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DEPARTMENT OF CORRECTIVE SERVICES

ANNUAL REPORT 2007/08



Department of
Corrective Services

ABOUT THIS REPORT

This report provides information on the financial and operational performance of the Department of Corrective Services for the 2007/08 financial year.

The report contains details of the Department's achievements and challenges for the year that are relevant to its service outcomes. The information is presented online in an easy-reference PDF format.

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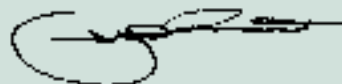
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HON CHRISTIAN PORTER MLA

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 of the Department of Corrective Services for the financial year ending 30 June 2008.

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



Ian Johnson
Commissioner
Department of Corrective Services

24 September 2008

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ABOUT US

OUR MISSION

Contribute to a safer Western Australian community

The key focus for the Department is to contribute to community safety by upholding the integrity of custodial and non-custodial sentences and by positively influencing offender behaviour to reduce re-offending.

To help us achieve these key outcomes we will enhance our capability and strengthen partnerships with those who also contribute to our outcomes and mission, with a focus on fulfilling our corporate social responsibilities.

THE OUTCOME WE ASPIRE TO ACHIEVE

A safe, secure and decent corrective services which contributes to community safety and reduced offenders' 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 defined through our business outcomes which are:

- Contributing to community safety
- Reducing re-offending
- Contributing to community wellbeing through our service activities
- Fulfilling our obligations as a government agency through operational compliance and enhanced capability

OUR VALUES

Teamwork

- Working positively together with unity of purpose
- Supporting, trusting and respecting each other
- Recognising that positive outcomes require a collaborative approach

Achievement

- Doing what we say we are going to do
- Recognising and celebrating our achievements
- Delivering innovative and effective services

Professionalism

- We have a clear understanding of, and focus on, our business outcomes
- We are honest, open and accountable
- We value our integrity
- We make socially responsible decisions

People

- Recognising the importance of staff and their wellbeing
- Recognising and valuing differences
- Treating all people with understanding and empathy
- A workplace that is free from:
 - Bullying and harassment
 - A blame culture
 - Discrimination

Partnerships

- Across departmental divisions
- With the community
- With State and national government agencies
- With non-government organisations

OPERATING LOCATIONS



COMMISSIONER'S SUMMARY



This year, the Department completed the first phase of its strategic planning reform agenda – ‘Building the Foundations’ for a new organisation under a new management structure and governance framework.

This phase began in February 2006, with the creation of the Department and our focus has been on core issues such as standards, structures, safety and security as well as the need for strong leadership and governance at all levels.

We summarised these reform priorities into four key areas:

- leadership
- a business focus
- professionalism, and
- commitment to quality

Through our focus on these priorities we have laid a firm foundation and the achievements outlined in this annual report are a testament to the dedication and commitment of staff throughout the state.

These achievements are due to our people who have demonstrated strong leadership, business focus, professionalism and a commitment to quality. At all levels, they have responded to the challenge of establishing the organisation, developing new ways of working and responding to changed demands.

Much of the foundation work is complete and while we consolidate our achievements, our business focus will now be on “Securing the Future”, the second of the two phases in the establishment of the Department. During this phase we will be focusing on improving the quality and effectiveness of our service delivery to the Western Australia community.

We will underpin all our work endeavours with a philosophy of partnerships and cooperation, whether it be within and across the Department, state and national government agencies, non-government organisations or the community. We will also fulfil our corporate social responsibility by contributing to community wellbeing through our service activities and by taking responsibility for the impact of our activities on offenders, staff, the community and other stakeholders, as well as the environment.

The people of our Department continue to meet the daily challenges of working in such a dynamic environment and I take great pride in leading the loyal and dedicated staff who are committed to making a positive difference to ensure a safe and just society for Western Australia.

The results they achieved in 2007/08 are summarised in the next pages as:

- Performance Outcomes (Effectiveness and Efficiency)
- Financial Outcomes
- Operational Outcomes (Highlights)

A stylized, handwritten signature in black ink, likely belonging to Ian Johnson, the Commissioner.

Ian Johnson
Commissioner
Department of Corrective Services

24 September 2008

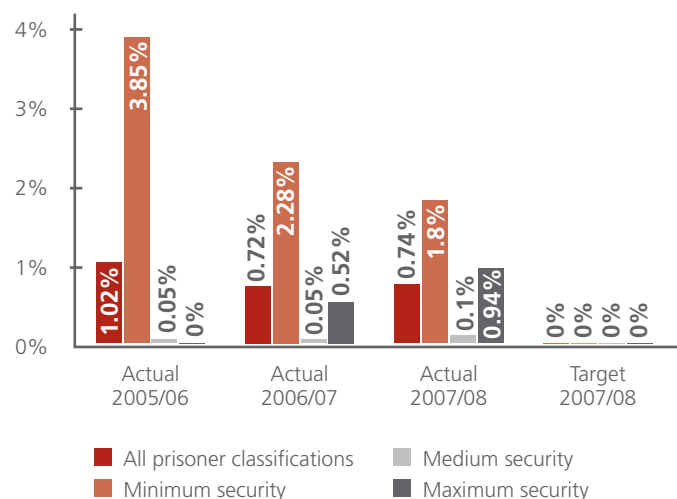
PERFORMANCE OUTCOMES OF 2007/08

EFFECTIVENESS

Abscond/Escape Rate

The graph shows unlawful absences from custody and transport vehicles. These comprise absconds, where physical security is not breached, and escapes, where some form of physical security is breached.

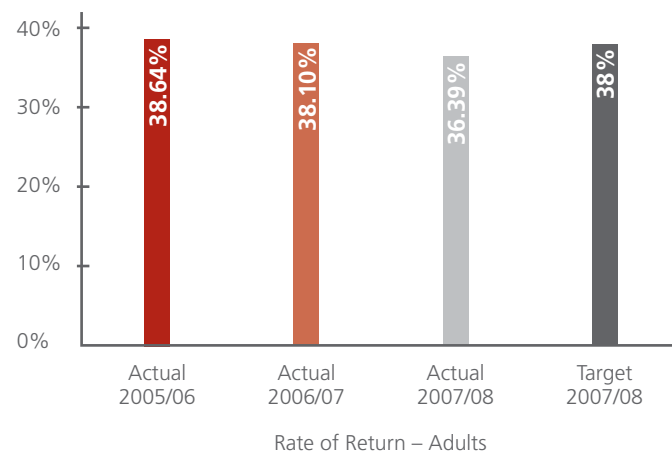
The abscond/escape rate is continuing to trend downwards although the 2007/08 rate was marginally higher than the previous year's. The majority of 28 adult and one juvenile unlawful absences were from regional minimum-security prisons and work camps. There were no escapes from maximum-security prisons.



Rate of Offender Return

This graph shows the percentage of adults who, within two years of release from prison or completion of a community order, return to corrective services.

This measure shows improvement from the previous financial year and is better than the target for 2007/08. The favourable result in the rate of return and the downward trend since March 2007 is not entirely dependent on the work of the Department. However, it may be substantially attributed to improvements in the effectiveness of personal development activities and rehabilitation programs as well as the impact of changes in sentencing legislation.

