

Appendix 1

THE DEPARTMENT'S REPOSENSE TO THE 2013 RECOMMENDATIONS

Recommendation	Acceptance Level/Response
<p>1. Ensure low security prisoners are able to access appropriate regimes focussed on supporting reintegration.</p>	<p>Supported</p> <p>Minimum security prisoners are currently held within Casuarina Prison due to specific needs, such as programs, protection status or for medical care. Whilst located at Casuarina they are afforded the appropriate regimes for their particular reason for location.</p> <p>These prisoners are invariably transferred to more appropriate facilities in as short a time frame as their individual predicament permits.</p> <p>Casuarina does utilise the services of a Transitional Manager to consider reintegration needs but is unable to meet the full suite of regimes, such as s95 programs that are available in the lower security prisons. Those prisoners who would be considered suitable for such programs are transferred to lower security facilities with all due haste.</p> <p>Future planning is intended to tighten this further to ensure that the number of minimum security prisoners held at Casuarina is minimised.</p>

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<p>2. Provide sufficient staffing levels to cover all of the prison’s internal and external duties, including industries, education, staff training, medical escorts and additional hospital sits, without recourse to excessive overtime or redeployment.</p>	<p>Supported</p> <p>Coverage of all staff shortages is currently managed within Departmental guidelines and constraints. As part of the staffing formula no allowances are made for coverage of 49/52 and 50/52 leave, additional hospital sits, medical escorts or staff deployment.</p> <p>The development of the Casuarina Prison operational and staffing model, in line with the State Muster Plan, will identify the actual staffing needs of Casuarina Prison. This staffing model will include staffing arrangements to meet the service delivery model of the Prison.</p> <p>In line with the current EBA, all prisons will be required to develop daily staffing deployment guidelines for the graduated modification of the daily operation in line with available staffing.</p> <p>The Department:</p> <ul style="list-style-type: none"> • Has implemented ‘Absence Management Procedures/Guidelines’ for staff. The application of the procedures and guidelines at the local operational level will improve employee attendance and thus reduce staff shortages. • Is in the process of implementing an ‘Injury Management Model’ of service delivery for the management of injured workers’ on Workers’ Compensation. • Over the next 6-months will be revitalising its recruitment, selection and appointment processes to make it easier to attract and retain employees without losing the rigor of employing suitably skilled and qualified people. • Over the next 6-months will be reviewing its training in performance management with the requirement that employee performance and supervision is regular and monitored. • Over the next 6-months will be implementing cultural management training. <p>The above strategies as a collective will achieve positive impacts on employee management, employee attendance and employee retention.</p>

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<p>3. Improve staff retention and stability by:</p> <p>a) ensuring that Casuarina employees working in ongoing positions have stability and are not employed through continuing renewals of short term contracts; and</p> <p>b) providing attractive incentives and career pathways for early stage administration staff at Casuarina.</p>	<p>Supported</p> <p>All efforts have been made to minimise the impact of short term employment contracts at Casuarina. There have been major delays in recruitment processes, leading to ongoing employment under short term contracts. These delays in processing have been further highlighted during staffing reviews where the ability to advertise some positions has been curtailed until the completion of the review. Additionally, redeployment of staff to fill vacancies within the site has been required due to staff deployments, illness and workers' compensation. All efforts are being made to appoint permanent staff to vacant positions.</p> <p>The Department:</p> <ul style="list-style-type: none"> • Has considered recruitment incentives, such as training and development opportunities for Level 1 and Level 2 staff, which at present is actively explored within the prison. • Flowing from the above dot point, over the next 6 months will review the succession planning model that is currently being developed to ascertain its feasibility across a range of Levels and professional disciplines. This step forward is a measure to retain existing employees/to attract new employees and to work with employees to define an individual career path. <p>The above strategies as a collective will achieve positive impacts on employee retention and stability.</p>
<p>4. The Performance Assessment Development System should be revised to ensure that:</p> <p>a) it facilitates accurate assessment of performance; and</p> <p>b) it identifies and provides appropriate employee training and development.</p>	<p>Supported</p> <p>A comprehensive review of the Performance Appraisal and Development System (PADS) will be undertaken by mid-2014. The review will seek to align with key performance indicators, identification of development areas and promotion. The intent is to create an environment where learning is valued, and assessment of deliverables offers the opportunity to identify areas for development. Such an approach seeks to make the PADS process more meaningful to all staff, facilitate personal investment, and link it with Prison Officer training and development.</p>

