



OFFICE OF THE INSPECTOR  
OF CUSTODIAL SERVICES

2022 INSPECTION OF PARDELUP PRISON FARM

144

AUGUST 2022

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that contributes to a more  
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## 2022 Inspection of Pardelup Prison Farm

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# Contents

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## INSPECTOR'S OVERVIEW

Pardelup continues to offer constructive and rewarding rehabilitation opportunities.....	iii
Executive summary .....	v
List of recommendations .....	viii
Fact page .....	ix
<b>1 INTRODUCTION .....</b>	<b>1</b>
1.1 Pardelup Prison Farm.....	1
1.2 Inspection process.....	1
<b>2 GOVERNANCE .....</b>	<b>2</b>
2.1 Strategic planning.....	2
2.2 Farm management.....	4
2.3 Human resources.....	7
2.4 Community relations .....	10
<b>3 HEALTH, SAFETY AND SECURITY .....</b>	<b>11</b>
3.1 Reception and admission.....	11
3.2 Primary health services .....	12
3.3 Mental health services and psychological support.....	13
3.4 Encouraging positive behaviour .....	14
3.5 Security procedures .....	17
<b>4 DAILY LIFE.....</b>	<b>18</b>
4.1 Regime.....	18
4.2 Living conditions.....	19
4.3 Family and community contact.....	20
4.4 Religious and spiritual support.....	22
4.5 Recreation .....	22
4.6 Food .....	23
4.7 Canteen.....	24
<b>5 REHABILITATION AND REPARATION .....</b>	<b>25</b>
5.1 Assessment and case management .....	25
5.2 Programs .....	25
5.3 Education and training.....	26
5.4 Employment.....	28
5.5 Preparation for release.....	30
5.6 Work camp .....	32

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<b>APPENDIX 1</b>	
Bibliography.....	34
<b>APPENDIX 2</b>	
Abbreviations.....	35
<b>APPENDIX 3</b>	
Department of Justice response.....	36
<b>APPENDIX 4</b>	
Inspection details.....	43

# Inspector's Overview

## PARDELUP CONTINUES TO OFFER CONSTRUCTIVE AND REWARDING REHABILITATION OPPORTUNITIES

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Pardelup Prison Farm (Pardelup) is a minimum-security working prison farm located between Mount Barker and Denmark in the great southern region of Western Australia. The focus is to prepare prisoners for release back into the community through engagement in a variety of rehabilitation activities, including training and employment in the orchards, market gardens, prison industries and the farm.

The outcome of this inspection was once again largely positive. We saw many examples of effective rehabilitation and reintegration services being offered to men approaching their release date. There were, however, some areas in need of improvement and these are detailed in our report and supported by the six recommendations we made.

Prison farms present several quite unique challenges in addition to those faced by mainstream prison facilities and Pardelup is no different in this regard. First and foremost, prison farms are still custodial facilities where prisoners are required to be held securely and safely until they reach their release date. But this requirement cannot ignore the fact that they also operate a working farm, with animals, crops and gardens needing attention seven days per week. For these reasons, our first two recommendations addressed some of the identified risks facing the operations of the farm and gardens.

The first recommendation related to the prison being able to retain a proportion of the revenue it generates for the purpose of reinvestment in farm operations. The Department's response stated that the position had not changed, and that the retention of revenue is subject to a determination by the Treasurer. The reference to the situation not changing probably reflects the fact that we have made this recommendation in each of the past three inspections of Pardelup (2016, 2019 and 2022).

It is not possible to determine from their response if the Department fundamentally disagrees with the argument in support of the recommendation or simply accepts the status quo. Although we try to avoid being too prescriptive in what we recommend, one option that might be worth considering would be to seek approval for a small proportion of the revenue generated by each of the three prison farms to be held in a capital investment fund from which each facility could bid for equipment replacement and/or capital expansion of farming operations.

Our second recommendation was to increase staffing resources to cover the seven days per week farming operations and provide adequate leave coverage. This recommendation was not supported by the Department and the response noted that weekend work allocation prioritised animal welfare and essential activities. We understand that the situation has worsened recently because one of the farm staff had left and the other was on leave. We understand that supervision of the farm operations was being covered by other staff. All of this lends support to our recommendation and it is hoped that recent developments prompt a rethink of this recommendation.

On the positive side, it was pleasing to see the improvements that have been made to stabilise farming and market garden operations, including better water security and additional silos for storage of surplus stock feed.

## PARDELUP CONTINUES TO OFFER CONSTRUCTIVE AND REWARDING REHABILITATION OPPORTUNITIES

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The Department's response to recommendation four noted that the local standing order had been amended in June 2022. The amended local order now allows prisoners to access recreation facilities when they are unable to work, due to the closure of their workplace, and if they were not required elsewhere. This was a positive development that will address the most common complaint we heard from prisoners during the inspection.

Pardelup continues to maintain very strong community links and high levels of engagement. We received positive feedback from community reference group members and representative organisations about how highly they valued the contribution made to their communities by prisoners based in Pardelup and at the Walpole Work Camp. Despite some limitations on the number of prisoners able to undertake work outside the prison due to staff availability and COVID restrictions, this was generally a positive rehabilitation activity that provided men with the skills, experience and confidence that they will need when they are eventually released.

### ACKNOWLEDGMENTS

We have three Independent Prison Visitors who are community volunteers appointed by the Minister for Corrective Services. They attend Pardelup on a regular basis providing an opportunity for the men to raise issues and feedback that information to our office. I acknowledge the importance of their work and thank them for the contribution they have made to our ongoing monitoring of Pardelup.

It is important to also acknowledge the support and cooperation we received throughout the inspection from the acting Superintendent and staff at Pardelup and from key personnel in the Department. The men at Pardelup and Walpole who took the time to speak with us and share their perspective also deserve our acknowledgment and thanks.

Finally, I would like to thank the members of the inspection team for their expertise and hard work throughout the inspection. I would particularly acknowledge and thank Kieran Artelaris for his hard work in planning this inspection and as principal drafter of this report.

**Eamon Ryan**  
**Inspector of Custodial Services**

3 August 2022

## EXECUTIVE SUMMARY

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This was our fourth inspection of Pardelup. The inspection was conducted over five days in January 2022 and was guided by our Revised Code of Inspection Standards for Adult Custodial Services.

Pardelup had a strong philosophy and a set of values – ‘Trust, Respect, Integrity and Passion’ – that were clearly communicated and well-understood by both staff and prisoners. However, the prison was noticeably less settled than it had been in 2019. The prison philosophy had clearly been shaken by certain events in 2021, including a misconduct investigation involving three prison officers, and several significant contraband finds that led to nine prisoners being transferred out of the prison.

The average daily prison population had fallen from 94 in 2020 to 81 in 2021. Aboriginal numbers remained low, with an average of only five Aboriginal prisoners at Pardelup during 2021. We have advocated for the prison to be kept at full capacity to maximise the benefit to prisoners and strengthen the ongoing viability of the prison.

Pardelup had focused on establishing a sustainable farm operation by reducing livestock numbers, improving pasture quality and storing surplus feed. Steps had been taken to increase feed reserves and improve water security.

Farm productivity was limited by lack of resources and investment. The lack of staff coverage on weekends exposed Pardelup and the Department to risks, particularly around animal welfare. We continue to argue that it makes good business sense to allow Pardelup to reinvest in the farm and gardens, enabling a more efficient and productive operation.

Although there had been some instability and movement between positions, the senior management team remained cohesive and strongly supportive of each other.

Custodial staffing shortages were a critical issue, driven primarily by the suspension of three prison officers pending an internal investigation that lasted around 12 months. For a small facility like Pardelup, the effect of a prolonged period with multiple positions unfilled was substantial.

The flow-on effects of custodial staffing shortages were felt most strongly by Vocational and Support Officers who were regularly redeployed to cover custodial positions. This usually meant that prisoner workplaces were closed or ran at reduced capacity.

The pressure created by custodial staffing shortages contributed to a drop in staff morale, reflected in our staff survey and in our conversations with staff during the inspection. Much discontent among prison officers had also been generated by changes to human resources policy at a system-level.

Pardelup had built and maintained strong links with local communities. This had been a particular focus since 2019 and was a great strength of the prison. Prisoners were screened thoroughly and appropriately before being transferred to Pardelup. The reception and orientation processes provided an excellent introduction to Pardelup for new prisoners.

## EXECUTIVE SUMMARY

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Pardelup offered limited but effective primary health services, appropriate for a prisoner cohort who had been selected for their low health needs. Prisoner satisfaction with health services was high.

Pardelup does not house prisoners with significant mental health needs and there were no mental health services on site. Psychological Health Services based at Bunbury Regional Prison offered online counselling services and there was an active and well-respected peer support team.

One of the longstanding strengths of Pardelup was the positive relationship between staff and prisoners. In our prisoner survey, respondents reported good relationships with all groups of staff. This contributed to a safe and settled atmosphere throughout the prison.

In response to the contraband finds, the senior management team had reconsidered the prison's overall security strategy. Security procedures were tightened where required but the philosophy had refocused on changing prisoner culture with an open and transparent approach to security. Equally important was driving a change in staff culture by encouraging intelligence-sharing and improving confidence in security services.

The daily regime gave prisoners appropriate levels of autonomy and responsibility. However, in response to the contraband finds, the prison had reviewed the daily regime and restricted certain activities during the working day. This had generated much discontent among prisoners, and we believe that Pardelup needs to ensure prisoners are meaningfully engaged with constructive activity during the day.

Prison infrastructure was old but well-maintained. The visits centre is an excellent facility, and social and family visit sessions were a very positive experience. Prisoners also had good access to telephone calls and e-visits.

Pardelup offered a meaningful range of recreation activities, but prisoner satisfaction with recreation was overshadowed by the restrictions on gymnasium use during the working day.

Meals were good but some prisoners remained unsatisfied and we see an opportunity to expand self-catering options. Online ordering and delivery for canteen purchases continued to be highly effective.

Assessments and case management continued to function well. There were some voluntary programs available but not enough options to help address addictions.

Education at Pardelup had benefited from the addition of an experienced Campus Manager to its staff. This had resulted in a number of valuable new initiatives and we strongly support the permanent establishment of the position.

Pardelup offered a wide range of employment but staff redeployment was impacting on meaningful employment time for prisoners.

Delivery of transitional services had changed, with the creation of a transitional services hub at Albany Regional Prison. The Pardelup Transitional Manager had relocated there,



## EXECUTIVE SUMMARY

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resulting in reduced face-to-face service at Pardelup. We believe that the transitional services hub can work but the Department must ensure that Pardelup prisoners received the transitional services they require.

The Prisoner Employment Program had been resurrected, allowing approved prisoners to participate in paid employment in the community prior to release. This was an extremely positive development for prisoners and the prison.

The Walpole Work Camp continued to provide good facilities and services for prisoners. Support for the work camp in the local community is extremely strong and the work they carry out is genuinely valued. Prisoners in turn highly valued the trust and respect they received from the community.

## LIST OF RECOMMENDATIONS

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### RECOMMENDATION 1

Pardelup should be permitted to retain a proportion of its farm and market gardens revenues for reinvestment.

