

Appendix 1

THE DEPARTMENT'S RESPONSE TO THE 2011 RECOMMENDATIONS

Recommendation	Acceptance Level/Response
<p>1. Staffing Issues The Department ensures that Bunbury Regional Prison has a permanent management team holding substantive positions.</p>	<p>Supported in principle As you are aware, the substantive Superintendent is currently taking leave prior to retirement and once the position becomes vacant it will be filled in accordance with public sector management guidelines. Unfortunately, in these situations, there is a flow-on effect.</p>
<p>2. Staffing Issues That the Department establishes the causes underlying the high number of workers' compensation claims at Bunbury Regional Prison and addresses these.</p>	<p>Supported The Department has met with Worksafe and is developing a framework to support managers, throughout the state, in meeting their responsibilities relating to workers' compensation. This will enhance the Department's capacity to prevent and address workers' compensation claims including the identification of trends, causal factors and remedial action.</p>
<p>3. Custody and Security Upgrade the sally port, gatehouse and reception area at Bunbury Regional Prison to allow for more efficient and secure entry processes for staff, prisoners and visitors.</p>	<p>Supported in principle A business case has been documented for funding through the Department's Infrastructure Upgrade program. Funding was not approved in the 2011/2012 financial year and the business case will be re-submitted for consideration in the 2012/2013 divisional priority setting program for inclusion in the Infrastructure Upgrade program. This will not be a priority in the near future. However, improvements have been scheduled at a local level to make the area more functional.</p>

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<p>4. Custody and Security Increase the number and diversity of emergency management exercises held each year at Bunbury Regional Prison to better prepare officers to deal with emergency situations.</p>	<p>Supported in part Bunbury Regional Prison complies with Policy Directive 72 – in line with Emergency Management Exercises and facilitates a minimum of six emergency management exercises which run each year; being a minimum of five desktop exercises and one live exercise over a twelve month period. The Security team maintain a training schedule, which is in place and utilised appropriately. However, it is acknowledged that improvements can invariably be made. Bunbury Regional Prison will review the Emergency Management Exercises and adopt local variation in order to increase the number and diversity of emergency management exercises held each year at Bunbury Regional Prison to ensure better practices in preparing officers to deal with emergency situations.</p>
<p>5. Custody and Security The Department improve process and information sharing between Justice Intelligence Services and prison sites.</p>	<p>Supported Continuous improvement is a key principle for the Department and the Superintendent, in consultation with relevant stakeholders, will discuss and identify areas for improvement.</p>
<p>6. Custody and Security The Bunbury Regional Prison leadership team reinvigorate and reinforce an ethos of prisoner management that emphasises high levels of engagement with prisoners to enhance the safety of prisoners and staff and to restore the excellent levels of interaction found in past inspections of the prison.</p>	<p>Supported The value and importance of dynamic security is acknowledged and reinvigoration strategies will be developed with Bunbury staff taking into account the significant shift in staffing and administration profile.</p>

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<p>7. Care and Wellbeing Bunbury Regional Prison management evaluate the functioning of the 'I want parade' to ensure it is still meeting the needs of prisoners and staff to address prisoner needs, and modify practices based on the outcome of this evaluation.</p>	<p>Supported – existing Department initiative As pointed out in the report there is no evidence to support the perception that the 'I want parade' is no longer meeting the needs of prisoners. Since the inspection, communication with prisoners has dispelled this perception; however, the prison has reinforced the importance of this initiative with staff to ensure the continuation of this invaluable prisoner management tool.</p>
<p>8. Human Rights The Department meet its obligation to provide legal resources to prisoners throughout the state, including those accommodated at Bunbury Regional Prison, by establishing system-wide access to all relevant materials and by maintaining and updating these materials.</p>	<p>Supported – existing Department initiative The Department is currently examining ways to improve the existing capacity and accessibility for all prisoners statewide.</p>
<p>9. Care and Wellbeing Evaluate the new reception intake assessment process to ensure it is appropriately useful and valuable to prisoners and staff.</p>	<p>Supported The Department implemented the new Reception Intake Assessment on 29 March 2011 and intends to undertake an evaluation of the first 12 months of its use. As the Inspector pointed out in his report, the safety of prisoners should not be jeopardised and this was a priority with the introduction of this new system.</p>
<p>10. Care and Wellbeing Maintain prisoner numbers at Bunbury Regional Prison at a level which allows for a proper hierarchical model of prisoner management to be reinstated.</p>	<p>Supported in principle The prisoner population at Bunbury Regional Prison has remained static since the time of the inspection, with approximately 330 prisoners. A hierarchy system is operational at Bunbury Regional Prison. The placement and management of prisoners throughout the correctional system requires continual assessment based on offender numbers, profiles, risk and infrastructure availability.</p>