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5. Review the contract for prisoner transport and hospital sits to ensure that the level of demand is met for Casuarina and other Western Australian prisons.	<p>Supported In Principle</p> <p>The Department will continue to consider all options to facilitate scheduled and unscheduled hospital admissions in the most effective manner. The CS&CS Contract is funded to meet defined baseline band levels and to be complemented by public prisons to undertake unmet demand for prisoner transport and hospital escorts. A mid-term review of the CS&CS contract will formulate recommendations for the extension and make determinations on value, benefits and revision of scope where required.</p>
6. Review the cameras, locations, recording abilities and vision with a view to upgrading existing cameras, providing new cameras to eliminate blind spots, and ensuring that cameras are auto recording.	<p>Supported In Part</p> <p>Casuarina prison is a vast site similar in both design and size to that of a university. While, it may not be practical or necessary to eliminate all blind spots from within the prison, a range of mechanisms are being implemented to enhance monitoring. The ongoing obsolescence program will consider the current configuration and placement of cameras as well as technological requirements, such as auto-recording cameras. Maintenance, that is tree lopping and pruning will be undertaken regularly to ensure camera coverage is not obscured unintentionally. Control staff will conduct a weekly check of all camera operating zones.</p>
7. Expand the kitchen or build a new kitchen with sufficient capacity to meet current and future prisoner population demand.	<p>Supported</p> <p>The current kitchen is able to cater for current demand and it is not intended to increase the muster beyond this in the short term, however, it is recognised that there are improvements that can be made on-site and the potential for the relocation of equipment from other sites to enhance current provisions.</p> <p>The complete refurbishment or replacement of the kitchen will again form part of the submission for funding within the SAP 2014/15.</p>

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<p>8. Ensure regular scheduled unit meetings are held and establish a representative prisoner forum similar to those run at Acacia, Albany and Bunbury prisons.</p>	<p>Supported – Existing Departmental Initiative Current peer support team format follows Unit Management principles; engages prisoners through peer mentors and encourages empowerment of prisoner individuals as they become peer support team members. Staff are encouraged to engage with prisoners and information is fed through unit meetings and peer team meetings to the Administration of Casuarina.</p> <p>PSOs are actively involved in the peer support process and all information is fed from Administration through the PSOs to prisoner peer support members and directly through the Deputy Superintendent.</p>
<p>9. a) Develop a pilot scheme at Casuarina to facilitate improved communication between prison management and family members of prisoners. b) Monitor and review the pilot scheme in order to assess the desirability of developing a system wide service when resources allow.</p>	<p>Not Supported The Department believes it provides adequate information services through a variety of avenues for the benefit of family members of prisoners. Individual prisons facilitate direct enquiries from family concerning their relatives within the applicable privacy constraints.</p>
<p>10. Provide an upgraded medical centre, sufficient to meet current and projected needs of the prisoner population.</p>	<p>Supported The current health centre, inclusive of the Infirmary and the medical centre, is struggling under the case load and aging infrastructure.</p> <p>In respect to the issues identified in the medical centre, operational practices will be reviewed to determine where procedural and/or infrastructure solutions are required. Funding has been requested within the SAP 2014/2015.</p> <p>Please also refer to the response to Recommendation 12.</p>

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<p>11. a) Screening for literacy levels should be used to identify prisoners who will require assistance for access to medical services.</p> <p>b) Develop a less complex referral process for medical appointments.</p>	<p>Supported In Part – Existing Departmental Initiative</p> <p>Current processes at Casuarina allow for the screening of all sentenced prisoners, this does not consider those prisoners located therein of remand status.</p> <p>In order to negate the problem raised, Casuarina will implement a less complex referral system which is not dependent upon a prisoners literacy abilities.</p> <p>It is also incumbent for staff to be reminded that their duty of care to prisoners extends to identifying those with low literacy/comprehension skills are identified and assisted where appropriate.</p>
<p>12. Conduct an assessment of current and future demand for specialist infirmary services across the prison system and invest as necessary in Casuarina and other prisons.</p>	<p>Supported</p> <p>The Department intends Casuarina to remain the statewide facility for the acutely ill, frail and aged male prisoner population and has developed business cases for facilitating this service. At this stage, the strategy is to deliver these services from Casuarina prison only. Please also refer to the response to Recommendation 10.</p>
<p>13. Government should provide additional statewide specialist mental health facilities, in both hospitals and prisons.</p>	<p>N/A</p> <p>Recommendation 9 of the 'Stokes Review' into mental health services in WA (2012) required the Department of Health, the Mental Health Commission (lead agency) and DCS to undertake a collaborative planning process to develop a 10-year plan for forensic mental health in WA. Further, the recommendation states that 'a business case for expansion of the currently inadequate number and location of secure forensic mental health inpatient beds needs to be developed for urgent government consideration.'</p>
<p>14. Develop a multidisciplinary model of care for mentally ill prisoners, building on the strong links between the Prison Counselling Service, medical staff and GPs.</p>	<p>Supported In Principle</p> <p>This recommendation is to be subsumed under Recommendation 13.</p>