### RECOMMENDATION 2

Provide sufficient staff resources to allow seven-day operation of the farm and market gardens and to cover leave periods.

### RECOMMENDATION 3

Suspensions or stand-downs of staff should either be resolved promptly or cover should be provided for those staff.

### RECOMMENDATION 4

Ensure that prisoners are meaningfully engaged in constructive activity during the day, including at times when their employment area is temporarily closed.

### RECOMMENDATION 5

Provide more support for prisoners seeking to address addictions.

### RECOMMENDATION 6

Establish a permanent Campus Manager position at Pardelup.

## FACT PAGE

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### NAME

Pardelup Prison Farm

### ROLE

Pardelup is a minimum-security prison for male prisoners, with a focus on preparing prisoners to re-enter the community. As a working farm, Pardelup breeds cattle and sheep, and produces fruit and vegetables for consumption by the prison population in Western Australia. Pardelup also operates a work camp near the town of Walpole.

### LOCATION

Pardelup is located on Noongar land, 27 kilometres from Mount Barker, and 386 kilometres south-west of Perth.

### HISTORY

Pardelup was originally established in 1927 as an outpost of Fremantle Prison. It was downgraded from prison farm to work camp (with reduced prisoner numbers) in 2002. However, it re-opened as a prison farm on 5 March 2010.

Walpole Work Camp opened in 1998 and is the oldest work camp in Western Australia.

### CAPACITY

Prison	84
Work Camp	12

### NUMBER OF PRISONERS HELD AT COMMENCEMENT OF INSPECTION

Prison	76
Work Camp	10

# Chapter 1

## INTRODUCTION

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This was the fourth inspection of Pardelup Prison Farm (Pardelup) conducted by the Office of the Inspector of Custodial Services (the Office). The inspection took place in January 2022.

### 1.1 PARDELUP PRISON FARM

Pardelup is a minimum-security facility for male prisoners, with a focus on preparing prisoners to re-enter the community. It is the only prison in Western Australia without a secure perimeter fence, and the only prison in which all prisoners are housed in single cells. The prison compound is located on 2,600 hectares of land. Orchards and market gardens supply produce to the prison system statewide, and the farm operation focuses on raising livestock for sale on the open market. At the time of our inspection, the farm was grazing around 700 cattle and 4,700 sheep. Pardelup also operates a 12-bed work camp based in Walpole.

This inspection took place in the context of the ongoing COVID-19 pandemic and the early stages of community spread of the Omicron strain in Western Australia. From 1 December 2021, the Department of Justice (the Department) made it mandatory for all staff working in prisons to be vaccinated. As our inspection began on 16 January 2022, restrictions were introduced requiring staff and visitors from the Perth and Peel regions to wear face masks while inside Pardelup. Further restrictions were introduced not long after our inspection, extending mask-wearing requirements to all staff and visitors, and imposing limits on social visits. External activities that involved interaction between prisoners and community members were cancelled.

Another important background to the inspection was a series of significant contraband finds in April–May 2021. The finds included mobile phones, steroids and illicit substances. These incidents resulted in nine prisoners being transferred out of Pardelup and had a wide-ranging impact on prison operations that was still being felt during our inspection.

### 1.2 INSPECTION PROCESS

The on-site inspection was conducted over five days in January 2022, and included meetings with management, staff and prisoners. Prior to the on-site inspection, surveys were distributed to both prisoners and staff at Pardelup. The survey results assisted in determining the focus of the inspection and provided a source of primary evidence during the inspection. We also sought comment from various community agencies and organisations that deliver services inside the prison.

The inspection was guided by the Office's Revised Code of Inspection Standards for Adult Custodial Services (OICS, 2020). The findings and recommendations in this report are based on evidence gathered from multiple sources throughout the inspection process.

The Inspector presented preliminary findings to staff and management at the conclusion of the inspection. A member of the inspection team also delivered a presentation to the prisoner group. Further details about the inspection team, and our process leading up to and during the inspection can be found in Appendix 4.

# Chapter 2

## GOVERNANCE

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### 2.1 STRATEGIC PLANNING

#### **The Pardelup values remained a key focus, but this was shaken by events in 2021**

Pardelup had a strong philosophy and a set of values – ‘Trust, Respect, Integrity and Passion’ – that were clearly communicated and well-understood by both staff and prisoners. In our 2019 inspection report, we observed that the philosophy was ‘evident throughout the prison’ and reflected in the behaviour of staff and prisoners. The overall result was a calm and constructive environment (OICS, 2019, p. 4).

In 2022, we found that the atmosphere at Pardelup remained positive and relaxed. The relationship between staff and prisoners was strong and characterised by respectful interactions. Overall, Pardelup continued to provide one of the best prison environments in the system.

However, the prison was noticeably less settled than it had been in 2019. The prison philosophy had clearly been shaken by two particular events in the preceding 12 months. Firstly, in January 2021, three prison officers were accused of misconduct and ultimately spent about 12 months suspended on full pay while under investigation. Secondly, in April–May 2021, there were several significant contraband finds, including steroids and illicit substances, needles and syringes, and mobile telephones. Nine prisoners were linked to these finds and transferred out of Pardelup to higher-security prisons.

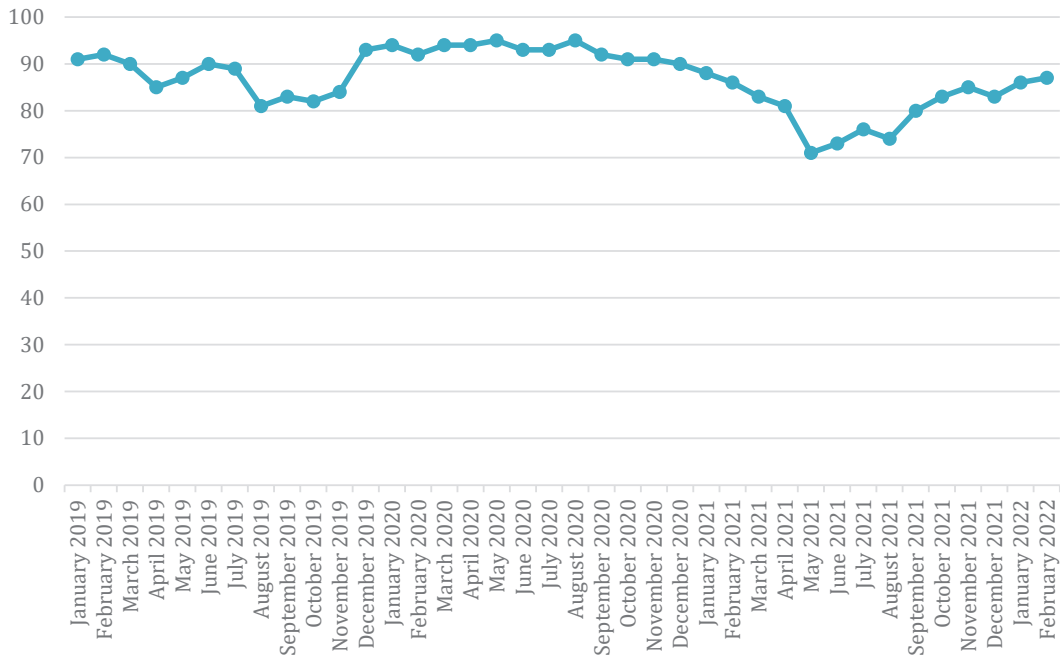
Both events involved behaviour that was clearly in conflict with the Pardelup values. The inevitable security response to the contraband finds left prisoners feeling that they were being punished for the actions of others and further undermined the values of trust and respect. Our overall conclusion from the inspection was that the prison, both staff and prisoners, needed to work on restoring the positive atmosphere that was built on the Pardelup values.

#### **The average daily prison population had fallen and Aboriginal numbers were low**

Pardelup’s total capacity is 96 prisoners – 84 beds at the prison plus 12 at the work camp. Because we believe Pardelup offers good opportunities to prisoners, we have advocated for the prison to be kept as close to full capacity as possible. In our view, this maximises the benefit to prisoners and strengthens the ongoing viability of the prison (OICS, 2019, p. 8).

Pardelup’s population had fluctuated in the three years since our previous inspection in 2019. The average daily population in 2019 was 88. This increased to 94 in 2020, meaning on average only two beds were unoccupied. However, in 2021 the average daily population dropped substantially to 81. Figure 2-1 below shows a significant decrease between April and May 2021 when a group of prisoners were removed from the prison following contraband finds. The population grew slowly for the remainder of the year but remained well under maximum capacity.

## GOVERNANCE



**Figure 2-1: Average daily prisoner population at Pardelup, January 2019 – February 2022**

Several factors and demographic changes had contributed to the reduction in prisoner numbers at Pardelup. The most significant factor was the overall reduction in the statewide prisoner population. The number of men in prison in Western Australia had fallen by about 500 since our previous inspection of Pardelup. This inevitably meant there were fewer prisoners flowing through the system to minimum-security facilities like Pardelup.

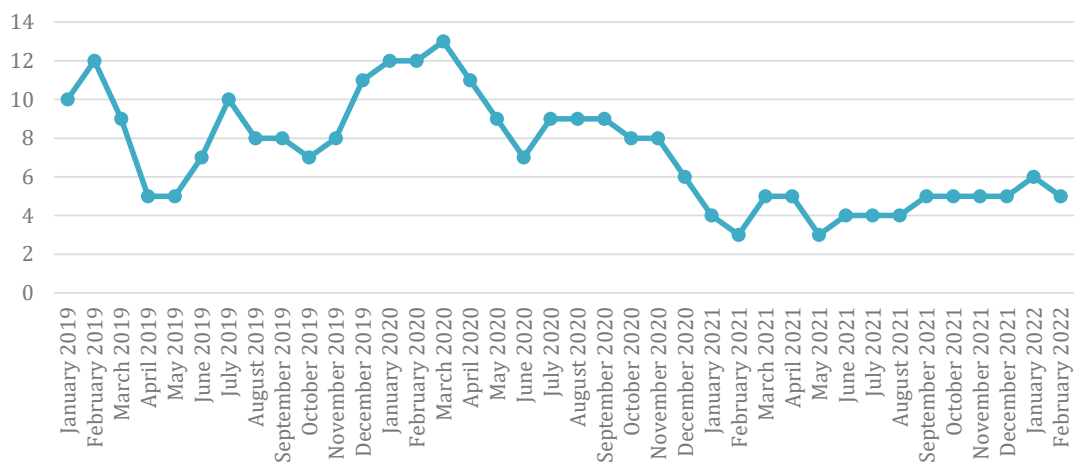
Since 2019, sex offenders had gradually disappeared from the Pardelup population. Although sex offenders were not specifically banned, all prisoners were screened via a risk assessment before being approved to transfer into Pardelup. At the time of our 2022 inspection there were no sex offenders in the prison. This reduced the pool of minimum-security prisoners available to transfer into Pardelup.

We were told that there was now a higher proportion of drug-related offenders in the prison. This reflected a wider trend throughout the system and would have happened regardless of the reduction in sex offenders. However, it brought increased risks for a facility without a secure perimeter fence.