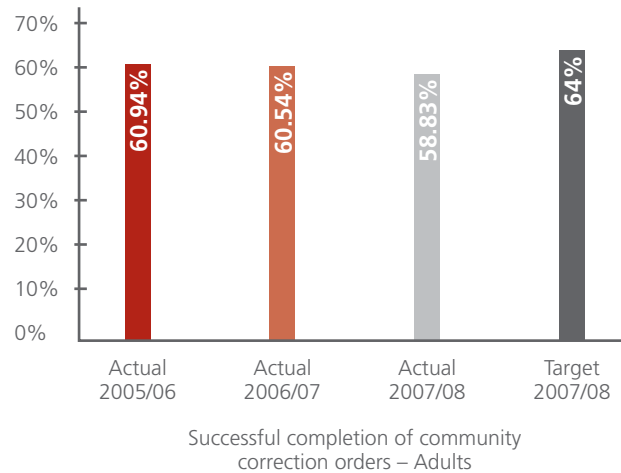


PERFORMANCE OUTCOMES OF 2007/08

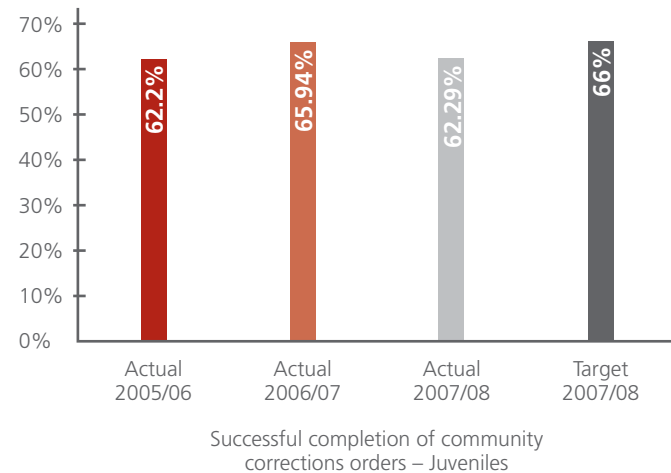
EFFECTIVENESS

Successful Completion of Community Corrections Orders

The 2007/08 result for adults is 58.83%, 8.1% below the target. The lower than expected result can be attributed to the continued enforcement of more streamlined breaching processes, in line with upholding community safety.



The successful completion of 62.29% of community corrections orders by juvenile offenders in 2007/08 was marginally below the target of 66%. An increased focus on community safety and the introduction of more streamlined breaching processes were factors contributing to lower than anticipated rates over recent years.



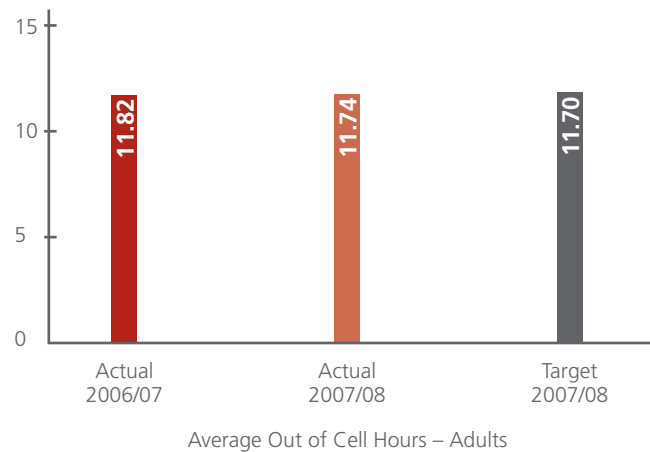
PERFORMANCE OUTCOMES OF 2007/08

EFFECTIVENESS

Average Out-of-Cell Hours (adults only)

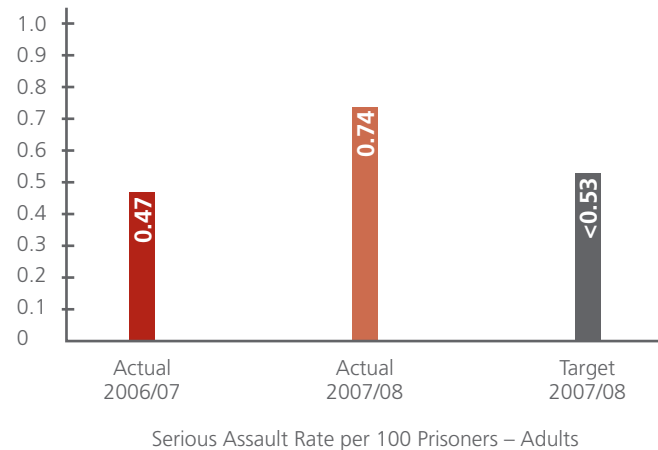
Time spent out of cells provides a greater opportunity for prisoners to participate in activities such as work, education, well-being, recreation and treatment programs, visits and interaction with other prisoners and staff.

The average out of cell hours per day for 2007/08 was close to the target at 11.74 hours per day, and better than the national average of 10.7 hours.



Serious Assault Rate per 100 Prisoners (adults only)

The rate of 0.74 per 100 prisoners was above the target for 2007/08. A total of 25 assaults classified as serious by prisoners on prisoners and three by prisoners on staff occurred.

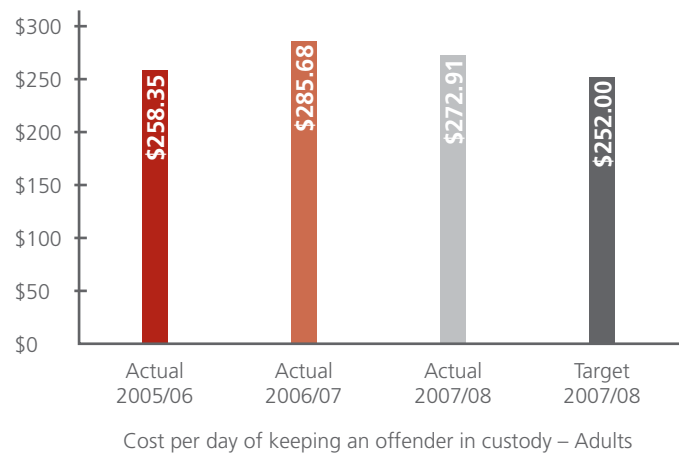


PERFORMANCE OUTCOMES OF 2007/08

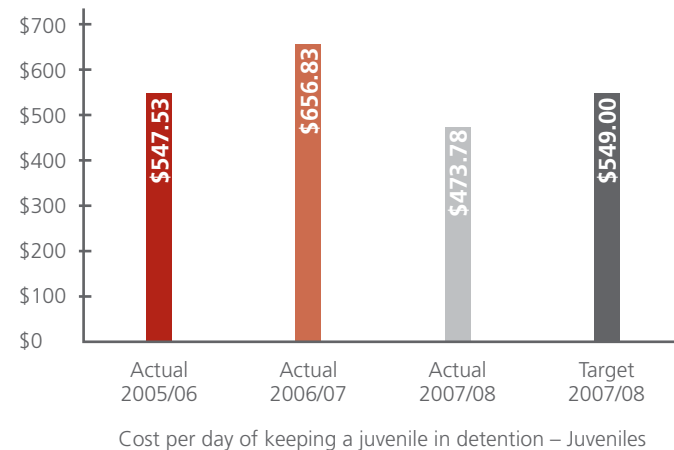
EFFICIENCY

Cost Per Day of Keeping an Offender in Custody

The daily cost of keeping an adult offender in custody was \$272.91, which was 8.3% above the target. One of the contributing factors was an increase in salaries and wages due to increases in staffing and roster shifts to accommodate the increased prisoner population. Temporary staffing arrangements were put in place and there was a higher reliance on overtime to meet required staffing levels.



