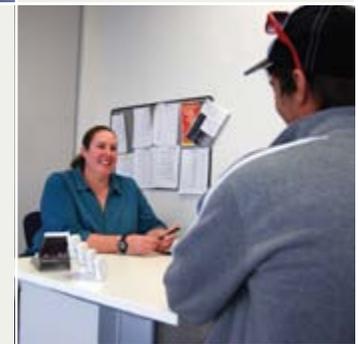
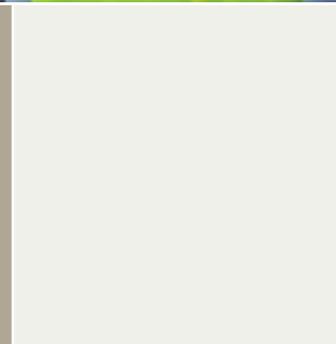




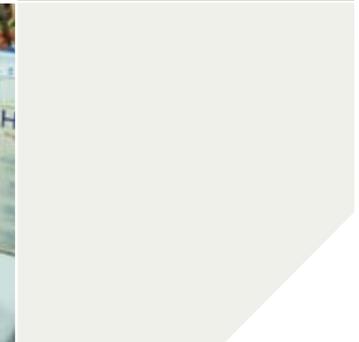
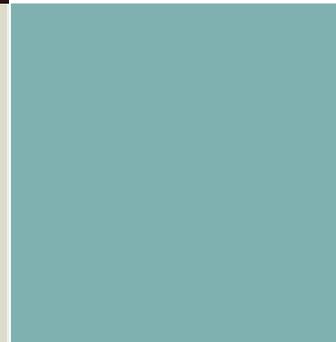
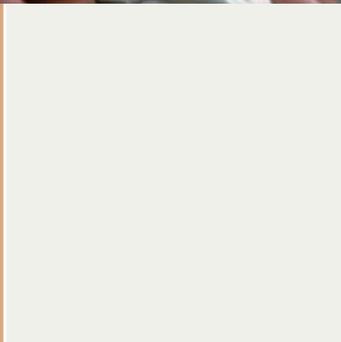
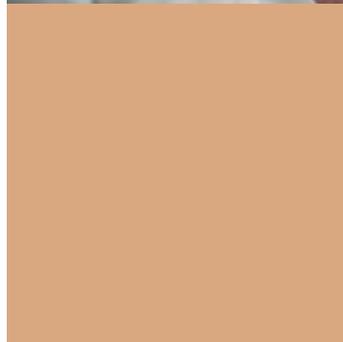
Government of **Western Australia**  
Department of Corrective Services



# Department of Corrective Services **Annual Report**

**2012/2013**

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This report provides information on the financial and operational performance of the Department of Corrective Services for the 2012/13 financial year.

The report contains details of the Department's achievements and challenges for the year.

The information is presented online in an easy-reference and interactive PDF.

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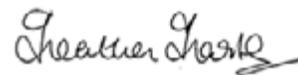
This report was produced in-house by the Department of Corrective Services.

**Hon J M Francis MLA**

**Minister for Corrective Services**

In accordance with the *Financial Management Act 2006*, I hereby submit for your information and presentation to the Parliament of Western Australia, the Annual Report for the Department of Corrective Services for the financial year ending 30 June 2013.

This report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



**Heather Harker**

A/Commissioner

Department of Corrective Services

24 September 2013



Joe Francis



Heather Harker

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A snapshot of the year is available on page [7](#)

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# About Us

## Our Mission – Contribute to a safer WA community

The Department of Corrective Services (“DCS” or “the Department”) aims to contribute to community safety by upholding the integrity of custodial and non-custodial sentences and by positively influencing offender behaviour to reduce reoffending.

Offenders are managed in the State’s 14 prisons, two privately run prisons, four work camps and one juvenile detention centre as well through probation, parole and other community orders for young people and adults throughout the State.

Our facilities are spread throughout Western Australia, from Wyndham in the north to Albany in the south, making it the largest geographical jurisdiction in the world. On any given day we are managing close to 10,000 offenders, in custody or in the community, many of whom are complex and challenging individuals who require careful supervision.

The philosophy of making a positive difference encourages staff to consider how, in everything they do, they can improve community safety by positively influencing the lives of offenders. It’s about working together to improve the quality and effectiveness of our service delivery to gain better outcomes for offenders and the community.

“Making a Positive Difference” encompasses 10 key services which can potentially deliver better outcomes for offenders including:

- » employment
- » a structured day
- » education and vocational training

- » health care
- » offence-specific programs
- » supervision and reporting
- » counselling
- » re-settlement services
- » life skills
- » cognitive skills.

The outcome we aspire to achieve is: A safe, secure and decent corrective services which contributes to community safety and reduces offenders’ involvement in the justice system.

This objective is behind all the work we do. It also aligns with our business outcomes which are:

- » contributing to community safety
- » reducing reoffending
- » contributing to community wellbeing through our service activities
- » fulfilling our obligations as a government agency through operational compliance and enhanced capability.

## Our Values

- » Teamwork
- » Achievement
- » Professionalism
- » People
- » Partnerships

# Commissioner's Summary

The year 2012/13 has probably been one of the most challenging since the Department of Corrective Services was created in 2006. The first six months of 2013 saw the Department hit the headlines repeatedly; sadly this was not because of the very positive and at times ground-breaking work undertaken in WA corrections.

The negative publicity was damaging and difficult for all of us to deal with but I am confident that we are learning lessons and becoming a stronger Department.

The challenges in the second half of the year have largely centred around the custodial environment. The January [disturbance at Banksia Hill Detention Centre](#) (BHDC) left extensive damage that resulted in most male detainees being relocated to a separate area of Hakea Prison, which was gazetted as Hakea Juvenile Detention Centre.

Repairs to Banksia have taken longer than first hoped, however, it has been important that we focus on enhancing the safety and security of the facilities and procedures at BHDC to ensure staff and detainees return to an environment that is much improved.

The reviews that are underway into the disturbance will provide us with an opportunity to improve the management of young offenders in detention and ensure that Youth Custodial Services regains its reputation as a national leader in the delivery of services to some of the most troubled youth in the State.

Another issue attracting media attention related to the WA Prison Officers' Union's demands for better pay and conditions. This culminated in our first strike action in about a decade

on March 1, 2013. Conference proceedings took place in the WA Industrial Relations Commission and the strike concluded after 24 hours. At the end of the financial year, the Department was close to finalising a new agreement with the Union.

The Department's realignment, which had been underway throughout 2012, took effect in January 2013. The new structure puts the Department in a stronger position to meet its core business aims: offender management and public protection.

Many new initiatives and developments commenced throughout the year, not least of which was the priority afforded to women offenders, with the publication of the Female Prisoners' Plan 2012-2022. The opening of a women's precinct at Greenough Regional Prison in December 2012 was a step in the right direction in providing decent accommodation and better co-ordinated and tailored programs to meet the unique needs of women.

Having a holistic approach to the management of women offenders is critical and 2013/14 will see a focus on gaining support to enhance female prisoner accommodation and the provision of alternatives to custody that attract the confidence of sentencing authorities.

The opening of West Kimberley Regional Prison (WGRP) in



# Commissioner's Summary

November 2012 reflected the Department's commitment to meeting the needs of Aboriginal offenders and a desire to keep as many prisoners as possible close to their home and culture. WKRP's links with the local community in Derby are already reaping benefits for the prison and the local area.

Likewise, the opening of the privately-run Wandoo Reintegration Facility for 18-24 year old male prisoners was a new venture in focusing on providing young male offenders with employment skills and opportunities to reduce the risk of reoffending. Wandoo's population has increased steadily throughout the year and will be closely monitored to evaluate the impact on what is normally a 'hard to engage' age range of offenders.

The introduction of a [GPS](#) monitoring system for certain offenders in the community will increasingly become an important tool in assisting the Department to provide close supervision of dangerous and high risk offenders in the community. Its potential as a viable alternative to a custodial sentence for a wider range of offenders will be something for consideration.

DCS has been recognised internationally, nationally and at State level during the year. It is particularly pleasing to see our partnerships with government and non-government organisations recognised as these are a key component in assisting offenders to gain work skills and reintegrate into the community.

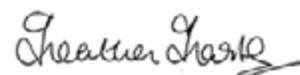
They also fit closely with the State Government's Developing

Community Services in Partnership policy. A great example of this is the [Fairbridge Bindjareb Project](#), a training partnership with mining firm Bis Industries and not-for-profit organisation Fairbridge, which won a Comcare Work Health and Safety Award in October 2012.

The Perth Children's Drug Court was winner of the Youth Award at the WA Alcohol and other Drug Excellence Awards 2012, a joint submission the Department made with the Department of Attorney General; and the Metropolitan Youth Bail Service was a finalist in the Strengthening Families and Communities category of the 2012 Premier's Awards.

Our North Metropolitan Youth Justice Services team was also recognised for a program created specifically to assist young African offenders and divert them from the criminal justice system. The work earned a commendation in the Engaging the Community Innovation Award category at the WA Multicultural Service Awards in May 2013. These are all great reminders that together we are making a positive difference.

It is important to remember that tough times also allow the positive characters of people to shine through and I have only the highest praise for the way so many dedicated staff have kept working hard and not allowed themselves to be distracted from the professional job they do.



**Heather Harker**  
**Acting Commissioner**

# Snapshot: Year in Review 2012/13

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July	Realignment of DCS divisions begins; refurbishment of older units at Casuarina, Albany and Hakea Prisons underway
August	Practical completion and handover of West Kimberley Regional Prison site
September	DCS Health Services receives full accreditation with Australian Council on Healthcare Standards, equal to the standards of major public teaching hospitals
October	Announcement that Broome Regional Prison will become a remand facility from the end of 2013 to 2015; expansion of Banksia Hill Detention Centre finalised
November	Opening of West Kimberley Regional Prison in Derby and Wandoo Reintegration Facility in Murdoch
December	Opening of women's precinct at Greenough Regional Prison
January	Banksia Hill disturbance, damage to cells requires transfer of most male detainees to temporary Hakea Juvenile Detention Centre
February	Offenders on community work orders repair Carnarvon nature reserve destroyed by floods; Millstream Work Camp closes
March	WA Prison Officers' Union undertakes 24 hours of industrial action; New minister Joe Francis sworn in
April	Karnet Prison Farm hosts large community celebrations for its 50th anniversary
May	Prisoner population peaks at 5,032
June	Global Positioning System (GPS) for tracking Dangerous Sexual Offenders officially launched

# Snapshot: Finances

The Department's primary source of funds to meet the cost of services is via parliamentary appropriation. In 2012/13, \$738 million was provided from this source towards total activity costs that amounted to \$816 million.

The Department experienced significant cost pressures during the financial year as prisoner numbers continued to increase. Supplementary funding of \$22.4 million was provided by Government to meet the increased cost of this demand.

In contrast the Department also achieved significant inroads into the Government's fiscal savings targets, including the efficiency dividend, procurement freeze and reduction to procurement expenditure.

Capital expenditure for 2012/13 was \$78 million, primarily related to the expansion of Acacia Prison facilities and additional Royalties for Regions funded work camps.

The net cost of services in 2012/13 was \$787 million (2011/12 \$705 million). Employee benefits expenses increased by \$29 million from last financial year, primarily due to the impacts of demand growth, pay increases across a range of awards and increased district allowances introduced by Government.

	2012/13	2011/12
Government Appropriation	738	678
Other Government Revenues	19	15
Royalties for Regions Funding	17	18
Commonwealth Grants and Contributions	1	1
Other revenue	28	41
<b>Total (millions \$)</b>	<b>803</b>	<b>753</b>
<b>Activity Costs</b>		
Adult Offender Justice Services	716	650
Juvenile Offender Justice Services	99	97
<b>Total (millions \$)</b>	<b>816</b>	<b>747</b>
<b>Expenditure</b>		
Employee benefits expense	422	393
Supplies and services	250	227
Other expenses	95	86
Grants and subsidies	8	8
Depreciation	30	22
Accommodation	11	11
<b>Total (millions \$)</b>	<b>816</b>	<b>747</b>

# Legislation

## Legislation administered by the Department of Corrective Services:

- » *Court Security and Custodial Services Act 1999*
- » *Dangerous Sexual Offenders Act 2006 (s 18, 21 and 32 and Pt 2 Div 3 and 5 and Pt 5)*
- » *Prisoners (International Transfer) Act 2000*
- » *Prisoners (Interstate Transfer) Act 1983*
- » *Prisons Act 1981*
- » *Sentence Administration Act 2003 (Pt 1, Pt 2 Div 2, Pt 5 Div 1-3, Pt 6, 7 and 8 and Pt 10 [other than section 114 and 115 A])*
- » *Sentence Administration (Interstate Transfer of Community Based Sentences) Act 2009*
- » *Young Offenders Act 1994*

## Changes to legislation

Work continued on the Corrective Services Bill during 2012/13. The purpose of the Bill is to:

- » combine the *Prisons Act 1981* and the *Sentence Administration Act 2003*
- » introduce a clear set of objectives and principles into the legislation
- » modernise the processes for managing prisoner discipline
- » provide for the integrated management of offenders
- » make improvements to the administration of corrective services.

The *Dangerous Sexual Offenders Amendment Act 2012*, to provide for the implementation of a Global Positioning System (GPS) monitoring program for offenders, was proclaimed on 1 February 2013.

Work commenced on a review of the *Young Offenders Act 1994* which aims to ensure that the legislation provides a framework for youth justice that meets contemporary needs.

# Our Locations

Metropolitan locations



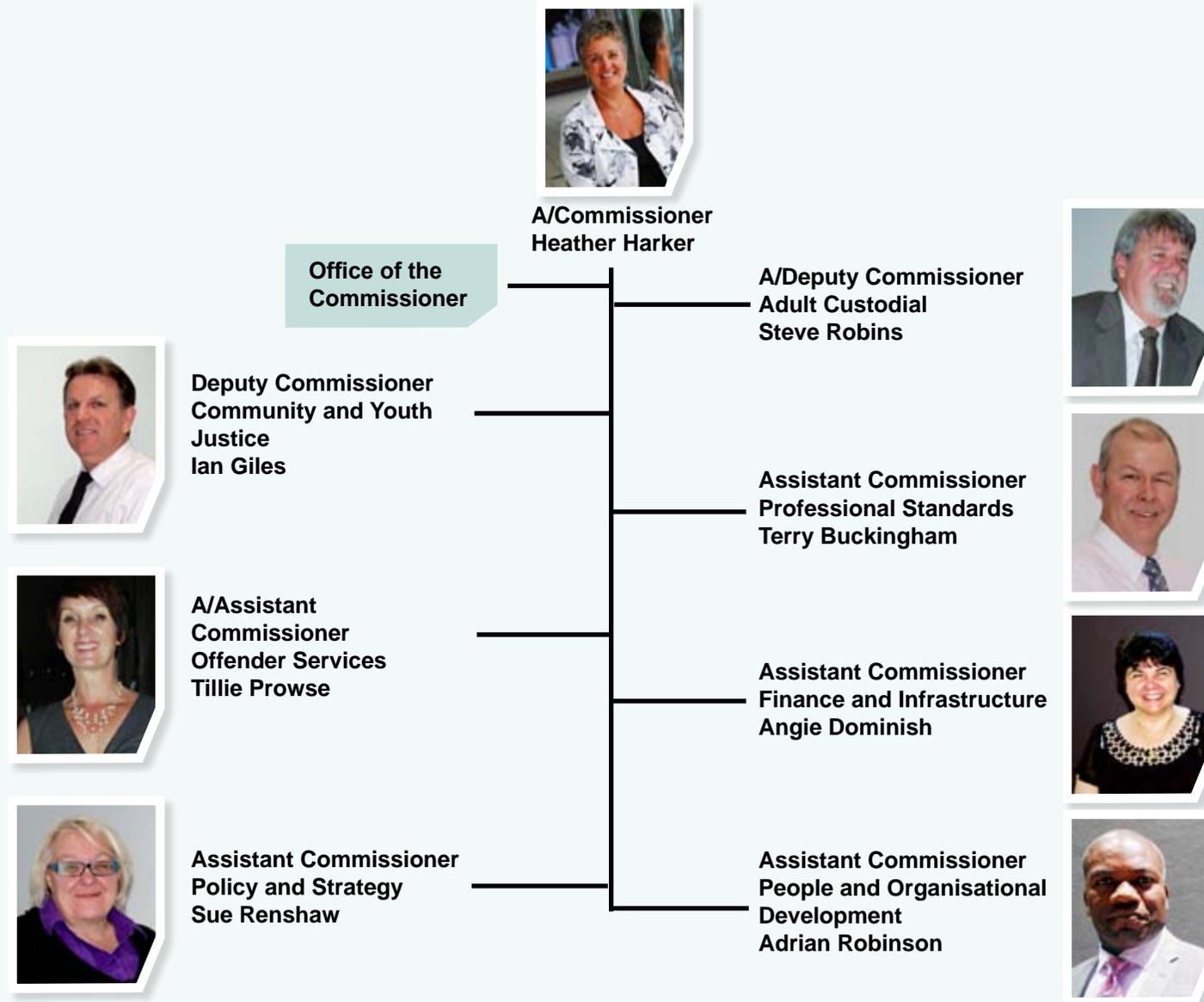
Regional locations



**Legend**

- Adult Community Corrections
- Community and Youth Justice
- Prisons
- ▲ Work camps
- Youth detention centres
- Youth Justice Services
- Head Office buildings

# Organisational Chart



# Significant Issues

DCS grapples with significant issues every minute of every day. In this sense 2012/13 was no different, but the year did bring with it a unique set of challenges, among them: an unsettled juvenile detainee population, a record high adult prisoner population and a lack of accommodation options for dangerous sexual offenders under community supervision.

## **Banksia Hill Detention Centre incident**

On 20 January 2013, 61 young people detained at Banksia Hill Detention Centre (BHDC) engaged in riotous behaviour and caused considerable damage to the facility, estimated at \$1.5 million. The overall response, including staffing, is closer to more than \$3 million. WA Police later charged 30 young offenders with criminal damage.

Due to the extensive damage at BHDC, 73 male detainees aged between 13 and 18 years were moved to a unit at Hakea Prison on 21 January 2013. On 5 February 2013, units 11 and 12 at Hakea were gazetted as a juvenile facility and named Hakea Juvenile Detention Centre (HJDC).

A decision was also taken that no detainees under the age of 14 would remain at HJDC, and these detainees were returned to BHDC. Given the condition of the infrastructure, security risks and staff safety concerns at BHDC, the decision was made to transfer the majority of the remaining male detainee population to HJDC on 7 and 8 February 2013.

In the months following the transfer, remedial works began in order to repair damage and to make the facility a more secure environment. During this time a number of internal and independent reviews of the incident were undertaken, the

outcomes of which will be made available in 2013/14.

In March 2013, a team was formed to lead a reform program for Youth Custodial Services. Its focus includes cultural change, staff development, security, business services, detainee welfare, offenders' services policy, planning and performance and infrastructure requirements. Youth custodial officer staff shortages are being addressed, with 15 new recruits confirmed and a further 36 applications still being reviewed as at 30 June 2013.

The detainees will be returned to BHDC once the Department determines it is safe to do so.

## **Supreme Court hearing**

An application was lodged with the Supreme Court on 3 April 2013 against Corrective Services Minister Joe Francis to quash the Young Offenders (Detention Centre) Orders and the decision to transfer the detainees to Hakea.

The application was heard on 18 April 2013 and the Judgement delivered on 3 May 2013 in which Chief Justice Wayne Martin dismissed the application. His Honour's findings were that the Orders were lawful and valid, and were made based upon recommendations and advice of the then Commissioner following thorough evaluation of all possible alternatives by the Department. His Honour also found it unnecessary to rule on the legality of the transfer as it took place during an emergency.

## **General prisoner population increase**

Between 2002/03 and 2012/13 the daily average prisoner population increased by an average annual growth rate of 5.9%

# Significant Issues

---

each year. The prisoner population peaked at 5,032 on 23 May 2013, but remained just below 5,000 for the remainder of the financial year.

The Department does not determine whether people are sentenced or remanded in prison, nor does it have control over the numbers of prisoners granted or denied parole; it must accommodate according to warrants of the court.

To accommodate the population trend, the Department has been embarking on an unprecedented \$655 million building program since 2009. By its end, this will increase the Department's operational capacity by 2,600 prison beds. A summary of works in progress or still to come is available in the [Capital Works](#) section.

It has also been identified that a retrospective funding model has been problematic for the Department and its ability to plan for future operations. A switch to prospective funding, which looks at projected population figures, has been requested and the Department is working in partnership with the Department of Treasury to develop a demand and cost model to support this prospective approach.

An increased prison population has a significant impact on all Departmental operations. This impact is not confined to 'making room': prisoners bring with them a set of needs that draw on resources across the Department. Prisoners must be connected to employment or education and any appropriate programs to address their offending behaviour. Concerted efforts to improve these services are detailed throughout this report, and the Department continues to evaluate new and better ways to meet these challenges.

## **Dangerous Sexual Offender accommodation**

*The Dangerous Sexual Offenders Act 2006* provides for the continued detention in custody or the supervision in the community of persons convicted of serious sexual offences to ensure protection of the community and to provide continuing control, care or treatment of these persons.

The Act enables the Director of Public Prosecutions (DPP) or the Attorney General to make an application to the Supreme Court for a continuing detention order or a supervision order against an offender who is under sentence of imprisonment for a serious sexual offence and who presents an 'unacceptable risk to the community'.

Sections of this report discuss the broader issue of [Dangerous Sexual Offenders](#) (DSOs), including the provision of [GPS tracking](#), an initiative that began during 2012/13. However, accommodating DSOs who are to be supervised in the community became a particularly salient issue during 2012/13. Following community concerns and intense media attention in 2012, organisations that previously housed these offenders suspended their services.

In October 2012, a joint working party was established between the Department and the relevant agencies to tackle the issue.

Accommodation for DSOs with high and complex needs is to be determined on a case-by-case basis and in conjunction with other agencies in order to secure the intensive support and services required by these offenders, but negotiations continue to find a more stable long-term solution as accommodation demand is likely to be an ongoing issue.

# Snapshot: Performance

2012/13 Corporate Scorecard	Unit of measurement	What we achieved	What was our target?		Page Ref
<b>Service 1: Adult Corrective Services</b>					
<b>Outcomes: Community Safety Improved and Reoffending Reduced</b>					
Number of escapes (adults)	Escapes	9	0		93
Rate of return - offender programs (adults)	Per cent	42.38	45		94
Successful completion of community correction orders (adults)	Per cent	61.25	64		95
Average out of cell hours (adults)	Hrs per day	12.55	11.8		96
Rate of serious assault per 100 prisoners (adults)	Rate per 100 prisoners	0.55	< 0.49		97
Cost per day of keeping an offender in custody (adults)	\$ per prisoner per day	317	310		98
Cost per day of managing an offender through community supervision (adults)	\$ per offender per day	49	48		99
<b>Service 2: Youth Justice Services</b>					
<b>Outcomes: Community Safety Improved and Reoffending Reduced</b>					
Number of escapes (youth)	Escapes	2	0		100
Rate of return to detention (youth)	Per cent	48.98	50		101
Successful completion of community-based orders (youth)	Per cent	63.37	68		102
Cost per day of keeping a juvenile in detention	\$ per detainee per day	645	558		103
Cost per day of managing a juvenile through community supervision	\$ per offender per day	81	80		104

More than 10% behind target Up to 10% behind target Achieved or exceeded target

# Performance Management Framework

Government Goal	Desired DCS Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service areas for the benefit of all Western Australians.	A safe, secure and decent corrective services which contributes to community safety and reduced offenders' involvement in the justice system.	1. Adult Corrective Services 2. Youth Justice Services

## Overview Performance Management Framework

The Department of Corrective Services' outcome based management framework is consistent with the Government goal for Results Based Service Delivery – greater focus on achieving results in key delivery areas for the benefit of all Western Australians. The [Key Performance Indicators](#) (KPIs) are an integral part of tracking performance in areas that have been identified as critical to our business. The KPIs are monitored through quarterly and annual reporting, and the results are used to drive improvements. A more detailed description of the results, and accompanying graphs and

tables can be found at the corresponding page reference for each indicator on [page 14](#). For all targets that have not been met, an explanation has been given.

## Relationship to Government Goals

The table above demonstrates the link between the most relevant, high-level Government goals and the more specific agency level outcomes. By achieving its desired outcomes, the Department ultimately contributes to meeting the high-level Government goals.

# Achieving Government Goals

The Department of Corrective Services' main contribution to achieving Government Goals in 2012/13 was in the category 'Results-Based Service Delivery'. However, several other successful projects contributed towards goals for 'Social and Environmental Responsibility', 'State Building – Major Projects' and 'Stronger Focus on the Regions'.

## **Social and environmental responsibility**

Prison Industries, which include primary and secondary industry and essential services, contributed to the Department's commitment to sustainable self-sufficiency. Prison Industries produced 80% of all clothing, footwear, food and textiles for use within prisons while prison market garden growing outputs catered for 50% of the prisons' Statewide needs.

Prisoner employment forms part of a structured day for prisoners by providing the typical routine of everyday life which includes attendance at work, vocational training, education, programs, social visits and recreational activity. This contributes to the encouragement towards a law-abiding lifestyle, a reduction in reoffending and the protection of the community.

In 2012/13, prisoners provided a total of 5,066,723 hours of unpaid labour across the State. Based on minimum wage, this represents a notional labour value of \$83,702,260 and a significant saving for WA taxpayers.

Offenders on community work orders also make a significant contribution to not-for-profit community and environmental projects. In 2012/13 such projects included assisting with community building repairs, cleaning up after storms or fires, undertaking revegetation or [preservation programs](#), and long-

term partnerships such as ongoing conservation efforts at Garden Island under an agreement with the Royal Australian Navy. Adult offenders performed approximately 117,000 hours of work on community projects during 2012/13. This unpaid community work was undertaken at more than 270 projects, saving taxpayers about \$1.8 million based on the minimum hourly wage.

## **Stronger focus on the regions**

### **Regional Youth Justice Services**

Preventing young people from entering the formal youth justice system or diverting them away from the system as early as possible and for as long as possible are the most effective ways of improving young people's life opportunities, preventing criminal behaviour and delivering efficiencies in the criminal justice system.

With this in mind, the Department launched Regional Youth Justice Services (RYJS) in 2008 in the Goldfields and Mid West Gascoyne regions. Considered a resounding success in youth crime prevention and diversion, Royalties for Regions funding saw the RYJS expand in 2011/12 with new offices opened in the East Kimberley and West Kimberley, with a Pilbara service established during 2011/12.

The Department consolidated this expansion during 2012/13, with a focus on delivery in the Kimberley and Pilbara regions.

The services continue to work alongside other government and non-government agencies, particularly WA Police, to provide interventions and diversionary services, rehabilitation, education and life-skills programs for youth and their families.

# Achieving Government Goals

There has been a growing community buy-in with the diversion and crime prevention programs which has seen stronger [community partnerships](#) in 2012/13.

## West Kimberley Regional Prison

This state-of-the-art facility was opened in the West Kimberley, near Derby, on 1 November 2012 with the official opening held in February.

The prison offers many firsts across Australia, with a design and operating philosophy premised upon Aboriginal cultures and values as far as is possible. Its philosophy includes recognition and acceptance of cultural, kinship, family and community responsibilities as well as spiritual connection to land.

West Kimberley Regional Prison (WKRP) is designed to house 120 male and 30 female prisoners in self-care units. The 20 on-site houses accommodate six to seven prisoners each. In keeping with the prison philosophy, the houses are grouped so that prisoners can be located according to family ties or language, as well as security rating.

The facility has a structured day program with an emphasis on supporting prisoners to develop life, work and decision-making skills to build self-esteem and the abilities necessary for self-determination.

## Work camps

Work camps have been operating in Western Australia for 15 years and are widely acknowledged as a leading correctional innovation. Their aim is to maximise the opportunities available for prisoners to make a successful transition into their

communities upon release.

This is achieved through ongoing collaboration with regional communities to engage prisoners in meaningful and worthwhile projects. These assist to maintain community assets and services and enhance community life while allowing offenders to make reparation to the community.

In 2012/13 work camp prisoners and officers completed projects that delivered more than 55,000 hours of work for regional communities and government, with a value of approximately \$1.1 million. Much of this work would not have been undertaken without the assistance of the staff and prisoners.

In addition, work camp prisoners undertook over 7,100 hours of training on a range of community and work camp projects that provided accredited training qualifications and valued work experience.

In February 2013 Millstream Work Camp closed. This will be replaced by Roebourne Work Camp which is currently under construction and has an expected completion date of January 2014. It will have a 30 bed capacity to accommodate suitable minimum-security prisoners from the Pilbara region.

# Repay WA community partnerships

THE Department of Corrective Services oversees community work, called Repay WA, which can be ordered by the courts or Fines Enforcement Registry as a way for offenders to make reparations for their crimes.

One Repay WA project in 2012/13 was the rehabilitation of an important nature reserve called Ambergate Reserve, 8 km from Busselton.

Supervised by Community Work Officer Chris Maynard and co-ordinated by Assistant Community Corrections Officer Suzanne Ellery, South West offenders have clocked 187 visits over nine years caring for this 75 hectare remnant of once widespread coastal plane woodland.



Photo: A Repay WA participant (background) with Suzanne, Chris and Jeni.

The Department works closely with the site's voluntary warden, 71-year-old Jeni Jones.

"This used to be a tip, an absolute rubbish dump and a sand pit. With the Department's help we have transformed this land. We have even had it reclassified from a C class to an A class nature reserve," Jeni said.

In September 2012, offenders undertook a project installing possum boxes on the reserve, placing them high in the trees to provide a safe and desirable habitat for the protected species. It will also help Jeni when she takes school groups through this bushland at dusk about 10 times a year for educational walks and possum spotting.

Jeni says she considers her role as warden a great honour and takes it very seriously. Despite "getting a bit tired with age", Jeni still manages most of the weed spraying herself.

"I can still do a few things but most of this work wouldn't be possible without this partnership with Repay WA," she said.

"That entire trail here has been done up and made proper with limestone for the full 4 km stretch, the boys have brought in that limestone wheelbarrow by wheelbarrow."

Chris, who supervises work parties for the entire region, said offenders also got a lot out of working with Jeni.

"The offenders work well with her, they seem to love her, and the level of positive reinforcement and feeling of self-respect they get from working with her and transforming the landscape like this means I've seen a few make a 180 degree turn in their life.

"The biggest thing for taxpayers is they want to see the system

working, they want to see people paying off their debts to society. Community work projects like this manage to do it all – they are visible, they can have a positive impact on an offender, it improves community amenities and allows an offender to work off those hours.”