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<p>15. In order to address the ongoing problems of unemployment and under-employment the Department should:</p> <p>a) ensure all eligible prisoners at Casuarina are offered meaningful employment and/or education and skill development activity; and</p> <p>b) fund the prison's plans for increased industries, and increase the VSO staffing to ensure sufficient prisoner skill-development and training.</p>	<p>Supported</p> <p>The Department recognises that across the prison estate, capital works have been directed to increasing accommodation capacity with little increase to mechanisms that increase prisoner employment opportunities, for example through the expansion or construction of industries and workshops. Employment opportunities were further constrained during the inspection of Casuarina, since the prison population had increased while two units at Hakea were allocated temporarily to the juvenile estate. The two units at Hakea now cater to the adult estate, thereby enhancing unemployment and under-employment opportunities for some prisoners at Casuarina. The Department aims to provide constructive activity and meaningful employment for all prisoners, and intends to consider options to increase service capacity.</p>
<p>16. Conduct an assessment of current and future demand for specialist assisted care facilities across the prison system and invest as necessary in Casuarina and other prisons.</p>	<p>Supported In Principle</p> <p>Please refer to the Department's responses to Recommendation 10 and 12.</p>
<p>17. Reinvigorate the PASC process with well-resourced management and support at the head office and prison levels.</p>	<p>Supported</p> <p>The Department is currently conducting a review of the PASC process across the State.</p>

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<p>18. Complete and implement a review of the obstacles to progression through security classifications for Aboriginal prisoners.</p>	<p>Supported The Department’s draft internal report <i>Aboriginal Prisoners at Minimum Security Prison in the Metropolitan and South-West</i> areas, referred to in the Inspector's report shows that Aboriginal offenders are underrepresented at minimum security and over-represented at medium and maximum security classifications. Whilst the draft internal report found the assessment tools were applied impartially, it also identified that in terms of outcomes, the assessment tool appeared to have an adverse impact upon Aboriginal offenders. These findings are being appraised to ensure that assessment tools have a positive effect on all offenders, including Aboriginal offenders.</p>
<p>19. Provide the Learning Centre with a discrete budget with sufficient funding for Aboriginal programs.</p>	<p>Supported In Principle Discrete funding for the Learning Centre will be provided within 2013/14 budget and will then be subject to the same budget bidding processes for future years.</p>
<p>20. Subject to appropriate assessment, Aboriginal prisoners from remote and regional communities should be accommodated together in dedicated accommodation.</p>	<p>Not Supported Casuarina currently does not house all Aboriginal prisoners together but rather attempts to integrate them across the whole prison site. This is done in consideration of locating family groups together, as well as allowing for the dispersal of feuding groups. This process has been successful since the rerole of Unit 1 to a management unit and there is no suggestion that this has presented any challenges to the management of Aboriginal prisoners. The ultimate aim of the Department remains to keep as many 'out of country' prisoners in facilities closer to their home, but this is difficult with current bed spaces. The opening of the new Eastern Goldfields Prison in 2015 will alleviate some of this pressure.</p>

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<p>21. Ensure the peer support team is representative of all cultural groups to ensure appropriate levels of assistance.</p>	<p>Supported – Existing Departmental Initiative Casuarina actively promotes Peer Support teams and encourages a broad spectrum of cultural diversity within the limitations of volunteers. The peer support team has representatives from all Units and meets formally on a monthly basis with the Deputy Superintendent.</p>
<p>22. a) Ensure greater Aboriginal engagement with meaningful employment, training, and cultural activity; and b) Ensure the gratuities system achieves substantive equality for Aboriginal prisoners.</p>	<p>Supported In Part a) The Department seeks to provide meaningful and constructive activity for all prisoners, however, it is recognised that engagement with Aboriginal prisoners could be improved. The Department is considering the appointment of Aboriginal Training/ Liaison Officers, and is exploring initiatives to specifically engage Aboriginal prisoners. b) Casuarina Prison currently enables and encourages Aboriginal prisoners to gain employment in all areas and at all gratuity levels. The gratuity profile is transparent and seeks to encourage employment. It is not considered the appropriate way to have different levels of gratuity since it may pose a risk to the good order and security of the prison. However, it is intended to consider the various factors that affect Aboriginal offender management in 2014.</p>