The daily cost of keeping a juvenile offender in custody was \$473.78, which is significantly less than the target of \$549.00. This was primarily due to an increase in the number of juveniles in detention which were managed from existing resource constraints. Resources free of charge was revised downwards to take into account the cost of services paid to the Department of the Attorney General. Higher costs are reflected in the target. Actual costs reflects the lower value of resources received free of charge.



PERFORMANCE OUTCOMES OF 2007/08

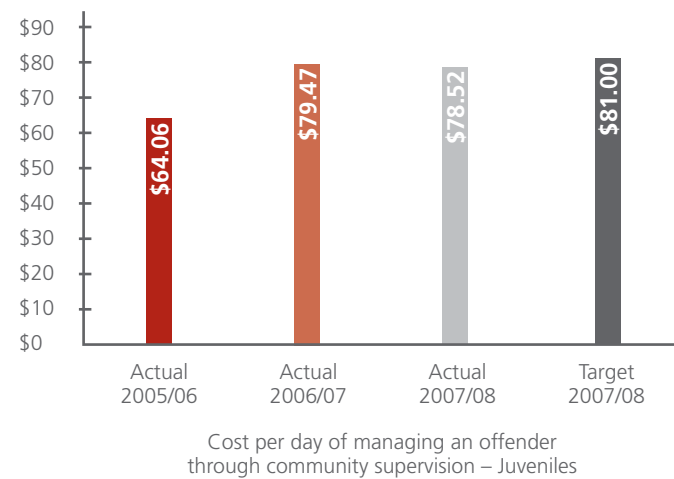
EFFICIENCY

Cost Per Day of Managing an Offender through Community Supervision

The daily cost of managing an adult offender through community supervision was \$24.05, which was 4.6% more than the target of \$23.00.



The daily cost of managing a juvenile offender through community supervision was \$78.52, which was 3.1% less than the target of \$81.00.



FINANCIAL OUTCOMES FOR 2007/08

The Department's primary source of funds to meet the cost of services is via Parliamentary appropriation. In 2007/08, \$456 million was provided from this source towards total activity costs that amounted to \$498 million.

Capital contributions during the year of \$53.8 million exceeded actual asset purchases of \$49.7 million in the Department's capital works program. This underspend is attributable to the buoyant economic conditions the State is currently experiencing. These conditions have resulted in a highly competitive construction market. Delays in securing satisfactory tender outcomes are the primary driver of the underspend.

The cost of services delivered by the Department in 2007/08 was \$498 million. This equalled the cost of services for 2006/07.

While these figures create the appearance of a "flat" expenditure line, closer inspection of the underlying figures shows an increase in operating costs. Employee benefits expense increased by \$36 million from the previous financial year, which was due to a number of factors including pay increases for prison officers, nurses and staff in specified callings. Demand factors such as the increase in the prison population resulted in increased prison officer numbers, overtime and provisioning costs. These increases in operating costs were offset by a change in government accounting policy which removed the Capital User Charge from 2007/08.

Major spending on capital works in 2007/08 included Bandyup Prison facilities redevelopment (\$10m), Bunbury Minimum-Security Prison (\$11.6m), condition upgrade of the existing Broome Regional Prison (\$7.8m), infrastructure upgrade and replacement programs (\$3.5m) and safety and security upgrade programs (\$3.6m). \$2.2 million was also invested in the planning and preliminary design of the new Derby Regional Prison.

Sources of Funding	2007/08 \$m	2006/07 \$m
Recurrent Funding		
Revenue from Government	469	486
Commonwealth Grants and Contributions	1	1
Operating Revenue	32	15
Total Recurrent Funding	502	502
Capital Contribution	54	18
Total Funding	556	520
Activity Costs		
Adult Criminal Justice Services	439	437
Juvenile Criminal Justice Services	59	61
Total	498	498
Operating Expenditure		
Employee	269	233
Supplies and services	142	139
Other expenses	58	57
Capital user charge	0	46
Grant subsidies	6	5
Depreciation	15	13
Accommodation	8	5
Total	498	498
Capital Expenditure	50	38

OPERATIONAL OUTCOMES OF 2007/08

A summary of the principal achievements during 2007/08 are included under the Department's priorities and key results areas (KRA). Many of these achievements can be seen as contributing to more than one priority or key result area. The following reflects where the achievement best fits.

Priority 1: Leadership

Inter-Agency Cooperation

Top-level dialogue was established between the Department and other agencies which share its outcomes and mission via "joint executive teams." These teams were formed with government departments including Education and Training, Disability Services, Child Protection and the WA Police to address high-level issues regarding WA's justice and community systems.

Priority 2: A Business Focus

Complaints-handling

An integrated complaints handling service was implemented during the year, enabling the public, offenders and staff to lodge complaints, feedback and compliments.

A total of 296 prisoner grievances were received and all were resolved at Department level. This figure was a 13% decrease in prisoner grievances from 2006/07.

Review and audit

There were full compliance reviews and spot-audits on 10 prisons – and 29 community justice services centres and sub-centres were subject to review.

Priority 3: Professionalism

Recognition and Development

An awards and staff recognition strategy was developed, with a key feature being the Corrective Services Awards. Under the annual awards, staff are recognised for their skills, commitment and willingness to "go the extra mile". Winners of each award received a

\$5000 professional development opportunity of their choice. Several took the opportunity to study overseas, bringing back new initiatives.

Expanded professional development opportunities were created including the opportunity to attend the NSW Corrective Services academy at Brush Farm. The training for community justice officers was expanded from one to three months in duration. The Department's own training academy, which undertook a brand makeover during the year, expanded its course offerings.

Prison Officer Enterprise Bargaining Agreement

The Department concluded negotiations with the Western Australian Prison Officers Union of Workers for a new Enterprise Bargaining Agreement for prison officers in August 2007. This was registered by the Western Australian Industrial Relations Commission on 14 September 2007. The *Department of Corrective Services Prison Officers' Enterprise Agreement 2007* changed from a two year to a three year agreement with Prison officers now having received the first two pay increases provided by the Agreement on 11 June 2007 and 11 June 2008. The Agreement also assisted the Department to address a number of regional incentive issues including a two tiered approach to allowances, additional rental assistance, medical travel and annual leave travel for specific regional employees.