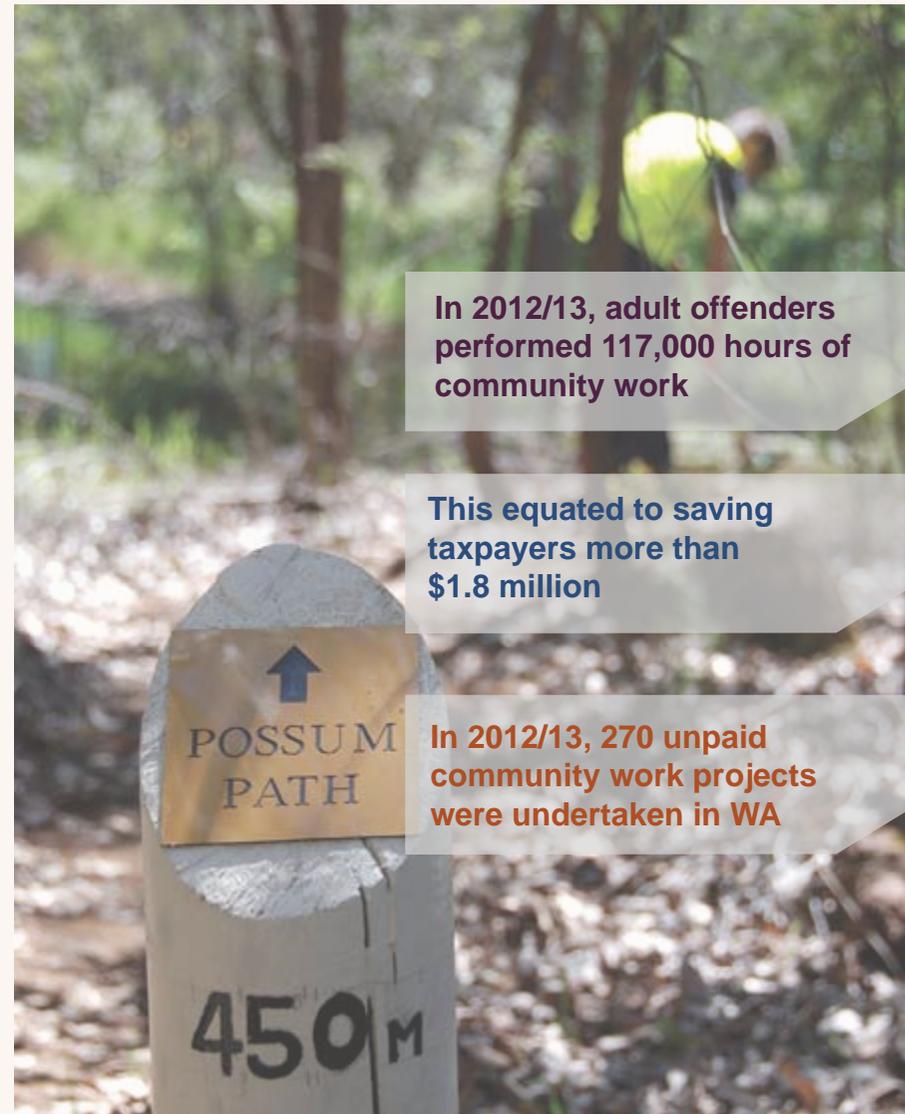
Suzanne’s role is to supervise low-risk offenders and co-ordinate programs and community work projects after assessing which are most appropriate for the client.

“We do a lot of work with op shops and the local soup kitchen and clean-ups in Margaret River and after disasters but other than that it can sometimes still be hard in smaller towns for people to let go of the stigma and accept free assistance from someone who has broken the law.

“The Ambergate Reserve project is a good example of how well it can work, and it gives the participants a sense of ownership and responsibility.”



Photo: The work crew sets out to install possum boxes.



**In 2012/13, adult offenders performed 117,000 hours of community work**

**This equated to saving taxpayers more than \$1.8 million**

**In 2012/13, 270 unpaid community work projects were undertaken in WA**

# Engaging youth in the regions

A SUCCESSFUL basketball program connecting teenagers and Pilbara Regional Youth Justice Services (RYJS) staff was piloted in late 2012.

Prevention and Diversion teams in Karratha and Roebourne helped plan and run the five-week program for high-school-aged young people in the towns.

The collaboration also included WA Police, Yaandina Youth Services, the Department of Sport and Recreation and the Garnduwa Aboriginal sport organisation.

Alongside the friendly competition on the Pilbara TAFE basketball courts, some young people also helped organisers run the program and contribute towards reducing their Juvenile Justice Team (JJT) voluntary work hours.

The JJT works with young people who have committed minor offences and who are eligible to receive penalties focused on restorative justice rather than the formal court system. The team works with WA Police and the Education Department, while victims and the offender's parents can be involved in determining the young person's penalties.

Pilbara JJT Coordinator Sandra Spadanuda said the basketball initiative provided a diversionary program to constructively occupy the time of local youth.

"It was a great success with a number of young people from Karratha and Roebourne attending each week," she said.

"The program offered some good opportunities for the Prevention and Diversion team to build great relationships with young people and the community, while assisting young people to fulfil their JJT requirements."

Sandra said finding voluntary work placements for JJT could be hard in regional areas.

Youth Justice staff, collaborating agencies, families and participants all contributed to the basketball project's success. Planning is underway for development of a permanent youth basketball program in Karratha.

"It was great to see such a diverse group of young people participate and team up together," Sandra said. "It may not have been the NBA, but for the Pilbara youth it was not far off!"

Pilbara RYJS Manager Ray Wiley praised community groups for their support of local youth.

"Our role is to support and build community capacity to enable a greater community response to the situations that young people often are challenged by," Ray said.

"It is critical that we do not institutionalise our young people. The less they are formally involved with the criminal justice system, and the more they are involved with the community the greater the chance of normalcy at a crucial time in their lives."



**Photo: Young basketball players during training with Officer Sean Fitzmaurice (right) and visiting coaches.**

# Capital Works

## Custodial Infrastructure Program

The 2012/13 financial year saw the continued implementation of the Custodial Infrastructure Program, announced by the State Government in May 2009. The program is the most significant custodial accommodation program in the history of Western Australia.

The \$655 million program was provided to fund an additional 1,657 prisoner beds across the Western Australian prison system. The program will now deliver 2,661 beds.

### What has been done for custodial accommodation in 2012/13?

- » West Kimberley Regional Prison – a 150-bed prison was constructed near Derby. The prison was opened in November 2012.
- » An 80-bed minimum-security Young Adults Facility (YAF), now called Wandoo Reintegration Facility, was established at the former Rangeview Remand Centre in Murdoch. Privately managed by Serco, the facility opened in November 2012.
- » Banksia Hill Detention Centre expansion program was completed to provide additional accommodation, program and office space so all detainees can be held at one site after closure of Rangeview Remand Centre.
- » Conversion of a male unit at Greenough Regional Prison to create a 'Women's Precinct' to accommodate increased numbers of women prisoners to relieve Bandyup Women's Prison. The precinct opened in December 2012.

## Other completed works for 2012/13

- » Completion of perimeter management fence at Banksia Hill Detention Centre.
- » Completion of a perimeter upgrade at Boronia Pre-release Centre for Women.
- » Metropolitan Radio Program expanded the overall police and prison network, improving communication security and emergency response.
- » Upgrade to the regional radio network in the Goldfields Region, providing 12,500 sq km of coverage in the Goldfields area.
- » Completion of initial stage of the Fire and Emergency Services Upgrade Program, which included provision of new equipment at Karnet Prison Farm and Casuarina Prison.
- » Completion of current phase of the Ligature Minimisation program, which involves removing or reducing ligature points in nominated cells throughout the State to reduce the risk of self harm.
- » Completion of the 2012/13 infrastructure program of maintenance, equipment replacements and improvements valued at over \$22 million.

## Works still underway

- » Eastern Goldfields Regional Prison – a new 350-bed prison will be built adjacent to the existing prison, with the existing facility to be demolished. The State Government project will be delivered as a Public Private Partnership (PPP) with anticipated completion in late 2015.

# Capital Works

- » Acacia Prison – an additional 387 beds will be added to the existing prison, privately managed by Serco. Construction is expected to be completed by 2015.
- » Roebourne Work Camp – a 30-bed work camp at Roebourne to be completed in January 2014.
- » Regional radio rollout – continuation of the rollout being undertaken in conjunction with WA Police and FESA to provide a fully integrated emergency response in regional WA due for completion in early 2016.
- » Greenough Perimeter – a replacement of the perimeter fence and upgrade of security detection systems at Greenough Regional Prison due for completion in late 2013.
- » Ligature reduction – continue works at selected sites as part of the next stage of the Ligature Minimisation Program.
- » Asbestos Removal Program – continue removal of high and medium risk instances of asbestos across multiple sites including Asbestos Removal Program for Hakea.
- » Obsolete Bunk Bed Replacement – replacement of obsolete bunk beds around the State in a rolling program.
- » Community Youth Justice office accommodation program – continue the fit-out program across the State to expand office accommodation and improve safety conditions for staff managing offenders in the community.
- » Fiona Stanley Hospital – completion of a Secure Prisoner Unit.
- » Banksia Hill Detention Centre remediation – continue remediation works including installation of grills to cell windows, fortification of control rooms and installation of

additional internal fencing.

## Future directions specifically for 2013/14:

- » Continue roll-out of the replacement and upgrade of the regional radio communications system in partnership with the WA Police.
- » Continue the ongoing routine and preventative maintenance program, equipment replacement program and infrastructure upgrade program across all owned and leased facilities.
- » Plan for infrastructure to address requirements for projected offender populations in custody and in the community.
- » Review and develop standards for custodial infrastructure.



Photo: West Kimberley Regional Prison opened in November 2012.

# Adults in Custody

Record prison population, peaking at 5,032 in May 2013

Work camps provided 55,000 hours of community work

Opened 69 bed Women's Unit at Greenough Regional Prison

Through its Adult Custodial Services, DCS aims to protect the community, reduce reoffending and encourage prisoners to adopt law-abiding lifestyles. It currently manages 14 maximum, medium and minimum-security prisons, seven in the metropolitan area and seven in regional areas, as well as four prisoner work camps throughout the State. Acacia Prison and the Wandoo Reintegration Facility are overseen by the Department but privately operated by Serco Australia. These facilities are covered in separate annual reports.



Photo: Senior prison officers at Bunbury Regional Prison.

# Adults in Custody

## Key achievements for 2012/13:

- » Established a 69 bed Women's Unit at Greenough Regional Prison.
- » Opened West Kimberley Regional Prison.
- » Awarded tender for the Eastern Goldfields Regional Prison redevelopment.
- » Work Camp prisoners and officers completed projects that delivered more than 55,000 hours of work for regional communities and government, with a value of approximately \$1.1 million.

## Key challenges for 2012/13:

- » Managing a persistently high and increasingly diverse prisoner population in conjunction with ageing infrastructure and offender accommodation issues.
- » Finding ways to improve conditions and address treatment needs for an increasing female prisoner population.
- » Determining and managing the future outcome of Broome Regional Prison.
- » Negotiating the 2013 Enterprise Agreement for Prison Officers.
- » Co-ordinating the response to the movement of detainees to Hakea Prison following the [incident](#) at Banksia Hill Detention Centre.

## Key statistics

- » The prisoner population peaked at just over 5,000 in May

2013, but continued to remain just below 5,000 for the rest of the financial year. The prison population as at 30 June 2013 was 4,924.

- » During 2012/13, the prison population ranged from 4,888 and increased throughout the year to a record high of 5,032 on 23 May 2013.
- » The daily average prison population for 2012/13 increased by 3.2% compared to the same period the previous year, up from 4,795 to 4,951 prisoners.

## Prisoner profile characteristics

- » Based on the adult prison population census as at 30 June 2013, prisoner profile characteristics were as follows:
  - Sentenced – 3,952 (80.3%)
  - Unsentenced – 972 (19.7%)
  - Aboriginal – 1,977 (40.2%)
  - Female – 449 (9.1%)
  - Foreign Nationals – 376 (7.6%)
  - Maximum-security – 438 (8.9%)
  - Medium-security – 2,984 (60.6%)
  - Minimum-security – 1,502 (30.5%)
- » The cost per day of keeping a prisoner in custody during 2012/2013 was \$317.00.

# Adults in Custody

## Prisoner population

As at 30 June 2013, the operational capacity for the prison estate was 5,355 beds. This is the total number of beds available that can be used in relation to any agreements in place around staffing and infrastructure capacity.

## Single day snapshot

Comparing the adult prison populations as at 30 June 2012 and 30 June 2013 (as opposed to the average for the year), the changes in the State's prisoner population were:

- » Sentenced prisoners – down by 1.0% (42 prisoners).
- » Unsentenced prisoners – up by 0.2% (2).
- » Male prisoners – down by 1% (43).
- » Female prisoners – up by 0.7% (3).
- » Aboriginal prisoners – down by 0.1% (1).
- » Non-Aboriginal prisoners – down by 1.4% (41).
- » Increases across Maximum (up 10.9%) and Medium (up 2.4%) security ratings.
- » Minimum security – down 9.3% (154).

Although a record high muster was reached in May 2013, the end of year population was actually down slightly from the previous year.

The drivers behind the decrease of the prisoner population, comparing adult prison populations at 30 June 2012 and 30 June 2013, included:

The following table compares the WA prisoner population cohorts:

	30-Jun-12		30-Jun-13	
<b>Prisoner Population</b>	<b>4,964</b>		<b>4,924</b>	
	#	%	#	%
Sentenced	3,994	80.4	3,952	80.3
Remand	970	19.6	972	19.7
	<b>2011/12</b>		<b>2012/13</b>	
<b>Daily Average Population</b>	<b>4,795.32</b>		<b>4,950.79</b>	
	#	% DAP	#	% DAP
Metropolitan	3,387.72	70.6	3,541.50	71.5
Regional	1,407.6	29.4	1,409.29	28.5
Male	4,413.11	92.0	4,507.50	91.0
Female	382.21	8.0	443.29	9.0
Aboriginal	1,865.26	38.9	1,985.22	40.1
Non-Aboriginal	2,930.06	61.1	2,965.57	59.9
Maximum	373.06	7.8	415.43	8.4
Medium	2,778.49	57.9	3,005.48	60.7
Minimum	1,643.77	34.3	1,529.88	30.9

# Adults in Custody

- » 43.9% (101 prisoners) decrease in the number of prisoners with federal offences/charges (primarily offences related to people smuggling).
- » 7.7% (110 prisoners) decrease in the number of prisoners with parole cancelled/suspended/deferred/denied/refused.
- » 9.3% (154 prisoners) decrease in the number of minimum-security prisoners, offset partially by an increase in the number of medium (71 prisoners) and maximum (43 prisoners) security prisoners. The fall in the number of people smugglers in WA prisons, who were primarily minimum-security prisoners, would account for about half of the decrease seen by that cohort.
- » In terms of most serious offence (MSO) types, the largest decrease of 65.4% (85 prisoners) was seen in the Other Offence category (which includes people smuggling related offences), followed by a 12.7% (36 prisoners) decrease in driving, motor vehicle and traffic offences. The largest increase amongst the MSO categories was a 5.9% (63 prisoners) rise for break and enter and theft offences.

Overall, it was the release of nearly 90 people with people smuggling offences/charges through 2012/13 that had a significant impact when examining the various cohorts, as outlined in the dot points above.

## Escapes from custody

During the 2012/13 period, there were nine escapes from the Department's custody. Of the nine escapes, seven were minimum-security male prisoners, and two were medium-

security female prisoners. In each case, the escapes did not occur as the result of malfunction or damage to the physical security of the prison.

All prisoners who escaped during 2012/13 were returned to custody within 24 hours, with two returning on their own accord.

Whenever an escape occurs, a full review of the circumstances surrounding it is conducted and action is taken to remedy any issues contributing to the escape. This may include changes to policy and procedure, disciplinary measures and staff training and education.

## Deaths in custody

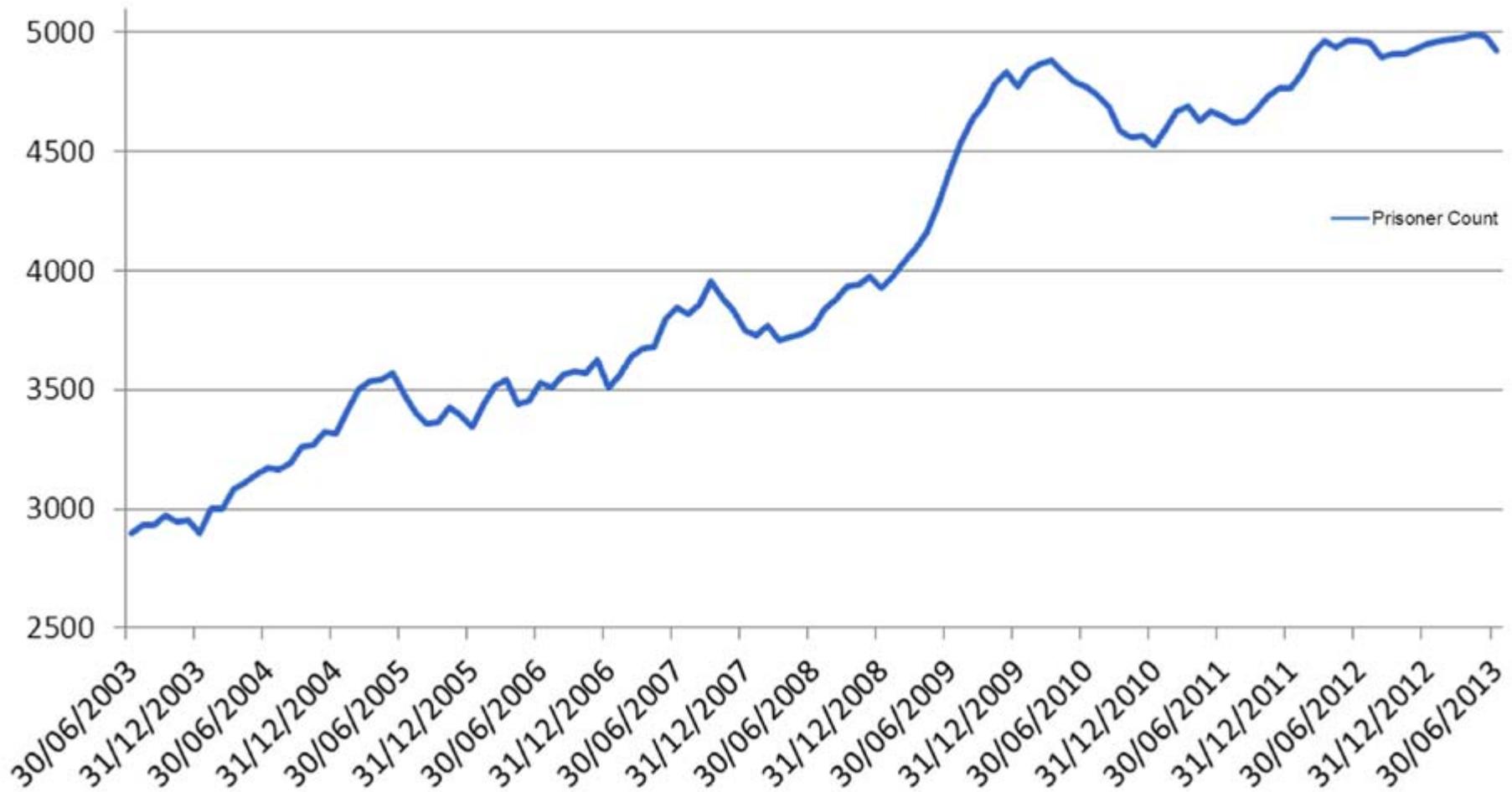
There were 10 deaths in prison custody in 2012/13, eight of which were of apparent natural causes (seven in hospital and one in prison) and there were two apparent suicides.

All deaths in custody are subject to an internal review and a Coronial Inquest on a date determined by the Coroner.

The Department comprehensively manages all recommendations from the Coroner arising from a death in custody to mitigate or address the risks and issues identified as part of the internal review and Coronial Inquest process.

# Population Increase

Monthly Snapshot: Prisoner count as at 30 June 2003 to 30 June 2013



# The fight against drugs

A FOUR-LEGGED DCS employee has been successfully trained to detect a drug 'trending' in the WA prison system.

Recognising an increasing use of an opioid called buprenorphine, (the active ingredient of Subutex and Suboxone), which can be illegally used, the Department of Corrective Services began training its canine Mojo in the drug's detection. Mojo has shown outstanding talent for detection, making his first find in early 2013.

Drug Detection Unit Training Co-ordinator David Stephens, who is Mojo's trainer, and handler Anthony Marks are delighted the canine has been successfully trained.

David said Mojo was one of only a handful of drug detection dogs trained to identify buprenorphine in Australia.

The drug is almost undetectable by the human nose, but Mojo

has been trained to identify the smell using play as a reward.

"It's all fun to him," David said.

Mojo was sourced from a Customs Breeding Centre in Victoria which has a specialised labrador breeding program.

Before he was put through his paces as a detection dog, he was puppy walked by a foster family for 12 to 18 months.

The WA Department of Corrective Services' drug detection dogs and handlers



Photo: Drug Detection Unit Co-ordinator Gail Raven.

form the Drug Detection Unit (DDU). The dogs are based near Hakea Prison, as well as regional areas. A lot of their training takes place at the Hakea complex and at Casuarina Prison.

There are 14 dog teams (dog and handler), but figures fluctuate because of the dogs' retraining or retirement. The dogs, all labradors, are used within prisons but a large focus is on prison visitors.

Co-ordinator Drug Detection Unit Gail Raven said the DDU had made 41 drug seizures in the first half of 2013 alone.

"In February we had a very significant find, it was the largest methamphetamine find for our unit," she said.

"It was a long-serving and experienced handler's dog Dior that indicated to a visitor which led to a follow up search of possessions and vehicle.

"The indication led to the seizure of over 500 grams of methamphetamine along with associated contraband; large quantities of steroid ampoules, cash and syringes.

"The DDU is having a particularly successful year and I think a lot of that is down to good training and great teamwork."

Two new young dogs in the DDU have come over together from Customs Breeding Centre in Victoria.

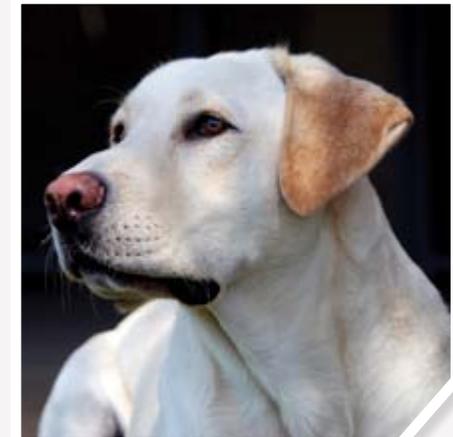


Photo: Mojo the drug detection dog.

# Adults in Custody

## Prison security: intelligence and drug detection

The Department's Justice Intelligence Service (JIS) and the Drug Detection Unit (DDU) made significant improvements during 2012/13:

- » A drug detection dog was successfully trained to indicate a previously undetectable illicit substance, buprenorphine.
- » Justice Intelligence Services continued to focus on identifying and managing radicalisation and extremism in prisons. During 2012/13 it rolled out a Radicalisation Road Show in conjunction with the West Australian Police State Security, to more than 700 staff. This is the only training package of this type to have been delivered within Australia, and the content is being used to assist in developing a national training package. A DVD was also produced to complement the training, to be distributed nationally.
- » The Security Awareness training program continued to be provided to all new prison staff and was expanded to incorporate additional security, intelligence and personal safety training. Prison-based security managers also continued to be provided with training in relation to the management of intelligence sources within the prison setting.

## Emergency management

Prisons continued to conduct live and desktop emergency management exercises in accordance with Departmental policy requirements. These required cross-agency liaison and working with external stakeholders. Prisons are required to conduct a

minimum of five desktop exercises and one live exercise per calendar or financial year. During 2012/13, a total of 78 desktop and live exercises were conducted.

DCS introduced two negotiator trainers, with the first in-house negotiator training course scheduled to take place in late 2013. The initial courses will be overseen by the WA Police Tactical Response Group.

An incident command training module was developed and will be delivered to all custodial facilities over the next financial year. The course will focus on managing emergency incidents and desktop exercises and provides familiarity with the Australasian Inter-Agency Incident Management System (AIIMS).

Collaborative measures such as Fire Special Risk Plans continued to be developed and updated in collaboration with the Department of Fire and Emergency Services (DFES).

The Department also worked collaboratively with DFES in planning and preparing for safe retrieval of prisoners and detainees who may become entangled in barrier tape, including the development of a razor wire retrieval DVD due for completion by the end of 2013, and obtaining associated personal protection equipment kit.

## Emergency Support Group

The Emergency Support Group (ESG) is a highly trained and skilled unit within the Security Services Directorate.

The unit provides specialist emergency response and rapid deployment to critical incidents and volatile situations in prisons and juvenile facilities.

# Adults in Custody

The ESG conducted training for all trainee prison and youth custodial officers in primary response techniques to contain volatile situations in their respective facilities pending the arrival of specialist support. They also delivered specialised on-site training for prisons to enhance emergency response capabilities.

During 2012/13, the unit conducted 93 escorts of high-risk security prisoners both within the State and interstate. The ESG also conducts other escorts as required.

The ESG continues to test security infrastructure and systems, equipment and physical barriers to ensure the safety of staff, the community and offenders is maintained. Greater use of this service was required during 2012/13 with construction at the Eastern Goldfields Regional Prison and the security upgrades carried out at Banksia Hill Detention Centre.

The ESG provides personnel to support the Justice Intelligence Services and the Drug Detection Unit in intelligence-led search operations at the major metropolitan prisons.

## Prison industries and employment

Prison Industries, which include primary and secondary industry and essential services, contributes to the Department's commitment to sustainable self-sufficiency by producing 80% of all clothing, footwear, food and textiles for use within prisons and increasing prison market garden growing outputs to 50% of the needs of prisons throughout WA.

In 2012/13, prisoners provided a total of 5,066,723 hours of unpaid labour across the State. Based on minimum wage,

this represents a notional labour value of \$83,702,260 and a significant saving for WA taxpayers.

The three prison farms at Karnet, Wooroloo and Pardelup supplied essential food products to the prison system. The farms supplied a total of 1,122,189 litres of milk, 572,094 kilograms of meat and 110,337 dozens of eggs, which represented a total value of approximately \$7 million. The market gardens in public prisons collectively produced vegetables to a value of \$815,703.

Further employment, education and services were provided through the Department's workshop-based activities (steel fabrication, concrete products and so on) as well as in its essential services: laundry, kitchen, gardening and maintenance work. Laundry services across the public prisons provided approximately 1.5 million kilograms of cleaned clothing and linen. This service has a commercial value of \$2.8 million.

## Work camps

Work camps have been operating in Western Australia for 15 years and are widely acknowledged as a leading correctional innovation. Their aim is to maximise the opportunities available for prisoners to make a successful transition into their communities upon release.

This is achieved through ongoing collaboration with regional communities to engage prisoners in meaningful and worthwhile projects. These assist to maintain community assets and services and enhance community life while allowing offenders to make reparation to the community.

# Adults in Custody

In 2012/13, the Department's work camps built significantly on their achievements during 2011/12.

Regional Western Australian communities are now benefiting from a much improved range of environmental, heritage, cultural, tourism and recreational projects, as well as disaster relief.

Work camp prisoners and officers completed projects that delivered more than 55,000 hours of work for regional communities and government, with a value of approximately \$1.1 million. Much of this work would not have been undertaken without the assistance of the staff and prisoners.

Some major projects that work camps have been involved in across 2012/13:

- » construction of a new glass crushing machine for Goomalling Lion's Club
- » major refurbishment of the RSL building at Wyalkatchem, including restumping and rendering
- » assistance at Merritville Aged Care Facility
- » internal refurbishment of Quairading Youth Centre
- » construction of Munda Biddi Trail
- » construction of Ficifolia Community Garden in Walpole
- » ongoing maintenance of the Bibbulmun Track
- » maintenance of the mountain bike track in preparation for the Karri Cup
- » construction of a vegetable garden at Wyndham Work Camp to increase self-sufficiency
- » restoration work at the RSL monument, 12 Mile traditional

burial site and 7 Mile Cemetery at Wyndham including repair of fencing and re-hinging of gates

- » ongoing maintenance of the Warburton air strip
- » ongoing maintenance and upkeep of a range of community sites in Warburton including the medical clinic, recreational oval, kindergarten and college lawns and gardens.

In addition, work camp prisoners undertook more than 7,100 hours of training on a range of community and work camp projects that provided accredited training qualifications and valued work experience.

In February 2013, Millstream Work Camp closed. This will be replaced by Roebourne Work Camp which is currently under construction and has an expected completion date of January 2014. It will have a 30 bed capacity to accommodate suitable minimum-security prisoners from the Pilbara regions.

## People smugglers

As at 30 June 2013, there were 26 sentenced prisoners convicted of, and three prisoners on remand charged with, people smuggling offences in prisons across the State. Predominantly comprising Indonesian nationals, this cohort represented 0.59% of the prison population. This is considerably less than at the same date in 2012 when there were 112 prisoners charged with people smuggling offences in WA prisons, representing 2.3% of the entire WA prisoner population. It appears the reduction is due in part to a more equitable spread of federal prisoners between Australian correctional jurisdictions, some were also released on suspicion they were under age.

# Adults in Custody

The Department continued to facilitate contact and visits with consular representatives and provided translation services as necessary. Prisoners are provided with a remote telephone allowance to facilitate communication with relatives and others. The Department also consulted with the Indonesian Consulate in relation to communicating the process changes and impact on lifting of the restriction of transfer of gratuities which allowed eligible Indonesian nationals to send prison gratuities to their families.

In April 2013, the Department published a Statewide policy specific to the management of all foreign nationals. *The Foreign Nationals Handbook* provides guidance for working with offenders in custodial facilities.

## Broome Regional Prison

With the opening of the West Kimberley Regional Prison, the Department undertook a review of the role and functions of Broome Regional Prison (BRP) and in October 2012, the then Minister for Corrective Services announced that BRP would be closed at the end of 2015.

BRP is now operating as an Indonesian-focused facility until the end of 2013 which will maximise opportunities to provide the services required to meet the cultural needs of this prisoner group, and provide adequate and consistent peer support.

## Future directions for 2013/14:

- » Continue construction of the Fiona Stanley Secure Wing Project to facilitate the use of this facility for prisoners requiring treatment.
- » Construction of a new work camp in Roebourne, which is expected to open by January 2014. The bed capacity of 30 will be suitable for minimum-security prisoners.
- » Eastern Goldfields Regional Prison – a new 350-bed prison will be built adjacent to the existing prison, with the existing facility to be demolished. (See [Capital Works](#) section.)
- » Progress key recommendations and strategic objectives of the Female Prisoners' Plan 2012-2022, which provides the strategic and operational direction required to ensure the provision of improved gender-specific services and interventions to female prisoners.

