recreation, and education. Offender treatment programs was one area where access remained problematic, with programs being run infrequently due to low participant numbers.

The atmosphere within the women's unit was calm and many women commented that it was better than other prisons. Local Aboriginal women also appreciated being able to stay close to home and family.

Support for women had improved

In line with the Department's response to our 2017 recommendation, a number of staffing appointments had been made to enhance support and service delivery to female prisoners.

A dedicated Women's Support Officer (WSO) had been made substantive. This full-time position provides a stable source of support and coordination for women's activities and their needs.

The Life Skills Officer position had been filled prior to the inspection. The position is dedicated to Unit 4 to provide activities and support that will enable the women to build skills and confidence that may assist them in avoiding reoffending. The prisoners told us that they highly valued the support this position provided and felt there had been a significant improvement to life within the unit.

Coinciding with the appointment of the Life Skills Officer was the expansion of the independent living accommodation within Unit 4. The number of independent living houses had been increased from two to four. The other two houses in the Unit remained standard accommodation for entry level prisoners. More women could now actively work towards achieving the privilege of being able to live in self-care houses

Progress had also been made by providing better access to constructive daily activities, in particular employment. Women were now able to work dedicated shifts in both the laundry and the kitchen. This expanded work opportunities beyond unit based cleaning and other activities. It has also opened up the possibility of accredited training and expanded education options for women in these areas.

These developments are in line with the prison's operational philosophy, focussing on an independent living service delivery model to reduce prisoners' dependence on institutional care and provide skills for independent living.

WOMEN PRISONERS

Part of this initiative is to focus on women's needs, particularly developing industries within Unit 4, and integration of education, health, programs and other services into life in the unit. When fully implemented, this should mean much greater independence for the women and possibly better access to transition to freedom activities (including external Section 95 opportunities).

We commend the aims of the philosophy and plan and encourage EGRP to properly resource it and progress its implementation. We did note, however, that the Unit 4 Unit Plan was out of date and in some respects inconsistent with the new policies and philosophy. The Plan needs to be updated to incorporate the new expectations management will have for Unit 4 operations.

Small group of staff unsupportive of women prisoners

While it was evident that progress had been made in improving services for women at EGRP, we were concerned about a small, but damaging, pocket of resistance to many of the positive changes we saw.

Prisoners and staff relayed specific examples where a small number of staff had acted in ways to undermine and diminish the position of the women prisoners. Unfortunately, this was an issue identified in our 2017 inspection that had not been fully addressed. We were given some examples where staff had spoken in derogatory terms to female prisoners and some female staff members, denigrating the position of women at the prison.

The overall evidence indicated this came from a small cohort of staff who did not support women being placed in EGRP. Their actions seemed to be some form of protest to this and, in some cases, amounted to active undermining of it. This included obstructing women from accessing activities, arbitrarily shutting down activities in the unit and not supporting the implementation of programs via the new Life Skills position.

In one case, a workshop was closed down after officers consistently undermined escorting female workers to the area. That certain staff should behave in this way is unprofessional, undisciplined and must be addressed. EGRP must ensure that women selected for work are released and/or escorted from the unit in a timely manner.

The women observed stark contrasts in their day when less supportive staff were rostered into Unit 4.

Recommendation 16

Management must set clear expectations for all staff to ensure they work within the Operational Philosophy. The Unit 4 plan should be updated as a first priority and all other relevant procedures, plans and policies should be reviewed to remove any inconsistency.

WOMEN PRISONERS

Staff for Unit 4 are allocated through the general roster, which means all officers can roll through a position in the unit. As was found in other units of the prison, this has caused a level of inconsistency in frontline management and practices in the unit. This was more evident when staff who held strong objections to women at EGRP were rostered to Unit 4.

Staff working in the women's unit are also not required to have completed Working with Women training. All staff working in prisons that accommodate female prisoners should have to complete the Working with Women training and records be maintained.

Recommendation 17

All officers at EGRP should complete Working with Women training.

The Mother and Baby Unit is outstanding but rarely used as designed

One of the outstanding infrastructure features in Unit 4 was the mother and child accommodation unit. The design of the house would allow for up to six prisoner mothers to reside with their babies (within the parameters and assessment guidelines set out by the Department). It would also provide a safe and appropriate environment for overnight stays for approved mothers and children, or extended day visits.