Aboriginal prisoner numbers remained very low. In 2021, the average daily Aboriginal population was only five. This equated to just six per cent of the total population over that period, which was a significant under-representation given that Aboriginal men made up 39 per cent of the statewide prison population. In previous reports, we have expressed concern at the low proportion of Aboriginal prisoners benefiting from the rehabilitative advantage of minimum-security facilities like Pardelup and Walpole Work Camp (OICS, 2012, pp. 20–24; OICS, 2016a, pp. 40–44; OICS, 2019, pp. 9–10).

## GOVERNANCE

We know that there have been many efforts by the prison to increase Aboriginal prisoner numbers. This included the Assistant Superintendent Operations visiting several metropolitan and regional prisons to promote the benefits of Pardelup to Aboriginal prisoners. Unfortunately, despite these efforts, Aboriginal numbers were lower than ever throughout 2021 (see Figure 2-2). Our view remains that Aboriginal people are the most over-represented and most disadvantaged group in custody and would benefit enormously from the rehabilitative and reintegrative opportunities at Pardelup. Experience also tells us that sending only one or two prisoners is unlikely to have a long-term impact. There needs to be sufficient numbers so that Aboriginal men at Pardelup feel that they have a support network of family (in its broader cultural sense) within the prison.



**Figure 2-2: Average daily Aboriginal prisoner population at Pardelup, January 2019 – February 2022**

## 2.2 FARM MANAGEMENT

### Pardelup had focused on establishing a sustainable farm operation

Pardelup has worked for several years now to strengthen the sustainability of its farm operation. This has been motivated primarily by past experiences that threatened the future viability of the farm. Back in 2017, the farm suffered from severe feed shortages and significant livestock losses. This was followed by a season of very low rainfall that resulted in poorer quality pasture and yet more livestock losses. This prompted Pardelup to pursue a more sustainable farm operation by reducing livestock numbers, improving pasture quality and producing surplus feed.

During our 2022 inspection, we found that further steps had been taken to ensure feed security for the farm with the erection of eight new silos. This increased Pardelup's capacity to store surplus feed, meaning there will always be a stockpile of feed in the event of a poor season. There will also be opportunities to send surplus feed to the other prison farms in the system or sell it when market prices are favourable.

## GOVERNANCE

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The farm had also been threatened by water shortages. About 18 months before our inspection, the dam servicing the market gardens was empty, which meant that nothing could be grown over summer. The dam for the prisoner compound was also very low, which led to water restrictions for prisoners. Since then, works had been completed to upgrade dams and water catchments. This had significantly increased water storage capacity and ensured Pardelup's water security. In addition, a bore had been installed and approved by the Department of Health and the Department of Water and Environmental Regulation for emergency use.



***Photo 1: Eight additional grain silos provided improved feed security for the farm.***

### **Farm productivity was limited by lack of resources and investment**

Pardelup's focus on farm sustainability is a conservative and low-risk approach that seems sensible for a prison farm. But there is no doubt that opportunities have been missed to drive improvements and increase productivity on the farm. For the staff working on the farm, the lack of resources and investment was frustrating.

Pardelup's farm and market gardens continue to generate significant profit and value for the state. Produce from the market gardens is used throughout the prison system and in 2021–2022 the value was estimated at \$400,000. Livestock from the farm is sold on the open market, with anticipated revenue of at least \$700,000 for 2021–2022. Despite this, Pardelup continued to struggle to secure approval to invest in the farm and gardens.

We were told that the inability to procure crucial farm machinery and equipment in a timely manner had led to wasted opportunities and resources. For example, contractors



## GOVERNANCE

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were paid to remove hay bales from paddocks because Pardelup lacked appropriate vehicles and equipment. When contractors were not available, hay bales were left to rot in paddocks, which made those paddocks unusable. Farm vehicles and machinery were often old and in poor condition because they had not been replaced and instead relied on repeated repairs in the prison mechanical shop. Many of the roads on the farm were in poor condition following a wet winter. This had still not been addressed by the time of our inspection in January 2022 because of a lack of functional equipment.

The farming operations at Pardelup are a seven day per week enterprise and need to be operated like a normal farm of similar size and complexity. The farm cannot be expected to function efficiently if operations are curtailed by budget restrictions and staffing shortages. It cannot operate like many prison industries which are often shut off or closed when staffing shortages or restricted budgets present operating difficulties. Animals require tending and crops and gardens still require attention every day, including on weekends

We have repeatedly recommended that Pardelup should be permitted to retain a proportion of its farm and market gardens revenues for reinvestment (OICS, 2016a, p. 17; OICS, 2019, p. 13). However, these recommendations were not supported by the Department. As we have stated previously, it makes good business sense to allow Pardelup to reinvest in the farm and gardens, enabling a more efficient and productive operation. This is likely to ultimately increase future revenue. We believe that this recommendation is still valid and restate it below.

### **Recommendation 1**

**Pardelup should be permitted to retain a proportion of its farm and market gardens revenues for reinvestment.**

Staffing is another significant limitation for the farm. There is one Farm Supervisor and one Farm Officer who struggle to manage the workload of compliance requirements while running the farm. If one of them takes leave, there is no cover available. These two positions work Monday–Friday, so there is no staff coverage on weekends. This is problematic because, as noted above, a farm cannot run only five days per week.

Pardelup had previously made submissions for an additional staff position to allow for seven-day oversight of the farm and market gardens but this had not been approved by head office. The prison had also been unable to secure approval to restructure the shifts of the gardens VSOs and farm VSOs to provide seven-day coverage. This meant the prison was reliant on prisoners to complete any work that was required in the gardens or the farm on a weekend. Without staff to supervise, the work that prisoners can do on the weekend is necessarily restricted and sometimes they are unable to work at all. On more than one occasion, there had been substantial crop damage in the market gardens because of hot weather over a weekend. On the farm, there are

## GOVERNANCE

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issues of animal welfare at play. More broadly there are questions around the proper management of an important state asset. The absence of farm staff on the weekend exposes Pardelup and the Department to an unacceptable level of risk.

### **Recommendation 2**

**Provide sufficient staff resources to allow seven-day operation of the farm and market gardens and to cover leave periods.**

## 2.3 HUMAN RESOURCES

### **The senior management team was strong and cohesive despite staff movements**

During our 2019 inspection, senior management team instability was one of the most significant issues for the prison. Three of the four senior management positions were vacant, and the prison had suffered from uncertainty and lack of consistent direction (OICS, 2019, pp. 4–5).

Positively, a permanent Superintendent was appointed shortly after that inspection and an Assistant Superintendent Operations and a Business Manager were appointed within a few months. This team worked extremely well together and provided clear and consistent direction for the prison. This served as a strong foundation for Pardelup moving forward, even as some instability returned to the senior management team.

The Security Manager position was vacated in February 2021 and the Business Manager moved across to act in the role. This led to several different people acting in the Business Manager role. At the end of November 2021, the Superintendent was seconded to Wandoo Rehabilitation Prison for 12 months and the Assistant Superintendent Operations (ASO) became the Acting Superintendent. One of the Senior Officers then moved up from the floor to become Acting ASO. This meant that during our inspection, all four members of the senior management team were acting in their positions.

While not ideal, there was no sense that the senior management movements had any major negative impact. It was apparent during the inspection that the senior management team remained cohesive and strongly supportive of each other.

For the most part, individuals and the prison had generally adapted well. Vocational and Support Officers (VSOs) had lacked direction at times because of the instability in the Business Manager position. But they appeared to be happier under the leadership of the Acting Business Manager who had started in the role shortly before our inspection. The one issue that was having an impact was taking a Senior Officer off the floor to cover the ASO position. We were told that this had contributed to an already existing problem of custodial staffing shortages.

## GOVERNANCE

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### Custodial staffing shortages were a critical issue

Custodial vacancies were low at Pardelup and the prison was in the enviable position of having a long list of officers wanting to transfer in. This meant that any vacancies that arose in custodial ranks could be filled relatively quickly. However, the reality on the ground was more complicated. Pardelup was going through an extremely challenging period in terms of custodial staffing.

Pardelup has a very small custodial staffing establishment with eight Senior Officers and 17 prison officers. This means that any vacancy or absence has a significant impact. In the 12 months preceding our inspection, three prison officers were on suspension pending internal investigation. Because these positions were not actually vacated, they could not be back filled. That situation was resolved shortly before our inspection (two officers resigned and one returned to work). But then another three officers became unavailable for work because they failed to comply with the COVID-19 vaccination mandate. Two of these were Senior Officers.

With one Senior Officer acting in the senior management team and another seconded to head office, four out of eight Senior Officers were unavailable. Prison officers were required to act in Senior Officer positions, creating further shortages in prison officer ranks. Shortages had been common throughout 2021 and continued during our inspection in January 2022.

There were limits on the amount of overtime used but the prison was still substantially overspent in this area for the financial year (by about \$350,000). Even when overtime was available, the small staffing group meant that there was limited capacity to fill overtime shifts. Cooperation from Albany Regional Prison had allowed Albany officers to fill overtime shifts at Pardelup but this brought its own problems. Albany officers did not have access to Pardelup systems and were unfamiliar with Pardelup processes. Because Albany is a maximum-security prison, some Albany officers were not well-suited to operating in the low security environment of Pardelup.

Pardelup was subject to an overtime cap of one shift per 24-hour period. But in December 2021, they applied to head office and were given approval to increase the overtime cap to three shifts per 24-hour period. This was in recognition of the dire staffing situation facing the prison. However, it did not necessarily solve the problem without more staff to fill the overtime shifts.

This was clearly the most critical issue raised with us during our inspection of Pardelup. There had been significant impacts on the operation of the prison and the morale of staff. It was regrettable that the investigation of the suspended staff took so long and that it was not possible to cover their positions in the interim. For a small facility like Pardelup, the effect of a prolonged period with multiple positions unfilled was substantial. We acknowledge that this is a difficult situation, but if investigations cannot be completed more promptly, for a prison like Pardelup some sort of staffing relief is required. The prison and prisoners should not be disadvantaged because of an ongoing investigation.

### **Recommendation 3**

Suspensions or stand-downs of staff should either be resolved promptly or cover should be provided for those staff.

#### **Frequent redeployment of Vocational and Support Officers caused frustration**

The flow-on effects of custodial staffing shortages were felt most strongly by VSOs who were regularly redeployed to cover custodial positions. This usually meant that their workshop or area of responsibility closed down or ran at reduced capacity [see 5.4]. This had a negative impact on meaningful activity for prisoners.

Most VSOs were happy to assist where they could, but all of them said they had not taken the job to be prison officers. They had all completed three weeks of custodial training as required for all VSOs but this did not compare to the full 11–12 weeks of prison officer training. There were certain aspects of the prison officer role that VSOs were unable to fulfil and this generated more work for the on-shift prison officers.

VSOs felt their own work was undervalued and were frustrated by the impact on both their working and personal lives. Under the staffing agreement, VSO redeployment into custodial roles is allowable on an 'ad hoc' basis. This had been interpreted by the local union delegate as meaning that VSOs cannot be given advance notice of redeployment. As a result, VSOs were not told that they were being redeployed until they arrive at work, even if the prison had known for days that they would be short-staffed. This did not seem like a pragmatic approach. For VSOs, being redeployed often meant being asked to work longer hours than their usual shift so some advance notice would be helpful for managing family and other commitments outside of work.