# Funding boost for Fairbridge

THE Fairbridge Bindjareb mining training project for prisoners will continue for another three years after securing support from all its funding partners, including DCS and the Federal Government, in 2013.

Based at the Fairbridge historical village near Pinjarra, the simulated mine site offers training to selected Aboriginal prisoners from Karnet Prison Farm and opens doors to mining jobs.

The program is open to minimum-security prisoners who pose minimal risk to the security and safety of the community. The participants are moved from other facilities to Karnet Prison Farm where they travel daily from Karnet to Fairbridge Village.

The Fairbridge Bindjareb project is an innovative and comprehensive training and mentoring program which supports participants to attain the industry skills, life skills, confidence and resilience they need to fulfil and sustain employment in the mining and related industries.



Practical training is delivered in the simulated mine site established specifically for the project. Participants also undertake a lifestyle development program.

The participants receive six months of training towards a Certificate II in Surface Extraction Operations. Prisoners who successfully complete their training and a

medical fitness test are guaranteed employment in the resource sector upon release from prison.

Jointly funded by DCS, Bis Industries, Fairbridge and the Federal Government, the most recent intake of trainees during 2012/13 was in April 2013 after all parties confirmed they would continue funding for three more years.

“This funding announcement was fantastic news,” DCS Prisoner Employment Programs Manager Larry Smith said.

“More than 30 prisoners have participated in training at Fairbridge since its launch in November 2010, and more than three-quarters of participants have secured mining jobs after their release.

“The project also has positive ripple effects in the community with support for participants and their families through mentoring, cultural awareness and lifestyle development.”

Two intakes of 12 prisoners will run during 2013, with three groups a year in 2014 and 2015.



**Photo: Prisoners use earthmoving equipment at the Fairbridge Bindjareb mining training site.**

# Offender Management and Services

Assisted 162 prisoners into employment after release

1,174 offenders completed community-based programs

125,913 medical appointments completed for prisoners

DCS meets the needs of offender populations through its Offender Management Branch, which became part of the Adult Custodial Division in October 2012, as well as its new Offender Services Division. Offender Management encompasses sentence management, education and vocational training, and prisoner employment.



Photo: A rehabilitation program in action.

# Offender Management

## Prisoner education, training and employment

The Education and Vocational Training Unit provides an education and vocational training service for adult offenders. It is a nationally recognised Registered Training Organisation (RTO) which delivers accredited training to prisoners. It works in partnership with the Department of Training and Workforce Development, Commonwealth education and human service agencies, TAFE institutes, private training providers and universities to optimise education and employment outcomes for prisoners.

Departmental data for 2009-2012, comparing ex-prisoners who have completed five or more units of study with those who did not participate in education and training, revealed that educational participants had an average reduction in recidivism (reoffending) of approximately 15% when compared to those who did not participate.

### Key achievements for 2012/13:

- » Partnered with Edith Cowan University and the Commonwealth Department of Human Services on a three year study on the impact of education for prisoners on recidivism (reoffending) and participation rates in the labour market. The first report from this study was launched at Fremantle Prison on 18 April 2013.
- » Partnered with the Department of the Attorney General to organise driver training services for regional and remote Aboriginal people driving without a valid driver's licence. This offence has been identified as a key pathway into the

criminal justice system for Aboriginal people from outlying areas.

- » Partnered with the State and Commonwealth governments to provide the Youth Attainment and Transitions National Partnerships training program for 18-24 year old young adults identified as 'at risk'. The program is providing increased vocational training opportunities for prisoners and training qualifications for Departmental staff delivering courses. The three-year grant concludes at the end of 2013-2014.
- » Expanded prisoner career and employment services to include career and employer expos, career counselling, job preparedness skills, employability skills and post placement support.
- » Delivered the Fairbridge Bindjareb Project, which trains and places Aboriginal men in mining and associated industries, and which won a national Comcare Work Health and Safety Award. The Project was also a finalist for two other State awards during the financial year.
- » Obtained funding until June 2015 for the Fairbridge Bindjareb Project which will give 84 Aboriginal prisoners the opportunity of working in the mining industry upon release.
- » Assisted 162 prisoners into employment after release.

### Key challenges for 2013/14:

- » Recruiting and retaining staff to enable the delivery of the curriculum to an expanding and educationally deficient prisoner population. The challenge is compounded by the

# Offender Management

need for access to appropriate infrastructure for delivery of education to this population.

## Key statistics

- » In 2012/13, approximately 34% of all prisoners were enrolled in 41,699 accredited units of education and training, up from 35,077 units of study in 2011/12.
- » Vocational education qualifications were provided across 40 industry areas, an increase from 28 in 2011/12.
- » DCS supported vocational support officers (VSOs) to gain training qualifications to assist with accredited delivery. A total of 53 prison staff were enrolled in Certificate IV in Training and Education (TAE). This is the highest number of vocational support officers ever enrolled in an accredited prisoner training courses by the Department. In addition, 17 VSOs completed the whole TAE certificate, also the highest number ever achieved.
- » The Department continued to provide WA's largest adult basic education program for Aboriginal people. This year, as for the previous two years, inclusive of increases in prisoner population, approximately 40% of Aboriginal prisoners engaged in education.
- » There were 89 traineeships completed, with 11 at Certificate III level which denotes tradesman status to the student. This is the highest ever achieved by the Department.
- » At 30 June 2013, there were 238 trainees registered. Of these trainees, 68 or 28.5% were Aboriginal.
- » The Prisoner Arts Program organised 13 prisoner art

exhibitions, with art displayed in the metropolitan area and in every major regional location, including Derby, Broome, Kalgoorlie-Boulder and Albany. Exhibitions were organised with Central TAFE, Prison Fellowship and Fortescue Metals Group.

- » The Driver Education and Training Program, which assists prisoners in obtaining a WA driver's licence, processed 2,091 prisoner applications, an increase from 1,715 in 2011/12.

## Career and Employment Services

The expansion of career and employment services to prisoners continued in 2012/13.

Prisoners across the State are increasingly accepting the opportunity to participate in programs that provide career counselling, job preparedness skills, employability skills and post-placement support.

Career and Employment Services assisted 162 prisoners into employment and 2,611 prisoners were provided with employment and career guidance.

Career and employer expos were held at all prisons serviced by employment co-ordinators.

Emotional intelligence programs were delivered at Casuarina Prison and Bandyup Women's Prison with a pilot interactive IT package produced to expand delivery in this field. The training program provides an opportunity for prisoners to recognise and develop their natural abilities, life and work experiences. This will allow them to access future employment by improving their confidence and ability to cope with pressures in the workplace.

# Offender Management

The program combines the principles of emotional intelligence and cognitive behaviour in a strengths-based program using the participants' life experiences.

## Sentence Management

### Prisoners Review Board

The Department has a Prisoners Review Board Delegate Unit and these representatives attend Prisoners Review Board meetings. A Department representative participated in 342 meetings throughout 2012/13.

### Sentence calculations

The figures below demonstrate individual warrants entered for both adult and juvenile offenders.

- » 2010/11 – 28,142
- » 2011/12 – 41,429
- » 2012/13 – 35,281

### Interstate and international transfers

The Sentence Management Branch co-ordinates the processing and consideration of interstate and international transfers of prisoners. These applications are usually made by prisoners seeking to be relocated on welfare grounds.

During 2012/13 there were 32 applications received from prisoners held in Western Australian (WA) prisons, seeking to be transferred interstate to complete their sentences. Of those applications, two were approved, 15 were denied and

15 are pending a decision. There were three applications from interstate prisoners seeking to be transferred to the WA prison system to complete their sentences. Of those, two were not approved and one is pending a decision.

Four applications were received from foreign nationals held in WA seeking transfer to their country of citizenship, all are currently pending. There were no applications received from prisoners held in another country wanting to return to WA to complete their sentence.

There was one request received from a WA prisoner seeking a transfer to another State for legal reasons, this is currently pending.

### Terminally ill policy

The Department maintained a register of prisoners considered to be terminally ill. In line with policy, the Minister for Corrective Services is briefed about those sentenced prisoners who are considered to be at a point of imminent death. There were 15 briefings to provide details about 15 individual cases during 2012/13.

### Reintegration Leave

The Reintegration Leave program allows minimum-security prisoners within 12 months of their release date to leave the prison or a work camp under the supervision of an approved sponsor for set periods of time, to re-establish family and community relationships and offset the effects of a reasonably lengthy time in prison.

# Offender Management

During the 2012/13 financial year, 244 prisoners were considered for participation in Reintegration Leave. Of these, 132 (54%) were approved, 22 (9%) were deferred for consideration, and 90 (37%) were not approved or deemed not to proceed.

## Funerals/dangerous illness leave

Prisoners are able to apply to leave the prison in the company of an officer on compassionate grounds, such as for the purpose of attending a funeral or visiting a dangerously ill person.

These applications are assessed as to the significance of the relationship. Security, safety to the community, cost of the escort and victim issues are also considered.

During 2012/13, significant restrictions in regard to distance, and limiting relationships to those of direct immediate blood relationships in all but exceptional circumstances, were imposed. However, the distance restrictions were removed after a short period.

A total of 1,218 applications for compassionate leave were considered and 358 (29%) were approved. This was a significant downturn in the percentage of applications approved which is attributed to the more restrictive relationship criteria imposed.

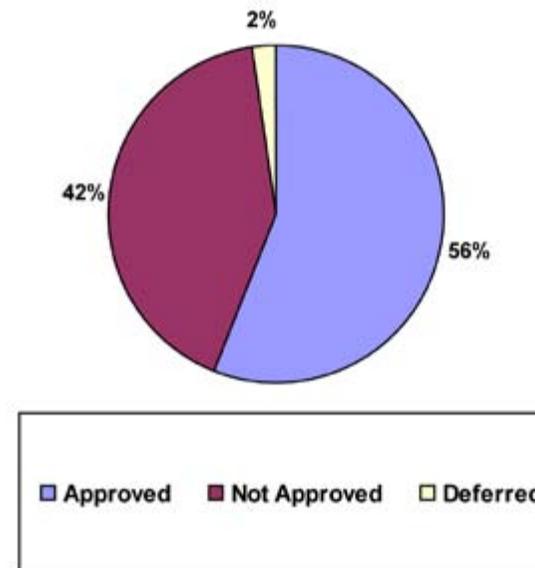
## Prisoner Employment Program

Minimum-security prisoners who are within 12 months of their potential release date, and have completed required treatment programs, may apply to participate in the Prisoner Employment Program (PEP). However, participation in paid employment is reserved for the last three months. To assist with the

assessment process, employment co-ordinators are employed at each of the minimum-security facilities.

During the 2012/13 financial year, 257 PEP applications were considered. Of these, 144 (56%) were approved, six (2%) were deferred for consideration and 107 (42%) were not approved or deemed not to proceed. The number of applications was less than the previous year, which can be attributed to a better understanding of the intent of the program and the prospects of applications being approved.

Outcome of Prisoner Applications for the PEP



# Offender Management

## Re-entry Release

The number of applications for Re-entry Release has declined significantly in recent years due to the eligibility criteria being limited to finite terms as a result of the *Sentence Administration Act 2003* being amended on 28 January 2007.

Prisoners subject to a finite term of imprisonment (those not eligible for parole release) who have served a minimum of 12 months in prison under sentence are eligible to apply for Re-entry Release in the last six months of their term of imprisonment.

The Re-entry Release program aims to facilitate the successful re-entry of prisoners into the community and promote a constructive self-supporting, law-abiding lifestyle by re-establishing family relationships/community ties, exposure to employment, and service to the community.

Re-entry Release is only approved after assessment for suitability and comprehensive consideration by the Prisoners Review Board.

## Resocialisation programs

Resocialisation programs are designed for long-term prisoners, including those with life and indefinite sentences. They aim to gradually reintegrate those prisoners into the community to reduce the likelihood of reoffending and improve community safety.

Life and indefinite sentenced prisoners are first assessed for their suitability for inclusion in the program two years prior to being eligible for parole, and thereafter at the request of the Prisoners Review Board.

Approval for these prisoners to participate in the program is subject to consideration by the Department, the Prisoners Review Board and the Attorney General, with final approval being required from the Governor.

The assessment is based on a range of factors, including the prisoner's security rating, completion of recommended treatment programs, general conduct and behaviour in prison, victim issues, risk of reoffending, and their suitability for release into the community upon completion of the program.

Typically, a prisoner on a resocialisation program will be placed at a minimum-security facility, undertake external activities, and participate in Reintegration Leave and the PEP.

The Department undertook 37 resocialisation program suitability assessments, and subsequently developed 15 programs at the request of the Prisoners Review Board during 2012/13. This was a notable increase over most recent years.

The number of program suitability assessments was lower in the previous two years (*see table on page 40*) simply because the Prisoners Review Board did not request as many as usual during that period. Resocialisation program requests are at the PRB's discretion.

In July 2010 it was determined that life/indefinite prisoners sentenced prior to 4 November 1996 should have their sentence administered under the *Offenders Community Corrections Act 1963* and therefore, 54 of these prisoners in custody are not currently considered eligible for inclusion in the resocialisation program.

Legislative amendments are currently being drafted with the intent to enable all prisoners to be eligible.

# Offender Management

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## Resocialisation programs

	2010/11	2011/12	2012/13
Resocialisation program suitability assessments	32	19	37
Resocialisation programs developed	4	4	15
Resocialisation program progress reviews	7	0	6
Statutory reviews and parole assessments for life/indefinite sentenced prisoners	69	79	71

## Release planning applications considered – by financial year

Applications considered	2010/11	2011/12	2012/13
Home Leave / Re-Integration Leave	263	242	244
Funerals / Dangerous Illness	1,385	1,342	1,218
Re-entry Release Orders	19	7	1
Prisoner Employment Program	344	339	257
<b>TOTAL</b>	<b>2,011</b>	<b>1,930</b>	<b>1,720</b>

# Offender Services

The Offender Services Division (formerly Offender Management and Professional Development) is responsible for the provision of rehabilitative services to adult offenders in custody and the community.

These services include rehabilitative programs, psychological assessment and reports for the courts and releasing authorities, individual psychological interventions, suicide prevention, prison and community counselling and support services and health services to both adults and young offenders.

Additionally, Offender Services delivers services through the Aboriginal Visitors Scheme. This service provides support to Aboriginal and Torres Strait Islander people in prison, juvenile detention and police lockups.

## Key statistics 2012/13:

- » A total 1,174 offenders completed community-based programs in the areas of family and domestic violence, substance use, cognitive skills, general offending, sex offending and violent offending.
- » A total 1,914 prisoners completed prison-based programs in the areas of substance use, cognitive skills, general offending, sex offending and violent offending.
- » 5,575 psychological counselling sessions were provided to offenders in the community.
- » There were 12,305 referrals to the Prison Counselling Services (PCS) across the State and a total 15,041 counselling sessions were provided.

- » The Aboriginal Visitors Scheme conducted 10,399 visits to offenders.
- » 190 prisoners and 687 staff attended the Gatekeeper workshop to assist them to identify self-harm or suicide risk among prisoners.
- » A total of 276 hours of pre and post-program evaluation, including focus groups, was undertaken by the Clinical Governance Unit (CGU) in prisons in 2012/13. Similarly, the CGU conducted 117 hours of program evaluation in the community to ensure their adherence to best practice program delivery requirements.

## Key challenges

- » Meeting the commitment to provide services to regional locations, many of them in remote areas, where the need for intervention is high, the demand low, and the cost of resourcing extensive.
- » Increasing program completion rates for community-based offenders.

## Offender programs

DCS delivers rehabilitation programs and various forms of support to prisoners and those under the supervision of Community Corrections.

The Department's delivery of prison-based treatment programs was maintained in 2012/13.

- » The number of community-based offenders participating in

# Offender Services

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programs increased by 2.7% in 2012/13. A total of 1,174 offenders participated in community programs, compared to 1,143 offenders who participated during 2011/12. Of the 1,174 offenders, 341 offenders participated in domestic violence programs delivered by external agencies.

- » The number of prison-based offenders participating in programs decreased by 8.7% in 2012/13. A total of 1,914 prisoners participated in prison programs, compared to 2,097 prisoners in 2011/12.

This decrease in delivery can be explained by several factors, including the cancellation of one externally delivered program due to funding issues; the phasing out of a cognitive skills program that was not meeting offenders' therapeutic needs (there are plans to stagger the implementation of a replacement program in 2013/14); and the changing prison population in Broome Regional Prison with an associated decrease in demand for programs.

- » Of the 1,914 prisoners who participated in prison programs, 1,694 completed a program and 220 did not finish.
- » A total of 647 Aboriginal offenders participated in prison programs in 2012/13 and a total of 236 female offenders participated in a prison program during the year.
- » A total of 335 Aboriginal offenders participated in community programs in 2012/13 and a total of 114 female offenders participated in community programs during the year.

The Department introduced a new cognitive skills program for sexual offenders, the Think First (Sex Offending) program in prisons across the State during 2012/13.

## Cognitive skills training

A total of 908 offenders participated in cognitive skills programs in prison in 2012/13, while 505 offenders participated in this program in the community during the year.

## Clinical governance

The Department's Clinical Governance Unit (CGU) oversees the development, implementation and evaluation of clinical programs provided by the Department for offenders in prisons and offenders managed in the community.

The unit ensures standards are developed, monitored and maintained in the areas of treatment program delivery, suicide prevention, counselling and support services, research and evaluation and high risk and dangerous offenders. It also has responsibility for the governance of treatment assessment.

During 2012/13, the CGU contributed to:

- » the development of procedural guidelines for the Prison Counselling Service
- » completion of an evaluation of 'Static 99' as a tool to assess sex offender risk in Western Australia, in partnership with the University of Western Australia's Crime Research Council
- » redevelopment of a general criminogenic program to include high-risk violent female offenders
- » development of a Gatekeeper (suicide prevention) refresher program for prisoners in partnership with Lifeline WA.

# Offender Services

## Assessment, counselling and support

Assessment, counselling and support services provide specialist forensic assessment, reports and advice to the courts and releasing authorities. It also provides clinical interventions or support to adult offenders in custody and the community. It includes the Forensic Consultant Team, Dangerous Sexual Offender Psychology Team, Adult Community Psychological Services, the Prison Counselling Service, Peer Support Scheme and the Aboriginal Visitors Scheme.

### Forensic Consultant Team

The Department's Forensic Consultant Team (FCT) undertakes assessment and provides specialist advice on indefinite and life sentenced prisoners. This advice includes information relating to the risk of reoffence, treatment and management options, and preparation for release. The team also provides pre-sentence psychological advice to courts for offenders convicted of murder and manslaughter offences, and individual counselling when required.

During 2012/13, the FCT team completed a total of 100 reports covering updated treatment needs, suitability for resocialisation, pre-sentence reports, parole risk assessments and progress reports.

The team also developed procedural guidelines for individual counselling and provided interventions through individual counselling to 10 prisoners, delivered Violence Risk Scale (VRS) training to staff and assisted in establishing new procedures for the Department's Child Visit Assessments.

## Dangerous Sexual Offender Psychology Team

The Dangerous Sexual Offender (DSO) Psychology Team provides a range of services to staff, the courts and external service providers in relation to the assessment and management of prisoners and offenders subject to the *Dangerous Sexual Offenders Act 2006*. The forensic psychologists provide assessments, consultations and psychological interventions. This includes preparation of reports for the Supreme Court on the level of intervention required for prisoners subject to DSO court proceedings, psychological input for case management of DSOs and individual counselling for DSOs to address treatment needs, or to prepare them for release.

The DSO psychology team is also involved in the case management of 31 offenders serving detention and community orders under the Act.

In 2012/13, the DSO Psychology Team prepared nine treatment progress reports, four treatment options reports, three update/addendum reports and various externally contracted reports.

### Adult Community Psychological Services (ACPS)

Offenders who are supervised by Adult Community Corrections (ACC) are referred to the service as part of a court imposed or release order to receive intervention through psychological counselling. Individual counselling is aimed at reducing their risk of reoffending and improving community safety.

ACPS also provides psychological advice for high risk offenders and consults regularly with the community corrections officers

# Offender Services

on individual cases.

ACPS targets medium to high risk offenders, including sex offenders and domestic violence offenders across the State, particularly where the offender was deemed to be unsuitable for a treatment program.

During 2012/13, a total of 3,565 community-based offenders had a program requirement. These offenders meet their program order requirement either through external agencies (such as a drug and alcohol agency), through DCS offender programs or through ACPS. Approximately one third of offenders with a program requirement were referred to ACPS which resulted in 5,575 counselling sessions focused on addressing offending behaviour being provided to 992 offenders across the State. Of these sessions, 4,710 were delivered in the metropolitan and South West areas and 865 were delivered in the Kimberley, Pilbara, Gascoyne and Goldfields.

In addition to this, ACPS manages the contract for the provision of psychological assessment reports for the courts and releasing authorities. ACPS allocates referrals for these reports to an established pool of independent psychologists under this contract.

There were 1,529 requests for reports to aid the sentencing process and enable informed decisions to be made when releasing offenders into the community. Victim issues and community safety are taken into account, as well as the offending behaviour needs of the individuals under consideration.

During 2012/13, 1,182 psychological reports were prepared for court and the Prisoners Review Board.

## Prison Counselling Service

The Prison Counselling Service (PCS) comprises psychologists and social workers who provide individual psychological interventions to offenders in prisons across the State. Many prisoners are admitted to the system with long-standing psychological issues and many are at risk of self-harm during their incarceration. Interventions are designed to assist prisoners with adjustment to incarceration and any difficulties that might arise while in custody.

During 2012/13, there were 12,305 referrals to the PCS and a total 15,041 counselling sessions were provided of which 5,484 related to prisoners who were identified as at risk to self, while 715 counselling sessions were also provided to prisoners requiring additional support or monitoring while in custody.

The PCS also provided counselling where required to prisoners serving life or indeterminate sentences who were undertaking a resocialisation program.

Prison Counselling Services	State Total	Metropolitan Sites
Total referrals	12,305	9,741
Total counselling sessions	15,041	11,827
Counselling sessions for prisoners identified as being at risk to self	5,484	4,557
Counselling sessions for prisoners requiring additional support or monitoring	715	460

# Offender Services

## Peer Support Scheme

Prisoners are provided with assistance or support through the Department's Peer Support Scheme which is managed by peer support officers (PSOs) at each prison. The Peer Support Scheme is a suicide prevention initiative that aims to provide prisoners with support from their peers who are trained to identify and assist those experiencing difficulty whilst in custody.

Peer support officers work to foster a custodial setting that allows an offender to serve a term of imprisonment without harassment, and provide a service that aims to reduce the level of distress and the incidence of self-harm.

The PSO group have contact with approximately 200 new intake prisoners each month.

## Aboriginal Visitors Scheme

The Aboriginal Visitors Scheme (AVS) provides support for Aboriginal and Torres Strait Islander people in custody, including police custody, in WA.

Visitors are Aboriginal and Torres Strait Islander people committed to helping and supporting detainees and prisoners in their local areas. The aim of the scheme is to reduce the likelihood of deaths or self-harm and to improve the conditions and circumstances of those in custody through consultation, advice and providing information to decision makers. It is also a mechanism for Aboriginal community groups to be properly informed of conditions of custody.

The reason for the downturn in visits directly relates to the reduction in AVS staff. This is due to the common recruitment

and retention issues in regional areas, and in particular the difficulty in recruiting Aboriginal staff to undertake this specific role.

Number of prisoners and detainees seen by Aboriginal Visitors

Location	2011/12	2012/13
Metropolitan	6,968	7,271
Regional	5,924	3,128
<b>Total</b>	<b>12,892</b>	<b>10,399</b>

## Suicide prevention

The Department has a comprehensive suicide prevention strategy for adult offenders in custody which includes the At-Risk Management System, Support and Monitoring System and Suicide Awareness Training.

## At-Risk Management System

The Department continues to use an electronic At-Risk Management System (ARMS) module to further reduce incidents of offender self harm and suicide. ARMS is a uniform process of identifying, assessing, managing and supporting prisoners identified to be at risk. ARMS notifications are attached to an offender's file; they inform staff of a prisoner's level of risk, which in turn determines the operational response. It is also a useful tool to ensure an offender's at-risk history is available to staff that engage with the prisoner. In 2012/13 a total of 2,772 prisoners were referred to ARMS.

# Road to recovery

AGENCY collaboration is helping offenders stay on a drug-free, alcohol-free and ultimately crime-free path.

Two numbers have particular significance for the man in this case study: seven-and-a-half and 40.

The first is the number of years he was in prison. The second is the number of years he's had an alcohol addiction.

Since his recent release from prison, the 63-year-old has started to reconnect with some aspects of his former life – but has vowed to steer clear of the drink.

This person, referred to as Robert in this case study, is a voluntary participant in the Department of Corrective Services' Drug and Alcohol Throughcare Service (DATS) – an assessment, counselling and referral service for offenders who are addressing their use of alcohol and other drugs.



Photo: Holyoake counsellor Kaye Cook speaks with client 'Robert'.

DATS starts in prison and continues after release. Holyoake counsellor Kaye Cook began her meetings with Robert in prison as his release date grew closer. Their counselling sessions continue each week as

Robert adjusts to his return to the community.

Holyoake and Cyrenian House (WA Council On Addictions) jointly deliver DATS across all metropolitan prisons as contracted service providers for DCS. Since the service was launched in February 2009, about 800 clients have accessed DATS through Cyrenian House. Holyoake data shows about 650 DATS clients for the same time period.

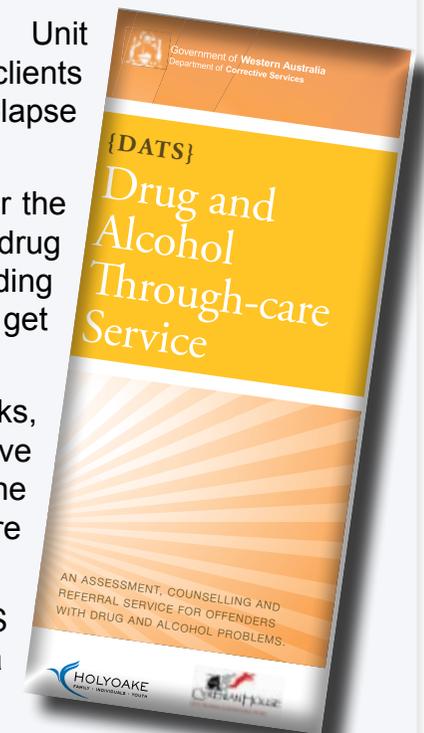
Involvement is voluntary for offenders, who usually meet with counsellors in the final three months of their sentence and then for up to six months after release.

DCS Offender Services Operations Unit Manager Tahnya Wood said DATS helps clients develop practical strategies to prevent relapse and reduce the risk of re-offending.

"There are quite structured questions over the three months prior to release: what is your drug use, how has it impacted on your offending and how can you change that when you get out?" Tahnya says.

"It's about identifying the triggers and risks, and putting measures in place so you have strategies to walk away or talk with someone if you are in a situation where drugs are offered."

Collaboration is at the heart of DATS. DCS staff consider it a strong example of a



successful partnership not just between the Department and external agencies, but also between internal branches.

DCS Drug Strategy Manager Chris Anderton explains that the service was launched as part of the Department's Reducing Imprisonment Strategy. DATS offers structured throughcare due to greater collaboration.

"To develop the program we worked very closely with the Drug and Alcohol Office and WANADA (WA Networks of Alcohol and Other Drug Agencies)," Chris said.

According to Holyoake's DATS program leader, Gary Bailey, collaboration and communication have created the good

working relationship between Holyoake, Cyrenian House and DCS, with the three groups attending regular interagency meetings.

Relationship-building is also a key part of the service for DATS clients, who benefit from continuity of care.

"I couldn't blame the drinking for my offending and I'd essentially lied to myself," Robert said.

"I breached trust terribly when I offended. It is now my *raison d'être* in life to be trusted – and to be trusted I have to be honest.

"The throughcare service is absolutely spot-on. Kaye is a steady presence and a fantastic source of support, and I'm reinforcing to myself that I don't need to drink alcohol."

## At a glance: what is DATS?

The Drug and Alcohol Throughcare Service (DATS) is a DCS initiative that:

- assists offenders addressing alcohol and other drug use issues through the transition from prison to the community, in an effort to reduce the likelihood of reoffending
- is voluntary
- is available at all WA metropolitan-based prisons
- is delivered by two separate agencies: Holyoake and Cyrenian House
- usually involves sessions with clients in the final three months of their sentence and for up to six months in the community
- refers regional prisoners to other non-DATS drug and alcohol services outside Perth



Photo: Tahnya Wood (left) and Chris Anderton.

# Offender Services

## Support and Monitoring System

The Department's Support and Monitoring System (SAMS) provides a collaborative case management system for prisoners who are not at acute risk to self, but require intervention or additional support and monitoring while in custody. This system complements ARMS.

Offenders who might require intervention or additional support and monitoring while in custody include those considered emotionally vulnerable, or who have sensitive cultural and spiritual issues. In 2012/13, 325 prisoners were referred to SAMS.

## Suicide awareness training

Suicide awareness training courses continued to be provided, including a two-day Gatekeeper suicide awareness workshop delivered to Department staff and prisoners in order to increase participants' ability to identify and refer people considered to be at risk to self.

In 2012/13, 190 prisoners and 687 staff completed the Gatekeeper workshop. This included 39 courses for staff and 15 courses for prisoners.

## Future directions for 2013/14:

- » Improved assessment practices will lead to more accurate program scheduling and result in a greater ability to identify gaps in service delivery.
- » Delivery of a domestic violence program for Aboriginal

people in WA.

- » A healing model for Aboriginal people to complement other suicide prevention strategies.
- » Introduction of a new high intensity program (HIP) for general offenders targeting violence and substance abuse.
- » Development of more effective services for offenders with an intellectual disability.
- » Development of professional practice tools for community corrections officers.

## Custodial health services

In 2012/13, health care was provided to adult prisoners and young people in detention, many of whom have very high and complex health needs. The health care provided to these patients included the initial health assessment of each adult prisoner and juvenile detainees as they entered prisons and juvenile detention centres.

During August 2012, DCS Health Services underwent and achieved a full accreditation survey by the Australian Council on Healthcare Standards (ACHS). The Accreditation, which is equal to the standards of major public teaching hospitals, is valid until March 2017.

In 2012/13, Health Services acquired a new electronic reporting system, which provides for the input of a wider range of data. This change means the following statistics on patients receiving health care differ substantially to the data from previous years, as the new system allows for more sophisticated, detailed and reliable reports.

Health Services continues to face challenges in recruiting staff

# Offender Services

for the provision of medical services, particularly in regional areas of the State.