Recruitment

Attracting appropriately skilled staff to all areas of the Department continued to be a focus during 2007/08. Vigorous recruitment campaigns were conducted not only in WA but as far away as Britain. The Department participated in emigration and employment expos in the UK and attended careers expos in Belfast, Birmingham and London as well as New Zealand and the eastern states of Australia.

The Department is developing an employment brand that aims to market it as an employer of choice. This will be completed early in 2008/09. Additionally, the Department initiated a review of the recruitment and selection process in order to streamline the processes to increase efficiency and effectiveness.

OPERATIONAL OUTCOMES OF 2007/08

Priority 4: Commitment to Quality

Prison Security

An upgrade to the perimeter of Albany Regional Prison was completed. This included the installation of a new early-warning external detection system and replacement of perimeter detection monitoring and recording technology.

Assessment Tool

The Department developed a revised community justice services adult harm and supervision assessment tool. This has improved the efficiency and effectiveness of the assessment of an adult offender's risk of harm to the community and the determination of their supervision level.

KRA 1: Management of risks posed by offenders

Critical Response Team

The Critical Response Team was deployed to other Community Justice Service centres to assist with peak demand either due to a lack of resources or inability to cope with high report demands.

At 30 June 2008, 28 sex offender and six non-sex offender adult pre-sentence reports and 11 sex offender and two non-sex offender juvenile court reports were prepared on offenders in the Kimberley region.

Prisoner transport

The Department reviewed and updated its prisoner transport services and replacement of the transport fleet began. All existing vehicles were sent for roadworthiness checks, had fail-safe duress alarms installed and had remote temperature monitoring installed so custodial staff are aware of the conditions in the prisoner pod. Annual Department of Planning and Infrastructure inspections on all vehicles scheduled for May/June were also completed.

The Department hosted the inaugural Custodial Transport Forum on 7 and 8 August 2008. Representatives from each Australian jurisdiction, incorporating representatives from Corrective Services and Police, were invited to participate as well as representatives from New Zealand and the United Kingdom. Fifty delegates attended the forum.

The forum consisted of keynote speakers, jurisdiction presentations, panel discussions, focus groups that examined delegate's specific areas of expertise and break out groups designed to encourage debate and possible solutions to issues raised.

Global Solutions Limited (Contractor) Prisoner Movements June 2007 to July 2008

Prison-Court-Prison	29785
Interprison Transfers	8297
Lockup Clearance	443
Medical Appointments	2378
Hospital Day Admits	109
Unscheduled Medicals	231
Visiting Ill Relatives	46
TOTAL MOVEMENTS	41289
Hospital Sit Hours	43668.4

West Kimberley Prison

Derby was chosen as the site for a major new prison for the Kimberley. Planning and design began in close consultation with the indigenous people of the Kimberley, the community of Derby and other key stakeholders. The purpose-built prison will provide work and living conditions for staff and prisoners that are regionally and culturally appropriate. The prison will have all security classifications and allow offenders to serve their sentences close to their families, thus improving their chances of rehabilitation.

OPERATIONAL OUTCOMES OF 2007/08

Smoking ban

A State Government intention ultimately to make WA prisons smoke free began to be implemented in 2007/08. Approximately 85%-90% of the State's adult prisoners are smokers, a serious health issue for both them and the prison staff. Planning for a trial ban on smoking in indoor areas began at Greenough Regional Prison. The ban applies to both prisoners and staff. A detailed evaluation of the trial will be undertaken in 2008/09.

KRA 2: A positive change in offender behaviour

Reducing Re-offending Strategies

The Department worked with other Government and community agencies to reduce re-offending through various strategies including:

- Amendments to fines legislation allowing prisoners to serve fine default warrants concurrently with any other sentences.
- Additional sheriff/community development officers to assist in diverting offenders from custody for non-payment of fines.
- Additional bail coordinators to improve the likelihood of people meeting their bail conditions.
- The expansion of offender programs which improve some prisoners' chances of being granted parole.
- Expanded re-entry programs which improve the chances of a smooth re-integration into the community.
- The introduction of paid work experience for prisoners close to the end of their sentences.
- The greater use of work camps.
- The promotion of community work as a viable sentencing option.

Repay WA

Under the Repay WA banner, adult and juvenile offenders were sentenced to roughly 250,000 hours of community work orders on local projects across the State last year. The Department formed partnerships with external organisations such as local and State government agencies and not-for-profit groups to give these offenders the opportunity to repay their debt to society and develop new skills for law-abiding lifestyles. For example, in partnership with the Public Transport Authority, a Repay WA team removed graffiti, repaired upholstery and performed other detailing work on Transperth buses.



A Repay WA crew at work

OPERATIONAL OUTCOMES OF 2007/08

Work camps

The Prison Work Camps program marked its 10th anniversary in February 2008. The camps help minimum-security prisoners to successfully re-enter the broader community, gain stable employment and live law-abiding lifestyles. In 2007/08, they contributed almost half a million hours of work to regional communities, worth \$8 million. The work consisted of environmental, heritage, cultural, tourism and recreational projects, as well as assistance to local communities with disaster relief efforts during storms and floods.

Youth Justice Strategy in the Regions

A new multi-agency strategy was instituted to tackle youth offending in the Goldfields and Mid West Gascoyne regions. The Regional Youth Justice Strategy is intended to address youth offending at all levels and provide after-hours support to families and local police. The new and expanded justice services offer a more effective, practical and proven way of keeping young people out of trouble by diverting them away from the criminal justice system. Launched during the new financial year in Geraldton and Kalgoorlie, they are the State's first community-based youth justice centres.

Deniers Program

A special State Government allocation allowed the Department to bring to WA the renowned Canadian sex offender treatment expert Dr Bill Marshall. Dr Marshall worked with departmental staff to help introduce an intensive new program for sex offenders who deny their offending behaviour, known as "deniers."

Dr Marshall has been treating and working with this difficult group of offenders for many years, considerably reducing the rates of recidivism.

Aboriginal Visitors Scheme

The Aboriginal Visitors Scheme celebrated its 20th anniversary in February 2008. The scheme provides support and counselling for Aboriginal detainees and prisoners in prisons, juvenile detention centres and police lock-ups throughout Western Australia. Visitors are Aboriginal people committed to assisting and supporting detainees and prisoners in their local areas. They are employed on a casual, rostered basis but are available at all times to help those in custody.

KRA 3: Reduce Aboriginal imprisonment, re-offending and contact with the Justice system

Critical Response Team

The Department participated actively in the Indigenous Justice Taskforce which the Chief Justice established to deal with a large number of child sex abuse charges in the Kimberley during the year. It rapidly supplemented its local resources with staff skilled in community corrections, juvenile justice, victim mediation, program provision and psychological services. This departmental team has prepared pre-sentence reports for the judiciary as well as developing a unique and specific model to respond to the particular issues within remote indigenous communities. This includes victim support, case management, risk assessment, early interventions, community engagement and targeted interventions for adult and juvenile offenders.