VSOs acknowledged that the prison did its best to minimise the impact of redeployment on their work areas. They had asked each VSO to identify which days of the week were busiest for them and generally avoided redeploying them on those days.

#### **Staff morale was down and negativity towards management had risen**

The pressure on the prison created by custodial staffing shortages was undoubtedly a contributor to a drop in staff morale. In our staff survey, the rating of quality of working life had dropped from 7.2 out of 10 in 2019 to 6.3 out of 10 in 2022. This result is now below the state average of 6.5. Similarly, staff survey respondents rated their current level of work-related stress at 6.7 out of 10, up from 5.7 in 2019. Again, this was higher than the state average of 6.2. It was worth noting, however, that 95 per cent stated they mostly or almost always feel safe at work.

Pardelup staff had faced a challenging 12 months with the suspension of three prison officers at the start of 2021 and resulting staff shortages. The introduction of the COVID-19 vaccine mandate for prison staff in December 2021 further unsettled the staffing group. Several officers were reluctant to be vaccinated with three willing to face

## GOVERNANCE

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suspension for refusing. Others were uncomfortable with the fact that vaccination was mandatory.

There were other factors contributing to lower morale across the system, not just at Pardelup. Much of the discontent among prison officers over the past 12 months had been generated by changes to human resources policy at a system-level. This included restricting the availability of purchased leave and tightening requirements for personal leave. Prison officers at Pardelup told us that they felt their entitlements were under attack. We had heard this in other prisons across the state.

This may explain increased negativity towards both senior management and head office, who were also blamed for the ongoing staff shortages. In our staff survey, only 16 per cent of respondents said that support from local management was good and 53 per cent said it was poor. Support from head office was rated even lower, with 74 per cent saying it was poor and none at all saying it was good. These views were also reflected in our conversations with staff during the inspection.

### 2.4 COMMUNITY RELATIONS

#### **Pardelup had built and maintained strong links with local communities**

Pardelup already had strong links with local communities. But this had developed even further since 2019, with the Superintendent and senior management team placing particular emphasis on connections with local communities. This was a great strength of the prison.

Pardelup prisoners and staff had contributed to some significant and high-profile community projects in Mount Barker, including the refurbishment and opening of the Mount Barker Aboriginal Community Centre, and the Mountains and Murals Festival. Similarly, in Walpole, the work camp is an integral and highly valued part of the community [see 5.6]. Quarterly Community Liaison Group meetings are held in both Mount Barker and Walpole with community representatives, the Superintendent and other relevant prison staff. Cooperation with local government agencies and community organisations is also strong.

# Chapter 3

## HEALTH, SAFETY AND SECURITY

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### 3.1 RECEPTION AND ADMISSION

#### **Screening of prisoners before transfer to Pardelup was thorough and appropriate**

Prior to transfer to Pardelup, all prisoners were subject to a thorough screening process that considered factors including offending history, behaviour in custody, intervention needs, and physical and mental health. Prisoners must be suitable for a very low security environment where all are required to work. Pardelup does not have the facilities or resources to support prisoners with high health needs, although those with chronic conditions that are stable can be managed.

This means that before prisoners are even invited to transfer to Pardelup, their health status has been scrutinised. When they arrive at the prison, the clinical nurse reviews their health records again before meeting each new prisoner. At that appointment, the nurse will undertake a general health check, which includes determining their COVID-19 vaccination status and whether they are a smoker. Given the nature of the prison, the screening process before and on arrival is good practice.

#### **The reception process worked well despite staffing challenges**

Our 2019 inspection found the reception process at Pardelup was thorough, but relaxed, serving as an appropriate introduction to the minimum-security environment (OICS, 2019, p. 16). This remained the case in 2022 despite staffing instability in the area. The Senior Officer Reception had been seconded to head office in Perth less than two months before our inspection and the prison officer acting in the role resigned unexpectedly shortly after that. During our inspection, the Recreation Officer was running reception and another prison officer was preparing to take over the role as soon as cover for his position arrived. Reception continued to run well with help from an experienced prisoner worker and checklists that had recently been written by the acting Senior Officer Reception.

Transfers in to Pardelup are on a predictable schedule, always taking place on a Tuesday. This allows for a well-structured reception and orientation program. We observed the reception process during our inspection and noted that staff interactions with new prisoners were friendly and welcoming. Care was taken to ensure that the initial interview with each prisoner was conducted in private. The prisoner worker in reception and a member of the peer support team were both involved in welcoming new prisoners. New prisoners also received a comprehensive orientation booklet as part of their reception pack.

#### **Pardelup continued to provide an excellent orientation process**

Orientation commenced immediately after reception with a tour of the prison conducted by a member of the peer support team. This was a comprehensive tour that took new prisoners through all the key areas of the prison and also provided a good explanation of how the prison works. The fact that this was delivered by a fellow prisoner helped new prisoners feel more comfortable.

## HEALTH, SAFETY AND SECURITY

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Orientation then continued for the remainder of the week with a schedule of activities. This included information sessions on health services, education, transitional services, and case management. It also included education sessions on topics considered essential for living at Pardelup including work safety, food hygiene, basic machinery operation, chemical handling, fire suppression and basic computing skills.

At the end of the week, all new prisoners met with the ASO and the Security Manager to be welcomed to Pardelup. This meeting was used to explain the prison philosophy and the Pardelup values – ‘Trust, Respect, Integrity, and Passion’ – and emphasise personal responsibility in the minimum-security environment.

As we observed in our 2019 inspection report, the various elements of the reception and orientation process combined to form an excellent introduction to Pardelup for new prisoners (OICS, 2019, p. 17). Prisoners were given a clear understanding of the expectations of the prison and the opportunities available to them.

### 3.2 PRIMARY HEALTH SERVICES

#### **Pardelup offered limited but effective primary health services**

As noted above [see 3.1], prisoners are subject to screening before transferring to Pardelup. Those deemed medically unstable would not be approved for transfer because the prison was not resourced to manage anybody with significant health needs.

Although health services were limited, they were appropriate and effective for a prisoner cohort who had been selected for their low health needs. At the forefront of the service was a proactive clinical nurse working four days per week and a general practitioner, who was on site one day per fortnight. The nurse could e-consult with doctors at other times. Pardelup medical centre continued to operate as a satellite of the Albany Regional Prison medical centre and was managed by the Clinical Nurse Manager based at Albany.

The medical centre had a flexible appointment system in place. Prisoners could formally request an appointment via a confidential application form or could simply drop in during opening hours. Importantly, this gave them the opportunity to attend appointments outside of their individual working hours. This was a sensible approach to medical appointments in a facility like Pardelup.

Specialist services were infrequent, with an optometrist and a physiotherapist visiting once every six months. This was the one area where we felt that services were falling short. We question the value of one physiotherapy session every six months, particularly given the hard, physical work undertaken by many Pardelup prisoners.

Prisoner satisfaction with health services was high. This was reflected in our pre-inspection prisoner survey in which 86 per cent of respondents rated general health services as good. This was a significant improvement on the previous survey result of 57 per cent.



## HEALTH, SAFETY AND SECURITY

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Dental services were a particular concern for prisoners during our previous inspection in 2019. At that time, prisoners had almost no access to dental services at all. Positively, our 2022 inspection found that the prison now had an arrangement with Dental Health Services in Albany that provided regular access to dental appointments for Pardelup prisoners. This was a welcome development but was still mainly limited to emergency dental treatment and not preventative treatment. Our prisoner survey indicated that satisfaction with dental services had risen from only eight per cent in 2019 to 24 per cent in 2022.



***Photo 2: A small medical centre on site provided effective health services.***

### 3.3 MENTAL HEALTH SERVICES AND PSYCHOLOGICAL SUPPORT

#### **Pardelup had limited capacity to support prisoners with mental health needs**

Pardelup does not have mental health services on site. Prisoners with significant mental health needs are identified during the screening process and would not be approved for transfer to Pardelup. Less intensive mental health issues including conditions like anxiety and depression could be managed locally by the nurse and general practitioner.

Psychological Health Services based at Bunbury Regional Prison had started providing online counselling services for prisoners at Pardelup based on referrals from the clinical nurse. This was a positive development but had only recently commenced.

Pardelup had only limited capacity to manage prisoners at risk of self-harm, and only if they were assessed as low risk. If a prisoner displayed a higher risk of self-harm or



## HEALTH, SAFETY AND SECURITY

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increased mental health needs, they were transferred to Albany Regional Prison where they had access to treatment and support from a mental health nurse and visiting psychiatrist.

### **Pardelup had an active peer support team but no Prison Support Officer**

Pardelup had an active and well-respected peer support team. There were three prisoners on the team during our inspection, including one Aboriginal man. In larger, higher-risk prisons, the primary purpose of the peer support team is suicide prevention. However, at a small, low-risk prison like Pardelup, the role is somewhat different. Although the peer support team certainly did provide support to anybody who was struggling, they also acted as representatives of the prisoner group (more like a prison council in some other prisons). They met regularly with the ASO to raise issues and make suggestions on behalf of the prisoner group. The team felt well supported by the ASO and other senior managers. Positively, the team had recently been invited to provide significant input to the menu. They were also centrally involved in the orientation of new prisoners.

In most prisons, the peer support team is coordinated by a Prison Support Officer (PSO). There is no PSO position at Pardelup so that service had historically been provided by the PSO at Albany Regional Prison. Previously this had involved the Albany PSO visiting Pardelup and meeting with the peer support team on a monthly basis. However, the visits had become less frequent and at the time of our inspection the Albany PSO position had been vacant for several months. Although the Pardelup peer support team was quite self-sufficient, the absence of a PSO meant that coordinating the team fell to an already-busy ASO. There were missed opportunities to drive the team to contribute more to the prison.

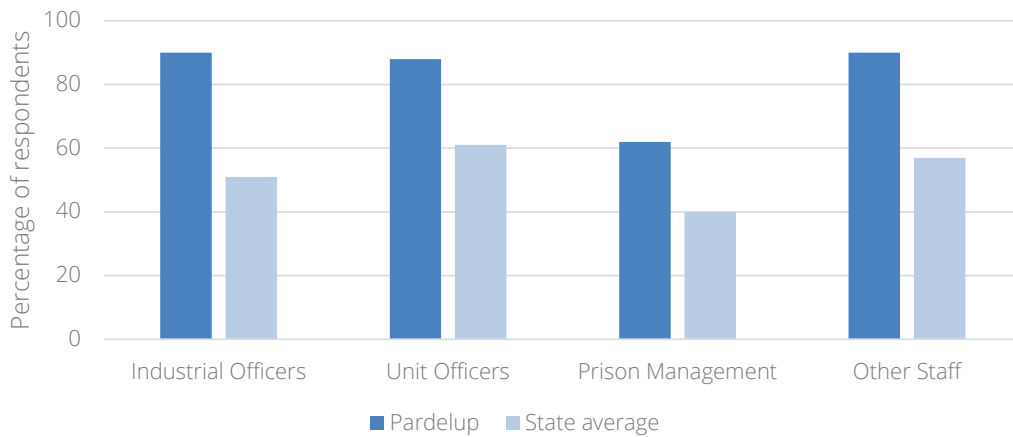
## **3.4 ENCOURAGING POSITIVE BEHAVIOUR**

### **Positive relationships between staff and prisoners contributed to a feeling of safety**

One of the longstanding strengths of Pardelup was the positive relationship between staff and prisoners. We saw evidence of this throughout the prison in the way that staff and prisoners interacted with each other, reflecting the Pardelup values. In our pre-inspection prisoner survey, respondents reported good relationships with all groups of staff, with results significantly higher than the state average.