To date the Mother and Babies Unit has only been used once for its intended purpose. This was to facilitate a five-day court trial for the mother. Since then, it has been used to the prisons advantage as a general enhanced privilege placement unit. This allows the prison to offer a hierarchal system in the female section. Should the mother baby facilities be required, we were told that there will be movement of prisoners to accommodate the incoming mother and baby. A risk assessment would also be carried out to determine which prisoners could be in that facility when the baby is in residence.

Appendix 1

ABBREVIATIONS

ARMS	At Risk Management System
ASC	Aboriginal Services Committee
BRS	Broadspectrum
CCU	Crisis Care Unit
DBFM	Design Build Finance Maintain
DCS	Department of Corrective Services
DoJ	Department of Justice
EC	Employment Coordinator
EGRP	Eastern Goldfields Regional Prison
GALC	Goldfields Aboriginal Language Centre
IMP	Individual Management Plan
MAP	Management and Placement Plan
MDL	Motor Drivers Licence
MPC	Multipurpose Cell
OICS	Office of the Inspector of Custodial Services
PCS	Prisoner Counselling Service
PEP	Prisoner Employment Program
PO	Principal Officer
PPP	Public Private Partnership
PRAG	Prisoner Risk Assessment Group
PRB	Prisoner Review Board
PSO	Prison Support Officer
PTS	Prisoner Telephone System
SO	Senior Officer
TM	Transition Manager
TOMS	Total Offender Management Solution
TOPS	Transport Options Program
WSO	Women's Support Officer

Appendix 2

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Appendix 3

DEPARTMENT OF JUSTICE RESPONSE



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

Response to the Announced Inspection: Eastern Goldfields Regional Prison 2020

November 2020

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DEPARTMENT OF JUSTICE RESPONSE

Response to the Announced Inspection:
Eastern Goldfields Regional Prison 2020

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

The Department has reviewed the report and noted a level of acceptance against the 18 recommendations.

Attachment A contains comments for your attention and consideration.

DEPARTMENT OF JUSTICE RESPONSE

Response to the Announced Inspection:
Eastern Goldfields Regional Prison 2020

Response to Recommendations

1 Make better use of existing infrastructure by re-opening Unit 3 and by finding a viable purpose for Unit 5.

Level of Acceptance:	Not Supported
Responsible Division:	Corrective Services
Responsible Directorate:	Operational Support
Proposed Completion Date:	N/A

Response:

Unit 3 closed due to new beds becoming available through the Casuarina expansion project and due to ongoing staffing challenges, including recruitment, an extensive outgoing transfer list, and in accordance with the statewide population management strategy. At the time of the closure of unit 3, priority was given only to prisoners that were classified as out of country to be transferred.

In addition, due to COVID-19 the overall prison population across the estate has dropped dramatically, resulting in reduced capacity levels when compared to previous years. As at September 2020, EGRP was at 76% capacity with the closed units and across the whole estate the capacity level has reduced down to 83%.

Unit 5 is a minimum security facility which forms part of the long term population management strategy which is subject to capacity assessment and resourcing considerations.

2 Undertake a review of recruitment and retention strategies at EGRP and implement identified improvement opportunities.

Level of Acceptance:	Not Supported
Responsible Directorate:	Corporate Services
Responsible Business Area:	Human Resources
Proposed Completion Date:	N/A

Response:

The Department is cognisant of the recruitment challenges in the Goldfields, particularly given it being a transient town, and constantly reviews and refines its recruitment strategies for EGRP.

Since the establishment of the Department's in-house Bulk Recruitment function in July 2018, a review of EGRP recruitment processes was undertaken and region specific information, flyers and media were developed to promote employment opportunities at the prison. The review also considered the provision of regional / remote allowances against whole of government budget implications, resulting in an increase to employee housing subsidy at the prison to attract and retain more staff.

Through the Bulk Recruitment function, a total of 93 new trainees have been recruited to EGRP. This is almost 20% of all new trainees even though EGRP only makes up

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6% of total prison officers. Three Entry Level Training Programs (ELTP) have been delivered locally.

A HR Taskforce has been established and local engagement has occurred with the local council, community groups and the regional development authority, to increase visibility of the Department as a local employer of choice. Extensive local media campaigns have been run to attract local applicants.