Aboriginal Justice

The Department established a new Aboriginal Justice Division to focus on the over-representation of indigenous people in the justice system by embedding the needs of indigenous offenders in existing programs and services.

STRATEGIC DIRECTION

STRATEGIC PLAN



Commissioner Ian Johnson chairs a senior management meeting

The Department adopted its first strategic plan in mid-2006.

The first phase of the planning reform agenda *Building the Foundation – 2006-2008* focused on core issues including standards, structures, safety and security as well as the need for strong leadership and governance at all levels. The plan presented the likely opportunities and challenges the Department would face as it developed.

Securing the Future - 2008-2011 is the second phase in the establishment of the Department. Much of the foundation work is complete and while the Department consolidates its achievements, the business focus will be on “securing the future” by improving the quality and effectiveness of service delivery to the Western Australian community.

The key result areas for 2008-2011 under the *Securing the Future* phase are:

Key result area 1: Contribute to a safer community through the effective management of offenders

Key result area 2: Reduce re-offending through a positive change in offender behaviour

Key result area 3: Enhance business capability through our people

Key result area 4: Enhance business capability through the way we work

STRATEGIC DIRECTION

LEGISLATIVE CHANGES

Two Bills were introduced to Parliament and progressed to the Legislative Council. The Prisoners (Interstate Transfer) Amendment Bill 2007 allows the Minister to take into account community safety and administrative requirements as well as prisoner welfare when considering interstate prisoner transfer. The Sentence Administration (Interstate Transfer of Community Based Sentences) Bill 2007 enables community-based orders to be transferred interstate.

Substantial progress occurred in drafting the Corrective Services Bill 2008 that will complete the legislative reforms recommended by the 2005 Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry). The Bill amalgamates the Prisons Act 1981 and the Sentence Administration Act 2003, introduces clear objectives and guiding principles for the Act, transfers employment of prison officers from the Minister to the Commissioner of the Department, modernises processes for managing prisoner discipline and makes other amendments to improve the administration of corrective services.



Monthly meeting of the Commissioner's Executive Team

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

BETTER PLANNING: BETTER FUTURES



The Department contributes to the State Government goal of improving the life and future of all Western Australians

The State Government seeks to improve the life and future of all Western Australians through its agencies, with the support of the community and industry. To achieve this vision, it has established five over-arching goals:

Goal 1:	Better services
Goal 2:	Jobs and economic development
Goal 3:	Lifestyle and the environment
Goal 4:	Regional development
Goal 5:	Governance & public sector improvement

These goals are described in detail in the Government's *Better Planning: Better Futures – A Framework for the Strategic Management of the Western Australian Public Sector*, released in September 2006.

The Department of Corrective Services contributes to all five goals through the strategic priorities and key result areas it has established in its Strategic Plan 2006-2008.

The table shows the direct relationship between the State Government's five goals and the Department's four strategic priorities and three key result areas.

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

DCS PRIORITIES	DCS KEY OBJECTIVES	DCS STRATEGIES	RELEVANT STATE GOVERNMENT GOALS
			Goal 1: Better services Goal 2: Jobs and economic development Goal 3: Lifestyle and the environment Goal 4: Regional development Goal 5: Governance & public sector improvement
Priority 1 Leadership	Strong leadership at all levels	P1.1 Communicate clear directions.	
		P1.2 Drive the agreed reform program.	G5.3 A public sector that is responsive to the evolving needs of the community.
		P1.3 Manage strong and effective partnerships.	G5.2 A whole-of-government approach to planning and decision making.
		P1.4 Provide leadership that is decisive, accountable and visible.	G1.5 A reliable and sustainable supply of essential services.
		P1.5 Improve community confidence in Corrective Services.	G5.3 A public sector that is responsive to the evolving needs of the community. G3.1 A unique lifestyle that is maintained and enhanced. G4.4 Government decision-making that takes account of regional issues.
Priority 2 A Business Focus	Our people are accountable, effectively manage resources and have a strong business focus.	P2.1 Accountable, transparent and effective decision-making.	G1.5 A reliable and sustainable supply of essential services.
		P2.2 Establish an integrated Department with relevant legislation, policy and standards.	G1.5 A reliable and sustainable supply of essential services.
		P2.3 Ensure the right people are in place and that systems and processes are in place and compliant.	G1.5 A reliable and sustainable supply of essential services.
		P2.4 Develop effective relationships with suppliers.	G1.5 A reliable and sustainable supply of essential services.
		P2.5 Develop systems and processes to facilitate effective financial planning and accountability.	G4.2 Regional economies are diversified.
		P2.6 Respond to the requirements of "whole of government" commitments and critical reviews.	G1.5 A reliable and sustainable supply of essential services. G5.2 A whole-of-government approach to planning and decision making.

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

DCS PRIORITIES	DCS KEY OBJECTIVES	DCS STRATEGIES	RELEVANT STATE GOVERNMENT GOALS
Priority 3 Professionalism	Our people are professional, have integrity, are proud and highly skilled.	P3.1 Ensure there are skilled and professional staff State-wide to meet demand.	G1.3 A safe community. G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G4.1 Regional communities that are educated, healthy, safe and supportive. G4.2 Regional economies are diversified. G4.4 Government decision-making that takes account of regional issues. G5.1 A skilled and capable public sector workforce.
		P3.2 Respond to complaints in a timely and fair manner.	G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G5.1 A skilled and capable public sector workforce.
		P3.3 Provide a working environment for staff that maximises safety and addresses their work-related and professional needs.	G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G5.1 A skilled and capable public sector workforce.
		P3.4 Establish professional development as a Departmental priority.	G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G5.1 A skilled and capable public sector workforce.
		P3.5 Ensure behaviours and the delivery of services are professional and positive.	G1.3 A safe community. G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G5.1 A skilled and capable public sector workforce.
		P3.6 Undertake comprehensive workforce planning to inform training, development and recruitment.	G1.5 A reliable and sustainable supply of essential services. G2.1 A fair and flexible labour market. G4.2 Regional economies are diversified. G5.1 A skilled and capable public sector workforce.

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

DCS PRIORITIES	DCS KEY OBJECTIVES	DCS STRATEGIES	RELEVANT STATE GOVERNMENT GOALS
Priority 4 Commitment to Quality	Our culture is one of continually improving our processes and systems to achieve the best possible outcomes.	P4.1 Embrace accountability and respond to stakeholder expectations and issues.	G1.5 A reliable and sustainable supply of essential services. G3.3 Impacts on the environment are responsibly and sustainably managed. G4.4 Government decision-making that takes account of regional issues. G5.3 A public sector that is responsive to the evolving needs of the community.
		P4.2 Support business and knowledge needs with improved information systems and processes.	G1.5 A reliable and sustainable supply of essential services. G2.2 A strong research and development capacity. G5.1 A skilled and capable public sector workforce.
		P4.3 Enhance business services through internal review.	G1.5 A reliable and sustainable supply of essential services. G5.4 Independent oversight that contributes to a more accountable public sector.
		P4.4 Develop strong local, National and international networks.	G2.2 A strong research and development capacity.
		P4.5 Build an effective performance management framework.	G1.5 A reliable and sustainable supply of essential services. G2.2 A strong research and development capacity. G5.4 Independent oversight that contributes to a more accountable public sector.