Number of patients receiving health care

Category	2010/11	2011/12	2012/13	Increase/decrease
Adults	3,642	3,955	9,089	+5134 [230%]
Juveniles	178	170	968	+798 [569%]
Total	3,820	4,125	10,057	+5932 [244%]

Number of entry health assessments provided (receivals to prison)

Category	2010/11	2011/12	2012/13	Increase/decrease
Adults	7,119	7,980	9,720	+1740 (+12.2%)
Juveniles	2,126	1,840	1,531	-309 (-16.8%)
Totals	9,245	9,820	11,251	+1431 (+11.4%)

Completed appointments

Category	2010/11	2011/12	2012/13	Increase/decrease
Adults	112,183	127,123	125,913	-1210 (-0.95%)
Juveniles	13,413	14,011	12,145	-1866 (-13.3%)
Totals	125,596	141,134	138,058	-3078 (-2.18%)

External medical appointments

Type	Number
Total completed appointments	10,308

This high value and high volume work has continued to provide for increased patient safety and health outcomes in 2012/13.

The Co-Morbidity Service provided more than 33,700 occasions of service for mental health or drug and alcohol issues. These included a comprehensive program of nursing and medical care, incorporating consultant psychiatrist review and ongoing counselling and group based programs.

Approximately 3,979 adult offenders attended a HIP HOP (Health in Prison, Health Outta Prison) Blood Borne Virus (BBV) Education session in 2012/13. Condoms and dental dams continued to be available in adult prisons via vending machines, 'Exit Kits' containing condoms, lubricant and referral information continued to be provided to offenders on release from prison, and in 2012 were also approved to be provided to detainees aged 16 and above on release.

Prisoners also received vaccinations for diseases such as influenza and hepatitis B and treatments for conditions such as hepatitis C and HIV. Hepatitis C is a BBV spread through blood-to-blood contact, such as shared use of needles or tattooing equipment. Hepatitis B is both a BBV and a sexually transmissible infection.

In WA, approximately one-third of male prisoners and two-thirds of female prisoners are living with hepatitis C, compared to around one per cent of the general community. The higher rate is associated with a history

# Offender Services

The Department's Pharmacy is responsible for the supply and dispensing of medication to prisoners.

Pharmacy operations

Category	2010/11	2011/12	2012/13	Increase/decrease
Prescriptions dispensed	75,521	86,796	89,486	+2,690 (+3.1%)
Blister packs	91,738	103,399	109,936	+6,537 (+6.3%)
Urgent supply packs	7,900	9,528	10,956	+1,428 (+15%)
Methadone prepacks	75,121	71,015	77,987	+6,972 (+9.8%)
Prescription reviews	42,938	46,622	49,915	+3,293 (+7.1%)
New patient reviews	618 (new initiative)	1,400	1,868	+468 (+33.4%)
Stock movements	6,409	8,091	9,939	+1,848 (+22.8%)

of injecting drug use. Because women are more likely to be in custody for drug-related offences, they have higher rates of hepatitis C compared to male prisoners, whose offences are more varied.

Standardised health care plans for chronic disease conditions such as diabetes and complex cardiovascular and respiratory

disease are instituted for patients who require them.

Allied health services are provided within prisons where it is appropriate or alternatively, services are sourced from local community providers or government hospitals. DCS Health Services has ongoing collaboration with providers of specialist health services across the State.

# Adult Community Corrections

Launched GPS tracking of  
Dangerous Sex Offenders in 2013

Managed 9,873 adults offenders in  
the community

Adult offenders performed  
117,000 hours of community work

Through Adult Community Corrections (ACC), DCS works to ensure the safety of the community by effectively managing adult offenders on community-based orders in accordance with legislation and encouraging offenders to lead positive, law-abiding lifestyles.

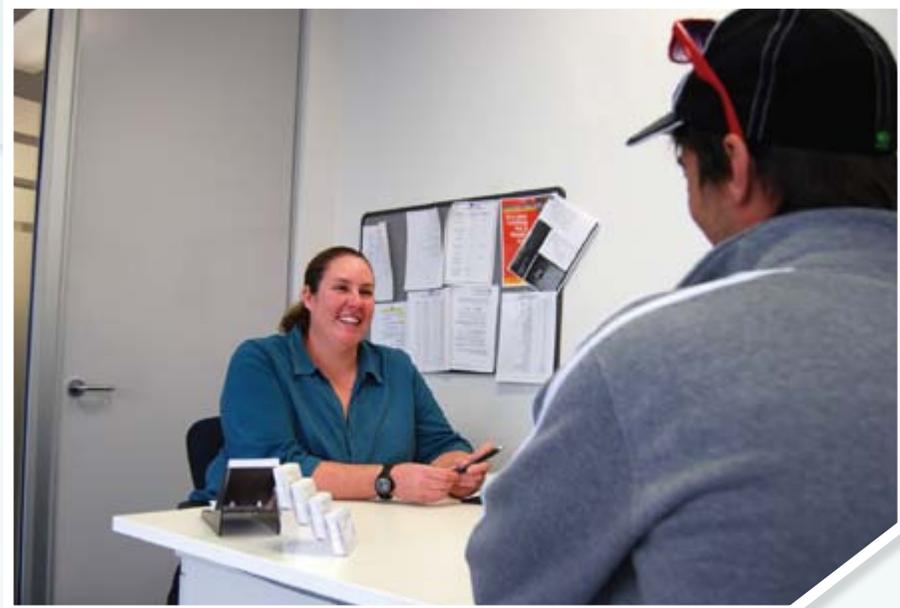


Photo: A community corrections officer works with a client.

# Adult Community Corrections

## Key achievements for 2012/13:

- » Managed 9,873 adults, with 8,330 community corrections orders commencing during the financial year (some offenders continued to be managed on continuing orders issued in 2011/12).
- » Established the Public Protection Unit (PPU) and rolled out the Global Positioning System (GPS) tracking program for the monitoring of Dangerous Sexual Offenders (DSOs).

## Key challenges for 2012/13:

- » Implementation of the Global Positioning System (GPS) tracking program for monitoring Dangerous Sexual Offenders (DSOs) who are supervised in the community.
- » Recruitment and retention of Adult Community Corrections staff, particularly in regional Western Australia.
- » Implementation of suitable reintegration and release plans within funding limits for DSOs with complex needs.

## Key statistics

- » 9,873 adults were managed in the community during 2012/13.
- » As at 30 June 2013, 4,360 adults were subject to community corrections orders.
- » 15,465 reports were provided to sentencing and releasing authorities during the financial year.
- » As at 30 June 2013, 37 DSOs were managed via the Interagency Public Protection Strategy (IPPC) framework

under the Public Protection Strategy. Of these, 19 were supervised in the community under Supervision Orders.

## Community work

Community work orders enable offenders to repay their debt to society via contribution to important not-for-profit community projects. Each year, hundreds of projects are undertaken for non-profit organisations in the community under the Repay WA banner. Repay WA is an innovative program that operates throughout WA and allows offenders to repay their debt to society and increase their work and life skills through supervised community work projects.

In 2012/13, adult offenders performed approximately 117,000 hours of work on community projects. During 2012/13, adult offenders performed unpaid community work at over 270 projects, saving taxpayers more than \$1.8 million based on the 2012/13 minimum hourly wage.

Compared to the 2011/12 financial year, there was a decrease in community work compliance in 2012/13 for the metropolitan area and an increase in compliance for regional centres. In metropolitan areas, the overall compliance rate decreased from 81% during 2011/12 to 71% in 2012/13. Regional centres recorded a continuing upward trend, moving from a compliance rate of 47% in 2011/12 to a rate of 57% in 2012/13.

A Statewide internal review of administration and management of community work orders was completed in 2012/13 and has led the Department to consider decentralising and returning offender case management responsibility back to the State's individual branches in 2013/14.

# Adult Community Corrections

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## Dangerous Sexual Offenders

Under the provisions of *The Dangerous Sexual Offenders Act 2006*, the Director of Public Prosecutions may apply to the Supreme Court for a continuing order for serious sexual offenders who present a serious risk to community safety.

Orders granted by the Court may be a continuing Detention Order or a continuing Supervision Order. Detention Orders are reviewed by the Supreme Court annually and Supervision Orders have ranged from five to 11 years in duration.

As at 30 June 2013, 37 DSOs were managed via the Interagency Public Protection Strategy framework. Of these, 19 were supervised in the community under Supervision Orders and 18 were in custody subject to continuing Detention Orders. One offender, who remained subject to a Supervision Order, is currently in custody under sentence for offences (non-sexual offences) committed whilst subject to the Dangerous Sexual Offender Order; his breach of the order by reoffending is still to be dealt with by the Court.

The management of DSOs requires careful planning by experienced officers and case management oversight is strict and comprehensive.

## GPS Monitoring

On 29 April 2012, the Corrective Services Minister announced a plan to use GPS technology for tracking Dangerous Sexual Offenders (DSOs) who are subject to community supervision in WA. The GPS monitoring system went live on 20 May 2013, with an official ministerial launch held in June.

The contract for the equipment and GPS system was awarded to 3M Australia Pty Ltd in December 2012, and legislative changes were proclaimed in February 2013. All aspects of monitoring and offender management have remained with the Department.

GPS tracking is managed by the Department's recently established Public Protection Unit, an area dedicated to the supervision, across government co-ordination, and case management of those offenders who pose the most risk to the community.

GPS is an important new tool that augments the already robust systems in place for managing offenders in the community, but it is not a silver bullet: it shows us an offender's location, but not what they are doing in that location.

As at 30 June, there were 13 DSOs in the Perth metropolitan area and three in regional areas who were subject to GPS monitoring. *More information is provided in the case study on page 54.*

## Public Protection Unit

The Public Protection Unit officially commenced in February 2013. It is an umbrella group encompassing the many sub-groups that monitor and manage high-risk offenders: electronic monitoring officers, senior community corrections officers and staff from the former Dangerous Offender Support Unit. The Unit works closely with police and other agencies for an integrated approach to offender management.

# Changes afoot with GPS tracking

GLOBAL Positioning System (GPS) tracking is the latest tool in the Department's arsenal for managing offenders, following an official launch in mid-June 2013.

Corrective Services Minister Joe Francis exhibited the new service at a media conference on 12 June at the new Central Monitoring Station – based at the WA Police Operation Command Centre in Midland but managed by DCS.

The facility operates 24/7, allowing the Department to track people fitted with GPS tracking devices. Currently these are offenders who have been identified as Dangerous Sexual Offenders (DSOs) by the Supreme Court under the *Dangerous Sexual Offenders Act 2006*.



Photo: A DCS staff member with one of the new GPS units.

At time of print there were 16 offenders fitted with the technology in the metropolitan area and major regional centres.

### The GPS project

The State Government announced funding for the \$6 million GPS initiative (over four years) in April 2012 in the lead up to the May 2012 Budget. A large undertaking in relatively short time, the implementation of GPS into WA corrective services has involved considerable planning and precision.

Community and Youth Justice

Deputy Commissioner Ian Giles said an exhaustive tender process, changes to the law and a very competitive staff recruiting process were just three aspects of the detailed process to allow the technology to be used for the first time in WA.

The contract for the equipment and GPS system was awarded to 3M Australia Pty Ltd in December 2012, and legislative changes were proclaimed in February 2013. All aspects of monitoring and offender management have remained with the Department.

### How do the devices work?

GPS monitors offenders in near real-time. A device is fitted to their ankle and sends out a signal to a satellite. The device then relays location information to the Central Monitoring Station in Midland and the Department's Public Protection Unit at head office. The information is overseen by electronic monitoring officers who work at both the Central Monitoring Station and as part of the Public Protection Unit.

An alarm is activated if the offender enters an exclusion zone or tries to tamper with the device. The electronic monitoring officers assess the alarm and arrange an appropriate response, which could include a phone call, a visit from an adult community corrections officer or even police intervention depending on the risk posed.

### Public Protection Unit

The Public Protection Unit, which officially started in February 2013, is managed by Jim Hosie, who is also the Acting Director North Adult Community Corrections. It is the umbrella group

encompassing the many sub-groups that monitor and manage high-risk offenders.

Jim said the Public Protection Unit comprises electronic monitoring officers, senior community corrections officers and the previous Dangerous Offender Support Unit.

“The case management of offenders classified as Dangerous Sex Offenders in Perth metropolitan areas and those in metropolitan prisons has now transferred to the Public Protection Unit,” he explained.

“The unit works closely with police and other agencies, integrating all those who work on the monitoring, supervision and case management of offenders classified as Dangerous Sex Offenders in the community.”

### GPS and its limitations

The government has introduced laws mandating 12 months’ imprisonment for anyone who wilfully tampers with or damages the equipment.

Adult Community Corrections Assistant Commissioner Astrid Kalders said GPS would be a robust tool for keeping offenders out of high-risk areas, such as a victim’s home or even a school playground, but stressed it was not designed to replace the vital work of community corrections officers.

“It has been said a few times before but it is worth repeating: GPS is not a silver bullet – it will be used in conjunction with rigorous case management practices and the conditions handed down by the court,” she said. “It is another tool in the community supervision arsenal which allows us to maintain our strong focus on improving community safety.”

### Where to from here?

At this stage, the Department is only using the technology for tracking offenders classified as Dangerous Sexual Offenders released on Supervision Orders. However, it is flagged to extend to other offenders such as those convicted of arson and serious violence once appropriate legislative changes are made.

“The success of this very complex project is attributable to the outstanding commitment provided by the Project Team and all members of the Project Control Group,” Ian Giles said.

“The extensive cross-divisional effort to complete this project is a great example of working together to achieve a positive difference.”



Photo: An electronic monitoring officer sets up the GPS tracking system.

# Adult Community Corrections

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## Victim Services

The Victim Notification Register (VNR) is an information service which allows victims to receive information about the perpetrator of the offence against them. Information can be supplied during the length of time the offender is under the supervision of DCS for that offence.

As at 30 June 2013, there were 950 victims registered to receive information on 784 offenders. During 2012/13, there were 375 applications to register with the VNR, with 20 deemed ineligible to receive information.

The Victim-offender Mediation Unit (VMU) provides a voluntary mediation service between victims of crime and offenders. The service is available for adult and young offenders and the respective victims of their crimes.

Offenders on parole or community-based orders are not permitted to contact their victim(s) without VMU approval.

In 2012/13 the VMU received 4,268 referrals for 4,052 offenders, including approximately 941 reparative mediation referrals and approximately 3,327 protective condition process referrals. A total of 4,970 victims were associated with these referrals.

## Future directions 2013/14:

- » Lead reforms to establish a more effective and efficient foundation program for new staff.
- » Review cross-agency and re-entry management practices for DSOs.
- » Review policies, practices and procedures to enhance

cross-agency management of domestic violence.

- » Continue to explore providing diversionary programs and alternative sentencing options for the judiciary.
- » Continue to explore GPS tracking of serious arsonists and domestic violence offenders.

# Youth Justice Services

Responded to major disturbance at Banksia Hill Detention Centre in January 2013

Managed 1,894 young people in the community, excluding diversionary programs

Youth custodial officers undertook 462 escorts, 249 by air

Youth Justice Services (YJS) focuses on diverting young people from the formal justice system by working closely with families and providing rehabilitation for those at risk. YJS ensures the intent of the *Young Offenders Act 1994* is upheld by abiding by the principle that detention should be used only as a last resort.



Photo: Female detainees at the expanded Banksia Hill Detention Centre.

# Youth Justice Services

## Key achievements for 2012/13:

- » Established the [Live Works](#) skills and development program for young Aboriginal offenders.
- » Initiated an independent review of the structure and service delivery capacities of Youth Psychological Services and programs.
- » Consolidated Regional Youth Justice Services (RYJS) in the Kimberley and Pilbara.
- » Managed a critical incident at Banksia Hill Detention Centre (BHDC) in January 2013 with no serious injury to staff or detainees. The response required good collaboration between the Department and WA Police. DCS staff demonstrated sound judgement and courage in a challenging situation.

## Key challenges for 2012/13:

- » Finalising the structural, operational and strategic redevelopment of BHDC and the amalgamation of young offenders from Rangeview Remand Centre.
- » Management of the BHDC incident and subsequent placement and management of young detainees at the Hakea Juvenile Detention Centre.
- » Further development of a comprehensive reform program at BHDC which includes cultural change, staff development, security, business services, detainee welfare, offender services, policy, planning and performance and infrastructure.
- » Consolidation of Regional Youth Justice Services and

delivery of improved services to the West and East Kimberley and Pilbara regions.

- » Youth custodial officer staffing and workers' compensation levels.

## Key statistics

- » 1,894 young people were managed in the community in 2012/13, compared with 1,942 in 2011/12. These figures exclude young people involved with other services such as Youth and Family Support Services (YFSS) and Juvenile Justice Teams (JJTs). JJTs, which receive referrals from the courts and police, work with young people to help divert them away from the formal justice system and make amends for their offending behaviour.
- » 1,136 Aboriginal young people (excluding JJT referrals and YFSS) were managed in the community in 2012/13, compared with 1,092 in 2011/12.
- » As at 30 June 2013, 781 young people (excluding JJT referrals and YFSS) were subject to community orders (including 511 Aboriginal young people). This figure was 806 in the previous year, including 502 Aboriginal young people.
- » As at 30 June 2013, there were 454 individuals engaged with JJTs of which 245 were Aboriginal young people. The previous year these figures were 600 and 342 respectively.
- » As at 30 June 2013 there were 77 individuals with court conferencing cases open of which 41 were Aboriginal young people. The previous year these figures were 89 and 39 respectively.

# Youth Justice Services

- » 4,498 reports were written by youth justice officers for the various courts and releasing authorities in 2012/13, compared with 4,447 in 2011/12.
- » The average daily population of young people in custody for the year was 181, compared with 185 the previous year.
- » During 2012/13, Youth Psychological Services completed 284 psychological reports for court and approximately 107 psychological reports for the Supervised Release Review Board (SRRB). It should be noted that the number of reports for the SRRB is lower than usual due to temporary suspension of services following the BHDC incident in January 2013.

## **Banksia Hill Detention Centre amalgamation**

BHDC was expanded during 2012/13 to accommodate 214 offenders, male and female, (aged 10 to 18 years) on arrest, short and long term remand and serving detention sentences.

The BHDC site previously accommodated 144 male sentenced detainees. Extensive capital works were undertaken to accommodate all young people as the facilities at Rangeview Remand Centre were upgraded for use as a Young Adults Facility (YAF), now called Wandoo Reintegration Facility.

Prior to the 2008 state election, the State Government committed to building an 80 person capacity for offenders aged 18 to 24 years. This led to the creation of the Wandoo Reintegration Facility, which is privately managed by Serco. The facility caters to the unique need of this age group and prepares offenders for release by providing them with life skills, education and training to better prepare them for release and successful reintegration

into the community. The facility produces a separate annual report.

The BHDC redevelopment was completed in August 2012. This included a girls' and young women's precinct, additional accommodation for young males, a young male self-care unit, a Case Planning Unit incorporating a video conferencing facility and counselling rooms, additional Youth Psychological Services offices, additional programs rooms, a kitchen upgrade, additional external stores area and car parking facilities.

The young women and girls were transferred from Rangeview Remand Centre to BHDC on 5 October 2012, with the amalgamation of all detainees completed on 12 October 2012.

BHDC is now WA's only detention centre for young people.

*The BHDC incident has been previously referred to in the [Significant Issues](#) section of this report.*

## **Metropolitan Youth Bail Service**

The Metropolitan Youth Bail Service (MYBS) provides the following services to young people:

- » Point of arrest intervention: provision of advocacy, advice, assessment and identification of a responsible person to take up bail for young people. In the event these options cannot be achieved, the service will assume the role of the responsible person subject to suitable accommodation being available.
- » Identifies short and long term bail placements at crisis accommodation, rehabilitative residential services,

# Youth Justice Services

psychiatric facilities, or with family members or responsible adults.

- » Ensures the young person has an understanding of the court process and attends court at the requested time.
- » Links young people into relevant programs and services to address their offending behaviour and ensures adequate supervision and monitoring while on bail.
- » Provides intervention for young people who have received Tier 1 Cautions.
- » Serves Deferred Arrest Warrants.

In 2012/13, MYBS dealt with approximately 2,447 Tier 1 Cautions and served a total of 369 Deferred Arrest Warrants.

During 2012/13, the service provided 1,195 placements for young people subject to bail for an average of 28 days. This equates to a saving of 33,600 days those young people would have otherwise spent in custody.

## Regional youth transport

The Department now has responsibility for all transportation of young people in custody; a role taken over from WA Police following a successful trial two years ago. The Department already looked after all metropolitan youth transports and now also uses flights and specially designed vehicles to transport young people in custody using specially trained youth custodial officers.

A service level agreement was developed in mid 2010 with WA Police to identify key performance indicators for Regional Youth Transport which include the maximum receiving time for

young detainees. Largely the service must retrieve a detainee within 24 hours of receiving notification of the detainee being remanded, to minimise the period of time they are held in police lockups.

During 2012/13, youth custodial officers escorted 462 young people – 314 in regional areas (249 by air and 65 by road) and 148 in the metropolitan area.

## Live Works program

The Live Works program is a diversionary program designed to engage young Aboriginal offenders aged 15 to 22 years in meaningful and practical training.

The aim is to improve job prospects and community participation for offenders in order to significantly reducing reoffending rates.

The program takes a holistic approach to delivering work and life skills. It combines accredited training with mentoring to facilitate a positive change in behaviour.

Approximately \$7.5 million in State funding has been allocated to the program over four years, based on an annual funding level of \$1,865,288 (exclusive of GST).

In 2012/13, there were 81 referrals to the Live Works program over three sites in the metropolitan area, of which 59 young people were eligible to start the program.

A total of 30 young people successfully completed the program and have gained employment, received an accreditation or are enrolled in a further accredited training program. See [page 62](#) for more.

# Youth Justice Services

## Mental Health Court

In March 2013, the Mental Health Commission and the Department of the Attorney General jointly implemented Western Australia's first Mental Health Court diversion and support program.

The program takes a cross agency, collaborative approach and includes services provided by the Department and other agencies.

The aim of the program is to facilitate the connection of people with a mental illness to appropriate services via mental health specialist teams based at the Central Law Courts and Perth Children's Court. This enables a long term support network to be put in place for adults and young people to help them manage their mental health and make positive changes in their lives.

It is anticipated that upon the conclusion of the pilot program there will have been an improvement in community safety and a reduction in recidivism by offenders with a mental illness, who are overrepresented at all levels of the criminal justice system.

The Department contributes to the program by providing assessments and reports for the court, liaison with community services and development of individualised plans to support those with mental illness.

As at 30 June 2013, the Department had received 45 report requests to determine suitability of clients for the START (Specialist Treatment and Referral Team) Court or Court Intervention Program, the two main streams in the Mental Health Courts program for adults.

As at 30 June, the Department has received 27 referrals for the Mental Health Courts' Links program for young people. Of these, 24 young people required initial assessment and seven active clients have required full assessment, liaison with external services and ongoing contact. A further six young people have been allocated to other services.

It should be noted that due to the recent commencement of the program, a data measurement framework is still being developed by the Mental Health Commission, the lead agency in this project. In addition, the program is not yet at full staffing capacity, with non-government services yet to commence their support to the service. As a result, available data is limited and does not accurately reflect the full performance and potential of the Mental Health Court program.

### Future directions:

- » Focus on the need to provide a holistic, integrated youth management justice system (custodial and community-based services).
- » Progress the recommendations from the external review into the Youth Psychological Services.
- » Lead the development of a new Enterprise Agreement for Youth Custodial Officers.
- » Review and expand the youth prevention and diversion resources and activities across the State.
- » Staffing and recruitment to bolster and stabilise youth custodial workforce.

# Employment for young people

A UNIQUE DCS-funded program is working to keep young Aboriginal men out of prison and improve their job prospects.

Live Works, a training and rehabilitation strategy for Aboriginal men aged 15 to 22 who have spent time in the youth justice system, expanded from one to three metropolitan locations during 2013. It is run by Outcare under a service agreement with DCS.

The unique program has operated in Bayswater for the past three years and will now be delivered in the high-demand areas of Armadale and Kwinana following an announcement in February 2013.

Between 10 and 20 participants, referred by youth justice officers, complete a 20-week, full-time block working on a suite of skills to help them find and keep employment. Generally



Photo: A Live Works participant.

participation is voluntary but it can be mandated as part of a community order.

With two blocks run at three locations, up to 120 young men will benefit from the program each year.

DCS Contract Management Officer Megan Maxwell said Live Works has a direct impact on increasing Aboriginal employment by teaching young people skills that will prepare and assist them in

transitioning into meaningful employment.

Outcare Manager Youth Services Sam Mesiti, a driving force in the creation of the program, originally worked with DCS at Riverbank in Caversham but left the Department seven years ago.

He recognised there were no full-time programs for young men who had spent time in the justice system.

“When I helped start Live Works one of the biggest issues for young people was finding a realistic, well-rounded program to help them get back on track,” Sam said.

“We found lads didn’t like going to TAFE because they were young and it was an adult-based learning environment. They felt alienated and didn’t want to pursue further education.

“So we had to be smart about structuring a program that would meet the needs of being an Indigenous kid who’d been through the justice system and come out the other side.”

The result was Live Works – or the Live Works Aboriginal Youth Diversion and Rehabilitation Program – which takes a multi-faceted approach combining training and education with lifestyle skills and personal development.

Participants can gain Certificate II qualifications in a range of areas, including construction, welding and bricklaying, but Sam said there is a lot more to it.

“We worked on a Department of Housing program where the boys helped maintain the outdoor areas of houses in low socio-economic areas,” he said.

“It wasn’t just watering the grass or sweeping up leaves – they looked at environmental issues like designing gardens with

native plants and turning lawns into pebbled areas to reduce water use.

“Monday to Friday the boys are expected to be ready first thing to be picked up by Outcare staff. We take them to the centre and give them breakfast. They’re on deck working by 8.30am and it’s tools down by 3pm, then they’re dropped home.”

Sam notes that the young men often need specific support.

“Many of the guys don’t have stuff we take for granted: birth certificates, bank accounts, drivers’ licences. They don’t know that they’re eligible for Centrelink. Lacking tangible proof of identity contributes to lacking a sense of identity. For us, a huge job is getting those things in place so they can commence and complete a qualification with a sense of self worth.”

Nurturing the emotional component is also part of bigger-picture development.

Program participants can attend a five-day ‘Breakaway Respect and Self-Awareness Camp’, which helps address the group members’ antisocial and offending lifestyles.

“The boys learn about cultural identity and how to identify issues that impact on them and the community. There’s always a strong attendance level,” Sam said.

The graduate numbers reflect the Live Works program’s success.

Of the 49 participants who completed programs last year, 30 achieved employment placements and 63 per cent of those have been employed since.

“That is a huge feat when dealing with a very complex group,” DCS Contract Management Officer Megan Maxwell emphasised. Sam also acknowledged the hurdles.

“While we’re rapt with those figures, the reality is that there’s a one-third drop-off rate,” he said.

“If they drop out we will take them back, but we will not enable that behaviour. They have to earn their stripes to get another chance. They have to take ownership of their behaviour and



**Photo: Live Works program participants explore cultural rituals.**

want to make changes.”

Sam doesn’t dwell on the challenges, but focuses on the future.

“We want to get the guys back into the community, give them a sense of belonging and support them to get to a point where they are employable,” he said.

“It’s not just fixing up one aspect of their lives. It’s an opportunity to get them on equal footing with mainstream youth.”

# People and Organisational Development

Finalised the new Prison Officers' Enterprise Agreement

Attracted 380 applications for youth custodial officer positions

Responded to first industrial action in more than 10 years

DCS continues to expand its human resource management framework, strategies and practices in line with industry standards and best practice. To support this, the People and Organisational Development Division comprises the key branches of Workforce Planning and Strategy, Recruitment, Industrial Relations, Employee Welfare, the Academy and Divisional Human Resource teams.



Photo: New recruits in the classroom at the DCS Academy.

# People and Organisational Development

## Key achievements for 2012/13:

- » Recruited more than 40 positions in readiness for the opening of the West Kimberley Regional Prison, with 12 new prison officers recruited locally from throughout the Kimberley region to help meet staffing requirements.
- » Attracted 380 applications for youth custodial officer positions.
- » Implemented open-ended recruitment for nurses increasing flexibility in attracting and recruiting health professionals.
- » Conducted prison officer recruitment resulting in 450 applications.
- » Developed and implemented a new overpayments recovery process.
- » Provided support following the incident at the Banksia Hill Detention Centre in January 2013, where some 150 staff were contacted with 57 requiring critical incident management in the short term, and follow up in the longer term – a collaborative approach between PPC Worldwide and the DCS Welfare and Counselling Team resulted in a co-ordinated approach ensuring staff were afforded a high level of service.

## Key challenges for 2013/14:

- » Finalisation and implementation of a new Prison Officers' Enterprise Agreement.
- » Negotiation of a replacement Youth Custodial Officer General Agreement.

- » Negotiation of a replacement Nurses' General Agreement.
- » Negotiation of a replacement Public Service and Government Officers' General Agreement.
- » Implementation of effective and efficient attraction, recruitment and deployment initiatives to meet labour supply requirements across occupational groups in a timely and efficient manner, given the fluctuating labour market.
- » Responding to an increase in workers' compensation claims.

## Key statistics

- » The number of Department employees has remained fairly consistent over the past two years, with a decrease of 35 (0.7%) in 2012/13 compared to 2011/12. Adult prison officer numbers have increased by 58 (3%) due to the increase in the prisoner population. The use of the Aboriginal Visitors staff, part of the Aboriginal Visitors Scheme, reduced by 11.9 (47.6%) and Public Service employees were reduced by 79 (3.8%) as a result of vacancy management strategies.

## Recruitment

DCS conducted two prison officer recruitment initiatives throughout the year.

A total of 123 candidates were recruited from the generic Prison Officer Campaign and were placed in the appointment pool while 536 applications were received for the campaign targeting Eastern Goldfields Regional Prison, Greenough Regional Prison and Bandyup Women's Prison.

The Department has noticed an increase in applicant numbers

# People and Organisational Development

## Employee by Award/Occupational Grouping

	2011/12					2012/13				
	Head Count		Percentage		Total	Head Count		Percentage		Total
	Female	Male	Female	Male		Female	Male	Female	Male	
Aboriginal Visitors	13	12	52%	48%	25	6.55	6.55	50%	50%	13.1
Adult Custodial Prison Officers	450	1,514	23%	77%	1,964	465	1,557	23%	77%	2,022
Youth Custodial Officers	61	139	31%	70%	200	60	147	29%	71%	207
Medical Practitioners	5	14	26%	74%	19	8	14	36%	64%	22
Miscellaneous Employees	3	3	50%	50%	6	2	2	50%	50%	4
Nurses	97	20	83%	17%	117	95	21	82%	18%	116
Public Service Employees	1,429	662	68%	32%	2,091	1,388	624	69%	31%	2,012
Teachers	77	38	67%	33%	115	69.6	36.24	66%	34%	106
<b>Total</b>	<b>2,135</b>	<b>2,402</b>	<b>47%</b>	<b>53%</b>	<b>4,537</b>	<b>2,094</b>	<b>2,408</b>	<b>47%</b>	<b>53%</b>	<b>4,502</b>

(Head count figures are not based on the Department's FTE Ceiling, they are based on active employees i.e. permanent, fixed term and paid casuals.)