Around 90 per cent of prisoner survey respondents reported good relationships with VSOs, prison officers, and other staff. This was a very strong result and a credit to all Pardelup staff. It was consistent with results from our previous inspection in 2019, indicating sustained high standards in this area. Results from the staff survey were also extremely strong – 100 per cent of respondents felt that staff and prisoners generally get on well.

## HEALTH, SAFETY AND SECURITY



**Figure 3-1: Percentage of prisoner survey respondents reporting a good relationship with staff, January 2019**

Positive interaction is a key element of Pardelup’s success and plays a key role in rehabilitation and reintegration. Treating prisoners with decency and respect helped to restore self-esteem that had often been damaged by long periods in custody. Staff were also modelling appropriate behaviour for prisoners, signalling what to expect and what was expected of them when they returned to the community. Prisoners recognised the positive relationships with staff as one of the best features of Pardelup and this provided strong encouragement to maintain positive behaviour.

This contributed to a safe and settled atmosphere throughout the prison. Both staff and prisoners at Pardelup had high perceptions of safety:

- 98 per cent of prisoner survey respondents said they mostly feel safe
- 63 per cent of staff survey respondents said they almost always feel safe and 32 per cent said they mostly feel safe.

Prisoners were generally satisfied that any bullying or aggressive behaviour by other prisoners was quickly identified and the offenders were transferred out of the prison. The threat of being transferred out was an effective deterrent to misbehaviour because placement at Pardelup was valued so highly by prisoners. However, we were concerned that this had been undermined as discussed below.

### **The response to contraband finds had generated discontent among prisoners**

In the past, we have observed that Pardelup’s success is based on balancing the maintenance of a minimum-security atmosphere and the management of security risks (OICS, 2019, p. 15). Most prisoners do not want to risk being moved out of Pardelup so they will follow the rules unless they think there is a very low chance of being caught. Therefore, security procedures and restrictions need to be tight enough that prisoners feel the chance of being caught is too high. But not so obtrusive as to ruin the sense of trust and freedom that makes Pardelup a desirable destination for prisoners.

## HEALTH, SAFETY AND SECURITY

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We were concerned that the prison's response to contraband finds in April–May 2021 threatened to upset that balance. Nine prisoners were identified as perpetrators and transferred out of the prison. But the prisoners who remained (who had ostensibly done nothing wrong) were subject to a range of new restrictions.

Local management explained that the contraband finds had prompted a review of all constructive activities, including the working day and prisoners' access to recreational activities. As a result, action was taken to re-align some prison activities including:

- closure of the gymnasium and recreation hall during working hours
- closure of the walking track
- limits on certain canteen purchases
- stopping prisoners making hobby items in the carpentry shop and sending them out to family.

Prisoners clearly interpreted these restrictions as punishments and complained that they had persisted for too long after the incidents. All restrictions remained largely in place during our inspection more than nine months later, although limits on the purchase of chicken had been increased and the gymnasium was open during the day to kitchen workers only.

We were surprised to find that there was little evidence linking any of the restricted activities to the contraband finds. It was easy to see why prisoners felt they were being collectively punished for the actions of others. Prisoners inferred that they were being punished for failing to expose the smuggling of contraband, but they claimed no knowledge of the incidents. Even if some prisoners were aware of what was going on and did not report it, this begs the question of whether it was reasonable to expect them to inform on fellow prisoners. In an ideal world good dynamic security would allow the transfer of intelligence on such activity. But the reality is that doing so could place a prisoner at risk of retribution and arguably it was not their responsibility to do so.

Some of the restrictions contributed directly to a lack of meaningful activity for prisoners. The different aspects of this are discussed elsewhere in this report [see 4.1, 4.5, and 5.4]. The various restrictions were a source of widespread frustration for prisoners and by far the most common cause for complaint during our inspection. Although the prison remained calm, the atmosphere among prisoners was far more negative than we had found in our previous inspection. A response to the contraband finds was clearly necessary but we believe that it may be time to consider whether many of the privileges that were withdrawn should now be restored. The current situation is not consistent with the Pardelup values of trust and respect.

### 3.5 SECURITY PROCEDURES

#### **Pardelup had implemented a change in security strategy with some early success**

The contraband finds in 2021 had sharpened Pardelup's focus on security, with many of the new restrictions noted above [see 3.4]. Tighter controls were introduced requiring screening and approval of any prisoners moving outside the main prison compound, including to the farm.

Random and targeted urine testing and breath testing had been increased. Synthetic cannabis and steroids were added to the list of substances tested for. Routine and targeted monitoring of prisoner telephone calls continued and fed into intelligence-led searching operations. In addition, Pardelup continued to use a randomly generated cell searching matrix that ensured all cells were searched within required timeframes.

The prison had developed a closer working relationship with the Western Australia Police Force and had benefitted from access to police resources. This had included assistance with fingerprint analysis and analysis of usage of mobile telephones that had been confiscated or found in the prison. Police drug detection dogs had assisted with searching operations, supplementing visits from the drug detection dog from Albany Regional Prison.

As a further response to the contraband finds, the Acting Security Manager and the senior management team had reconsidered the prison's overall security strategy. Security procedures were tightened where required but the philosophy had refocused on changing prisoner culture with an open and transparent approach to security. The aim was to encourage a high level of personal conduct and deter prisoners from being involved with or associating with others who are involved with illicit activities. The catchphrase was 'It's not about catching people out. It's about ensuring that we don't need to catch people out'.

Equally important was driving a change in staff culture by encouraging intelligence-sharing and improving confidence in security services. The Acting Security Manager was committed to ensuring that all information provided by staff was collated and actioned efficiently and appropriately, and feedback was provided to staff.

This was a sensible way to approach security in a minimum-security environment with very little security infrastructure and limited security resources. It leaned heavily on the Pardelup values of trust, respect and integrity. Early indications were good – positive drug tests were very low and a recent drug dog operation resulted in no indications.

# Chapter 4

## DAILY LIFE

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### 4.1 REGIME

#### **The daily regime gives prisoners appropriate levels of autonomy and responsibility**

Pardelup has a daily regime that is structured around the operations of the farm, gardens and workshops. There are set times during the day when key events occur such as meal times and population counts but there is considerable flexibility and responsibility built into daily activities. All prisoners have a job and the work day commences at 8.00 am and finishes at 3.30 pm. However, at certain times prisoners on the farm may have to work longer hours, particularly during harvesting. And while most prisoners are under the supervision of VSOs in their workplace, they have a considerable amount of autonomy and must exercise a degree of responsibility.

After work, recreation officially commences at 4.00 pm and finishes at 10.00 pm. All prisoners are required to be in their rooms with lights out by 10.30 pm. The daily routine is similar on the weekend and public holidays except prisoners are not required to work.

The level of freedom available to prisoners and the personal responsibility expected of them is entirely appropriate in a minimum-security facility that is focused on preparing prisoners for release. It is also consistent with the Pardelup values.

#### **Restricting activity for those prisoners not at work was counterproductive**

As discussed above, part of the prison's response to contraband finds in 2021 was to restrict certain activities during the working day [see 3.4]. Prisoners were not allowed to use the gymnasium or recreation hall and were required to remain in their rooms or on the veranda outside of their rooms if not working. This had created much resentment among prisoners, particularly as some workplaces had been frequently shut down because of staff shortages [see 2.3 and 5.4].

Prisoners at Pardelup are required to have a job and we accept that during the working day they should be engaged in employment. But if their allocated job does not keep them engaged all day or their workplace is closed because of staff shortages, then Pardelup needs to redirect them to other meaningful activities. This could be recreation or some other form of constructive activity.

Pardelup's success is centred around ensuring that prisoners have a constructive day that empowers them to take responsibility for their personal development. Requiring prisoners to stay in their accommodation during the day is inconsistent with this and more likely to lead to negative behaviours.

#### **Recommendation 4**

**Ensure that prisoners are meaningfully engaged in constructive activity during the day, including at times when their employment area is temporarily closed.**

### 4.2 LIVING CONDITIONS

#### **Accommodation infrastructure was old but well-maintained**

The prisoner accommodation at Pardelup is old but well-maintained. Prisoners have single rooms and do not have to share. The rooms are quite basic but are clean and fit for purpose. There is a veranda that runs around the front of the rooms and prisoners are provided with seats where they can sit outside their rooms to socialise.

The accommodation units are located around a large area of lawn and there are small vegetable plots outside the rooms that the prisoners can tend. Since our last inspection, we were disappointed to see that several prominent trees that provided shade to the accommodation units had been cut down. This had occurred following the contraband finds at the prison in 2021. Evidently, the trees obscured security camera coverage. But their removal meant there was less shade and it made the accommodation compound less attractive.

Toilets and showers are located in a central ablutions block. These had been refurbished in 2016 and were still in reasonable condition. There were some minor maintenance issues such as crumbling plaster in some of the toilet cubicles and stained tiles in showers.

Pardelup undoubtedly provides one of the most pleasant environments in the prison system and this contributes to the calm and relaxed atmosphere. Prisoners appreciate and value this environment and it provides a strong incentive to comply with the rules and behave in a positive manner.



***Photo 3: A prisoner accommodation building.***



## DAILY LIFE

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### 4.3 FAMILY AND COMMUNITY CONTACT

#### Facilities for maintaining contact with family and friends were excellent

Pardelup is a relatively isolated facility so it was important that the facilities in place for prisoners to maintain contact with family and friends were of a high standard.

The visits centre is the newest building at Pardelup having been constructed in 2014. It is a spacious and attractive facility offering indoor and outdoor areas that provide a meaningful visit experience. Visit sessions run from 9.00 am to 2.00 pm on weekends and public holidays and visitors can stay for the entire five hours. The prison offered a simple lunch and refreshments, including tea and coffee. Prisoners were also permitted to bring along food and drinks purchased from the canteen to share with their visitors.

Contact with family and friends could also be maintained through telephone calls and e-visits. Since the last inspection in 2019, the number of e-visit booths had increased from one to two. Prisoners were entitled to three 20-minute e-visits each week at no cost. This was a particularly popular feature of the prison and highly valued by prisoners.

Prisoners had access to four telephones located under cover in the middle of the compound lawn. Each telephone was separated from the others by a wall that provided a level of privacy. There was a large and well-built wooden chair next to each telephone. A prisoner proudly informed us that he had designed and constructed these himself in the carpentry shop.



**Photo 4: Inside the visits centre.**

## DAILY LIFE

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**Photo 5: The outdoor visits area.**



**Photo 6: Telephone booths with specially-made chairs.**



### 4.4 RELIGIOUS AND SPIRITUAL SUPPORT

#### **Prisoners had good access to religious and spiritual support**

Pardelup was visited by a Chaplain for four hours every Tuesday. The Chaplain conducted bible studies and provided pastoral care and support for staff and prisoners. The Chaplain also conducted services at Easter and Christmas for the prisoners and provided non-pastoral care and support on request. Although the Chaplain is from the Christian faith, he also arranged for prisoners from other faiths to have access to items they may require such as prayer mats and copies of the Koran and other religious texts. All items brought in by the Chaplain were subject to scrutiny by security before being distributed to prisoners.