A focus on local hiring is on-going with targeted advertising campaigns undertaken on a regular basis. Sourcing strategies include print press, on-line job boards, social media and local networking.

3 Take steps to identify and address the root causes of dysfunction among groups of staff at EGRP.

Level of Acceptance:	Supported
Responsible Division:	Corrective Services
Responsible Directorate:	Adult Male Prisons
Proposed Completion Date:	Completed

Response:

The Department takes misconduct and unprofessional behaviour of its staff seriously, and managers are supported in taking action to address such behaviour of their staff.

In this instance at EGRP, the dysfunction among senior staff was primarily caused by the behaviour of one individual staff member. The Superintendent EGRP has taken action to address the behaviour of this staff member through the Department's Performance, Appraisal and Development System (PADS) and coaching/mentoring.

The concerns raised by OICS are not indicative of how the senior management team at EGRP generally treat each other or the prison community as a whole, however staff behaviour will be subject to ongoing senior management monitoring.

4 Develop a strategy to recruit and retain more aboriginal staff at EGRP.

Level of Acceptance:	Supported
Responsible Directorate:	Corporate Services
Responsible Business Area:	Human Resources
Proposed Completion Date:	Completed

Response:

The Department continues to have a strong focus on Aboriginal recruitment with Section 51 of the Equal Opportunity Act being applied to advertising. Four targeted advertising campaigns featuring Aboriginal staff have been undertaken since the establishment of the Department's in-house Bulk Recruitment function in July 2018 and three ELTPs have been delivered locally.

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The strategy consists of the Department's Aboriginal Workforce Development Unit engaging with the local community on an on-going basis and providing Aboriginal people with support and guidance throughout the recruitment process.

5 Develop a Crisis Care facility that is appropriate for vulnerable prisoners in need of high level support.

Level of Acceptance:	Not Supported
Responsible Directorate:	Corrective Services
Responsible Directorate:	Adult Male Prisons
Proposed Completion Date:	N/A

Response:

The EGRP Crisis Care Unit (CCU) was designed as a short term unit for immediate crisis of prisoners and never designed as a long term unit.

EGRP is a PPP prison that requires any modifications to go through the Contract and to be approved by Project Co. Any changes will also require budget approval and for the changes to be life cycled into a maintenance cost for the next 20 years.

Options have been considered previously, including extending the secure yard and changes to soft furnishings and carpets. These options were not supported due to the associated unacceptable risks.

While changes may continue to be considered, these will only progress where risks can be acceptably managed.

In addition, the Prison Services Evaluation (PSE) Project is currently evaluating options to realign the prison network in order to better address the needs of prisoners, with a focus on the management of vulnerable and high needs cohorts across the estate.

Any medium-long term changes to service delivery for vulnerable, high-needs cohorts at EGRP will need to be aligned with the outcomes of the PSE Project. The PSE Project will present its recommendations to the Expenditure Review Committee as part of the 2020-21 Budget Process.

The use of the CCU will be reassessed to ensure that it is only ever used for its original intended purpose of a short-term stay, in accordance with Local Order 15 - Prisoners Placed in Observation.

6 Provide consistency and leadership for reception staff.

Level of Acceptance:	Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Adult Male Prisons
Proposed Completion Date:	Completed

Response:

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The Senior Officer roster has been re-written to have the same three Senior Officers rostered to work in each Unit, including Reception. The non-rotation of these staff has led to greater ownership and leadership consistency for reception staff.

7 Expedite the arrangements for a local dental provider to attend EGRP.

Level of Acceptance:	Supported
Responsible Division:	Corrective Services
Responsible Directorate:	Offender Services
Proposed Completion Date:	Completed

Response:

There is an existing MOU between the Department of Justice, Corrective Services and the North Metropolitan Health Service, Dental Health Services (DHS) for the provision of primary dental care to nominated prisons.

Through the DHS, there is an arrangement with the Boulder Dental Clinic to attend EGRP for two appointments per week on an ongoing basis. It is acknowledged that there was a waitlist for prisoners to see a dentist. In response to this, a dedicated dental clinic was provided at EGRP through the DHS and funded by the Department from 21 - 25 September 2020 to address the waitlist. Further dedicated clinics will be considered on an as needs basis.