# People and Organisational Development

due to the changing labour market, however the increase has not resulted in an increase in candidates deemed suitable for appointment as prison officers.

The youth custodial officers' recruitment campaign netted 244 applications. After conducting Employment Profile Assessments, 65 applicants progressed to interview and 28 candidates progressed to the appointment pool, with three applicants pending.

A joint recruitment campaign for community corrections officers and youth justice officers resulted in 367 applications. Of the 49 successful applicants, 12 were deemed suitable for community corrections officers, 14 were deemed suitable for youth justice officers and a further 23 were deemed suitable for both job roles.

## **Awards and agreements**

The new Prison Officers' Enterprise Agreement was under negotiation during 2012/13.

## **Industrial action**

There was limited industrial action taken by members of the Western Australian Prison Officers' Union in 2012/13 in relation to enterprise bargaining negotiations for improved pay and conditions.

Industrial action occurred on 1 March 2013 for a period of 24 hours and involved conference proceedings in the WA Industrial Relations Commission. This was the first industrial action taken by WAPOU members in more than 10 years.

As at 30 June 2013, the Department and WAPOU were close to finalising a new industrial agreement for registration with the WA Industrial Relations Commission.

## **Unions**

DCS employees are covered by a range of unions including the Community and Public Sector Union/Civil Service Association of WA, WA Prison Officers' Union, United Voice and the Australian Nurses Federation.

Department representatives regularly meet with respective unions to address and resolve key workplace issues during 2012/13.

Discussions occurred at formal joint consultative committees, informal consultative groups and at workplace levels. Informal groups discussed issues such as agreement or award interpretation, and worked to resolve employee issues at the local level.

## **Occupational Safety and Health (OSH)**

In 2012/13, the Department continued to undertake actions to maintain the organisation's performance against the WorkSafe Plan. The Department continued to actively monitor hazard inspections and OSH committees/forums attendance. This saw conformance for both processes at approximately 70% across the Department.

# People and Organisational Development

## Workers' Compensation

Following an increase in workers' compensation claims, the Department requested RiskCover and the Office of the Auditor General undertake a review of service delivery within the Workers' Compensation Unit in 2012/13.

During this time the Department continued to provide training to supervisors, managers and employees in relation to their role and responsibilities in injury management.

In response to the reviews, an Injury Management and Workers' Compensation Model of Service Delivery was initiated in 2012/13 for implementation in 2013/14. The new direction for the Workers' Compensation Unit will be to focus on injury management, where resources are concentrated on early intervention including development of return to work programs, in consultation with medical practitioners and rehabilitation consultants.

In addition, the Department engaged an external service provider, Red Earth Health Solutions, to assist with the injury management of complex, long duration claims and to review existing policies, procedures and work practices.

There has been an increase in the number of workers' compensation claims with 493 in 2012/13 in comparison to 409 in 2011/12, including an increase in stress claims. However, from a positive perspective there has been a decrease in the number of lost time injury claims.

Workers' Compensation Claims	2011/12	2012/13
Number workers' compensation claims	409	493
Lost-time frequency rate (days)	31.4879	28.1437
Incident rate (days)	6.36	7.8
Total working days lost	6,813	8,317.7
Lost-time claims	289	259
Number of stress claims	44	84
Number of fatalities	Nil	Nil

## Welfare and Counselling Team

DCS is committed to the promotion of staff wellbeing and providing support to employees through internal and external services. The Welfare and Counselling Team is involved in:

- » overseeing the Employee Assistance Program
- » supporting staff through individual counselling
- » critical incident stress management services, with 66 critical incidents recorded in 2012/13
- » training and assistance for 18 Staff Support teams throughout WA, with more than 190 staff taking on the voluntary positions
- » providing consultation, interpretation and advice to individuals and business areas on employee welfare matters.

# People and Organisational Development

## Employee Assistance Program (EAP)

The EAP is a service provided to DCS employees and their families by an external service provider, PPC Worldwide. PPC Worldwide has been the preferred service provider since January 2009.

The EAP Counselling cost \$145,551 (last year \$135,352) and Critical Incidents cost \$21,623 (last year \$13,487).

EAP Costs - including BHDC costs

EAP Services	Costs
PPC EAP Counselling	\$145,551.09
PPC Critical Incident	\$ 21,623.47
PPC Overall EAP	\$167,174.56

Although Critical Incident costs have risen, it should be noted that the incident at Banksia Hill Detention Centre (BHDC) in January 2013 and the related services provided by PPC Worldwide cost \$13,289. Critical Incident costs excluding Banksia Hill Detention Centre costs would have been \$8,334, a decrease from last year.

The actual overall costs to the Employee Welfare area for services provided by PPC Worldwide were \$153,885 which is a slight increase from last year's \$148,840. The rise in costs can be attributed to 976 counselling sessions, an increase on last year's 935 counselling sessions.

## Staff Support Teams

The Department's 18 Staff Support Teams are mainly custodial based; they play an important role in the provision of welfare services to employees. They are an integral part of the Department's Welfare and Counselling service that is available for staff.

A new Staff Support Team at Derby was created in 2012/13. The Department has 193 trained active staff supporters.

### Future directions for 2013/14:

- » Negotiate a replacement Youth Custodial Officers' General Agreement.
- » Negotiate a replacement Nurses' General Agreement.
- » Negotiate a replacement Public Service and Government Officers' General Agreement.
- » Continue with the implementation and training of staff with respect to the Department's absence management framework.
- » Focus on attracting a diverse and skilled workforce to fill positions across the State.
- » Implement the Injury Management and Workers' Compensation Model of Service Delivery.
- » Continue the drive to change the Department's workers' compensation culture through active injury management and early intervention strategies.

# Professional Standards

Screened 3,500 individuals seeking employment

Completed 156 investigations into alleged employee misconduct

Resolved more than 3,000 complaints, 91% within four weeks of receipt

DCS strives to achieve the highest level of professionalism in all areas of practice, behaviour and service delivery. The Professional Standards Division supports this through compliance testing, complaints administration, investigations, corporate risk and governance, misconduct resistance, pre-employment screening and discipline co-ordination. It also co-ordinates reforms associated with recommendations from internal and external reviews.



**Photo: Professional Standards staff at work.**

# Professional Standards

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## Key achievements in 2012/13:

- » Rollout of complaints process to young people in detention.
- » Significant partnership with law enforcement agencies to expose corruption and serious misconduct.
- » Completed the revision of the Standard Guidelines for Corrections in Australia obtaining Corrective Services Administrators Council (CSAC) and Corrective Services Ministers Conference (CSMC) endorsement to publish.
- » Conducted a directed review of the Banksia Hill Detention Centre incident.

## Key challenges for 2012/13:

- » Delivering contemporary risk-based services in an environment of tight fiscal restraint.
- » Responding to an increased number of Directed Reviews by the Standards and Review Directorate.
- » Bolstering pre-employment screening to ensure individuals who lack integrity are not employed.
- » Timeliness of reporting, a critical success factor, continues to be impacted by resourcing.
- » Increases in the role and functions of the Standards and Review Directorate without commensurate resourcing impacts the ability the directorate to report to Executive on the degree to which compliance is occurring in the operational environment.

## Key statistics:

- » The Standards and Review Directorate undertook a total of 91 compliance and business improvement reviews resulting in more than 213 recommendations to improve the delivery of corrective services and contribute to the safety of the community.
- » In 2012/13 the Integrity Services Branch screened more than 3,500 individuals seeking employment with the Department, with 74 individuals ultimately not employed as a result of these checks.
- » Central Investigations completed 156 investigations into alleged employee misconduct during 2012/13, finding evidence to substantiate the allegations in 56.

## Standards and Review Directorate

The Standards and Review Directorate (SRD) continues to provide independent assurance services to the Executive. In 2012/13 SRD developed and implemented a number of additional compliance testing frameworks, significantly enhancing the quality of performance reporting, leading to improved risk management.

Timeliness of reporting remains a critical success factor for SRD. While a number of strategies designed to assist in more streamlined reporting have been successful, the Directorate continually struggles to meet key timelines, due in part to limited resources.

# Professional Standards

The Standards and Review directorate undertook a total of 91 compliance and business improvement reviews resulting in more than 213 recommendations to improve the delivery of corrective services in WA and contribute to the safety of the community.

## Risk and Governance

The achievements of the Risk and Governance area for 2012/13 include the facilitation of workshops to initiate risk profiles in the Professional Standards, Adult Custodial and Community and Youth Justice Divisions.

Risk profiles outline the potential risk, the controls/mitigation strategies and who 'owns' each risk such as a Divisional head having overall responsibility or specific managers. The profile is a live document that is updated throughout the year as needs change or as issues arise.

The facilitation of project risk workshops continued in 2012/13. This included facilitation of a risk workshop with the Banksia Hill Reform Team to commence the assessment and management of risks related to the return of detainees to the facility.

Further support for the risk management framework is now in place through the creation of various documents and resources which can be used by business areas and projects as required.

## Critical Review Unit

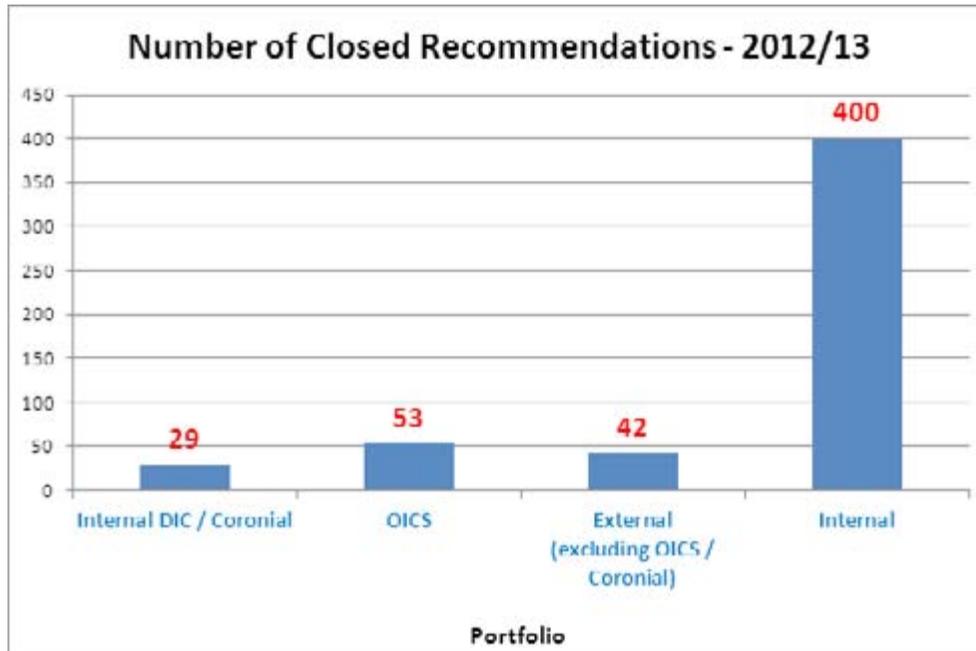
The Critical Review Unit (CRU) manages the Department's progress in regard to internal and external recommendations for business improvement. Recommendations which are supported often lead to development of new and existing policies to establish best practice standards across all business areas of the Department. CRU performs this assurance role by tracking recommendations in a methodical and robust manner to ensure that necessary actions are implemented to improve upon existing standards and mitigate risks potentially affecting service delivery.

CRU co-ordinated the Department's involvement in six inspections of prisons and detention centres, in addition to one investigation into the incident at Banksia Hill on 20 January 2013, all undertaken by the Office of the Inspector of Custodial Services (OICS). A recent amendment to the relevant Act enabled OICS to conduct audits which differ from routine inspections as they involve the examination of any aspect of custodial services or a specific custodial experience of individuals or groups. This has resulted in an increased workload within this portfolio, with CRU also co-ordinating the Department's involvement in six audits in 2012/13.

Overall, the Department responded to five draft reports from OICS in 2012/13, four of which were finalised and tabled in Parliament by OICS. Six reports in total were tabled, with a total of 129 recommendations, of which 17 recommendations were "not supported".

# Professional Standards

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CRU also co-ordinates the Department's involvement in Coronial Inquests related to deaths in prison custody. The number of Coroners and assisting legal counsel has increased in the past year to reduce a substantial backlog of matters which are yet to be heard and this is expected to increase the workload within

this portfolio. Seven inquests were heard in 2012/13, with all but one related to deaths which occurred in previous financial years. The Coroner released the findings for 10 inquests resulting in 21 total recommendations, including two inquests which yielded no recommendations for the Department.

# Professional Standards

## Custodial Standards and Review

The Custodial Standards and Review Branch is responsible for undertaking professional and independent reviews and proactively testing operational compliance within all custodial facilities against standards that are based upon current policy, procedure, legislation and good practice. These reviews aim to improve prisoner, detainee and offender management practices and procedure and help create a safer community. Based on the findings of the review, business improvement recommendations are made for the attention of business areas within the Department.

During 2012/13, the Branch completed several types of reviews across the custodial environment. This includes reviews undertaken as a result of a critical incident, such as escape from legal custody, assaults on staff or on occasions due to high media interest.

Due to all reportable deaths resulting in a Coronial Inquest, the Branch is also responsible for undertaking business improvement reviews of all deaths in custody. These reviews, similar to all business improvement reviews, are performed on behalf of the Commissioner and submitted to the State Coroner as part of the inquest process.

TYPE OF REVIEW	TOTAL FOR 2012/13
Operational Compliance Review	12
Directed Review	8
Staff Assault Review	0
Death-in Custody Review	8

## Community Standards and Review

The Community Standards and Review Branch proactively tests operational compliance within all Community and Youth Justice Centres against operational standards. The aim of these reviews is to provide a measure of quality assurance through promoting improved consistency and accountability in professional practice and in the case management of offenders under community-based supervision. Based on the findings of the review, business improvement recommendations are made for the attention of business areas within the Department.

During 2012/13, the Branch completed various types of reviews across the community. This includes reviews undertaken as a result of a critical incident, such as offenders reoffending and receiving high media interest.

The Branch also undertakes reviews of all offenders who have died while subject to community-based dispositions. These reviews determine opportunities for business improvement through examining levels of case management intervention in terms of supervision, treatment and duty of care in accordance with relevant Departmental policies and procedures.

TYPE OF REVIEW	TOTAL FOR 2012/13
Operational Compliance Review	1 - overall report 11 - components (individual Centre reports)
Directed Review	6
Internal Review (Professional Standards) Critical incidents	4
Death-in Community Review	36

# Professional Standards

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## **Integrity Directorate**

The Integrity Directorate is responsible for promoting integrity among staff and for dealing with instances when staff fail to meet appropriate standards.

The Directorate also manages all feedback received by the Department, ensuring that feedback is properly assessed and any appropriate actions are taken as a result.

## **Integrity Services**

Integrity Services is the Department's first line of defence against misconduct. In 2012/13 the Branch promoted integrity and ethical behaviour, delivering training to some 220 employees and continuing to maintain a strong presence in internal communications. The branch also integrity screened more than 3,500 individuals seeking employment with the Department, with 74 individuals ultimately not employed as a result of these checks.

Over the course of the year, Integrity Services also produced a social media policy to assist staff in ensuring that their use of social media does not cross appropriate professional boundaries, or put themselves or others at risk.

Integrity Services also made significant improvements to the management of conflicts of interest, including secondary employment and offers of gifts. Integrity Services now administers all of these processes, enabling any adverse conflicts to be readily identified and corrected.

## **The Administration of Complaints, Compliments and Suggestions (ACCESS)**

ACCESS took more than 7,000 calls during 2012/13 and dealt with more than 5,000 matters. ACCESS facilitated the resolution of more than 3,000 complaints, 91% of which were resolved within four weeks of their receipt. ACCESS also received 132 compliments about the services of the Department and actions of its staff, and a further 34 suggestions about how we could do better. Promotional efforts including brochures, posters and an ACCESS 'roadshow' for staff and prisoners have led to an increase in the awareness, reputation and ultimately use of this service.

This financial year saw the roll-out of ACCESS to juvenile detainees. Since December 2012, juvenile detainees have been able to call or write to ACCESS, providing young people in detention with an easy way to raise any concerns.

## **Professional Conduct, Assessment and Review**

Professional Conduct, Assessment and Review (PCAR) bookends the management of all reports of suspected employee misconduct. In 2012/13 it assessed 387 reports of suspected misconduct, referring 42% of these for investigation or disciplinary action.

Of the 387 misconduct reports assessed, 377 were reported to the Corruption and Crime Commission in accordance with section 28 of the *Corruption and Crime Commission Act 2003*, with the remainder not required to be reported under the legislation. More than 90% of these notifications were made

# Professional Standards

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within one day of the assessment being finalised.

In addition to these assessments, PCAR also completed 130 disciplinary cases. Of these, five resulted in the dismissal of the employee concerned, with a further nine employees resigning during the course of the investigation or disciplinary process.

Notwithstanding these outcomes, this year has seen PCAR increase the depth and complexity of initial assessments, allowing for an informed focus on reserving disciplinary action as a position of last resort. Instead, where appropriate, PCAR actively engages line management, union representatives and other stakeholders in pursuing a local management response focused on training and improvement.

## Central Investigations

Central Investigations completed 156 investigations into alleged employee misconduct during 2012/13, finding evidence to substantiate the allegations in 56.

With the establishment of a priority and complexity framework for the management of investigations, Central Investigations achieved a significant reduction in the time taken to complete investigations, with new investigations now averaging 13 weeks for completion.

Central Investigations also incorporated an active stakeholder engagement focus into investigations during 2012/13, improving confidence in the investigation process by ensuring that stakeholders are kept informed of the nature and progress of an investigation.

## Public Interest Disclosure

The Integrity Directorate is committed to the principles of the *Public Interest Disclosure Act 2003* and in 2012/13 trained and nominated nine new Public Interest Disclosure Officers. No matters were assessed to be appropriate disclosures of public interest information during 2012/13.

## Future Directions:

- » The Division will continue to focus on the principles of Governance, Risk and Compliance (GRC) in accordance with national and international practice.
- » Implementation of a cultural change program within the Department
- » Increased collaboration with law enforcement and integrity agencies to provide greater impetus to addressing misconduct and corruption risks.

# Contracts/Non-Government Agreements

## Non-Government Agreements

The annual spending profile for DCS with the not-for-profit (NFP) community sector totals \$27 million with a total of 99 agreements with 54 organisations. The Contracted Services Directorate administers and manages service agreements across the State. The Department has the sixth largest spend for NFP agreements within government.

A diverse range of services are provided by NFP organisations across the State that assist people exiting custodial facilities and reintegrating into the community. These services operate to help with re-entry, transportation, parenting, spiritual welfare, accommodation, drug and alcohol rehabilitation, and prison visits. Services are also in place at juvenile detention centres and youth justice hubs to support young people through prevention, diversion, intervention and rehabilitation programs.

### Re-entry services

The Re-entry Link Program is contracted by the Department to organisations across the State with a total value of \$8.1 million. These services provide support to prisoners and their families before and after release. This includes delivering life skills programs and connecting offenders to a range of community support services.

### Supported Accommodation Programs

Supported Accommodation Programs provide assistance for offenders who are at risk of reoffending if their accommodation needs are not met on release from prison.

Service providers link with prisoners prior to release and provide support after release. These providers primarily access housing for prisoners exiting custody through an arrangement with the Department of Housing and Foundation Housing.

Accommodation services operate in the Perth metropolitan area and in the regional areas of Albany, Bunbury, Geraldton and Kalgoorlie.

## Youth Diversion Services

Since the implementation of Youth Diversion Services (YDS) in 2010/11, programs have continued to increase and engage young people who are at risk of offending, and their families. The services work with the young people in a family or community setting.

The programs offer a combination of diversionary activities, informal counselling and mentoring services, education and vocational support, and other positive alternatives for young offenders or those at risk of offending.

YDS has a total contract value of \$2 million and services are located across the Perth metropolitan area, Kalgoorlie, Geraldton, Carnarvon, Halls Creek, Hedland and Derby. The YDS will soon be available to young people in Kununurra and Roebourne.

## Youth Bail Options Program

The Youth Bail Options Program (YBOP) provides assistance for young people with bail who are not immediately able to contact a responsible adult, or be in an environment that is

# Contracts/Non-Government Agreements

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conducive to their wellbeing. This is in keeping with statutory obligations under the *Young Offenders Act 1994*. The Act states that detention of young people should be used only as a last resort.

The YBOP program represents an annual spend of \$2.4 million across the State. YBOP facilities are located in the Perth metropolitan area and in Kalgoorlie, Kununurra, Broome, Geraldton and Hedland.

The Minister has announced an increase to funding allocation for prevention and diversion services by \$2 million, and the Department is due to fund this increase from its existing budget allocation.

# Compliance Reports

The Department's 2012/13 advertising expenditure is detailed in the table below:

Advertising expenditure	2011/12 (\$)	2012/13 (\$)
Adcorp Australia Ltd	172,997	156,826
Aboriginal Planners & Products	-	1,364
All Signs	600	-
CB Richard Ellis	-	496
Mycre Display	-	483
Mitchell and Partners	17,343	-
Mitchell Communication Group	359	-
Optimum Media Decisions (WA) Ltd	370	-
Perth Expo Hire	356	140
Rakabee Trust T/A Health Books	960	-
Sita Australia	-	589
State Law Publisher	8,001	5,704
Southwest Printing	-	231
Telstra	80,693	83,976
Thomson Reuters Professional	1,500	-
WA Prison Officers' Union	3,182	2,100
West Print Management	3,570	1,088
Western Australian Local Government Association	401	6,827
Whistling Moose Graphics	480	-
WA News	401	186
<b>Total</b>	<b>\$291,213</b>	<b>\$260,010</b>

# Compliance Reports

## Disability Access and Inclusion Plan

In 2012/13, the Department continued its commitment to ensuring the provision of professional and appropriate services for stakeholders with a physical, intellectual, sensory or cognitive disability, their carers and families.

The range of measures to support access for people with a disability are reported against the key standards outlined in the *Disability Services Act 1993*.

### **Standard 1 – People with a disability have the same opportunities as others to access the services of, and any events organised by, the Department.**

The Department's Intellectual Disability Services Co-ordinator provides support and advice to prisoners, their families, carers and staff on the needs of prisoners with an intellectual disability or intellectual impairment, and the services available to them.

The Intellectual Disability Diversion Program continues to provide access to modified programs for offenders with intellectual disabilities through the Perth Magistrates Court. The program aims to divert offenders with a disability, when charged with minor offences, from court to community-based interventions. It also provides consultancy, training and support to youth justice officers and community corrections officers supervising offenders with an intellectual disability, in addition to court diversion.

Programs are provided to ensure that people with an intellectual disability are able to access services including:

- » Legal and Social Awareness Program and the Program

for Intellectually Disabled Sex Offenders, which have been specifically adapted for prisoners with an intellectual disability or intellectual impairment.

- » Transitional Accommodation and Support Service which provides pre- and post-release services for offenders with a cognitive disability.
- » Victorian Offending Needs Indicator for Youth (VONIY) assessments, completed for young offenders to identify their needs, inform case management planning and enhance case practice.

### **Standard 2 – People with a disability have the same opportunities as other people to access the buildings and facilities of the Department.**

All major capital works meet the requirements of the Australian Building Code and specifically the requirements of the Disability (Access to Premises - Buildings) Standards 2010, to ensure equitable access to, and use of, premises for people with a disability.

### **Standard 3 – People with a disability receive information from the Department in a format that will enable them to access the information as readily as other people are able to access it.**

The Department produces brochures for offenders, carers and court employees to explain some of the processes within the corrections system. Specialist staff provide advice and advocacy for victims, offenders and carers with literacy difficulties in custody and the community. The Department

# Compliance Reports

continues to produce print and online documents in line with disability access guidelines.

## **Standard 4 – People with a disability receive the same level and quality of service from Department staff as other people receive.**

The Department's staff training and induction programs include modules about the needs of people with a disability and the services and facilities available to them.

All new prison officers receive specific disability awareness training to help them identify and manage prisoners with intellectual impairment.

The Department and the Disability Services Commission have formed a Partnering Charter to share information on treatment programs, education and vocational training, and services available to offenders in custody to assist with pre-release planning and community support for offenders with an intellectual disability.

The Department and the Disability Services Commission have appointed dedicated officers in prisons, courts and within the Commission to improve systems and modify programs to provide for the needs of people with a disability.

## **Standard 5 – People with a disability have the same opportunities as other people to make complaints to the Department.**

The Department continues to provide ACCESS, a central registry for offenders, staff (formal grievances only) and members of the public who wish to raise issues relating to the Department.

ACCESS has a 24-hour, seven-day-a-week confidential telephone system where complainants with a disability can leave a recorded message or speak directly with a complaints officer during business hours. The service is available from anywhere in the State for the cost of a local call. Contact can also be made through mail or email.

The Department has implemented the following arrangements to assist people with a disability to make complaints or comments:

- » An on-site interpreter or a telephone interpreter from the Translating and Interpreting Service (TIS) or the Deaf Society is available free of charge.
- » Prisoners with a disability can discuss their issue in confidence with a complaints officer. Calls to ACCESS are not recorded or monitored. Alternatively, prisoners can use a confidential mailbox if preferred.
- » Face-to-face interviews can be made by appointment for people with a disability with the Manager Complaints Administration (ACCESS).

## **Substantive Equality**

The Department continued to demonstrate its commitment to the State Government's policy framework for substantive equality in 2012/13. This policy framework is part of the Public Sector Anti-Racism and Equality Program and aims to ensure equitable outcomes for all clients of public sector agencies by:

- » eliminating systemic racial discrimination in the provision of services

# Compliance Reports

- » promoting sensitivity to the different needs of client groups.

During the 2012/13 the Department:

- » commenced implementing its Substantive Equality Communications Plan including a Substantive Equality resource page on the Department's intranet for use by staff. The resource page includes practical examples of the application of substantive equality in the Department.
- » completed an evaluation of the Policy Governance Framework and the role of the Policy (Substantive Equality) Reference Group to determine their effectiveness in relation to policy governance and the inclusion of substantive equality in the policy process. Implementation of the recommendations includes the development of learning strategies for staff on substantive equality and its application in the Department and establishing a policy writers' forum to provide peer support on policy development, including the consideration of substantive equality in the policy development process.
- » commenced a substantive equality needs and impact assessment of the Department's Reintegration Leave program to determine whether there are any barriers to the program being accessed by Aboriginal and Culturally and Linguistically Diverse (CaLD) prisoners, and identifying strategies to address any barriers.
- » was represented on the Equal Opportunity Commission's Police and Justice Substantive Equality Inter-Government Senior Officers' and Implementing Officers' groups.
- » was represented on the WA Culturally and Linguistically

Diverse Across Government Network, chaired by the Office of Multicultural Interests.

## Occupational Safety and Health

The Department is committed to promoting a safe and healthy environment for work in accordance with the *Occupations Health and Safety (OSH) Act 1984*; AS/NZS 4801:2001 Occupational Health and Safety Management Systems – specifications with guidance for use and the Code of Practice: Occupational Safety and Health in the Western Australian Public Sector. See *table on page 84*.

To achieve this, the Department continues to use the WorkSafe Plan to conduct internal audits, and refers to this audit tool as the standard by which all OSH processes and practices must conform. *Additional information is available in the [People and Organisational Development](#) section.*

# Compliance Reports

## DCS website

The Department's website continued to deliver high quality online information to all users, including people with a disability who may use assistive technologies.

The Australian Government National Transition Strategy (NTS) and the Western Australian Government's Public Sector Commission's Circular 2011-03 require Web Content Accessibility Guidelines (WCAG) 2.0 Level AA compliance by 2014.

During 2012/13, the Department's website was tested and validated to meet WCAG 2.0 at the minimum level A. In addition to being compliant with WCAG 2, the website was regularly assessed against usability and readability guidelines as well as World Wide Web Consortium (W3C) best practice.

As the demand for flexible, mobile and online services continues to increase, accessibility enhancements have been planned to assist the Department to achieve WCAG 2.0 Level AA and AAA compliance. This will be done through the provision of accessible authoring tools and document templates, staff training and raising awareness about accessibility requirements.



Photo: A screenshot from the DCS website.

## Occupational Safety and Health requirements

Requirement	Achievement 2012/13
A statement of the agency's commitment to occupational safety, health and injury management with an emphasis on Executive commitment	OSH Policy reviewed in July 2012 and remains current as at July 2013
A formal mechanism for consultation with employees on occupational safety and health matters	Communication, Consultation and Issue Resolution Policy reviewed in October 2012 and valid until October 2015
A statement confirming that an assessment of the occupational safety and health management system has been completed (within the past five years or sooner depending on the risk profile of the agency) using a recognised assessment tool and reporting the percentage of agreed actions completed	A WorkSafe Plan assessment of the Department's OSH Management System was completed by an Independent Auditor in May 2013, and tabled with the Risk Audit and Performance Committee. The audit findings will form the basis for the 2013/14 Department Annual OSH Plan
Compliance with injury management requirements of the <i>Workers' Compensation and Injury Management Act 1981</i>	Injury management managed in accordance with the requirements of the <i>Workers' Compensation and Injury Management Act 1981</i>
Zero fatalities	Zero fatalities
10% reduction on 2010/11 Lost Time Injury/diseases rate (2011/12 – 6.4 therefore Target = 5.76 or less)	LTI Rate 2012/13 = 7.8
10% reduction on 2010/11 Lost time injury severity rate (2011/12 – 31.48 therefore Target = 28.33)	Injury Severity Rate 2012/13 = 28.14
Percentage of Workplace Managers to complete Training Academy one day OSH training for managers	63%

# Compliance Reports

## Freedom of Information

The *Freedom of Information Act 1992* allows access to information held by the Department. Under the Act, the Department must deal with applications for information within 45 days of receipt.

The Freedom of Information Branch manages all requests made to the Department for information under the Act and issues decisions on access to documents under authority delegated by the Commissioner. In some cases, section 23 of the Act may apply and applicants can be refused access on a range

of grounds. In these cases, applicants have the right of review – first internally to the Department and then externally to the Government’s independent Information Commissioner.

In 2012/13, the Department received 994 new FOI applications and finalised 1,013 applications. Of the 10 internal reviews finalised, eight original decisions were upheld and two were varied. Eight new requests for an external review of decisions were made to the Information Commissioner. Two requests were withdrawn by the complainant and six remain outstanding with the Information Commissioner.