Pardelup had a small but significant cohort of Muslim prisoners. There were five Muslim men in the prison during our inspection but there had been as many as 10 or 11 in the previous six months. They told us that they were looked after well and were able to practice their religion freely while at Pardelup. They were able to participate in Friday prayers and the prison had made appropriate provision for them to perform their washing rituals prior to prayers. They were also happy that they were able to celebrate Ramadan appropriately. Overall, they felt that their faith was respected.

### 4.5 RECREATION

#### **Pardelup offered a meaningful range of recreation activities for prisoners**

Pardelup continued to provide a good range of recreational activities to prisoners. Infrastructure included a gymnasium equipped with a wide selection of free weights and exercise machines and a recreation hall with many passive recreation options (pool tables, table tennis, table soccer, dart board, books, board games, big-screen television and X-box).

There was also a tennis and basketball court, a beach volleyball court, and a full-size oval with goal posts and a cricket pitch. As well as the facilities available at the prison, a limited number of suitably approved prisoners participated in community sport.

The Recreation Officer worked hard to ensure there was at least one organised activity for the prisoners to participate in each week. The activities were varied and centred on participation rather than strength or fitness. It was a successful program that involved a high proportion of prisoners and the Recreation officer had a very positive presence in the prison.

#### **Prisoner satisfaction with recreation was overshadowed by restrictions on gym use**

As discussed earlier in this report, there was significant frustration expressed by prisoners about the closure of the gymnasium during working hours [see 3.4 and 4.1]. This was raised by almost every prisoner we spoke with during our inspection, even those who were not heavy gym users themselves. Prisoner survey results were significantly lower, with 62 per cent of respondents rating access to the gym as good, compared to 87 per

## DAILY LIFE

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cent in 2019.

It must be said that the gymnasium remained an excellent facility and prisoners still had many hours of daily access. It was open to prisoners from 5.30 am – 7.30 am and 4.00 pm – 10.00 pm. This would be reasonable if prisoners were meaningfully engaged throughout the day but too many were not [see 2.3 and 5.4]. Restricting prisoners to their rooms or verandas when not at work during the day was effectively hindering them from doing anything constructive.

Prisoners used the gymnasium to manage not just their physical health but also their mental health. In the absence of employment or other meaningful activity, exercise should be accepted as a constructive way to fill time.



**Photo 7: The recreation hall.**

### 4.6 FOOD

#### **Meals were good but some prisoners remained unsatisfied**

Pardelup is one of the few prisons where the food is freshly prepared each day and both prisoners and staff eat the same meals. We would argue that this should be the case in all prisons. During our inspection we also ate the same meals and found both the quality and the quantity to be good. Prisoners told us that the meals we sampled were standard fare and not specially prepared for our benefit.

## DAILY LIFE

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In this context, it was difficult to reconcile why the approval rating for the food had fallen substantially in our pre-inspection prisoner survey. Only 29 per cent of respondents said the food was good and 69 per cent said it was poor. This was much lower than 2019 when 87 per cent thought the food was good and only 13 per cent thought it was poor. Similarly, only 50 per cent of respondents were satisfied with the amount of food compared to 81 per cent in 2019.

Prisoners complained that the kitchen was always running out of stock and ingredients were replaced with inferior alternatives. However, we found the kitchen was kept to a high standard. We inspected the storerooms and there were sufficient stock levels to maintain the prison for some time. An assessment of the menu at Pardelup was undertaken by an accredited practicing dietitian in 2021 and the peer support team had been consulted on a revised menu. We understand that changes had not yet been made to the menu to incorporate the recommendations but hope that this will improve prisoner satisfaction levels.

In addition to the main kitchen and dining hall, Pardelup has an outdoor kitchen. This is an area attached to the side wall of the kitchen and is covered by shade cloth. It has both cooking and refrigeration equipment that enable prisoners to cater for themselves to a certain extent with purchases from the canteen. However, the space is reasonably small and can only accommodate a limited number of prisoners at any one time. We heard from the senior management team that there was interest in expanding self-catering options. This would give prisoners more opportunity to enhance their life skills, which is consistent with the philosophy of Pardelup.

### 4.7 CANTEEN

#### **Online ordering and delivery for canteen purchases continued to be highly effective**

The online ordering and delivery system at Pardelup introduced in 2015 continued to be highly effective. This system enabled prisoners to order their canteen spends directly from Woolworths. This meant that the prison canteen did not need to hold a large amount of stock and prisoners were paying the same price for items as members of the community.

There was an extensive canteen list that was reviewed by the Canteen Officer in consultation with the peer support team and the Security Manager around every six months. The canteen did stock a small number of items that prisoners may need such as kettles, toasters and fans. The canteen also facilitated town spends for items not on the canteen list, including electrical items, underwear and DVDs.

Prisoners continued to be highly satisfied with the range of items available through the canteen and the pricing. This was confirmed in our pre-inspection prisoner survey in which 93 per cent of respondents stated that the canteen was good.

# Chapter 5

## REHABILITATION AND REPARATION

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### 5.1 ASSESSMENT AND CASE MANAGEMENT

#### **Assessments and case management continued to function well**

The Case Management Coordinator is responsible for assessments and case management at Pardelup. Case conferences were held monthly. There was a commitment to making case management an inclusive and meaningful experience for prisoners. Individual management plan reviews, contact reports, parole reports, applications for Section 95 and reintegration leave, and work camp suitability assessments were either compiled by the Case Management Coordinator or tasked to unit officers. These processes worked well.

With the aim of keeping the prison as close to full capacity as possible, Pardelup had negotiated with head office for approval to house foreign national prisoners facing deportation upon release. Prisoners in this category had previously been barred from Pardelup because they were seen to be at high risk of escape and the facility has no secure perimeter fence.

At the time of our inspection, Pardelup held seven foreign national prisoners facing deportation. These men were carefully assessed for security risks and only those considered low risk of escape and happy to be returning to their country of origin at completion of sentence were approved. Placement must be approved by the Director Sentence Management at head office.

### 5.2 PROGRAMS

#### **There were some voluntary programs but not enough to help address addictions**

Pardelup offered prisoners a small range of voluntary programs. The local re-entry service provider, Pivot Support Services (Pivot) ran parenting and life skills programs whenever there was an identified need within the prisoner group. The life skills program included modules on healthy relationships, financial management, addressing substance use, employment and managing expectations, and accommodation options. Bendigo Bank also attended the prison to run sessions on setting up and managing bank accounts.

Many prisoners told us that they would like more assistance with managing addictions. Prisoners were generally approaching the end of their sentence and to reach Pardelup they were required to have no recent recorded incidents of drug use within the prison system. But those with histories of addiction recognised that returning to the community presented a high risk of relapse. They were looking for support and felt that not enough was available at Pardelup. In our pre-inspection prisoner survey, only 36 per cent of respondents said that those with addictions were helped, down from 60 per cent in 2019.

In 2018, the Albany Police and Community Youth Centre piloted a program called Ice Breakers at Pardelup. This program tackled methamphetamine and other drug addictions and was very well received by prisoners. Unfortunately, the Ice Breakers program fell apart following the arrest and imprisonment of one of the program facilitators.

## REHABILITATION AND REPARATION

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In response to significant demand, Pivot ran two substance use courses in June and July 2021. An alcohol and other drug module had also been incorporated into their regular life skills program. Many prisoners wanted access to Alcoholics Anonymous and Narcotics Anonymous programs, particularly because these groups would continue to be a source of support after release.

This was clearly an unmet need and an opportunity for Pardelup to provide more assistance for prisoners with addiction issues. This fits squarely within the prison's primary objective of preparing prisoners for release and reintegration into the community.

### **Recommendation 5**

**Provide more support for prisoners seeking to address addictions.**

## 5.3 EDUCATION AND TRAINING

### **Education had grown with a Campus Manager position added**

Pardelup had benefited from the addition of an experienced Education Campus Manager to its staff, following a compassionate transfer from West Kimberley Regional Prison. There had not previously been a Campus Manager position at Pardelup. The Campus Manager led a small team, including one Prison Education Coordinator, one part-time administration assistant and one casual tutor.

As part of the orientation process, all prisoners were assessed for literacy and numeracy. In general, educational levels were high but one-on-one literacy and numeracy support was provided where required. The orientation process also required all prisoners to complete set courses in education [see 3.1].

Because all Pardelup prisoners were expected to work, full-time education was not available. Only a small number of prisoners were permitted to undertake tertiary studies at any one time because this was resource-intensive for education staff. This prompted disgruntlement from some prisoners but Pardelup was set up as a working prison farm and was not resourced for higher-level education.

The Campus Manager had focused efforts on new initiatives aimed at developing employment partnerships with industry groups, and identifying and addressing industry skills shortages. This had resulted in opportunities for prisoners to obtain heavy rigid licences, and partnerships with Sodexo and MacForce aimed at providing employment pathways for men upon release. These initiatives had been welcomed by both prison management and prisoners. A number of men had already gained employment after release because of these partnerships.

The successful development of these strategic initiatives illustrated the value of introducing a Campus Manager position at Pardelup. The risk is that the position is only temporary and without it these initiatives may not be sustainable. Given the clear benefits to the prison, we would strongly support the permanent establishment of the position.

## REHABILITATION AND REPARATION

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### **Recommendation 6**

Establish a permanent Campus Manager position at Pardelup.

#### **Pardelup continued to offer a good range of short courses and traineeships**

Education at Pardelup prioritised industry skill sets and we have previously found it offered an excellent range of short courses and traineeships (OICS, 2019, p. 25). This remained the case in 2022, with many prisoners undertaking industry-recognised training and certificates. South Regional TAFE were the main provider of services at Pardelup. They had a good relationship with the prison and 120,000 student contact hours were allocated. Short courses were popular among prisoners and included:

- Working in confined spaces
- Working at heights
- Licence to operate a forklift
- Conduct skid steer operations
- Conduct front end loader operations
- Operate and maintain chainsaws
- Operate basic machinery
- Operate tractors
- Load restraint
- Fire suppression
- Chemical handling
- Barista
- Provide first aid

Full certificates were available in Conservation and Land Management, and Fitness. Many of the VSOs strongly supported, encouraged and assisted prisoners undertaking formal traineeships. Traineeships available included:

- Production Horticulture (Certificate II and III)
- Automotive Servicing and Technology (Certificate II)
- Furniture Making (Certificate II)
- Hospitality (Certificate II)
- Engineering (Certificate II)
- Laundry Operations (Certificate II)

## REHABILITATION AND REPARATION

Self-funded opportunities in education were also available for prisoners. These included Certificate IV and Diploma level qualifications through Trainwest in selected areas including Business, Work Health and Safety, and Leadership and Management.

Overall, the Pardelup education centre provided a diverse range of education and training options appropriate to the prison population. Prisoners had ample opportunity to develop skills and gain qualifications that would assist them upon release.