8 The Department should review whether the contract with BRS is adequate to meet the needs for EGRP and implement changes where necessary.

Level of Acceptance:	Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Operational Support
Proposed Completion Date:	31 December 2021

Response:

Broadspectrum (BRS) are contracted to take over custody of an unscheduled Hospital Sit within three hours of the prisoner being admitted to hospital. In 2019, Corrective Services clarified with BRS that there was no cap on the total number of hospital sits they were required to undertake per day.

Since September 2019, Corrective Services has more stringently applied the Specified Event regime when BRS fails to meet this service requirement. As a result, BRS have been completing a greater number of hospital sits, thereby reducing the total volume of hours prison officers are required to maintain custody of prisoners in these circumstances.

Notwithstanding this overall improvement, the hospital sit data for EGRP shows that only a small proportion of hospital sits were taken over by BRS. Corrective Services will seek to resolve this matter in order to further increase the number of unscheduled Hospital Sits undertaken by BRS at EGRP.

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9 EGRP must be supported to provide adequate specialist mental health services for prisoners on site.

Level of Acceptance:	Supported
Responsible Division:	Corrective Services
Responsible Directorate:	Offender Services
Proposed Completion Date:	Completed

Response:

The Department has established a dedicated Mental Health, Alcohol and Other Drug Branch (MHAOD) which oversees the delivery of a cohesive and multi-disciplinary case management approach to mental health services.

Through the MHAOD Branch, EGRP are supported to provide specialist mental health services through a weekly teleconference by a Registered Mental Health Nurse (RMHN) who provides support and advice to primary health staff. In addition, a Consultant Psychiatrist attends to a clinic list regularly (approximately every fortnight).

Recruitment of a RMHN at EGRP is currently underway, which will enable EGRP to provide specialist mental health care to prisoners on site. It should be noted that recruitment and retention of staff for all positions in the Goldfields region is challenging.

10 The Department should develop and implement a transparent process for the transfer of prisoners with acute health or mental health needs that cannot be managed locally.

Level of Acceptance:	Not Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Offender Services
Proposed Completion Date:	N/A

Response:

The Department is not aware of any situation where a prisoner who is clinically assessed as requiring a transfer, would be refused a transfer by the appropriate receiving prison.

Prisoners are transferred between facilities for varying reasons and transfers are often negotiated between Superintendents. Where Superintendents/facilities are unable to agree, population management are able to step in and facilitate an appropriate solution.

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11 EGRP to explore all possible solutions to provide confidentiality in the Skype, video link and court suites and implement the most effective solution.

Level of Acceptance: Supported in Principle
Responsible Division: Corporate Services
Responsible Directorate: Procurement, Infrastructure and Contracts
Proposed Completion Date: 31 December 2021

Response:

The issue will be investigated and an appropriate solution will be discussed and agreed with Project Co., the facility owners.

12 The Department should ensure that there is an interface between the 'alerts module' and 'visits booking module' in TOMS.

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

Response:

The basis for this recommendation is incorrect. TOMS does alert visits booking staff of a prisoners active alerts when attempting to book a visits session.

Additional controls have also been established at EGRP to review active alerts where applicable:

- Local Order 01 - Night Shift Routines, section 5.7.
- Local Order 19 - Visits Centre Operations, sections 3.1, 3.2, 3.4 and 6.1.
- Local Order 22 - Internal Prisoner Movement, section 5.

The requirement for staff to review active alerts when booking alerts will be reinforced.

13 The Department should identify solutions to ensure that the prisoner phone system was operating effectively at EGRP and in all prisons.

Level of Acceptance: Supported
Responsible Directorate: Corporate Services
Responsible Business Area: Knowledge, Information and Technology
Proposed Completion Date: 30 June 2021

Response:

The Department has taken the following actions to remediate the finding by:

- Increasing the volume level settings on each individual Prisoner Telephone handset;
- Increasing the volume gain levels on the Prisoner Telephone System PABX;

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- Conducting full end-to-end testing of internal cabling infrastructure to verify connectivity and to ensure performance is within accepted tolerance levels; and
- Assessing the local area network infrastructure.

The Department is aware of continuing issues of intermittent disconnection of some PTS handsets and will be auctioning necessary changes to address.