## Freedom of Information applications made to DCS

	2009/10	2010/11	2011/12	2012/13
Personal information requests	663	929	1046	963
Non-personal information requests	24	24	24	27
Amendment of personal information	0	0	0	4
<b>Total applications received</b>	<b>730</b>	<b>1,007</b>	<b>1,070</b>	<b>994</b>
<b>Applications completed</b>	<b>699</b>	<b>976</b>	<b>1,091</b>	<b>1,013</b>
Applications withdrawn	74	116	154	178
Applications transferred in full to other agencies	43	55	55	38
<b>Applications outstanding</b>	<b>60</b>	<b>91</b>	<b>68</b>	<b>49</b>
Internal reviews completed	3	8	9	10
External reviews completed	4	0	8	2

All FOI applications made to the Department are co-ordinated by the FOI Manager, who can also help with requests for documents available for purchase or free of charge. Arrangements to inspect Department information available to the public can be made by telephoning the FOI Manager on 9264 1133. Access is from 8am to 4pm, Monday to Friday at Level 9, 141 St Georges Terrace, Perth.

# Compliance Reports

## Recordkeeping

Every government organisation is required to have a Recordkeeping Plan (RKP) under s19 of the *State Records Act 2000*. The Department manages its records under an approved RKP and develops policies, processes, systems and tools to assist its staff to meet their recordkeeping responsibilities and the requirements of the plan.

### **The Department's Statement of Compliance with the State Records Commission Standards, Standard 2 Principle 6 for 2012/13:**

*Whether the efficiency and effectiveness of the organisation's recordkeeping systems has been evaluated or alternatively when such an evaluation is proposed*

At its meeting on 31 May 2013 the State Records Commission approved the amended RKP for the Department for the full five year period to 2018.

The Retention and Disposal Schedule is currently under review with a planned submission to the State Records Office before the end of 2013.

The Improving Recordkeeping in DCS project was progressed to implement the Department's electronic document and records management system (TRIM) across DCS which included metropolitan and regional prisons and community corrections centres with the first two years of the project complete and is moving into its third and final year.

The disposal program was progressed resulting in the transfer

of inactive legacy records held in prisons and community correction centres to central storage or approved for destruction.

*The nature and extent of the recordkeeping training program conducted by or for the organisation*

68 staff attended the recordkeeping session of the Department's corporate induction.

The DCS monthly recordkeeping newsletter Searchlight, which has been in circulation since November 2011, was distributed to 1,763 staff each month.

Nine user guides and 36 fact sheets relating to recordkeeping were produced and published online and in print.

DCS provided a range of recordkeeping training sessions and support materials to cater for different learning styles. Feedback from the training sessions is used to evaluate and improve the training program.

- » One-on-one 'at desk' sessions cater to individual requirements.
- » Sessions via remote assistance are provided for staff in regional areas.
- » A helpdesk service is available during business hours for staff using TRIM and any other recordkeeping assistance required.

*Whether the efficiency and effectiveness of the recordkeeping training program has been reviewed or alternatively when this is planned to be done*

- » Of a total enrolment of 2,288 staff in online general records

# Compliance Reports

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awareness training, 789 had their enrolment updated in 2012/13 with a completion rate of 81%. Of these 89% of staff found the training useful, 89% found it improved their understanding of recordkeeping and 86% liked the online delivery method of training.

- » 345 staff were trained in the use of TRIM to manage their records and 98.14% of staff found this course useful.

*Assurance that the organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's recordkeeping plan*

- » Statements regarding recordkeeping and the proper use of information were also included in the Use of Public Resources section of the DCS Code of Conduct 2011.
- » The booklet 'An Introduction to Recordkeeping' provided to staff at Induction contains a reference section highlighting 54 specific policies and procedures which include direct references to operational recordkeeping requirements.

# Contracts

DCS Awarded Contracts for 1 July 2012 to 30 June 2013 (greater than \$150,000)

Contract No.	Contract Description	Supplier	Awarded Value
DCS592011	Provision of Psychological Assessment and Counselling Services	Daniela Barbuzza, Sweeny Psychological Services, Amy Seear, Claire Lynn, Jane Sampson, Annette Paul, Nigel Cameron , Bart Wszola, Kelly Gibson, Julie Hasson, Clinical Psychology Services, Psychwest Psychological Services, Wendy Wager, Mary-Anne Martin, Roxanne Buktenica, Gosia Stasinski, Cinzia Zuin, Tanina Emilia Oliveri, Naomi Oliver, Steve Jobson, PACT Psychology Services	\$5,000,000.00
DCS282012	Provision of Electronic Monitoring System and Associated Services for certain offenders in Western Australia	3M Australia Pty Ltd	\$753,525.00
DCS0502011	Provision of a Learning Program for Working Effectively with Aboriginal People	Kim Bridge & Associates	\$503,160.00
DCS642011	Cleaning Services Casuarina	Airlite Cleaning Pty Ltd	\$409,898.00
DCS122012	Supply and Delivery of Potatoes to Bunbury Regional Prison	G & B Bendotti	\$350,000.00
DCS432011	Cleaning Services Moore Street East Perth	Glad Commercial Cleaning	\$278,638.00
DCS112012	Laundry Services & Linen Hire at EGRP	Goldfields Laundry Service	\$214,817.00

# Contracts

*Continued*

DCS542011	Supply and Delivery of Rubber Thongs (Footwear) to Casuarina Prison	N Bradshaw & Sons	\$195,000.00
DCS342012	Provision of Cleaning Services for the West Kimberley Regional Prison	Karroy Pty Ltd	\$181,368.00

(Amounts are over the period of the agreement including any extension options. Amounts include GST)

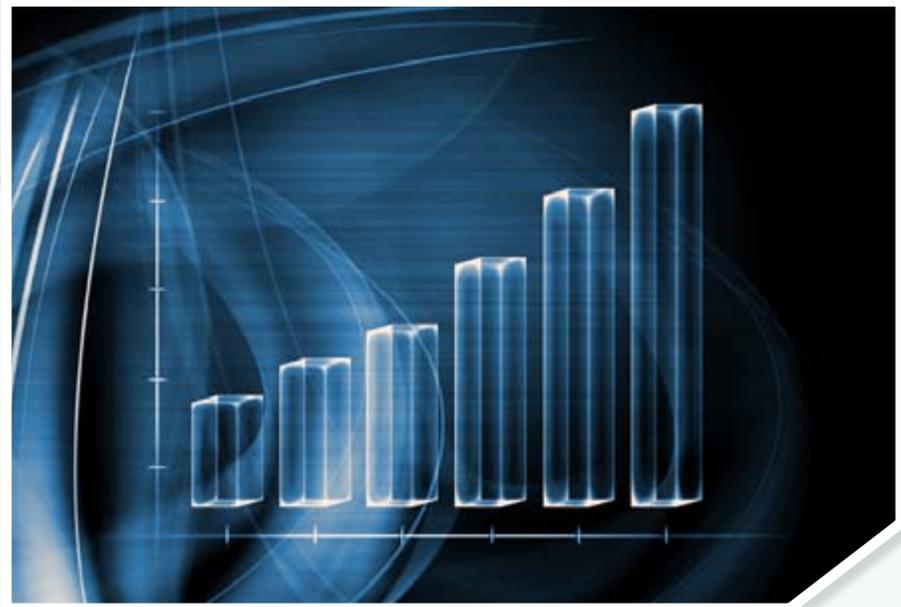
DCS Awarded Contracts for Non-Government Service Agreements 1 July 2012 to 30 June 2013 (greater than \$150,000)

Contract No.	Contract Description	Supplier	Awarded Value
008/2012	Live Works Program to Aboriginal Young People in Perth Metropolitan Area	Outcare	\$7,500,000 ex GST
065/2012	Drug and Alcohol Through Care Service	Holyoake & Cyrenian	\$1,641,646 ex GST

(Amounts are over the period of the agreement including any extension options.)

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# Key Performance Indicators



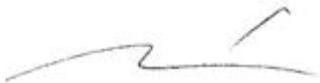
Key Performance Indicators, or KPIs, show how well the Department has met its goals in the financial year.

# Key Performance Indicators

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**DEPARTMENT OF CORRECTIVE SERVICES  
CERTIFICATION OF KEY PERFORMANCE INDICATORS  
For the year ended 30 June 2013**

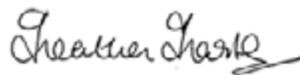
We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Department of Corrective Services, and fairly represent the performance of the Department for the financial year ended 30 June 2013.



**George Kessarlis**

**CHIEF FINANCE OFFICER**  
Department of Corrective Services

6 September 2013



**Heather Harker**

**ACTING COMMISSIONER**  
Department of Corrective Services

6 September 2013

# Key Performance Indicators

## Department of Corrective Services Certification of Key Performance Indicators

### Department of Corrective Services' Outcome

A safe, secure and decent corrective services which works collaboratively to contribute to community safety and reduces offender involvement in the justice system.

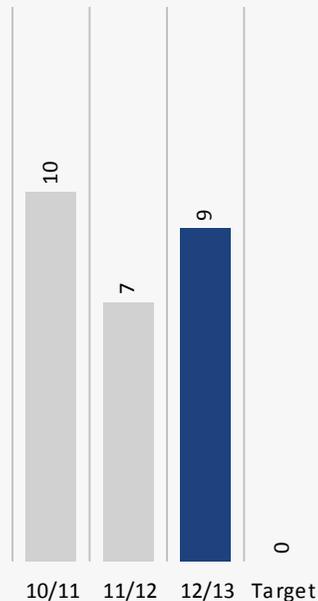
The Department's outcome describes what we aspire to achieve for the community. All the work we do aligns to this outcome, which may be further refined through our business outcomes which are contributing to community safety, reducing reoffending, contributing to community wellbeing through integrated service delivery, and fulfilling our obligation as a government agency through operational compliance and enhanced capability.

### Number of escapes (adults)

Adult Corrective Services – Effectiveness Indicator

**9 escapes**

...is the number of escapes occurring from adult custodial facilities.



**WHY is this a key indicator of our performance?** // It is a measure of the protection provided to the community through safe and secure custodial systems. It is also indicative of effective management and assessment policies and practices.

**HOW is this indicator derived?** // This indicator measures the number of escapes for prisoners in the custody of prisons by the prisoner's personal security rating – maximum, medium and minimum.

**WHAT does this indicator show?** // There was a total of nine escapes through 2012/13, including escapes by two medium-security prisoners from Eastern Goldfields Regional Prison. The remaining seven were all by minimum-security prisoners; one from a work party attached to Eastern Goldfields Regional Prison, two from Wooroloo Prison Farm, two from Bunbury Regional Prison, and two from a work party attached to Broome Regional Prison. In each case the prisoners involved were recaptured or turned themselves in within two days of the incident occurring.

The result of nine escapes equates to an escape rate of 0.18 escapes per 100 prisoners, based on a daily average population of 4,951 for 2012/13. This compares to a rate of 0.15 in 2011/12.

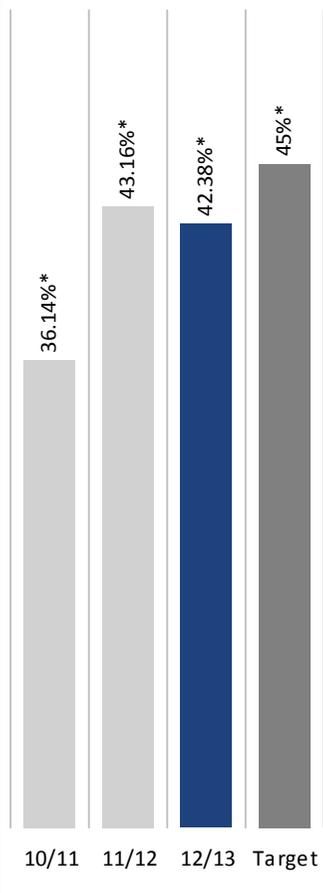
# Key Performance Indicators

## Rate of return – offender programs (adults)

Adult Corrective Services – Effectiveness Indicator

**42.38%**

...is the percentage of exits in 2010/11, by sentenced prisoners who had completed at least one offender program prior to release, which were followed by a return under sentence to corrective services within 2 years of release.



**WHY is this a key indicator of our performance?** // It is a measure of the Department's progress towards its high level outcome of Reducing Reoffending. By limiting the measure to those people who had completed an offender program, it provides a more appropriate measure of what the Department has influence over with regards to recidivism.

**HOW is this indicator derived?** // The rate of return for program completers is defined as the rate of return to the offender management system by adult offenders within two years of release from custody, where the person had completed at least one offender program prior to exit. The rate of reoffending excludes exits from and returns to fine default only sentences, and excludes returns solely on account of suspension of an early release order (ERO). Returns solely on account of cancellation of an ERO are included.

**\*Note:** The 2011/12 and 12/13 actual results are based on revised counting rules in place from 2011/12, which were necessary to remain in line with DCS' national reporting.

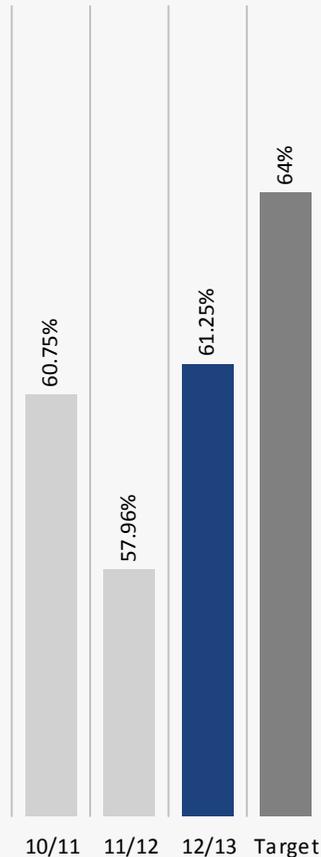
**WHAT does this indicator show?** // The 2012/13 result has improved slightly from the previous year, and has remained marginally ahead of the target of 45%.

# Key Performance Indicators

## Successful completion of community correction orders (adults) Adult Corrective Services – Effectiveness Indicator

**61.25%**

...is the percentage of community correction orders which were completed successfully.



**WHY is this a key indicator of our performance?** // This indicator measures the completion rate of community corrections orders. It is an indicator of offenders' responsible and law-abiding behaviour while under the supervision of the Department of Corrective Services.

Generally the higher the completion rate, the better the performance. However where offenders are noncompliant and pose a risk, breach action is warranted and contributes to community safety. As a result, a decrease in the completion rate may not necessarily be poor performance. It may reflect tighter responses to breaches by offenders.

**HOW is this indicator derived?** // The indicator is derived by calculating the number of orders completed as a proportion of all orders validly terminated, completed or expired.

Orders are considered successfully completed if they run their full course without breach action finalised or pending. Types of community corrections orders include intensive supervision; community-based; short-term parole; work release; re-entry; conditional bail; monitored bail; pre-sentence; work and development. Intensive supervision and community-based orders were established as a result of the *Sentencing Act 1995* to replace probation and community service orders. Short-term parole and re-entry orders (which replace the work release orders) and pre-sentence orders were established as a result of the sentencing legislation effective from August 2004.

**WHAT does this indicator show?** // After two years of decreasing results, owing largely to the revised Enforcement Policy, the 2012/13 result is a significant improvement and is in line with the results seen consistently prior to 2010/11. This is still some three percentage points behind the target, though care must be taken that the completion rate is not raised at the expense of community safety, as outlined above.

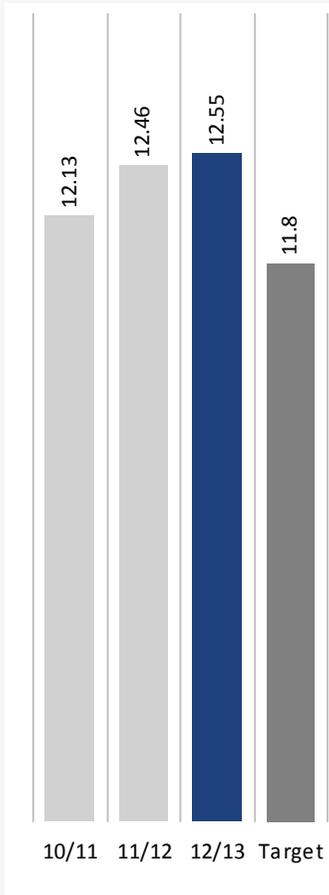
# Key Performance Indicators

## Average out of cell hours (adults)

Adult Corrective Services – Effectiveness Indicator

**12.55 hours**

...is the average number of hours prisoners are allowed out of their cells each day, to participate in a range of activities.



**WHY is this a key indicator of our performance?** // Providing a secure, safe and decent custodial environment includes managing prisoners in a manner that minimises the risks they pose to the community, while enabling them to achieve an acceptable quality of life.

Time spent out of cells provides a greater opportunity for prisoners to participate in activities such as work, education, wellbeing, recreation and treatment programs, visits, and interacting with other prisoners and staff.

Higher average out of cell hours per day indicates better performance towards achieving this outcome.

**HOW is this indicator derived?** // This performance indicator is measured according to national standards. It is derived by calculating the total out of cells hours for the year divided by the number of days in the year and the daily average population.

The out of cell hours each day will vary due to lock down during normal hours for reasons such as staff meetings, staff training and security requirements.

**WHAT does this indicator show?** // The Department continues to perform well in this area with the 2012/13 result of 12.55 hours marginally ahead of the previous year's result, and 6.3% ahead of the target of 11.8.

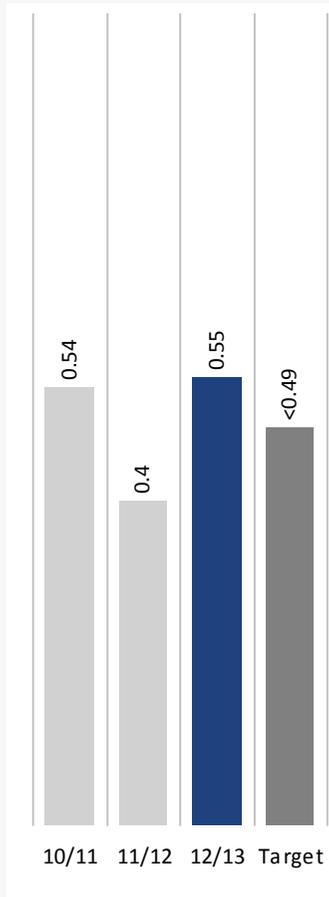
# Key Performance Indicators

## Rate of serious assault per 100 prisoners (adults)

Adult Corrective Services – Effectiveness Indicator

**0.55**

...is the number of serious assault victims – 27 – expressed as a rate per 100 prisoners managed on an average day.



**WHY is this a key indicator of our performance?** // Providing a safe, secure and decent environment includes providing a prison environment where there is a low level of violence, whether perpetrated by a prisoner on other prisoners or on staff.

Low assault rates indicate better performance towards achieving the objective.

**HOW is this indicator derived?** // This performance indicator is measured according to national standards. It is calculated using the number of victims of serious assaults by prisoners on prisoners and prisoners on staff, divided by the daily average population over the year and expressed as a rate per 100 prisoners.

This measure is reported according to national standards. A serious assault occurs when a victim is subjected to physical violence that results in physical injuries requiring medical treatment involving overnight hospitalisation in a medical facility (e.g. prison clinic, infirmary, hospital or a public hospital) or ongoing medical treatment. Serious assaults include all sexual assaults.

**WHAT does this indicator show?** // The serious assault rate of 0.55, 12% behind the target, is based on 27 victims of serious assaults through 2012/13 and a daily average population of 4,951 for the same period. Of the 27 serious assault victims, 18 were prisoners and 9 were staff. This compares to 16 and 3 staff and prisoner victims respectively in the previous year.

Current risk mitigation strategies include the effective use of intelligence and dynamic security. These are constantly evolving and being enhanced. In addition, a more defined approach to managing specific prisoners who pose a threat is currently being introduced with a view to reduce these incidents.

Note that this measure is prone to fluctuate from year to year because of the small number of incidents involved in the calculations.

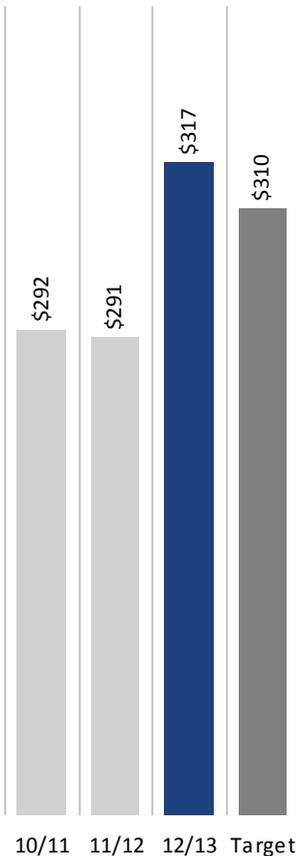
# Key Performance Indicators

## Cost per day of keeping an offender in custody (adults)

Adult Corrective Services – Efficiency Indicator

**\$317**

...is what it costs each day to keep a person in prison.



**WHY is this a key indicator of our performance?** // Unit cost per prisoner and offender provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?** // It is calculated by dividing the total accrual cost of managing an adult offender in custody by the average daily number of adult prisoners, divided by 365 days.

Note: From 2011/12, the actual cost per day of keeping an offender in custody now excludes court security costs through the Court Security and Custodial Services contract. These services are now provided by the Department of the Attorney General as a resource free of charge. In addition and on advice from the Office of the Auditor General, gratuity payments are also now excluded.

**WHAT does this indicator show?** // The 2012/13 average cost per day for adults in custody of \$317 was within 2% of the target, \$310. Cost rises were generally in line with the increased prisoner population.

2012/13 was also impacted by the commencement of custodial operations at both the privately run Wandoo Reintegration Facility (formerly Rangeview Remand Centre) and the newly constructed West Kimberley Regional Prison (WKRP). Both facilities commenced operations in November 2012 with depreciation costs rising with the addition of the WKRP to the Department's owned facilities.

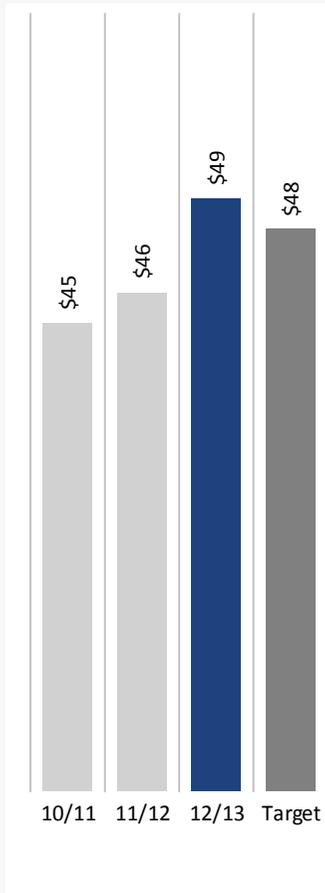
# Key Performance Indicators

## Cost per day of managing an offender through community supervision (adults)

Adult Corrective Services – Efficiency Indicator

**\$49**

...is what it costs each day to manage a person on a community corrections order.



**WHY is this a key indicator of our performance?** // Unit cost per prisoner and offender provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?** // It is calculated by dividing the total accrual cost of managing an adult offender through community supervision by the average daily number of adult offenders supervised, divided by 365 days.

**WHAT does this indicator show?** // The 2012/13 actual of \$49 was in line with the budget target of \$48.

Total costs were down compared to the target, consistent with results in Adult Community Corrections. This was however offset by a corresponding decrease in the offender population, resulting in a similar cost per day compared to the target.

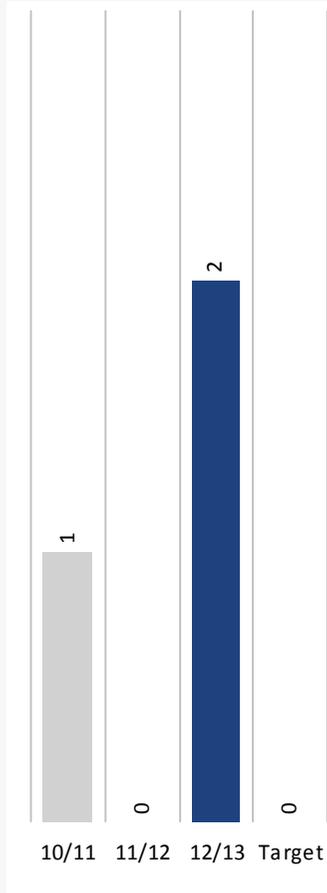
# Key Performance Indicators

## Number of escapes (youth)

Youth Justice Services – Effectiveness Indicator

2

...is the number of escapes from youth detention centres.



**WHY is this a key indicator of our performance?** // It is a measure of the protection provided to the community through the provision of safe and secure custodial systems. It is also indicative of effective management and assessment policies and practices.

**HOW is this indicator derived?** // This indicator is measure by counting the number of escapes which occur during the year. An escape rate is calculated as a percentage of the daily average detention population for the financial year.

**WHAT does this indicator show?** // In 2012/13 there were two escapes in a single incident from the Banksia Hill Detention Centre.

The two escapes equate to a rate of 1.10 escapes per 100 detainees, based on a daily average population of 181.38 for the year.

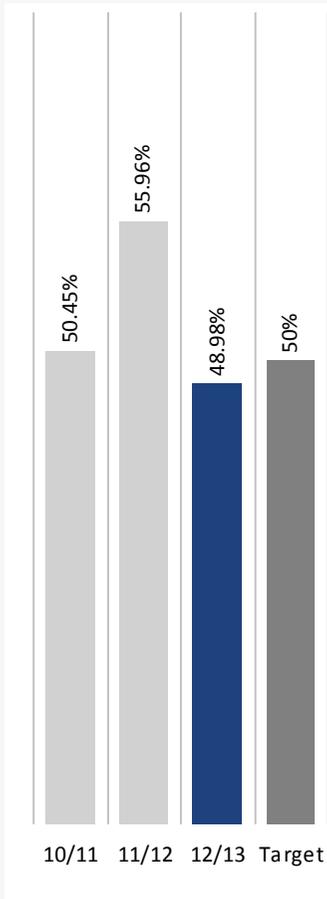
# Key Performance Indicators

## Rate of return to detention (youth)

Youth Justice Services – Effectiveness Indicator

**48.98%**

...is the percentage of young offenders released from sentenced detention in 2010/11 who returned to sentenced detention within two years.



**WHY is this a key indicator of our performance?** // The rate of return to detention provides an indication of the effectiveness of personal development activities and rehabilitation programs. The rate is also dependent on other factors such as sentencing legislation, changes in the nature of offences committed and the rate at which offenders on community orders are breached for noncompliance.

**HOW is this indicator derived?** // The rate of return to detention is defined as the proportion of young people who return to sentenced detention within two years of release from sentenced detention. This indicator is measured over the two previous financial years.

Note: A detainee is counted only once, even if the detainee re-enters the system several times.

**WHAT does this indicator show?** // The rate of return to detention of 48.98% for 2012/13 is slightly ahead of the target of 50%, and the best result for this measure in more than a decade (though largely in line with the longer term average of about 50%). It is also a considerable improvement over the previous year's result.

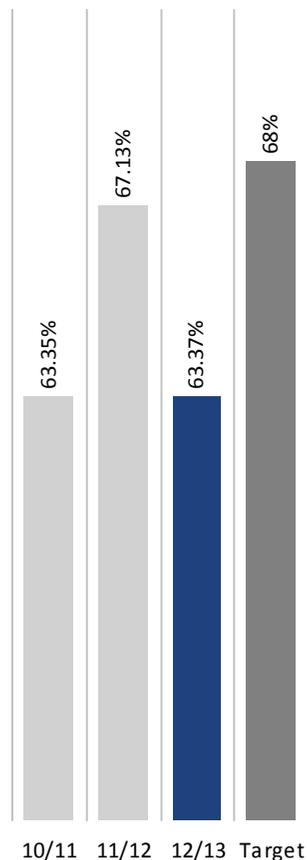
# Key Performance Indicators

## Successful completion of community-based orders (youth)

Youth Justice Services – Effectiveness Indicator

**63.37%**

...is the percentage of community-based orders which were successfully completed.



**WHY is this a key indicator of our performance?** // This indicator provides an indication of the completion rate of community corrections orders, and an offender's responsible and law-abiding behaviour while under the supervision of the Department of Corrective Services.

**HOW is this indicator derived?** // It is derived by calculating the number of orders successfully completed as a proportion of all orders validly terminated, completed or expired. Types of community corrections orders include:

- Youth community-based
- Intensive youth supervision
- Intensive youth supervision (with detention)
- Supervised release orders

**WHAT does this indicator show?** // Over the past decade this measure has tended to fluctuate between the low to mid 60 percent mark. While the 2011/12 result was the highest for a number of years, the 2012/13 result has dropped back to a similar level seen in 2010/11.

The varying percentages in performance could be attributed to the increased focus on the timeliness of breaching orders for noncompliance, and staff becoming more vigilant with monitoring compliance of order conditions.

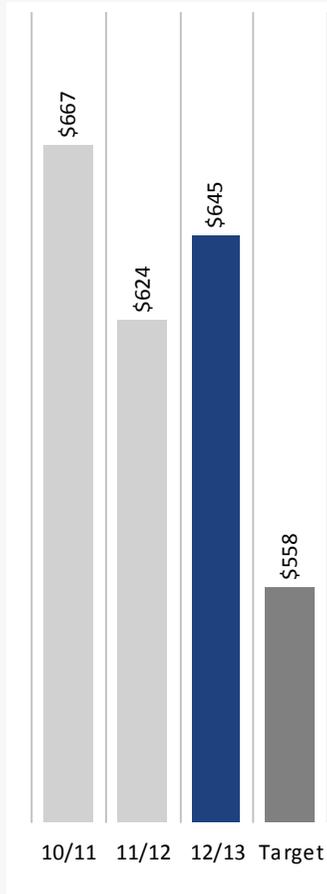
# Key Performance Indicators

## Cost per day of keeping a juvenile in detention

Youth Justice Services – Efficiency Indicator

**\$645**

...is the cost per day to keep a young person in detention.



**WHY is this a key indicator of our performance?** // Unit cost per detainee provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?** // It is calculated by dividing the total accrual cost of managing a young person in detention by the average daily detention population, divided by 365 days.

Note: From 2011/12 and on advice from the Office of the Auditor General, gratuity payments have been excluded from the cost per day of keeping a juvenile in detention.

**WHAT does this indicator show?** // The 2012/13 cost per day for youth in detention was up over 15% on the budget target with the disturbance at Banksia Hill Detention Centre in January 2013 impacting costs.