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<p>11. Care and Wellbeing Reinvigorate the peer support system at Bunbury Regional Prison. In addition to the peer support team, consider introducing a prisoner forum (akin to those operating at Acacia and Albany Prisons) as an alternative mechanism for prisoners to raise concerns with management.</p>	<p>Supported Bunbury Regional Prison's Superintendent in conjunction with the ASPM, PSO and PRU Manager will review current practices and investigate strategies/process to link a prisoner forum with current peer support meetings as a mechanism for prisoners to raise concerns with management.</p>
<p>12. Care and Wellbeing Increase recreation opportunities to reflect the needs of the population, including more passive options for older prisoners and community integrated sports for minimum security prisoners who do not have access to an oval.</p>	<p>Supported in part As highlighted in the report, Bunbury management are commended for the overall management of recreation and recreation was listed by prisoners as one of the most positive aspects to life as a prisoner in Bunbury Regional Prison. In this context, the Department is of the view that recreational activities are currently well managed but will take note of the recommendation and ensure periodic assessment of activities to maintain the current positive rating.</p>
<p>13. Care and Wellbeing Replicating the system in the PRU, provide a life skills officer to support, educate and mentor prisoners in the self-care unit in the main prison (unit three).</p>	<p>Supported in part The good practice in place in the PRU is acknowledged, including advice about correct cleaning methods, ideas and guidance relating to food preparation and how to increase the variety of the meals that are prepared. It is also acknowledged that similar practices would benefit prisoners within the self-care unit of the main prison. However, as is well known, it would be difficult to entirely replicate due to different infrastructure and a different prisoner profile. Bunbury Regional Prison will look at ways of enhancing the support, education and mentoring of prisoners in the self-care unit.</p>

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<p>14. Health Recruit an Aboriginal Health Worker for Bunbury Regional Prison.</p>	<p>Supported in principle In reality, there is a shortage of Aboriginal Health Workers (AHW) across the public and private health sector. In analysing the reasons for this, it was found that no AHW were available due to the persons in training being sponsored for the qualification by a community, which they would return to work in once qualified. A MOU has been set up with South West Aboriginal Medical Service, who since early November 2011 have provided a re-entry worker (non qualified AHW), who visits the prison two days per week. This worker is tasked to build rapport with prisoners to enable follow up in the community and link them with community services, once the prisoner is discharged. The worker is also able to offer counselling on social/family issues and drug and alcohol issues.</p>
<p>15. Health Ensure that prisoners employed to clean health centres at Bunbury Regional Prison and other prisons are suitably trained to carry out such specialist cleaning services.</p>	<p>Supported in principle This work is carried out by prisoners who have completed basic training in cleaning as part of an asset management certificate. Bunbury Regional Prison's Superintendent will work with the Health Directorate in ensuring that prisoners are suitably trained to clean the Health Centre.</p>

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<p>16. Health Review and revise assessment and care planning tools to ensure that they are culturally appropriate and facilitate more comprehensive identification of and support for health issues.</p>	<p>Supported in part The initial nursing assessment tool currently aims to identify an individual's health needs (physical and/or psychiatric) in a culturally appropriate manner. The assessment tool is based on the Royal Association of General Practitioners Standard of Care: Health Services in Detention Centres and Prisons. The Australian Health Council during the 2010 accreditation of DCS Health noted, "There was evidence available to the survey team that safe health care is provided through a range of processes to meet the needs of the patients treated within the service. Patients, whilst in a custodial environment, are assessed and received in a manner that demonstrated the use of a health care model that aims to meet the individual needs of all patients". In addition, cultural safety training which aims to improve the quality of service delivered by DCS health staff to Aboriginal people is available for all Health Services staff across all sites with regional staff having completed this training. A training schedule for metropolitan staff is currently being developed. The Aboriginal Health Council of WA in conjunction with the Department's Academy delivers this training.</p>
<p>17. Health Review and revise pharmacy services and medication administration processes to better provide for prisoners' evidenced needs. Outcomes should include 24-hour pharmacy coverage; flexibility in prescribing, dispensing and administration processes; and compliance with prescribing guidelines.</p>	<p>Not Supported There is no demonstrated need for 24-hour pharmacy coverage at Bunbury Regional Prison. Pharmacy supplies urgent supply packs to the health centre each containing a quantity of a single medication sufficient to commence or continue a patient on therapy until pharmacy is able to supply a blister pack.</p>

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<p>18. Rehabilitation The Department should prioritise the development of an integrated case management philosophy and operational model that includes all prisoners.</p>	<p>Supported – existing Department initiative The Department's Future Directions includes the Key Direction: Integrated Offender Management that is being systematically implemented through the Department's three-year strategic plan cycles. Key Result Area 1,2,3 and 4, in particular, in the Department's 2011–2014 Strategic Plan, contribute to addressing this requirement.</p>
<p>19. Administration and Accountability Re-open unit five.</p>	<p>Not supported The re-opening of Unit 5 is not currently required.</p>
<p>20. Staffing Issues Develop a specific roster for the PRU with dedicated PRU officers and provide appropriate training in the role and operations of a pre-release facility to all officers who will work in the PRU.</p>	<p>Supported in part Rostering practices should take into account the needs of the entire prison in order to maximise operational effectiveness. Establishing a specific roster for staff to work solely at the PRU limits workforce flexibility. The issue of appropriate training is relevant and will be actioned.</p>
<p>21. Reparation Remove the cap on gratuity levels and allow each prison administration team the flexibility to manage gratuity levels locally, in accordance with the prison's own industry plan.</p>	<p>Noted The Department will review the broader application of Policy Directive 25 before making a commitment.</p>