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

DCS PRIORITIES	DCS KEY OBJECTIVES	DCS STRATEGIES	RELEVANT STATE GOVERNMENT GOALS
KRA 1 Management of risks posed by offenders	1. Effectively manage the risks posed by offenders to ensure a safe environment for the community, staff and offenders in community or custodial care.	K1.1 Develop, resource and implement effective risk management systems.	G1.3 A safe community.
		K1.2 Identify credible alternatives to custody and detention, including diversion.	G1.3 A safe community. G4.1 Regional communities that are educated, healthy, safe and supportive.
	2. Provide relevant information to sentencing and releasing authorities and to key stakeholders to facilitate informed decision making.	K1.3 Provide an effective prisoner and offender classification system and regime.	G1.3 A safe community
		K1.4 Develop effective relationships with other agencies for case management of offenders released into the community.	G1.3 A safe community
		K1.5 Manage offenders to maximise safety.	G1.3 A safe community. G3.1 A unique lifestyle that is maintained and enhanced.
		K1.6 Minimise the potential for escape.	G1.3 A safe community. G1.5 A reliable and sustainable supply of essential services.
		K1.7 Ensure prisons and detention centres have sufficient capacity.	G1.3 A safe community. G2.3 A level and mix of infrastructure that promotes economic growth.
		K1.8 Ensure infrastructure is suitable for purpose.	G1.3 A safe community. G1.5 A reliable and sustainable supply of essential services. G2.3 A level and mix of infrastructure that promotes economic growth.
		K1.9 Contribute to a higher standard of offender and juvenile detainee health care.	G1.3 A safe community.
		K1.10 Provide enhanced victim services.	G1.3 A safe community.
		K1.11 Review and implement enhanced case management regimes.	G1.3 A safe community.
		K1.12 Review and implement improved offender assessment processes.	G1.3 A safe community.
		K1.13 Relevant and integrated information is provided to releasing authorities and key stakeholders.	G1.3 A safe community.

PERFORMANCE AGAINST GOVERNMENT'S STRATEGIC GOALS

DCS PRIORITIES	DCS KEY OBJECTIVES	DCS STRATEGIES	RELEVANT STATE GOVERNMENT GOALS
KRA 2 A positive change in offender behaviour	Reduce re-offending through the provision of innovative and relevant programs and services designed to positively change offender behaviour.	K2.1 Develop effective and culturally appropriate programs and services.	G4.4 Government decision-making that takes account of regional issues.
		K2.2 Address the needs of offenders with unique requirements.	G5.3 A public sector that is responsive to the evolving needs of the community.
		K2.3 Provide constructive activities for offenders.	G5.3 A public sector that is responsive to the evolving needs of the community.
		K2.4 Provide programs that will improve offenders' success in integrating into the community as law abiding citizens.	G1.3 A safe community
		K2.5 Provide preventative and diversionary services to "at risk" children, young people and adults.	G1.5 A reliable and sustainable supply of essential services.
KRA 3 Reduce Aboriginal imprisonment, re-offending and contact with the Justice system	1. Reduce Aboriginal re-offending through provision of innovative and culturally relevant programs and services designed to positively change offender behaviour.	K3.1 Develop the capacity to respond to Aboriginal justice issues.	G4.1 Regional communities that are educated, healthy, safe and supportive.
		K3.2 Develop the capacity to influence government, other agencies and the private sector to implement reform for Aboriginal criminal justice issues.	G5.3 A public sector that is responsive to the evolving needs of the community.
		K3.3 Integrate Aboriginal criminal justice issues as a priority in all our business endeavours.	
	2. Influence other agencies to facilitate "Whole of Government" solutions to Aboriginal offending.		

SIGNIFICANT ISSUES AND TRENDS

Workload management for community justice services for adults and juveniles continued to be a challenge. This followed an increase in adult community orders from 5089 in 2006/07 to 5573 in 2007/08 (5.9%) and consistently high numbers of juveniles on orders, which grew from 698 to 759 (8.7%). The number of pre-sentence reports requested from community justice services increased from 7865 in 2003/04 to 9263 last year (17.8%), exacerbating workload pressures. This represented an annual compound increase of 4.2%. There was also an increase in offender numbers managed in the community, which resulted in increased workloads for community justice staff and led to industrial action to cap workloads.

Reducing re-offending strategies were developed and progressively implemented during 2007/08. These strategies included implementation of fines legislation, expansion of the number of sheriffs/community development officers, increasing the number of bail coordinators to improve the likelihood of people meeting their bail conditions, increasing delivery of offender programs, expanding the use of work camps and increasing community sentencing.

A dangerous offenders support unit was developed to enhance the management of offenders involved with community justice services. The unit provides coordination of the Department's responsibilities in accordance with the requirements of the *Dangerous Sexual Offenders Act 2006*.

A new strategy to reduce youth offending in regional Western Australia aims to provide a range of outreach-based support programs and new bail services for young people. Two new centres incorporating all youth justice services will be opened by the end of 2008 as part of the Regional Youth Justice Services strategy. The strategy was developed and implemented in partnership with local communities, largely through the establishment of highly productive community reference groups.

An intensive recruitment campaign to support the strategy in the Kalgoorlie and Geraldton regions was conducted.

Retaining appropriately skilled staff across the Department continued to be a significant challenge. A competitive labour market, particularly in remote regional areas, continued to affect the ability to deliver programs. A recruitment strategy was launched to attract people to careers in corrections.

A significantly enhanced correctional officers foundation program was established during the year, which had 33 graduates in May 2008. Seventeen community corrections officers and 16 juvenile justice officers were allocated across metropolitan and regional branches.

The Department managed an increasing prisoner population, through the considerable combined efforts of staff working in these facilities. The population peaked at 3968 in September 2008, 17.6% above prison system design capacity. Implementation of reducing imprisonment strategies such as the fines legislation impacted by reducing the prisoner population in March 2008. In June 2008, the prisoner population increased again, ending the year with a population of 3766 prisoners.

Indigenous incarceration remained high, averaging 42% of the adult prisoner population and 70% of the juvenile detention population. Work continued to develop appropriate diversionary options for indigenous people. Continued consideration of cultural appropriateness was integral to developing effective classification, placement, reparation, rehabilitation and re-entry programs and practices.

As part of the Department's safety and security program, an upgrade to the perimeter of Albany Regional Prison was completed. This included the installation of a new early-warning external detection system and replacement of perimeter detection monitoring and recording technology. Construction of a new entry building at Bandyup Women's Prison will improve security procedures for visitors and staff accessing the prison. This new facility was due to be commissioned in September 2008. An upgrade to the perimeter of Bunbury Regional Prison was under construction at year's end. This included installation of new electronic security procedures. Additionally, expanded use of electronic trace detection technology across WA prisons will place a greater emphasis on reducing the supply of drugs into prisons.