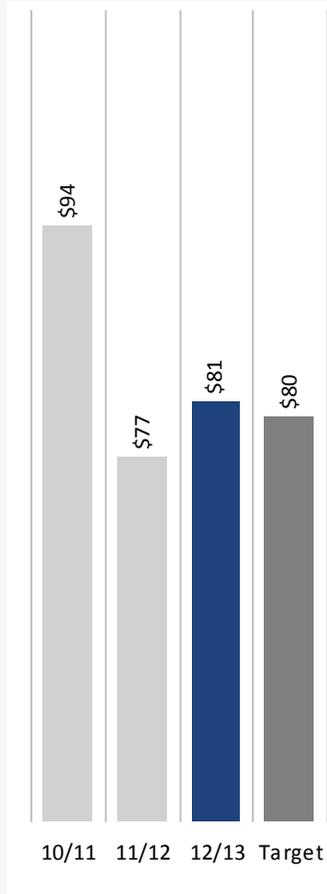
# Key Performance Indicators

## Cost per day of managing a juvenile through community supervision

Youth Justice Services – Efficiency Indicator

**\$81**

...is the cost per day to manage a young person in the community.



**WHY is this a key indicator of our performance?** // Unit cost per offender provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?** // It is calculated by dividing the total accrual cost of managing a young person through community supervision by the average daily number of offenders supervised, divided by 365 days.

**WHAT does this indicator show?** // The cost per day of managing juveniles in the community increased in 2012/13 to be slightly above the target when the average population fell.

# Financial Statements



# Financial Statements

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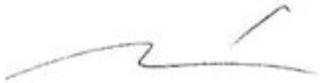
## DEPARTMENT OF CORRECTIVE SERVICES

### CERTIFICATION OF FINANCIAL STATEMENTS

For the year ended 30 June 2013

The accompanying financial statements of the Department of Corrective Services have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2013 and the financial position as at 30 June 2013.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.

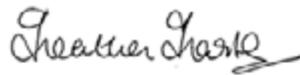


**George Kessararis**

**CHIEF FINANCE OFFICER**

Department of Corrective Services

6 September 2013



**Heather Harker**

**ACTING COMMISSIONER**

Department of Corrective Services

6 September 2013

# Financial Statements

## INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

## DEPARTMENT OF CORRECTIVE SERVICES

### Report on the Financial Statements

I have audited the accounts and financial statements of the Department of Corrective Services.

The financial statements comprise the Statement of Financial Position as at 30 June 2013, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows, Schedule of Income and Expenses by Service, Schedule of Assets and Liabilities by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

#### *Commissioner's Responsibility for the Financial Statements*

The Commissioner is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that are free from material

misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Department's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and

# Financial Statements

appropriate to provide a basis for my audit opinion.

## **Opinion**

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Department of Corrective Services at 30 June 2013 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

## **Report on Controls**

I have audited the controls exercised by the Department of Corrective Services during the year ended 30 June 2013.

Controls exercised by the Department of Corrective Services are those policies and procedures established by the Commissioner to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions.

### *Commissioner's Responsibility for Controls*

The Commissioner is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions, and other relevant written law.

## *Auditor's Responsibility*

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the controls exercised by the Department of Corrective Services based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Department complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Opinion**

In my opinion, the controls exercised by the Department of Corrective Services are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2013.

## **Report on the Key Performance Indicators**

I have audited the key performance indicators of the Department

# Financial Statements

of Corrective Services for the year ended 30 June 2013.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

## *Commissioner's Responsibility for the Key Performance Indicators*

The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such controls as the Commissioner determines necessary to ensure that the key performance indicators fairly represent indicated performance.

## *Auditor's Responsibility*

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Commissioner's preparation and fair presentation of the key performance indicators in order to design audit

procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Opinion**

In my opinion, the key performance indicators of the Department of Corrective Services are relevant and appropriate to assist users to assess the Department's performance and fairly represent indicated performance for the year ended 30 June 2013.

## **Independence**

In conducting this audit, I have complied with the independence requirements of the *Auditor General Act 2006* and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

## **Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators**

This auditor's report relates to the financial statements and key performance indicators of the Department of Corrective Services for the year ended 30 June 2013 included on the Department's

# Financial Statements

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website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



**COLIN MURPHY**  
**AUDITOR GENERAL**  
**FOR WESTERN AUSTRALIA**

Perth, Western Australia

11 September 2013

# Financial Statements

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$000	\$000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expenses	6	422,119	392,712
Supplies and services	7	249,815	226,635
Depreciation and amortisation expense	8	29,555	22,438
Finance Costs (a)	9	136	279
Accommodation expenses	10	10,855	11,679
Grants and subsidies	11	8,386	8,161
Loss on disposal of non-current assets	12	1	(96)
Other expenses	13	94,937	85,614
<b>Total cost of services</b>		<b>815,804</b>	<b>747,422</b>
<b>Income</b>			
<b>Revenue</b>			
User charges and fees	14	95	111
Commonwealth grants and contributions	15	901	1,219
Other revenue	16	28,212	41,414
Total Revenue		<b>29,208</b>	<b>42,744</b>
<b>Total income other than income from State Government</b>		<b>29,208</b>	<b>42,744</b>
<b>NET COST OF SERVICES</b>		<b>786,596</b>	<b>704,678</b>
<b>INCOME FROM STATE GOVERNMENT</b>	17		
Service appropriation		737,820	677,901
Services received free of charge		19,580	15,306

# Financial Statements

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013 Cont'd

	Note	2013	2012
		\$000	\$000
Royalties for Regions Fund		16,896	17,629
<b>Total income from State Government</b>		<b>774,296</b>	<b>710,836</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(12,300)</b>	<b>6,158</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items not reclassified subsequently to profit or loss</b>			
Changes in asset revaluation surplus	26	69,497	187,085
<b>Total other comprehensive income</b>		<b>69,497</b>	<b>187,085</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>57,197</b>	<b>193,243</b>

See also the 'Schedule of Income and Expenses by Service'.

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

(a) Finance costs include borrowing costs.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2013

	Note	2013	2012
		\$000	\$000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	27	35,206	38,262
Receivables	19	9,285	7,749
Amounts receivable for services	20	8,050	7,245
<b>Total Current Assets</b>		<b>52,541</b>	<b>53,256</b>
<b>Non-Current Assets</b>			
Restricted cash and cash equivalents	18	9,914	7,826
Amounts receivable for services	20	68,361	51,937
Property, plant and equipment	21	1,356,233	1,241,017
Intangible assets	22	6,440	4,744
<b>Total Non-Current Assets</b>		<b>1,440,948</b>	<b>1,305,524</b>
<b>TOTAL ASSETS</b>		<b>1,493,489</b>	<b>1,358,780</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	23	34,398	28,811
Borrowings	24	373	589
Provisions	25	92,193	82,141

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2012 Cont'd

	Note	2013	2012
		\$000	\$000
<b>Total Current Liabilities</b>		<b>126,964</b>	<b>111,541</b>
<b>Non-Current Liabilities</b>			
Provisions	25	18,010	18,512
Borrowings	24	1,273	2,492
<b>Total Non-Current Liabilities</b>		<b>19,283</b>	<b>21,004</b>
<b>TOTAL LIABILITIES</b>		<b>146,247</b>	<b>132,545</b>
<b>NET ASSETS</b>		<b>1,347,242</b>	<b>1,226,235</b>
<b>EQUITY</b>	26		
Contributed equity		965,221	901,411
Reserves		426,094	356,597
Accumulated (deficit)		(44,073)	(31,773)
<b>TOTAL EQUITY</b>		<b>1,347,242</b>	<b>1,226,235</b>

See also the 'Schedule of Assets and Liabilities by Service'  
The Statement of Financial Position should be read in  
conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$000	\$000
<b>CASH FLOWS FROM THE STATE GOVERNMENT</b>			
Service appropriation		713,347	653,848
Capital contributions		63,810	89,890
Holding account drawdowns		7,245	10,736
Royalties for Regions Fund		16,896	17,629
<b>Net cash provided by the State Government</b>		<b>801,298</b>	<b>772,103</b>
<b>Utilised as follows:</b>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(409,606)	(380,935)
Supplies and services		(331,429)	(312,320)
Finance costs		(136)	(279)
Accommodation		(10,855)	(11,679)
GST payments on purchases		(36,674)	(37,626)
GST payments to taxation authority		(500)	(3,285)
<b>Receipts</b>			
Receipts from services		28,054	46,838
Commonwealth grants and contributions		26	207

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$000	\$000
GST receipts on sales		508	3,269
GST receipts from taxation authority		36,849	38,343
<b>Net cash used in operating activities</b>	27(b)	(723,763)	(657,467)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of non-current physical assets		(78,071)	(87,950)
Proceeds from sale of non-current physical assets		94	12,201
<b>Net cash used in investing activities</b>		<b>(77,977)</b>	<b>(75,749)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Financial Lease Payments		(526)	(13,253)
<b>Net cash used in financing activities</b>		<b>(526)</b>	<b>(13,253)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(968)</b>	<b>25,634</b>
Cash and cash equivalents at the beginning of the period		46,088	20,454
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	27(a)	<b>45,120</b>	<b>46,088</b>

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2013

		Contributed equity	Reserves	Accumulated surplus/(deficit)	Total equity
	Note	\$000	\$000	\$000	\$000
<b>Balance at 1 July 2011</b>	26	817,441	169,512	(37,931)	949,022
Surplus/(Deficit)		-	-	6,158	6,158
Other comprehensive income		-	187,085	-	187,085
Total comprehensive income for the period		-	187,085	6,158	193,243
Transactions with owners in their capacity as owners:					
Capital appropriations		86,691	-	-	86,691
Other contributions by owners		3,200	-	-	3,200
Distribution to owners		(5,921)	-	-	(5,921)
<b>Total</b>		<b>83,970</b>	<b>-</b>	<b>-</b>	<b>83,970</b>
<b>Balance at 30 June 2012</b>	26	<b>901,411</b>	<b>356,597</b>	<b>(31,773)</b>	<b>1,226,235</b>
<b>Balance at 1 July 2012</b>		<b>901,411</b>	<b>356,597</b>	<b>(31,773)</b>	<b>1,226,235</b>
Surplus/(Deficit)		-	-	(12,300)	(12,300)
Other comprehensive income		-	69,497	-	69,497
Total comprehensive income for the period		-	69,497	(12,300)	57,197
Transaction with owners in their capacity as owners:					
Capital appropriations		63,506	-	-	63,506
Other contributions by owners		304	-	-	304
Contributions to owners		-	-	-	-
Total		63,810	-	-	63,810
<b>Balance at 30 June 2013</b>	26	<b>965,221</b>	<b>426,094</b>	<b>(44,073)</b>	<b>1,347,242</b>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SCHEDULE OF INCOME AND EXPENSES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2013

	2013	2012	2013	2012	2013	2012
	Service 1	Service 1	Service 2	Service 2		
	Adult Offender Services	Adult Offender Services	Juvenile Offender Services	Juvenile Offender Services	Total	Total
	\$000	\$000	\$000	\$000	\$000	\$000
<b>COST OF SERVICES</b>						
<b>Expenses</b>						
Employee benefits expense	358,468	329,771	63,651	62,941	422,119	392,712
Depreciation and amortisation expense	26,935	19,967	2,620	2,471	29,555	22,438
Finance costs	136	279	-	-	136	279
Loss on disposal of non-current assets	(1)	(100)	2	4	1	(96)
Other expenses	330,867	300,063	33,126	32,026	363,993	332,089
<b>Total cost of services</b>	<b>716,405</b>	<b>649,980</b>	<b>99,399</b>	<b>97,442</b>	<b>815,804</b>	<b>747,422</b>
<b>Income</b>						
User charges and fees	95	111	-	-	95	111
Commonwealth grants and contributions	814	1,074	87	145	901	1,219
Other revenues	25,889	39,501	2,323	1,913	28,212	41,414
<b>Total income other than income from State Government</b>	<b>26,798</b>	<b>40,686</b>	<b>2,410</b>	<b>2,058</b>	<b>29,208</b>	<b>42,744</b>
<b>NET COST OF SERVICES</b>	<b>689,607</b>	<b>609,294</b>	<b>96,989</b>	<b>95,384</b>	<b>786,596</b>	<b>704,678</b>

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SCHEDULE OF INCOME AND EXPENSES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2013 Cont'd

	2013	2012	2013	2012	2013	2012
	Service 1	Service 1	Service 2	Service 2		
	Adult Offender Services	Adult Offender Services	Juvenile Offender Services	Juvenile Offender Services	Total	Total
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Income from State Government</b>						
Service appropriation	610,928	560,359	126,892	117,542	737,820	677,901
Services received free of charge	16,353	12,783	3,227	2,523	19,580	15,306
Royalties for Regions Fund	3,881	1,858	13,015	15,771	16,896	17,629
<b>Total income from State Government</b>	<b>631,162</b>	<b>575,000</b>	<b>143,134</b>	<b>135,836</b>	<b>774,296</b>	<b>710,836</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>	<b>(58,445)</b>	<b>(34,294)</b>	<b>46,145</b>	<b>40,452</b>	<b>(12,300)</b>	<b>6,158</b>

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SCHEDULE OF ASSETS AND LIABILITIES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2013

	2013	2012	2013	2012	2013	2012
	Service 1	Service 1	Service 2	Service 2		
	Adult Offender Services	Adult Offender Services	Juvenile Offender Services	Juvenile Offender Services	Total	Total
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Assets</b>						
Current assets	43,780	44,206	8,761	9,050	52,541	53,256
Non-current assets	1,372,095	1,240,712	68,853	64,812	1,440,948	1,305,524
<b>Total assets</b>	<b>1,415,875</b>	<b>1,284,918</b>	<b>77,614</b>	<b>73,862</b>	<b>1,493,489</b>	<b>1,358,780</b>
<b>Liabilities</b>						
Current liabilities	109,910	95,556	17,054	15,985	126,964	111,541
Non-current liabilities	16,492	17,887	2,791	3,117	19,283	21,004
<b>Total liabilities</b>	<b>126,402</b>	<b>113,443</b>	<b>19,845</b>	<b>19,102</b>	<b>146,247</b>	<b>132,545</b>
<b>NET ASSETS</b>	<b>1,289,473</b>	<b>1,171,475</b>	<b>57,769</b>	<b>54,760</b>	<b>1,347,242</b>	<b>1,226,235</b>

The Schedule of Assets and Liabilities by Service should be read in conjunction with the accompanying notes.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SUMMARY OF CONSOLIDATED ACCOUNT APPROPRIATIONS AND INCOME ESTIMATES FOR THE YEAR ENDED 30 JUNE 2013

	2013 Estimate \$000	2013 Actual \$000	Variation \$000	2013 Actual \$000	2012 Actual \$000	Variation \$000
<b>Delivery of services</b>						
Item 63 net amount appropriated to deliver services	706,306	736,900	30,594	736,900	677,008	59,892
Section 25 transfer of service appropriation	-	-	-	-	-	-
Amount authorised by other statutes	-	-	-	-	-	-
<i>Salaries and Allowances Act 1975</i>	920	920	-	920	893	27
<b>Total appropriations provided to deliver services</b>	<b>707,226</b>	<b>737,820</b>	<b>30,594</b>	<b>737,820</b>	<b>677,901</b>	<b>59,919</b>
<b>Capital</b>						
Item 174 capital contribution	37,526	63,810	26,284	63,810	89,890	(26,080)
<b>GRAND TOTAL</b>	<b>744,752</b>	<b>801,630</b>	<b>56,878</b>	<b>801,630</b>	<b>767,791</b>	<b>33,839</b>
<b>Details of Expenses by Service</b>						
Service 1 - Adult Offender Services	674,056	716,405	42,349	716,405	649,980	66,425
Service 2 - Juvenile Offender Services	98,727	99,399	672	99,399	97,442	1,957
<b>Total appropriations provided to deliver services</b>	<b>772,783</b>	<b>815,804</b>	<b>43,021</b>	<b>815,804</b>	<b>747,422</b>	<b>68,382</b>
<b>Total income other than income from State Government</b>	<b>25,558</b>	<b>(29,208)</b>	<b>(54,766)</b>	<b>(29,208)</b>	<b>(42,744)</b>	<b>13,536</b>
<b>Net cost of services</b>	<b>798,341</b>	<b>786,596</b>	<b>(11,745)</b>	<b>786,596</b>	<b>704,678</b>	<b>81,918</b>

Note 37 provides details of any significant variations between estimates and actual results for 2013 and between the actual results for 2012 and 2013.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SUMMARY OF CONSOLIDATED ACCOUNT APPROPRIATIONS AND INCOME  
ESTIMATES FOR THE YEAR ENDED 30 JUNE 2013

	2013 Estimate \$000	2013 Actual \$000	Variation \$000	2013 Actual \$000	2012 Actual \$000	Variation \$000
Adjustments	(91,115)	(48,776)	42,339	(48,776)	(26,777)	(21,999)
<b>Total appropriations provided to deliver services</b>	<b>707,226</b>	<b>737,820</b>	<b>30,594</b>	<b>737,820</b>	<b>677,901</b>	<b>59,919</b>
<b>Capital expenditure</b>						
Purchase of non-current physical assets	154,002	78,071	(75,931)	78,071	87,950	(9,879)
Adjustment for other funding sources	(116,476)	(14,261)	102,215	(14,261)	1,940	(16,201)
<b>Capital appropriations</b>	<b>37,526</b>	<b>63,810</b>	<b>26,284</b>	<b>63,810</b>	<b>89,890</b>	<b>6,322</b>
<b>GRAND TOTAL</b>	<b>744,752</b>	<b>801,630</b>	<b>56,878</b>	<b>801,630</b>	<b>767,791</b>	<b>33,839</b>

Note 37 provides details of any significant variations between estimates and actual results for 2013 and between the actual results for 2012 and 2013.

# Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

## 1. Australian Accounting Standards

### General

The Department's financial statements for the year ended 30 June 2013 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standard Board (AASB).

The Department has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

### Early adoption of standards

The Department cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction (TI) 1101 Application of Australian Accounting Standards and Other Pronouncements. No Australian Accounting Standards that have been issued or amended (but not operative) have been early adopted by the Department for the annual reporting period 30 June 2013.

## 2. Summary of significant accounting policies

### (a) General statement

The Department is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with

Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has a material or significant effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

### (b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention except for land, buildings and infrastructure which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$000).

Note 3 'Judgements made by management in applying

# Financial Statements

accounting policies' discloses judgements that have been made in the process of applying the Department's accounting policies resulting in the most significant effect on the amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

## (c) Reporting entity

### Mission

The reporting entity comprises the Department and no other related bodies.

The Department of Corrective Services' mission is to reduce reoffending, assist victims, protect staff and the community and encourage offenders towards law abiding lifestyles.

The Department is predominantly funded by Parliamentary appropriations.

The Department's financial statements encompass all funds through which it controls resources to carry on its functions.

### Services

The Department provides the following services:

- (i) Juvenile Offender Services
- (ii) Adult Offender Services

## (d) Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed equity.

The transfer of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

## (e) Income

### Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

### Sale of Goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be reliably measured.

# Financial Statements

## Provision of services

Revenue is recognised on delivery of the service to the client or by reference to the stage of completion of the transaction.

## Service appropriations

Service appropriations are recognised as revenues at fair value in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited to the bank account or credited to the amounts receivable for services (holding account) held at Treasury. Refer to note 17 for further commentary on service appropriations.

## Net Appropriation Determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Department. In accordance with the determination specified in the 2012-2013 Budget Statements, the Department retained \$29.208 million in 2013 (\$42.744 million in 2012) from the following:

- proceeds from fees and charges;
- sale of goods;
- Commonwealth specific purpose grants and contributions;
- other departmental revenue.

## Grants, donations, gifts and other non-reciprocal contributions.

Revenue is recognised at fair value when the Department

obtains control over the assets comprising the contributions, usually when cash is received.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department's bank account.

## Gains

Realised or unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

### (f) Borrowing costs

Borrowing costs are expensed when incurred.

### (g) Property, plant and equipment and infrastructure

#### Capitalisation/expensing of assets

Items of property, plant and equipment and infrastructure costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income other than where they form part of a group of similar items which are significant in total.

#### Initial recognition and measurement

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Property, plant and equipment and infrastructure are initially recognised at cost. For items of property, plant and equipment and infrastructure acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

## Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land, buildings and infrastructure and historical cost for all other property, plant and equipment. Land, buildings and infrastructure are carried at fair value less accumulated depreciation (buildings and infrastructure only) and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions. When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

In the absence of market-based evidence, fair value of land and buildings is determined on the basis of existing use. This normally applies where buildings are specialised or where land use is restricted. Fair value for existing use assets is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset, i.e. the

depreciated replacement cost. Where the fair value of buildings is determined on the depreciated replacement cost basis, the gross carrying amount and the accumulated depreciation are restated proportionately.

Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Fair value of infrastructure has been determined by reference to the depreciated replacement cost (existing use basis) as the assets are specialised and no market-based evidence of value is available. Land under infrastructure is included in land reported under note 21 'Property, plant and equipment'. Independent valuations are obtained every 3 to 5 years.

When infrastructure is revalued, the accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

## Derecognition

Upon disposal or derecognition of an item of property, plant and

# Financial Statements

equipment and infrastructure, any revaluation surplus relating to that asset is retained in the asset revaluation surplus.

## Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 21 'Property, plant and equipment' and note 26 'Equity'.

## Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

- Buildings	50 years
- Leasehold improvements	10 years
- Information technology systems	5 years
- Plant, equipment and vehicles	4 - 15 years

Building and information technology projects are reported as Works In Progress until commissioned.

Land is not depreciated.

## (h) Intangible assets

### Capitalisation/expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets controlled by the Department have a finite useful life and zero residual value.

### Computer software

Software that is an integral part of the related hardware is recognised as property, plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

## (i) Impairment of assets

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Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Department is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

## (j) Leases

Finance lease rights and obligations are initially recognised at the commencement of the lease term as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments, determined at the inception of the lease. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated over the period during which the Department is expected to benefit from their use. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

The Department holds operating leases for head office and a number of branch office buildings. Operating lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased

# Financial Statements

properties.

## **(k) Financial instruments**

In addition to cash, the Department has two categories of financial instrument:

- Loans and receivables; and
- Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

### Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivables
- Amounts receivable for services

### Financial Liabilities

- Payables
- Finance Lease Liabilities

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the

transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

## **(l) Cash and cash equivalents**

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

## **(m) Accrued salaries**

Accrued salaries (see note 23 Payables) represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account (refer to note 18 Restricted cash and cash equivalents) consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur in that year instead of the normal 26. No interest is received on this account.

The last pay day in 2012/13 was 20 June. Therefore, an accrual

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of 6 days was necessary in this financial year.

## **(n) Receivables**

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Department will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

## **(o) Amounts receivable for services (holding account)**

The Department receives funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable). The accrued amount receivable is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

## **(p) Payables**

Payables are recognised at the amounts payable when the Department becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days.

## **(q) Borrowings**

All loans payable are initially recognised at cost, being the fair value of the net proceeds received. Subsequent measurement is at amortised cost using the effective interest rate method.

## **(r) Provisions**

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting period.

### **Provisions - Employee Benefits**

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

### **Annual Leave**

The liability for annual leave expected to be settled within 12 months after the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled. Annual leave not expected to be settled within 12 months after the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

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When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Department does not have an unconditional right to the defer settlement of the liability for at least 12 months after the reporting period.

## Long Service Leave

A liability for long service leave is recognised after an employee has completed four years of service based on remuneration rates current as at the end of the reporting period.

An actuarial assessment of long service leave undertaken by PWC Actuaries at 30 June 2013 determined that the liability measured using the short-hand measurement technique above was not materially different from the liability determined using the present value of expected future payments. This calculation is consistent with the Department's experience of employee retention and leave taken.

Unconditional long service leave provisions are classified as current liabilities as the Department does not have an

unconditional right to defer the settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

## Provisions - other

### Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate, has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Department's 'Employee benefits expense'. The related liability is included in 'Employment on-cost provision'. Refer to note 25 'Provisions'.

### Superannuation

The Government Employees Superannuation Board (GESB) in accordance with legislative requirements administers public sector superannuation arrangements in Western Australia in accordance with legislative requirements.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

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Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees have been able to choose their preferred superannuation fund provider. The Department makes contributions to GESB or other fund providers on behalf of employees in compliance with the *Commonwealth Government's Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Department's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The GSS Scheme is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Department to GESB extinguishes the agency's obligations to the related superannuation liability.

The Department has no liabilities under the Pension Scheme or the GSS. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Department to the GESB.

The GESB makes all benefit payments in respect of the Pension

Scheme and GSS, and is recouped from the Treasurer for the employer's share.

## **(s) Superannuation expense**

The superannuation expense in the Statement of Comprehensive Income comprises of employer contributions paid to the GSS (concurrent contributions), the WSS, and the GESBS. The employer contribution paid to the GESB in respect of the GSS is paid back into the Consolidated Account by the GESB.

## **(t) Assets and services received free of charge or for nominal cost**

Assets or services received free of charge or for nominal cost that can be reliably measured are recognised as income at the fair value of the assets and/or the fair value of those services that can be reliably measured and the Department would otherwise pay for. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

## **(u) Comparative figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial

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year.

### 3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Department evaluates these judgements regularly.

#### Operating lease commitments

The Department has entered into a number of leases for buildings for branch office accommodation. Some of these leases relate to buildings of a temporary nature and it has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases.

### 4. Key sources of estimation uncertainty

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

#### Long service leave

Several estimations and assumptions used in calculating the

Department's long service leave provision include expected future salary rates, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

### 5. Disclosure of changes in accounting policy and estimates

#### Initial application of an Australian Accounting Standard

The Department has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2012 that impacted on the Department.

#### AASB 2011-9

Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049] This Standard requires to group items presented in other comprehensive income on the basis of whether they are potentially reclassifiable to profit or loss subsequently (reclassification adjustments). There is no financial impact.

#### Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting

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Standard unless specifically permitted by TI 1101 Application of Australian Accounting Standards and Other Pronouncements. Consequently, the Department has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Department. Where applicable, the Department plans to apply these Australian Accounting Standards from their application date.

## Operative for reporting periods beginning on/after

### **AASB 9 Financial Instruments 1 Jan 2015**

This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.

AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures amended the mandatory application date of this Standard to 1 January 2015. The Department has not yet determined the application or the potential impact of the Standard.

### **AASB 13 Fair Value Measurement 1 Jan 2013**

This Standard defines fair value, sets out a framework for measuring fair value and requires additional disclosures about fair value measurements. The Department has liaised with the Western Australian Land Information Authority (Valuation Services) to ensure that sufficient information will be provided

to meet the disclosure requirements of this Standard. There is no financial impact.

### **AASB 119 Employee Benefits 1 Jan 2013**

This Standard supersedes AASB 119 (October 2010), making changes to the recognition, presentation and disclosure requirements.

The Department does not have any defined benefit plans, and therefore the financial impact will be limited to the effect of discounting annual leave and long service leave liabilities that were previously measured at the undiscounted amounts.

### **AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127] 1 Jan 2015**

This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The Department has not yet determined the application or the potential impact of the Standard.

AASB 2012-6 amended the mandatory application date of this Standard to 1 January 2015. The Department has not yet determined the application or the potential impact of the Standard.

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**AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Int 2, 4, 12, 13, 14, 17, 19, 131 & 132] 1 Jan 2013**

This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.

**AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Int 14] 1 Jan 2013**

This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 Employee Benefits in September 2012. The Department has not yet determined the application or the potential impact of the Standard.

**AASB 2012-2 Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 7 & 132] 1 Jan 2013**

This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. There is no financial impact.

**AASB 2012-3 Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132] 1 Jan 2014**

This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement. There is no financial impact.

**AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-11 Cycle [AASB 1, 101, 116, 132 & 134 and Int 2] 1 Jan 2013**

This Standard makes amendments to the Australian Accounting Standards and Interpretations as a consequence of the annual improvements process. There is no financial impact.

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## 6. Employee benefits expenses

	2013	2012
	\$000	\$000
Wages and salaries (a)	342,214	312,791
Superannuation - defined contribution plans (b)	32,650	31,940
Long service leave (c)	11,814	11,995
Annual leave (c)	35,441	35,986
	<b>422,119</b>	<b>392,712</b>

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).

(c) Includes a superannuation contribution component.

## 7. Supplies and services

	2013	2012
	\$000	\$000
Services and contracts	189,512	167,094
Goods and supplies purchased	41,158	40,362
Electricity and water	9,861	8,194
Communications	5,947	6,883
Plant, equipment and vehicle operating lease expenses	3,337	4,102
	<b>249,815</b>	<b>226,635</b>

## 8. Depreciation and amortisation

	2013	2012
	\$000	\$000
<b>Depreciation</b>		
Buildings	21,965	15,402
Property, plant, equipment and vehicles	1,229	1,174
Leased vehicles	449	732
<b>Total depreciation</b>	<b>23,643</b>	<b>17,308</b>
<b>Amortisation</b>		
Leasehold improvements	2,483	2,171
IT systems	3,429	2,959
<b>Total amortisation</b>	<b>5,912</b>	<b>5,130</b>

## 9. Finance Costs

	2013	2012
	\$000	\$000
Finance lease finance charges	136	279
	<b>136</b>	<b>279</b>

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## 10. Accommodation expenses

	2013	2012
	\$000	\$000
Building rental operating lease expenses	10,855	11,679
	<b>10,855</b>	<b>11,679</b>

## 11. Grants and subsidies

	2013	2012
	\$000	\$000
<b>Recurrent</b>		
Offenders gratuities	8,368	8,161
Other grants and subsidies	18	-
	<b>8,386</b>	<b>8,161</b>

## 12. Net gain / (loss) on disposal of non-current assets

	2013	2012
	\$000	\$000
<b>Proceeds from Disposal of Non-Current Assets</b>		
Property, plant and equipment	94	12,200
<b>Costs of Disposal of Non-Current Assets</b>		
Property, plant and equipment	(95)	(12,104)
<b>Net gain / (loss)</b>	<b>(1)</b>	<b>96</b>

## 13. Other expenses

	2013	2012
	\$000	\$000
Building repairs and maintenance	19,711	16,947
Plant, equipment and vehicle repairs and maintenance	3,666	5,324
Vehicle hire, fuel, registration and management fees	2,681	2,948
Insurance	26,292	22,388
Staff clothing and uniforms	1,485	1,364
Staff training	2,228	2,048
Staff accommodation	27,028	21,010
Travel and accommodation	4,573	5,989
Other staff related costs	219	236
Municipal rates and charges	2,172	1,990
Freight and couriers	1,502	1,427
Postage, printing, binding and copy charges	658	655
General other expenses	2,466	3,027
Doubtful and written off debts	256	261
	<b>94,937</b>	<b>85,614</b>

## 14. User charges and fees

	2013	2012
	\$000	\$000
Miscellaneous fees and charges	95	111
	<b>95</b>	<b>111</b>

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## 15. Commonwealth grants and contributions

	2013	2012
	\$000	\$000
Commonwealth recoup other	901	1,219
	<b>901</b>	<b>1,219</b>

## 16. Other revenues

	2013	2012
	\$000	\$000
Sale of produce and goods	3,481	4,033
Canteen sales	9,735	9,567
Recoup of salaries and workers compensation	9,583	10,013
Recoup of telephones, postage and other reimbursements	3,471	3,273
Other miscellaneous revenue	1,942	1,472
Recoup of Court Security and Custodial Services costs (a)	-	13,056
	<b>28,212</b>	<b>41,414</b>

(a) From July 2012, the recoup of Court Security and Custodial Services costs from the Department of the Attorney General became a resource free of charge due to changes in Treasury funding. Refer to Note 28 'Services Provided Free of Charge'

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## 17. Income from State Government

	2013	2012
	\$000	\$000
Appropriation revenue received during the period:		
Service appropriations (1)	737,820	677,901
	<b>737,820</b>	<b>677,901</b>
Services received free of charge from other State government agencies during the period (2)		
Department of Treasury and Finance (Building Management and Works)		
- provision of integrated procurement services	302	287
- government accommodation	315	252
- project management	463	642
- maintenance work	2,399	627
Department of the Attorney General		
- provision of bureau and legal services	14,747	12,198
Department of Land Information		
- valuation services, land registration and information	4	2
Health Department of Western Australia		
- provision of medical, health, dental services and forensic services for post mortems	1,350	1,298
	<b>19,580</b>	<b>15,306</b>

(1) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(2) Where assets or services have been received free of charge or for nominal consideration, the Department recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.