14 If offender notes are to be used for any administrative decision making then they should be subject to natural justice, including the right of reply.

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

Response:

The vast majority of offender notes are simply used for 'noting interactions' between staff and prisoners e.g. EVTU course interview and are how staff pass information onto other staff members. It is accepted that there are some negative notes where incidents / issues are not worthy of generating an Incident Description Report (IDR). IDRs generally lead to prisoners being subject to the Disciplinary Charge process and are not subject to prisoner disclosure either. Where a prisoner feels they are disadvantaged by offender notes, they are able to request copies locally through a Unit Interview Form being provided to the Assistant Superintendent Offender Services.

15 Ensure that treatment assessments are undertaken in person rather than over the phone.

Level of Acceptance:	Not Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Rehabilitation and Reintegration
Proposed Completion Date:	N/A

Response:

The IMP Review considered the need for a dedicated resource, and determined the demand was insufficient to justify it. While telephone assessment is not generally the preferred modality of assessments, this practice has occurred on a needs basis since 2017. To date there has been no indication that engagement over the telephone has adversely impacted on the level of information required to provide a defensible and robust assessment of risk with appropriate treatment recommendations. The treatment assessors have been able to build a sufficient level of rapport to elicit appropriate levels of disclosure over the telephone.

It should be noted that face to face assessments may also increase the backlog of IMPs at EGRP. As a result of the review of the IMP process, it is expected that majority of the IMPs would be completed by the time the prisoners are transferred to EGRP.

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16 The Departure should engage stakeholders with a view to identifying solutions that address the immediate welfare and transport home needs of prisoners released through the courts or prison.

Level of Acceptance:	Supported in Principle
Responsible Directorate:	Corrective Services
Responsible Business Area:	Rehabilitation and Reintegration
Proposed Completion Date:	31 December 2021

Response:

The Transport Options Program (TOP) assists sentenced prisoners to return to their homes upon release from prison or work camp to receive support from family and friends, and to give them the opportunity to engage with NGO rehabilitation and reintegration services post release. Remand prisoners are currently out of scope for this service.

All referrals for TOP services must be generated by Department of Justice staff with a minimum of five working days' notice to allow the development and implementation of the Return Plan that comprises numerous requirements including a pre-travel medical assessment (completed by a Department Medical Officer), the need to obtain permission from the nominated community representative, and community entry permits where required.

Remand prisoners do not have a set release date as such there may not be sufficient time to develop the Return Plan and satisfy the criteria of fit to travel, community approval, entry permits etc.

Although TOP only services sentenced prisoners, it is acknowledged that there is a service gap for prisoners on remand or people needing to be transported home from Courts. Addressing this gap would require extensive input from a variety of multi-agency stakeholders including Police, Community Services, Courts and other government departments.

17 Management must set clear expectations for all staff to ensure they work within the Operational Philosophy. The Unit 4 plan should be updated as a first priority and all other relevant procedures, plans and policies should be reviewed to remove any inconsistency.

Level of Acceptance:	Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Women and Young People
Proposed Completion Date:	31 December 2021

Response:

The Women and Young People (WYP) Directorate will work with the Superintendent to develop and update the operational philosophy and unit plan of the female unit.

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18 All officers at EGRP should complete Working with Women training.

Level of Acceptance:	Supported
Responsible Directorate:	Corrective Services
Responsible Business Area:	Women and Young People
Proposed Completion Date:	31 December 2021

Response:

All new recruits undertake Working with Women training as part of their initial training course, and a revised and brief online course is currently in development to be rolled out to all prisons by the end of 2020.

The Superintendent EGRP will then ensure officers complete the Working with Women online training.

Appendix 4

INSPECTION TEAM

Eamon Ryan	Inspector of Custodial Services
Natalie Gibson	Director Operations
Jim Bryden	Inspections and Research Officer
Christine Wyatt	Inspections and Research Officer
Cliff Holdom	Inspections and Research Officer
Charles Staples	Inspections and Research Officer
Matthew Boyd	Inspections and Research Officer

KEY DATES

Inspection announced	7 October 2019
Start of on-site inspection	9 February 2020
Completion of on-site inspection	13 February 2020
Presentation of preliminary findings	25 February 2020
Draft report sent to DoJ	15 September 2020
Declaration of prepared report	15 December 2020

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



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