The introduction of iris-scanning technology as a means of identification within the prisons will commence at the four maximum-security facilities, Hakea, Casuarina, Albany and Bandyup Prisons. To ease undue concern and smooth the introduction of the system, prison visitors were informed about the new procedures via posters and information brochures at each site. Following an initial trial, it is expected that this technology will be implemented across other prisons.

SIGNIFICANT ISSUES AND TRENDS

Smoking reduction plans were put in place across the prison system. Actions included a reduction of tobacco stocks, planning for a smoking reduction trial at Greenough Regional Prison, commencement of a smoking research trial at Casuarina and Acacia Prisons (now operating from a single site from Casuarina) and development of smoking reduction educational resources tailored for prisoners.

An expanded telemedicine system is reducing the need for prisoners to visit teaching hospitals and thereby improving access to health services, reducing transportation costs and improving community safety.

In the Kimberley, the Department responded to reports of child sexual abuse within remote indigenous communities by establishing a critical response team. The team provides specialist advice to the judiciary and engages with communities for the purposes of collating information for assessment and sentencing matters.

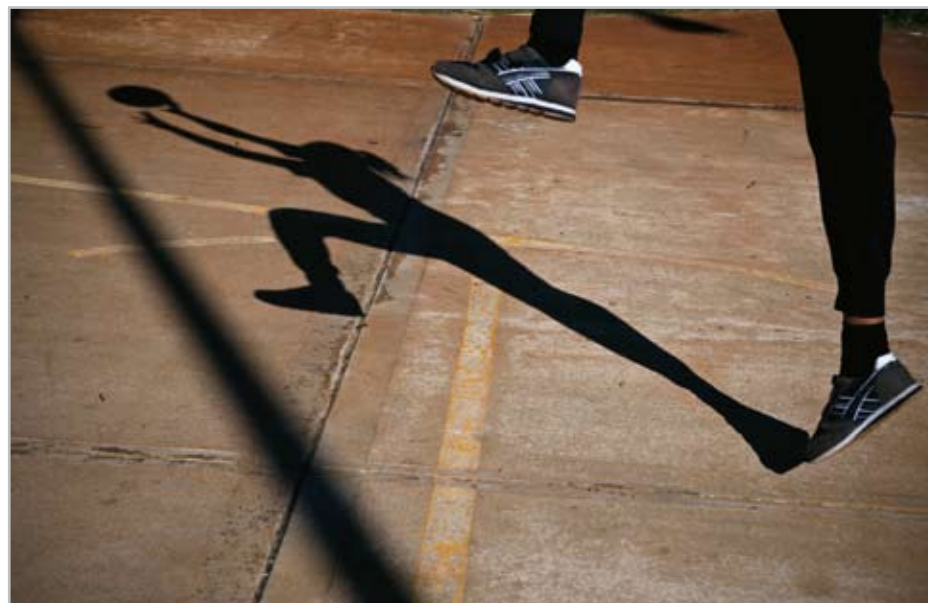
The Department developed a revised community justice services adult harm and supervision assessment tool. This has improved the efficiency and effectiveness of the assessment of an adult offender's risk of harm to the community and the determination of their supervision level.

It also expanded support to the metropolitan Family Violence Courts with the appointment of Family Violence Senior Community Corrections Officers in Fremantle, Rockingham and Midland Court.

Implementation of a new prisoner employment program involved planning for minimum-security prisoners to have the opportunity to engage in meaningful and sustainable paid employment, work experience, vocational training and education in the community in the year prior to release. As part of this program, employment coordinators were located in eight prisons commencing in July 2008. The coordinators will assess prisoner needs and develop programs which include skills training and job seeking techniques.

Also progressed was a women's intervention model based on the identification and delivery of specific programs and services that meet the needs of women in custody.

After three years of operation, the Department's intensive supervision program for repeat juvenile offenders was awarded one of the four annual National Crime and Violence Prevention Awards in October 2007, after three years of operation.



Indigenous youth comprised 70% of the juvenile detention population

SIGNIFICANT ISSUES AND TRENDS

FUTURE DIRECTIONS

From 2008/09, the Department intends to:

- Increase indigenous awareness across the Department and develop and implement activities and services that are relevant to indigenous offenders including the establishment of indigenous committees in each prison.
- Integrate an Aboriginal perspective into all our endeavours.
- Progress site works at the new West Kimberley Prison in Derby and commence implementation of a new model of work camps that introduces a higher degree of flexibility in managing work camp and prison musters. New work camps will be established in the Mid West and the East Kimberley.
- Implement an intelligence model that meets national frameworks and provides tactical and strategic intelligence within the Department and to other key State and Federal law enforcement agencies. The aim of the model is to enhance the reciprocal exchange of information and intelligence through memoranda of understanding.
- Implement and monitor the Department's workforce plan to ensure alignment with the Department's strategic human resources requirements.
- Support the ongoing development of professional standards within the Department ensuring that key strategic links are maintained with external agencies thereby reducing the risk of misconduct or corruption within the agency.
- Improve the community's understanding of the role of the Department in contributing to a safer Western Australia.
- Finalise installation of 272 ligature-free bunk beds at Acacia, Hakea and Casuarina prisons. Associated infrastructure upgrades will provide further secure accommodation.
- Acquire the site and plan for the replacement of the Eastern Goldfields Regional Prison.
- Commence works on infrastructure to support improved programs and services for young women and girls held in detention at Rangeview. Complete planning and commence construction of an additional 24 bed unit at Banksia Hill to provide additional accommodation for juveniles held in detention.
- Continue work across the State to expand office accommodation and improve safety conditions for community justice staff.
- Implement a community justice supervision regime which targets resources at high and medium risk offenders.
- Increased use of technology in the correctional environment. This includes video conferencing equipment and an expanded telemedicine system to reduce the need for prisoner transportation. Other technology includes iris scanning as a means of identification in prisons, a portable, electronic detection device, capable of detecting traces of narcotics and explosives and mobile phone jamming.
- Continue to contribute to the national development in corrective services through the Corrective Services Administrators Conference and Corrective Services Ministers Conference.
- In 2009, the Department will host the Asian and Pacific Conference of Correctional Administrators in Perth.

ADULT CUSTODIAL SERVICES

SERVICE

Through its adult custodial services, the Department aims to protect the community, reduce re-offending and encourage prisoners to adopt law-abiding lifestyles. It manages 12 maximum, medium and minimum-security prisons. There are six prisons in the metropolitan area, six in regional areas and seven prisoner work camps that operate throughout the State. An additional prison, Acacia Prison, is overseen by the Department, but is privately operated by Serco, Australia. Serco produces an independent annual report for Acacia and the Department produces an annual report on the contract service.