	2013	2012
	\$000	\$000
Royalties for Regions Fund (3)		
(3) Regional Community Services Account	16,896	17,629
This is a sub-fund within the over-arching 'Royalties for Regions Fund'. The recurrent funds are committed to projects and programs in WA regional areas.		
	<b>16,896</b>	<b>17,629</b>

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## 18. Restricted cash and cash equivalents

	2013	2012
	\$000	\$000
<b>Non-current</b>		
Accrued salaries suspense account	9,914	7,826
	<b>9,914</b>	<b>7,826</b>

Funds held in the suspense account for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

## 19. Receivables

	2013	2012
	\$000	\$000
Receivables	3,494	2,557
Allowance for impairment of receivables	(623)	(458)
GST receivable	4,304	4,488
Prepayments	618	122
Accrued Revenue	1,492	1,040
	<b>9,285</b>	<b>7,749</b>
<b>Reconciliation of changes in the allowance for impairment of receivables:</b>		
Balance at start of period	(458)	(298)
Doubtful debts expense	(256)	(211)
Amounts written off during the period	82	51
Amounts recovered during the period	9	-
<b>Balance at end of period</b>	<b>(623)</b>	<b>(458)</b>

The Department does not hold any collateral or other credit enhancements as security for receivables.

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## 20. Amounts receivable for services

	2013	2012
	\$000	\$000
Current	8,050	7,245
Non-current	68,361	51,937
	<b>76,411</b>	<b>59,182</b>

Represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

## 21. Property, plant and equipment

	2013	2012
	\$000	\$000
<b>Land</b>		
At fair value (1)	96,452	96,206
	<b>96,452</b>	<b>96,206</b>
<b>Buildings</b>		
At fair value (1)	1,160,796	1,098,268
	<b>1,160,796</b>	<b>1,098,268</b>
<b>Leasehold improvements</b>		
At cost	25,184	24,874
Accumulated depreciation	(10,146)	(7,663)
	<b>15,038</b>	<b>17,211</b>
<b>Plant, equipment &amp; vehicles</b>		
At cost	19,893	18,637
Accumulated depreciation	(11,773)	(11,108)
	<b>8,120</b>	<b>7,529</b>
<b>Leased Vehicles</b>		
At cost	2,861	4,453
Accumulated depreciation	(1,491)	(1,630)
	<b>1,370</b>	<b>2,823</b>
<b>Work in progress</b>		
Buildings	74,457	17,653
IT systems	-	1,327
	<b>74,457</b>	<b>18,980</b>
<b>Total property, plant and equipment</b>	<b>1,356,233</b>	<b>1,241,017</b>

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## 21. Property, plant and equipment Cont'd

(1) Land and buildings were revalued as at 1 July 2012 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2013 and recognised at 30 June 2013. In undertaking the revaluation, fair value was determined by reference to market values for land: \$8,780,000 (2012: \$8,542,000). For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost.

Reconciliations	2013	2012
	\$000	\$000
Reconciliations of the carrying amounts of property, plant and equipment and vehicles at the beginning and end of the reporting period are set out below.		
<b>Land</b>		
Carrying amount at start of period	96,206	100,610
Distributions from owner	-	-
Transfers from other agencies	-	(4,770)
Revaluation	246	366
<b>Carrying amount at end of period</b>	<b>96,452</b>	<b>96,206</b>
<b>Buildings</b>		
Carrying amount at start of period	1,098,268	747,801
Additions	15,241	180,299
Revaluation	69,252	185,570
Depreciation	(21,965)	(15,402)
<b>Carrying amount at end of period</b>	<b>1,160,796</b>	<b>1,098,268</b>
<b>Leasehold improvements</b>		
Carrying amount at start of period	17,211	15,407
Additions	310	3,975
Depreciation	(2,483)	(2,171)
<b>Carrying amount at end of period</b>	<b>15,038</b>	<b>17,211</b>
<b>Plant, equipment and vehicles</b>		
Carrying amount at start of period	7,529	7,472
Additions	1,915	1,366
Disposals	(95)	(135)

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## 21. Property, plant and equipment Cont'd

	2013	2012
	\$000	\$000
Depreciation	(1,229)	(1,174)
<b>Carrying amount at end of period</b>	<b>8,120</b>	<b>7,529</b>
<b>Leased Vehicles</b>		
Carrying amount at start of period	2,823	15,635
Disposals	(1,004)	(12,080)
Depreciation	(449)	(732)
<b>Carrying amount at end of period</b>	<b>1,370</b>	<b>2,823</b>
<b>Work in progress</b>		
Carrying amount at start of period	18,980	118,371
Additions	76,153	86,872
Transfers to non-current assets	(20,676)	(186,263)
<b>Carrying amount at end of period</b>	<b>74,457</b>	<b>18,980</b>
<b>Total</b>		
Carrying amount at start of period	1,241,017	1,005,296
Additions (a)	93,619	260,432
Transfers from other agencies	-	(4,770)
Revaluation	69,498	185,936
Disposals	(1,099)	(135)
Depreciation	(26,126)	(19,479)
Transfer to non-current assets (a)	(20,676)	(186,263)
<b>Carrying amount at end of period</b>	<b>1,356,233</b>	<b>1,241,017</b>

(a) Additions include transfers from work in progress

## 22. Intangible assets

	2013	2012
	\$000	\$000
<b>Computer software</b>		
At cost	35,272	30,147
Accumulated amortisation	(28,832)	(25,403)
	<b>6,440</b>	<b>4,744</b>

There were no indications of impairment to intangible assets as at 30 June 2013.

### Reconciliations

Reconciliations of the carrying amounts of intangible assets at the beginning and end of the reporting period are set out below.

	2013	2012
	\$000	\$000
<b>Computer software</b>		
Carrying amount at start of period	4,744	5,714
Additions	5,125	1,989
Amortisation	(3,429)	(2,959)
<b>Carrying amount at end of period</b>	<b>6,440</b>	<b>4,744</b>

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## 23. Payables

	2013	2012
<b>Current</b>	<b>\$000</b>	<b>\$000</b>
Trade and other creditors	14,758	11,385
Accrued salaries and wages	9,263	9,181
Accrued expenses	10,377	8,245
	<b>34,398</b>	<b>28,811</b>

The last pay day of the 2012/13 financial year was on 20 June 2013. A salary accrual of 6 working days was required to be taken up. Accrued salaries and wages are settled within a few days of the financial year end. The carrying amount is equivalent to the net fair value.

## 24. Borrowings

	2013	2012
<b>Current</b>	<b>\$000</b>	<b>\$000</b>
Finance lease liabilities (secured) (a)	373	589
	<b>373</b>	<b>589</b>
<b>Non-current</b>		
Finance lease liabilities (secured) (a)	1,273	2,492
	<b>1,273</b>	<b>2,492</b>
<b>Total finance lease liability</b>	<b>1,646</b>	<b>3,081</b>

(a) Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

## 25. Provisions

	2013	2012
<b>Current</b>	<b>\$000</b>	<b>\$000</b>
Employee benefits provisions		
Annual leave (a)	33,942	31,454
Long service leave (b)	44,988	40,782
Superannuation	7,471	6,310
	<b>86,401</b>	<b>78,546</b>
<b>Other provisions</b>		
Employment on-cost provisions (c)	3,595	1,704
Carrying amount at the start of period	2,197	1,891
Additions	5,792	3,595
<b>Carrying amount at end of period</b>	<b>92,193</b>	<b>82,141</b>

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## 25. Provisions Cont'd

	2013	2012
	\$000	\$000
<b>Non-current</b>		
<b>Employee benefits provisions</b>		
Long service leave (b)	15,398	16,256
Superannuation	1,471	1,437
	<b>16,869</b>	<b>17,693</b>
<b>Other provisions</b>		
Employment on-cost provisions (c)		
Carrying amount at start of period	819	699
Additions	322	120
Carrying amount at the end of period	1,141	819
	<b>18,010</b>	<b>18,512</b>
(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:		

	2013	2012
	\$000	\$000
Within 12 months of the end of the reporting period	33,942	31,454
More than 12 months after the end of the reporting period	-	-
	<b>33,942</b>	<b>31,454</b>
(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:		
Within 12 months of the end of the reporting period	44,988	40,782
More than 12 months after the end of the reporting period	15,398	16,256
	<b>60,386</b>	<b>57,038</b>
(c) The settlement of annual and long services leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.		

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## 26. Equity

	2013	2012
	\$000	\$000
<b>Contributed equity</b>		
Balance at start of period	901,411	817,441
<b>Contributions by Owners</b>		
Capital appropriations	63,506	86,691
<b>Other contributions by Owners</b>		
Contribution by Owner (a)	304	3,200
Distributions to Owner	-	(5,921)
<b>Total contribution by or to owners</b>	<b>965,221</b>	<b>901,411</b>
<b>Balance at end of period</b>	<b>965,221</b>	<b>901,411</b>

(a) The balance in 2012 relates to the transfer of Crown Land to be used as the site for the new West Kimberley Regional Prison.

	2013	2012
	\$000	\$000
<b>Reserves</b>		
<b>Asset revaluation reserve</b>		
<b>Land</b>		
Balance at start of period	43,808	43,442
Net revaluation increments	246	366
<b>Balance at end of period</b>	<b>44,054</b>	<b>43,808</b>
<b>Buildings</b>		
Balance at start of period	312,789	126,070
Net revaluation increments	69,251	186,719
<b>Balance at end of period</b>	<b>382,040</b>	<b>312,789</b>
<b>Total asset revaluation reserve</b>	<b>426,094</b>	<b>356,597</b>
The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 2 (g).		
<b>Accumulated deficit</b>		
Balance at start of period	(31,773)	(37,931)
Result for the period	(12,300)	6,158
<b>Balance at end of period</b>	<b>(44,073)</b>	<b>(31,773)</b>
<b>Total equity at end of period</b>	<b>1,347,242</b>	<b>1,226,235</b>

# Financial Statements

## 27. Notes to the Statement of Cash Flows

	2013	2012
	\$000	\$000
<b>(a) Reconciliation of cash</b>		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash and cash equivalents - operating account	34,988	38,026
Cash and cash equivalents - permanent and temporary advances	218	236
	<b>35,206</b>	<b>38,262</b>
Restricted cash and cash equivalents (note 18)	9,914	7,826
	<b>45,120</b>	<b>46,088</b>
<b>(b) Reconciliation of net cost of services to net cash flows used in operating activities</b>		
Net cost of services	(786,596)	(704,678)
<b>Non-cash items:</b>		
Depreciation and amortisation	29,555	22,438
Resources received free of charge	19,580	15,306
Net loss / (gain) on sale of assets	1	(96)

	2013	2012
	\$000	\$000
(Increase)/decrease in assets:		
Receivables (a)	(1,224)	4,302
Increase/(decrease) in liabilities:		
Wages and salaries accrued	82	1,688
Provisions	9,550	7,512
Other current liabilities (a) (b)	5,289	(3,939)
<b>Net cash used in operating activities</b>	<b>(723,763)</b>	<b>(657,467)</b>

(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non current assets are not included in these items as they do not form part of the reconciling items.

(b) This is the net GST paid/received i.e. cash transactions.

# Financial Statements

## 28. Services provided free of charge

	2013	2012
	\$000	\$000
During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:		
Department of the Attorney General for contract management and administrative costs in regard to the Court Security and Custodial Services contract.	18,733	1,937
Department of Environment and Conservation	89	242
	<b>18,822</b>	<b>2,179</b>

## 29. Commitments for expenditure

	2013	2012
	\$000	\$000
<b>(a) Capital expenditure commitments</b>		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within one year	15,650	39,163
Later than one year and not later than five years	5,135	-
	<b>20,785</b>	<b>39,163</b>
<b>(b) Non-cancellable operating lease commitments</b>		
The Department leases certain premises, motor vehicles and items of plant and office equipment. The lease expenditure is expensed as it is incurred. These are commitments in relation to leases contracted for at the reporting date but not recognised as liabilities payable. At reporting date the Department had the following obligations under operating leases.		
Within one year	13,703	13,248
Later than one year and not later than five years	39,391	37,633
Later than five years	19,259	23,988
	<b>72,353</b>	<b>74,869</b>

# Financial Statements

## 30. Commitments Cont'd

	2013	2012
	\$000	\$000
<b>(c) Finance lease commitments</b>		
Minimum lease payment commitments in relation to finance leases are payable as follows:		
Within one year	459	769
Later than 1 year and not later than 5 years	1,152	2,032
Later than 5 years	347	955
Minimum finance lease payments	1,958	3,756
Less future finance charges	(312)	(675)
<b>Present value of finance lease liabilities</b>	<b>1,646</b>	<b>3,081</b>
The present value of finance leases payable is as follows:		
Within one year	373	589
Later than 1 year and not later than 5 years	950	1,612
Later than 5 years	323	880
<b>Present value of finance lease liabilities</b>	<b>1,646</b>	<b>3,081</b>

	2013	2012
	\$000	\$000
Included in the financial statements as:		
Current (refer note 24)	373	589
Non-current (refer note 24b 'Borrowings')	1,273	2,492
	<b>1,646</b>	<b>3,081</b>
<b>(d) Other expenditure commitments</b>		
Contracted for at the end of the reporting period but not recognised as liabilities, are payable as follows:		
Within one year	120,922	94,226
Later than one year and not later than five years	269,185	293,556
	<b>390,107</b>	<b>387,782</b>
Other expenditure commitments include the CS&CS, Acacia Prison and the Wandoo Reintegration Facility contracts.		

# Financial Statements

## 30. Contingent liabilities and contingent assets

	2013	2012
	\$000	\$000
<b>Contingent liabilities</b>		
In addition to the liabilities incorporated into the financial statements the Department has the following contingent liabilities.		
Claims against the Department of Corrective Services from the general public and offenders.	110	200
<b>Contaminated sites</b>		
Site Investigation and Remediation - contaminated and suspected contaminated sites	645	1,724

Under the *Contaminated Sites Act 2003*, the Department is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated – remediation required or possibly contaminated – investigation required*, the Department may have a liability in respect of investigation or remediation expenses.

During the year the Department reported one suspected

contaminated site to DEC. This has yet to be classified. The Department is unable to assess the likely outcome of the classification process, and accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows. Whilst there is no possibility of reimbursement of any future expenses that may be incurred in the remediation of these sites, the Department has applied for funding from the Contaminated Sites Management Account to undertake further investigative work or to meet remediation costs that may be required.

### Contingent assets

The Department has no contingent assets.

# Financial Statements

## 31. Remuneration of senior officers

	2013	2012
The number of senior officers whose total of fees, salaries, superannuation and other benefits received, or due and receivable, for the financial year, falls within the following bands:		
\$ 000,001 - \$ 100,000	4	-
\$ 100,001 - \$ 150,000	1	-
\$ 150,001 - \$ 160,000	-	2
\$ 160,001 - \$ 170,000	-	1
\$ 170,001 - \$ 180,000	1	-
\$ 180,001 - \$ 190,000	1	2
\$ 190,001 - \$ 200,000	-	2
\$ 210,001 - \$ 220,000	3	-
\$ 220,001 - \$ 230,000	1	1
\$ 230,001 - \$ 240,000	1	1
\$ 280,001 - \$ 290,000	1	1
\$ 290,001 - \$ 300,000	1	-
\$ 400,001 - \$ 500,000	-	1
\$ 1,000,001 - \$ 1,100,000	1	-

	2013	2012
	\$000	\$000
Base remuneration and superannuation	3,000	2,358
Annual leave and long service leave accruals	304	307
Other benefits	151	102
<b>Total remuneration of senior officers</b>	<b>3,455</b>	<b>2,767</b>

The total remuneration includes the superannuation expense incurred by the Department in respect of senior officers.

# Financial Statements

## 32. Related and affiliated bodies

The Department had no related bodies during the financial year.

## 33. Remuneration of Auditor

	2013	2012
	\$000	\$000
Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:		
Auditing the financial statements and key performance indicators	83	79

## 34. Supplementary financial information

	2013	2012
	\$000	\$000
<b>(a) Write-Offs</b>		
During the financial year, \$82,000 (2012:\$51,000) was written off the Department's asset register under the authority of:		
The accountable authority	82	51
The Minister	-	-
Executive Council	-	-
	82	51
<b>(b) Act of Grace payments</b>		
During the 2012/13 financial year 1 act of grace payment was made under the authority of:		
The Minister	2	-

# Financial Statements

## 35. Financial instruments

### (a) Financial Risk Management Objectives and Policies

Financial instruments held by the Department are cash and cash equivalents, restricted cash and cash equivalents, borrowings, finance leases, loans and receivables, and payables. The Department has limited exposure to financial risks. The Department's overall risk management program focuses on managing the risks identified below.

#### Credit risk

Credit risk arises when there is the possibility of the Department's receivables defaulting on their contractual obligations resulting in financial loss to the Department.

The maximum exposure to credit risk at end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment, as shown in the table at Note 35(c).

Credit risk associated with the Department's financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Department trades only with recognised, creditworthy third parties.

The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Department's exposure to bad debts is minimal. At the end of

the reporting period there were no significant concentrations of credit risk.

#### Liquidity risk

Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due. The Department is exposed to liquidity risk through its trading in the normal course of business.

The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

#### Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department's income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially exposed to other price risks. Other than finance leases at fixed interest rates, the Department is not exposed to interest rate risk as cash and cash equivalents and restricted cash are non-interest bearing.

The majority of the cash and cash equivalents and restricted cash balances are deposited in non-interest bearing accounts. All of the finance lease liabilities have fixed interest rate and are carried at amortised cost. They are therefore not subject to interest rate risk as defined in AASB 7, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

# Financial Statements

## 35. Financial instruments Cont'd

### (b) Categories of Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are as follows:

	2013	2012
	\$000	\$000
<b>Financial Assets</b>		
Cash and cash equivalents	35,206	38,262
Restricted cash and cash equivalents	9,914	7,826
Receivables (i)	4,363	3,139
Amounts receivable for services	76,411	59,182
<b>Financial Liabilities</b>		
Payables	34,398	28,811
Finance Lease Liabilities	1,646	3,081

(i) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

# Financial Statements

## 35. Financial instruments Cont'd

### (c) Financial Instrument Disclosures

#### Credit Risk

The following table discloses the Department's maximum exposure to credit risk and the ageing analysis of financial assets. The Department's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Department. The Department does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

#### Aged analysis of financial assets

(i) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

(ii) The carrying amount is net of allowance for impairment of receivables.

#### Past due but not impaired

	Carrying Amount	Not past due and not impaired	Up to 1 month	1-3 months	3 months to 1 year	1-5 years	More than 5 years	Impaired financial assets
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2013</b>								
Cash and cash equivalent assets	35,206	35,206	-	-	-	-	-	-
Restricted cash and cash equivalent assets	9,914	9,914	-	-	-	-	-	-
Receivables (i) (ii)	4,363	1,911	689	123	604	1,036	-	623
Amounts receivable for services	76,411	76,411	-	-	-	-	-	-
	<b>125,894</b>	<b>123,442</b>	<b>689</b>	<b>123</b>	<b>604</b>	<b>1,036</b>	<b>-</b>	<b>623</b>
<b>2012</b>								
Cash and cash equivalents	38,262	38,262	-	-	-	-	-	-
Restricted cash and cash equivalents	7,826	7,826	-	-	-	-	-	-
Receivables (i) (ii)	3,139	1,414	176	66	799	684	-	458
Amounts receivable for services	59,182	59,182	-	-	-	-	-	-
	<b>108,409</b>	<b>106,684</b>	<b>176</b>	<b>66</b>	<b>799</b>	<b>684</b>	<b>-</b>	<b>458</b>

# Financial Statements

## 35. Financial instruments Cont'd

### Liquidity risk and interest rate exposure

The following table details the Department's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

#### Interest rate exposure and maturity analysis of financial assets and financial liabilities

Interest rate exposure

Maturity dates

	Weighted Average Effective Interest Rate	Carrying Amount	Fixed Interest rate	Variable Interest rate	Non- Interest Bearing	Nominal Amount	Up to 1 month	1 to 3 months	3 months to 1 year	1-5 years	More than 5 years
	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2013</b>											
<b>Financial assets</b>											
Cash and cash equivalent assets		35,206	-	-	35,206	35,206	35,206	-	-	-	-
Restricted cash and cash equivalent assets		9,914	-	-	9,914	9,914	-	-	-	9,914	-
Receivables (i)		4,363	-	-	4,363	4,363	4,363	-	-	-	-
Amounts receivable for services		76,411	-	-	76,411	76,411	668	2,004	5,378	34,736	33,625
		<b>125,894</b>	-	-	<b>125,894</b>	<b>125,894</b>	<b>40,237</b>	<b>2,004</b>	<b>5,378</b>	<b>44,650</b>	<b>33,625</b>

# Financial Statements

## 35. Financial instruments Cont'd

### Liquidity risk and interest rate exposure

#### Interest rate exposure and maturity analysis of financial assets and financial liabilities

Interest rate exposure

Maturity dates

	Weighted Average Effective Interest Rate	Carrying Amount	Fixed Interest rate	Variable Interest rate	Non- interest bearing	Nominal Amount	Up to 1 month	1 to 3 months	3 months to 1 year	1-5 years	More than 5 years
	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2013</b>											
<b>Financial liabilities</b>											
Payables		34,398	-	-	34,398	34,398	34,398	-	-	-	-
Finance Lease Liabilities	6.34%	1,646	1,646	-	-	1,646	32	65	276	1,197	76
		<b>36,044</b>	<b>1,646</b>	<b>-</b>	<b>34,398</b>	<b>36,044</b>	<b>34,430</b>	<b>65</b>	<b>276</b>	<b>1,197</b>	<b>76</b>

# Financial Statements

## 35. Financial instruments Cont'd

### Liquidity risk and interest rate exposure

#### Interest rate exposure and maturity analysis of financial assets and financial liabilities

	Interest rate exposure					Maturity dates					
	Weighted Average Effective Interest Rate	Carrying Amount	Fixed Interest rate	Variable Interest rate	Non-interest bearing	Nominal Amount	Up to 1 month	1 to 3 months	3 months to 1 year	1-5 years	More than 5 years
	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2012</b>											
<b>Financial assets</b>											
Cash and cash equivalents		38,262	-	-	38,262	38,262	38,262	-	-	-	-
Restricted cash and cash equivalents		7,826	-	-	7,826	7,826	-	-	-	7,826	-
Receivables (i)		3,139	-	-	3,139	3,139	3,139	-	-	-	-
Amounts receivable for services		59,182	-	-	59,182	59,182	605	1,811	4,829	31,408	20,529
		<b>108,409</b>	-	-	<b>108,409</b>	<b>108,409</b>	<b>42,006</b>	<b>1,811</b>	<b>4,829</b>	<b>39,234</b>	<b>20,529</b>

# Financial Statements

## 35. Financial instruments Cont'd

### Liquidity risk and interest rate exposure

#### Interest rate exposure and maturity analysis of financial assets and financial liabilities

Interest rate exposure

Maturity dates

	Weighted Average Effective Interest Rate	Carrying Amount	Fixed Interest rate	Variable Interest rate	Non- interest bearing	Nominal Amount	Up to 1 month	1 to 3 months	3 months to 1 year	1-5 years	More than 5 years
	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2012</b>											
<b>Financial liabilities</b>											
Payables		28,811	-	-	28,811	28,811	28,811	-	-	-	-
Finance Lease Liabilities	6.46%	3,081	3,081	-	-	3,081	44	89	455	1,612	881
		<b>31,892</b>	<b>3,081</b>	<b>-</b>	<b>28,811</b>	<b>31,892</b>	<b>28,855</b>	<b>89</b>	<b>455</b>	<b>1,612</b>	<b>881</b>

(i) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

#### Fair Values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

# Financial Statements

## 36. Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting period.

## 37. Explanatory Statement

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled 'Summary of Consolidated Account Appropriations and Income Estimates' are shown below: Significant variations are considered to be those greater than 10% or \$5 million.

### (A) Details of authorisation to expend in advance of appropriation

To meet initiatives approved during the financial year and other unavoidable costs, supplementary appropriation requests were approved.

	2013	2013	
	Estimate	Actual	Variance
	\$000	\$000	\$000
Delivery of services	707,226	737,820	30,594
Capital contribution	37,526	63,810	26,284
			<b>56,878</b>

Delivery of services appropriation limits were increased for:

	2013 \$000
<b>Supplementary Funding</b>	
Adult prisoner growth	20,882
Prison staffing pressures	4,600
Riskcover	4,924
Work camps	4,543
Records management	240
Acacia maintenance reflow	350
CS&CS cost escalation	555
Banksia Hill incident	709
<b>These increases were offset by:</b>	
Procurement savings	(3,701)
Other savings measures	(2,995)
Records and GPS tracking transferred to capital	(331)
<b>Increase in net amount appropriated to deliver outputs</b>	<b>29,776</b>
<b>Net Variation in Delivery of Services</b>	<b>818</b>
<b>Capital Contribution limits were adjusted for:</b>	
Expansion of the Eastern Goldfields Regional Prison	26,284

# Financial Statements

## (B) Significant variations between actual expenditure and budget estimates for 2012/13

### Recurrent

		2013	2013	
		Estimate	Actual	Variance
		\$000	\$000	\$000
<b>Service 1 - Adult Offender Services</b>	Excess	<b>674,056</b>	<b>716,405</b>	<b>42,349</b>
Variance was mainly due to: Increase in employment costs and overtime. Increase in Riskcover insurance				
<b>Service 2 - Juvenile Offender Services</b>	Excess	<b>98,727</b>	<b>99,399</b>	<b>672</b>
No significant variances to report on				
<b>Capital</b>				
The 2012/13 capital works program budget of \$154 million was to be financed from:				

		2013	2013	
		Estimate	Actual	Variance
		\$000	\$000	\$000
Capital Appropriation		37,526	31,876	(5,650)
Administered Equity Appropriation		95,727	26,630	(69,097)
Drawdowns from the Holding Account		7,245	7,245	-
Internal Funds and Balances		1,104	15,974	14,870
Royalties for Regions		12,400	304	(12,096)
		<b>154,002</b>	<b>82,029</b>	<b>(71,973)</b>

Total payments in 2013 for the Department of Corrective Services were \$78.1 million (2012 \$88.0 million).

Project variations and delays restricted overall expenditure on capital works projects during 2012/13.

# Financial Statements

## Details of significant variances in capital expenditure from budget

	2013	2013	
	Budget	Actual	Variance
	\$000	\$000	\$000
Perimeter Obsolescence	9,500	7,481	(2,019)
Regional Work Camp Enhancement - Royalties for Regions	12,200	2,702	(9,498)
Wyndham Work Camp East Kimberley	10,000	8,240	(1,760)
Eastern Goldfields Regional Prison Custodial Infrastructure program	76,176	3,411	(72,765)
Acacia Additional Capacity Infrastructure Program	28,945	32,538	3,593
Banksia Hill Youth Detention Centre Facilities Upgrade	7,000	4,095	(2,905)

# Financial Statements

(c) Significant variations between actual services for the financial year and services for the immediately preceding financial year

## Recurrent

		2013	2012	
		Actual	Actual	Variance
		\$000	\$000	\$000
<b>Service 1 - Adult Offender Services</b>	Excess	<b>716,405</b>	<b>649,980</b>	<b>(66,425)</b>
Variance was mainly due to: Increase in depreciation charges due to increased land and building valuations. Increase in employment costs, mainly from overtime and annual award increases.				
<b>Service 2 - Juvenile Offender Services</b>	Excess	<b>99,399</b>	<b>97,442</b>	<b>(1,957)</b>
Variance was mainly due to: Increase in employment costs.				

## Capital

Variations between actual expenditure for the current and previous financial years is due to the nature of the capital works program in that allocations and project scope vary from year to year. An explanation on variations does not provide information that is useful for decision making and has therefore not been provided.

# Financial Statements

## 38. Special Purpose Accounts

		2013				2012			
		Opening Balance	Receipts	Payments	Closing Balance	Opening Balance	Receipts	Payments	Closing Balance
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
1	Prisoners Private Cash Trust Account (1)	364	6,830	6,807	387	307	6,950	6,893	364
2	Juveniles' Private Cash Trust Account	13	15	13	15	7	11	5	13

(1) This does not include Acacia Prison which is managed under contract by Serco.

### Purpose of the trust accounts

#### 1. Prisoners' Private Cash Trust Account

To hold monies for and on behalf of prisoners.

#### 2. Juveniles' Private Cash Trust Account

To hold monies in trust for children under the care of the Juvenile Justice Program.

# Financial Statements

## 39. Commonwealth Grant - Christmas and Cocos Island

	2013	2012
	\$	\$
<b>Opening balance</b>	(110,469)	(84,430)
<b>Income</b>		
Commonwealth reimbursements	25,567	131,786
<b>Total receipts</b>	<b>25,567</b>	<b>131,786</b>
<b>Expenses</b>		
Operating costs	50,410	45,594
Additional services for prisoner costs	27,896	112,231
<b>Total payments</b>	<b>78,306</b>	<b>157,825</b>
<b>Closing balance</b>	<b>(163,208)</b>	<b>(110,469)</b>

Operating costs are based on both actuals plus identified estimated services provided as agreed in the standard delivery service agreement signed by the Commonwealth and the State.



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