### 5.4 EMPLOYMENT

#### **Pardelup offered a wide range of employment but engagement was variable**

All prisoners at Pardelup had jobs as a requirement of placement there. In general, the level of responsibility and standard of work at Pardelup was much higher than at most other prisons. Prisoners had opportunities to develop new skills and gain solid work experience in a variety of areas.

The gratuity profile of the prison reflected the extra responsibility and efforts of prisoners, with a greater proportion at the higher gratuity levels. Almost half of prisoners at Pardelup were paid the top gratuity rate (Level 1), and the 10 prisoners at Walpole received an even higher work camp rate. None were paid below Level 3. In other prisons, it is standard for 25 per cent of prisoners to be paid lower than Level 3, and only 10 per cent paid Level 1.

The market gardens employed the highest number of prisoners, with 24 working in the vegetable gardens, orchards, hydroponic shed, and aquaponic operations. Another eight prisoners worked on the farm. Other prisoners worked in industrial workshops, or within the prison compound in areas like the kitchen, laundry, and cleaning party.



**Figure 5-1: Number of prisoners employed in work areas at Pardelup, 17 January 2022**



## REHABILITATION AND REPARATION

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Many prisoners were highly engaged in their jobs and worked long hours outside of the required working day, even on weekends. The market gardens and farm workers laboured particularly hard at seasonal peak times. During our inspection, we even observed a small team of three prisoners shearing sheep.

In contrast, we were disappointed at the number of prisoners we observed sitting idle in the compound during the working day. Some were not required for work that day because their work area was closed and others such as bakery workers started early and finished early. But some seemed to have jobs that took up little of their time and were happy to earn decent gratuities without much effort.

Disparity between effort and gratuity rates is common across all prisons but it is a particular issue at Pardelup because some prisoners work in physically demanding jobs. We have noted above that Pardelup needs to do more to ensure that all prisoners are engaged in meaningful and constructive activity throughout the day [see 4.1]. This should include consideration of how gratuity levels reflect, encourage and reward effort and responsibility among prisoners.



**Photo 8: Prisoners shearing sheep on the farm.**

### Staff redeployment was impacting on meaningful employment time for prisoners

A significant contributing factor to the number of idle prisoners at Pardelup was the frequent closure of work areas. As discussed above [see 2.3], VSOs were regularly redeployed to cover staff shortages in other areas (including custodial officer roles). When this happened, the workshop or area that the VSO left was typically closed for the day or



## REHABILITATION AND REPARATION

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ran with reduced numbers. This was a source of considerable frustration for VSOs and the prisoners who missed out on work.

Community work undertaken by the Section 95 team had also been significantly affected. Pardelup has two Section 95 officers and should run two Section 95 teams. But one of the Section 95 officers had not taken a team into the community for over 12 months, instead covering various roles inside the prison. Prisoners employed on the Section 95 teams had to rotate their attendance and would often only work two days per week. This obviously restricted the amount of work that the Section 95 teams could complete in the community and impacted on the community organisations that relied on that assistance.

### 5.5 PREPARATION FOR RELEASE

#### **Changes to delivery of transitional services had caused concern but made sense**

In prisons, the important task of helping prisoners with the practical aspects of preparing for their release is undertaken primarily by the Transitional Manager position. Prisoners come into scope for transitional services when they are within six months of release. Transitional Managers coordinate a range of services for prisoners, including assistance obtaining Medicare cards and birth certificates, opening bank accounts and dealing with fines. They also refer prisoners to Pivot, the contracted re-entry service provider. The re-entry support services offered by Pivot included assistance with accommodation, employment, alcohol and other drug rehabilitation, relationship counselling, and health and disability services.

We have previously observed that transitional resources in the Department are not necessarily distributed according to need (OICS, 2016b). Prisons generally have one Transitional Manager, regardless of how many prisoners are housed there.

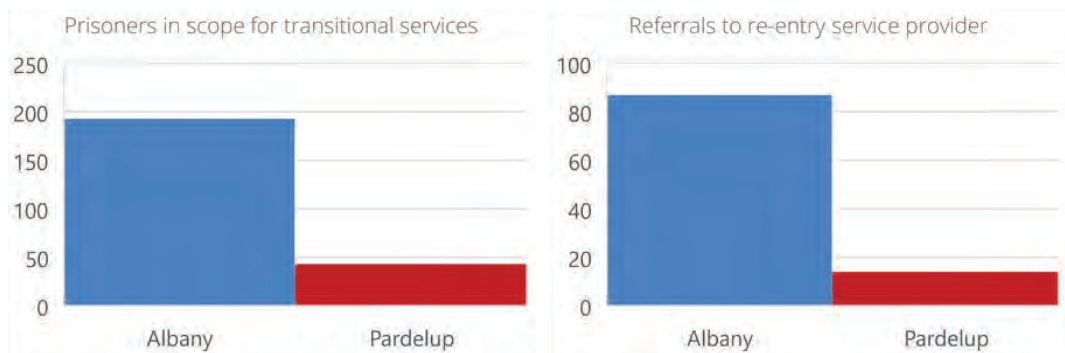
Partly in response to our recommendation and partly prompted by its own internal review, the Department had initiated some changes to the delivery of transitional services. In August 2021, the Department started piloting a hub model for transitional services in the Great Southern region. As part of this, the Transitional Manager at Pardelup had relocated to Albany Regional Prison, working alongside the Transitional Manager there. The two Transitional Managers jointly provided services to prisoners at Albany Regional Prison, Pardelup, and Walpole Work Camp. Services were available to prisoners via telephone or video call and one Transitional Manager visited Pardelup each Thursday to provide face-to-face services.

The new arrangement had a number of stated benefits including:

- improved throughcare of transitioning prisoners as they move between the three sites
- equitable distribution of services according to need and demand across the Great Southern region
- reduced impact of leave on service delivery (prior to the hub there was no relief component built into the roles).

## REHABILITATION AND REPARATION

Many staff and prisoners told us they were not happy with the reduced face-to-face service Pardelup was being provided. However, the data clearly showed that demand for transitional services was far higher at Albany Regional Prison than at Pardelup. There were more prisoners in scope for transitional services and more prisoners being referred to the re-entry service provider. It was difficult to argue against the redistribution of resources based on these figures.



**Figure 5-2: Number of prisoners in scope for transitional services and referrals to re-entry service provider at Albany and Pardelup, 14 July 2021 – 19 January 2022**

It was understandable that Pardelup felt aggrieved at the perceived loss of a prison resource. But the Transitional Manager positions are not owned by individual prisons. Their line management sits in head office. The Transitional Manager at Pardelup, like many other staff, had taken on additional duties that strictly speaking were not within their job description. This is common in a small prison where staff resources are limited and made it more difficult for Pardelup to come to terms with the new arrangements.

After initial resistance, the senior management team had accepted that the hub model would remain in place. They were now appropriately focused on ensuring that Pardelup prisoners received the transitional services they required. We believe that the transitional services hub can work but we will be monitoring the level of service available to Pardelup closely.

### Restoration of the Prisoner Employment Program was extremely positive

The Prisoner Employment Program (PEP) provides prisoners with the opportunity to participate in paid employment, work experience, vocational training or education in the community prior to release. Paid employment is very popular with prisoners because they can earn a full wage and accumulate savings prior to release.

During our 2019 inspection, many prisoners expressed frustration that PEP was not available at Pardelup (OICS, 2019, p. 31). In 2022, we were pleased to find that PEP had been resurrected. There were two prisoners on PEP during our inspection and nine prisoners with applications pending. Seven more had completed PEP in 2021 and since been released. Those men had all been able to save upwards of \$6,000 before release and

## REHABILITATION AND REPARATION

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one had saved as much as \$15,000. This was an extremely positive development for prisoners and the prison.

Reinvigoration of PEP had been driven by the Campus Manager, who took on this role as an additional duty. Strong relationships had been established with a variety of local employers who offered regular PEP positions. Because of Pardelup's isolation, travel was a logistical challenge. Prisoners with a valid driver's licence and a vehicle registered in their name were able to drive themselves to their place of employment. Others had to rely on the employer or prison for transport. Fortunately, one of the largest PEP employers, Quenby Viticultural Services, was only a short drive away and the prison was able to prioritise resources for this transport.

### 5.6 WORK CAMP

#### **Work camp facilities and services were good**

The Walpole Work Camp remained largely unchanged since our previous inspection in 2019. Accommodation and facilities were maintained at a good standard. The work camp had a maximum capacity of 12 prisoners and held 10 at the time of our inspection.

There were two accommodation units, each containing six bedrooms and two shared bathrooms; a well-equipped kitchen; and a communal living room. Prisoners cooked meals for themselves and could shop for themselves at the local supermarket in Walpole.

There was a good gymnasium and recreation room. Prisoners had the opportunity to recreate in the community, using facilities including the community recreation centre, and the local golf course. They regularly went fishing at a nearby beach.

Social visits took place in the recreation room. Like at Pardelup, visit sessions ran for five hours on weekends and public holidays. Positively, since our last inspection, an e-visit terminal had been installed at the work camp. The one issue raised by prisoners was the high cost of telephone calls.

Prisoners reported positive relationships with all the officers who worked at the work camp. There was only one officer per shift, which meant there was a strong emphasis on trust and good rapport between officers and prisoners.

Walpole is an hour and a half by road from Pardelup, meaning access to services was inevitably more limited for work camp prisoners. However, the Case Management Coordinator and Transitional Manager made good efforts to maintain contact with work camp prisoners. Most education was necessarily self-paced learning. Any prisoner with medical needs or appointments was required to temporarily transfer back to Pardelup. Two double-bunked temporary accommodation rooms were available at Pardelup for this purpose.

## REHABILITATION AND REPARATION

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### **Work carried out by prisoners in the local community provided mutual benefit**

Work camp prisoners were afforded a high level of trust, freedom, and responsibility. Most worked unsupervised in the community, riding bicycles to and from Walpole every day. This provided an unparalleled experience of community reintegration for prisoners.

As part of our inspection, we met with members of the Walpole Community Liaison Group. Support for the work camp in the local community is extremely strong and the work they carry out is genuinely valued. Prisoners in turn highly valued the trust and respect they received from the community.

# Appendix 1

## BIBLIOGRAPHY

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# Appendix 2

## ABBREVIATIONS

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ASO	Assistant Superintendent Operations
OICS	Office of the Inspector of Custodial Services
PEP	Prisoner Employment Program
PSO	Prison Support Officer
VSO	Vocational and Support Officer

# Appendix 3

DEPARTMENT OF JUSTICE RESPONSE

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## **Response to OICS Draft Report**

### **2022 Inspection of Pardelup Prison Farm**

**June 2022**

Version 1.0



Response to OICS Draft Report  
2022 Inspection of Pardelup Prison Farm

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### Response Overview

#### Introduction

On 14 September 2021, the Office of the Inspector of Custodial Services (OICS) announced its fourth inspection of Pardelup Prison Farm (Pardelup) scheduled to occur from 17 – 19 January 2022. This inspection includes the Walpole Work Camp (Walpole) which operates under Pardelup.

As per usual process, the Department of Justice (the Department) facilitated a wide range of documentation and access to systems, policies, processes, the facility including staff, prisoners and contractors were made available to OICS upon request for the purpose of the inspection.

On 7 June 2022, the Department received the draft report on the inspection from OICS for review and comment. The draft report has highlighted key findings and made six recommendations. The Department has reviewed the draft report and provides further context, comments, and responses to the recommendations as below.

Appendix A contains further comments linked to sections in the report for the Inspector's attention and consideration when finalising the report.

#### Review Comments

Pardelup is a valuable correctional facility that focuses on preparing prisoners to re-enter the community through its farm and market garden operations and the provision of produce to the prison system statewide. It is therefore not surprising that the OICS findings from the Pardelup Inspection have been largely positive, in recognition of the facility's strengths in its performance, leadership and efforts towards offender rehabilitation.

Despite some isolated staff disciplinary matters, the relationships between staff and prisoners remain strong and respectful, reinforcing Pardelup's philosophy and values of *Trust, Respect, Integration and Passion*.

Farming and market garden operations at Pardelup continue to be strengthened at the facility. Additional grain silos have been installed since the previous inspection, increasing the storage capacity of surplus feed for use in the event of a poor farming season, or for sale when market prices are favourable. Farm and market garden produce continues to be a significant revenue generator for the Department, in addition to increasing the Department's self-sustainability through the provision of a wide variety of produce for the prison estate.

Water storage capacity has also been increased through upgrades to the farms' dams and water catchments. Through consultation and approval with the *Department of Health* and the *Department of Water and Environment Regulation*, Pardelup has installed a bore for use in emergencies as an additional water security measure at the facility.

In relation to the contraband finds in April-May 2021, the Department conducted a review of all constructive activities, including the working day and prisoners' access to recreational activities. As a result, actions were implemented to re-align prison activities with relevant operating policies and procedures for the good order and security of the prison. Whilst these actions were perceived to be harsh by the prisoners, it should be noted that they still have a greater degree of freedom at Pardelup than most other correctional facilities. The seriousness of the breaches

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## DEPARTMENT OF JUSTICE RESPONSE

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Response to OICS Draft Report  
2022 Inspection of Pardelup Prison Farm

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required a commensurate response to protect the facility and prevent further incidents of contraband.

Prisoners' access to constructive activities has once again been reviewed and continues to be provided in accordance with the Commissioner's Operating Policy and Procedure (COPP) 8.1 Prison Based Constructive Activities (and Pardelup's local Standing Order). Staff and prisoners have adjusted to the required changes and the trust that was impacted at the time of the contraband finds has now been restored.

In the report OICS claim that there is instability amongst senior leadership teams within prisons as a result of vacancies. The Department contends that the practice of having staff act in senior leadership positions does not necessarily create an element of instability. The Department is supportive of allowing development opportunities for staff through acting, expressions of interest, secondments etc. to ensure crucial senior roles within prisons are occupied, either through acting or substantively.

In relation to Albany officers filling overtime shifts at Pardelup, although this presented some challenges, the overall collaboration between the Pardelup and Albany officers was a positive experience and beneficial to the prison. There were no negative reports from any local staff that Albany officers were not well-suited to the low security environment of Pardelup. On the contrary, the feedback was overwhelmingly positive, with the Albany officers blending in, and engaging well with Pardelup staff and prisoners. This not only benefitted Pardelup, but also allowed the Albany officers to enhance their interpersonal skills and add to their personal development. The problems of access and being unfamiliar with Pardelup processes were minor and able to be addressed without issue.

The Department acknowledges there were staffing availability issues at the time of the inspection. These issues have now been resolved and the staffing level is back at full capacity.

The report has noted the efforts made to increase Aboriginal representation amongst prisoners. Following the previous inspection, Pardelup invested a significant amount of time and resources into the development of a promotional campaign to attract Aboriginal prisoners to the facility. While Aboriginal prisoner numbers at Pardelup remain low, the Department continues to encourage their placement at the facility.

The strong links that Pardelup and Walpole have built within the regional community is acknowledged in the report. Pardelup prisoners and staff have contributed to many local projects around the Mount Barker and Walpole communities. Local community liaison group meetings are held every quarter to identify further projects.

The rehabilitation of prisoners through employment and training remains the key focus at Pardelup. A small range of voluntary programs and part-time tertiary education are offered to prisoners, however as a working prison, employment and skills training remain the primary focus. The establishment of Pardelup's first Campus Manager position in 2021 has also increased the number of employment opportunities and partnerships with local industries and helped to identify and address skills shortages in the community.

Education offered at Pardelup prioritises industry skillsets through short courses and traineeships. Pardelup has maintained a good working relationship with South Regional TAFE as the main education provider to the facility, with South Regional TAFE allocating 120,000 student contact hours to prisoners. Prisoners are supported and strongly encouraged to undertake fulltime traineeships across various industries offered at Pardelup, including, but not limited to, horticulture, automotive servicing and

## DEPARTMENT OF JUSTICE RESPONSE

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Response to OICS Draft Report  
2022 Inspection of Pardelup Prison Farm

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technology, furniture making, and engineering. Self-funded education opportunities are also available through Trainwest, such as business, work health and safety, and leadership and management.

Eligibility for placement at Pardelup requires prisoners to be employed in one of the various jobs across the facility. As of June 2022, over half the prisoners at Pardelup were being paid at gratuities level 1 or higher, with no prisoners earning gratuities at below level 3. This demonstrates the exceptional work ethic instilled in prisoners at Pardelup, thereby promoting a positive culture of hard work and independence.

Pardelup continues to demonstrate itself as an exceptionally valued and productive facility, which is a testament to the good work of staff and prisoners located there. Pardelup sets the standard for a working prison, and the important role custodial facilities play in the training and upskilling of prisoners in preparation for their reintegration into the community.

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## Response to Recommendations

### 1 Pardelup should be permitted to retain a proportion of its farm and market gardens revenues for reinvestment.

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

#### Response:

The situation in relation to the reinvestment of farm revenues has not changed and continues to be determined by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*. The Department continues to use these revenues to help fund its highest priority services and activities.

### 2 Provide sufficient staff resources to allow seven-day operation of the farm and market gardens and to cover leave periods.

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

#### Response:

Any changes to uniformed staffing levels would be subject to the outcomes of the Prison Services Evaluation project.

Availability of prison officers and suitably qualified Vocational Support Officers to supervise specialised duties impact on the ability for weekend work to be completed as required. To mitigate risk, the weekend work schedule prioritises livestock welfare checks and essential market garden activities. The level of prisoner supervision is commensurate with the risk associated with the required activities.

The installation of a new dam has increased available water supplies and supported water wise strategies such as the installation of reticulation in the market gardens and water troughs in the yards thereby reducing dependency on human resources.

### 3 Suspensions or stand-downs of staff should either be resolved promptly or cover should be provided for those staff.

Level of Acceptance:	Supported – Current Practice / Project
Responsible Division:	People, Culture and Standards
Responsible Directorate:	Professional Standards
Proposed Completion Date:	Completed

#### Response:

Officers can be subject to suspension from duty where serious breaches of policy or the Code of Conduct are alleged or where an officer has been charged with a serious criminal offence whether on duty or off duty.

The Department's Professional Standards directorate aims to prioritise investigations where officers are suspended from duty and complete them within a 90-day period,

Response to OICS Draft Report  
2022 Inspection of Pardelup Prison Farm

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noting that the Department is governed by the *Public Sector Management Act 1994* and the *Prisons Act 1981* processes for investigating and resolving misconduct. Where the timeframe is not achieved it is usually due to factors outside of the investigator's control.

COPP 1.2 Adaptive Routine provides guidance and directions to Superintendents during periods of staff shortfalls. However, while an investigation process is ongoing, the position can only be covered on a temporary basis with the use of approved overtime.

**4 Ensure that prisoners are meaningfully engaged in constructive activity during the day, including at times when their employment area is temporarily closed.**

**Level of Acceptance:** Supported – Current Practice / Project  
**Responsible Division:** Corrective Services  
**Responsible Directorate:** Adult Male Prisons  
**Proposed Completion Date:** Completed

**Response:**

Standing Order 8.1 – Prison Based Constructive Activities (SO 8.1) sets out the opportunities available for prisoners to safely engage in a range of recreational, sporting, rehabilitative programs, employment and education activities at Pardelup and Walpole Work Camp. All prisoners arriving at Pardelup are assigned employment within one week of their arrival. The workday commences at 0800 hours and concludes at 1500 hours, with a one-hour break for lunch. Outside of these hours, prisoners are able to access the computer room and library, oval, gymnasium, recreational hall and participate in other organised activities as provided by SO 8.1.

SO 8.1 was amended in June 2022 to provide for prisoners to use the computer room and library, oval, gymnasium and recreational hall in the event they are unable to attend work due to closure of their workshop, provided they are not required for any other constructive activities.

**5 Provide more support for prisoners seeking to address addictions.**

**Level of Acceptance:** Supported – Current Practice / Project  
**Responsible Division:** Corrective Services  
**Responsible Directorate:** Offender Services  
**Proposed Completion Date:** 30 June 2023

**Response:**

The Department funds Pivot Support Services (Pivot) for the provision of reintegration services for the Great Southern region that includes Pardelup. As a reintegration service provider, Pivot is required to provide opportunities for offenders according to their needs which includes addressing AOD issues through brief intervention, through-care and maintenance services, and linking them to community-based activities and services upon their release.

Pivot delivers a Lifeskills education program in the prison on a needs basis that includes a module on AOD. Pivot has also developed a Substance Use program that is currently under review by the Department to determine its suitability as an extra service for offenders at Pardelup.

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Response to OICS Draft Report  
2022 Inspection of Pardelup Prison Farm

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The Department supports the implementation of volunteer services Narcotics Anonymous and Alcoholics Anonymous. Pardelup is soon to commence Narcotics Anonymous. Alcoholics Anonymous is currently not available.

**6 Establish a permanent Campus Manager position at Pardelup.**

**Level of Acceptance:** Supported – Current Practice / Project  
**Responsible Division:** Corrective Services  
**Responsible Directorate:** Offender Services  
**Proposed Completion Date:** Completed

**Response:**

The Campus Manager position was first established in 2021 proving to be valuable in increasing the number of employment opportunities and partnerships with local industries and to identify and address skills shortages. This position has now been approved as a permanent FTE.

# Appendix 4

## INSPECTION DETAILS

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### PREVIOUS INSPECTION

10–13 February 2019

### ACTIVITY SINCE PREVIOUS INSPECTION

Liaison visits 6

Independent Visitor visits 9

### SURVEYS

Prisoner survey 23 November 2021 42 responses

Staff survey (online) 18–26 November 2021 19 responses

### INSPECTION TEAM

Eamon Ryan Inspector

Darian Ferguson Deputy Inspector

Kieran Artelaris Inspections and Research Officer

Aaron Hardwick Inspections and Research Officer (DOJ secondee)

### KEY DATES

Inspection announced 14 September 2021

Start of on-site inspection 16 January 2022

Completion of on-site inspection 20 January 2022

Presentation of preliminary findings 11 February 2022

Draft report sent to Department of Justice 7 June 2022

Draft report returned by the Department of Justice 18 July 2022

Declaration of prepared report 3 August 2022



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



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