Therapeutic garden at Hakea Prison

ADULT CUSTODIAL SERVICES

KEY ACHIEVEMENTS AND CHALLENGES 2007/08

During the year, the Department:

- Managed a rapidly increasing adult prisoner population that peaked at 3968 in September 2007 – 17.6% above design capacity. The daily average population for 2007/08 was 3802.32 adult prisoners – a 5% increase from the 2006/07 period.
- Managed a total of more than 8800 prisoners in prisons and work camps through the considerable combined efforts of staff working in these facilities.
- Strengthened security at prisons through upgrades to perimeter security at regional prisons, construction of a new entry building at Bandyup Women's Prison, installation of personal duress alarm systems and expanded use of electronic trace detection technology to place a greater emphasis on reducing the supply of drugs into prison.
- Expanded the intelligence capacity of the Department through adoption of a justice intelligence model, implementation of improved systems and an expansion of information sharing with key stakeholder agencies.
- Implemented a new intelligence information system across the correctional system, improving the Department's capacity for sharing and analysis of intelligence information.
- Introduced reinvigorated case management practices across the prison system through dedicated case management assessment, coordinator positions and training programs.
- Progressed smoking reduction across the prison system, including smoking reduction plans for each prison, a reduction of tobacco stocks, planning for a smoking reduction trial at Greenough Regional Prison and participation in a smoking research trial involving Casuarina and Acacia Prisons.
- Constructed a secure facility at Royal Perth Hospital for hospital medical appointments for prisoners.
- Opened an indigenous unit for prisoners displaced from their lands at Casuarina Prison.
- Established Aboriginal community committees at regional prisons.
- Implemented anti-bullying strategies across the Department.
- Developed the Women's Way Forward, a strategy that includes development of a women's intervention model based on the identification and procurement of programs and services that meet the needs of women in prison.
- Increased prison self-sufficiency through primary production of goods through prisons industries.
- Contributed approximately \$3 million to the WA community through community, charity and voluntary work conducted by prisoners from minimum-security prisons and work camps.
- Improved links with private industry through prisoner employment training programs like Decca Station Project.
- Introduced service level agreements at Roebourne Regional Prison, Casuarina Prison, Hakea Prison, Bandyup Women's Prison and Boronia Pre-Release Centre for Women to provide clarity around service delivery and resource provision, including monthly prison performance reporting.
- Concluded negotiations and implemented a new enterprise bargaining agreement for prison officers.
- Completed entry level training programs for 104 new prison officers.
- Developed and introduced a prisons performance appraisal and development system.
- Streamlined the recruitment and selection process for critical occupational areas, and undertook major recruitment programs to attract new employees internationally, nationally and within WA.
- Increased the number of collaborative media projects Australia-wide to promote the work and challenges of the Department to a wider audience and managed over 800 media queries and projects.

ADULT CUSTODIAL SERVICES

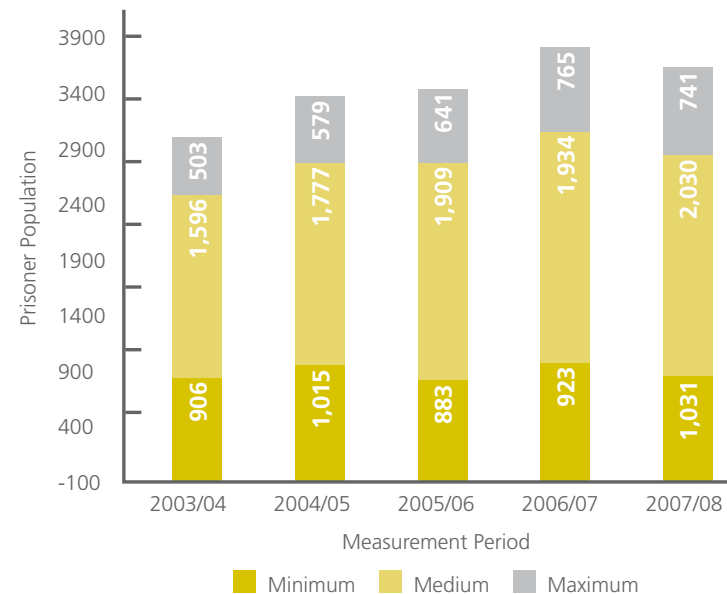
KEY STATISTICS

- The adult prisoner population peaked at 3968 in September 2007. At 30 June 2008, this had decreased by 202 to 3766 prisoners. This reduction included almost 100 prisoners who had been imprisoned for fine default warrants and were released to freedom or mandatory short-term parole in late March 2008 due to changes introduced by the Fines Legislation Amendment Act 2006.
- The State's prisons were designed to accommodate 3279 prisoners and a further 112 prisoners can be accommodated in work camps. On 30 June 2008, the adult prisoner population was 11.1% greater than this overall State design capacity.
- In 2007/08, the daily average prisoner population increased by 5%. There was a 6% increase in Aboriginal prisoners, an 11.7% increase in minimum-security prisoners and a 5.2% increase in male prisoners.
- In the last five years, the daily average prisoner population increased by 33.7%. During this time, the number of maximum-security prisoners increased by 61.7%, compared with increases of 31.2% for medium-security prisoners and 23.1% for minimum-security prisoners.

Increase in the WA prisoner population

Daily average	Increase over 5 years		Increase over 12 months	
	Number	%	Number	%
Prisoner population				
Total population	959	33.7	180	5.0
Male prisoners	871	33.1	173	5.2
Female prisoners	88	41.7	7	2.4
Indigenous status				
Aboriginal prisoners	633	66.3	91	6.0
Non-Aboriginal prisoners	326	17.2	89	4.2
Security rating				
Maximum	282	61.7	-24	-3.2
Medium	483	31.2	96	5.0
Minimum	194	23.1	108	11.7

Daily average prisoner population by security rating



ADULT CUSTODIAL SERVICES

THE INCREASING PRISONER POPULATION

The growth in the prisoner population can be attributed to:

- The success of police activities through implementation of the State Crime Plan, Frontline First, Community Violence Strategy, Burglar Beware Program, DNA testing, improved intelligence and forensic technology and a greater police presence in regional and remote areas.
- Increased imprisonment rates for crimes against the person, robbery and property offences.
- Increased numbers of unsentenced prisoners and longer stays for remand prisoners.
- Increased numbers of long-term prisoners within the prison system.

Many factors that place upward pressure on the prisoner population are likely to continue into the future. It is projected that by 2011 the Western Australian prisoner population will exceed 4100.

The Department is managing the prisoner population growth through a range of strategies. In the short term, accommodation is being constructed at Bunbury Regional Prison (a 72-bed self-care minimum-security unit) and Bandyup Women's Prison (40 beds). In February 2008, the bed capacity at Wooroloo Prison Farm increased through the opening of an 18-bed self-care unit. Double-bunking was also used to increase bed capacity. At 30 June 2008, 475 prisoners were accommodated using multiple-occupancy cell strategies. Multiple-occupancy cell strategies need to be carefully managed to meet the challenge of increasing bed capacity while ensuring the safety of prisoners.

In the medium term, the Department is implementing the Kimberley Custodial Plan. A site was selected for a multi-security prison at Derby. The prison will have a design capacity of 150 beds and is expected to be operational by 2011. The plan includes a new East Kimberley work camp. Planning also commenced on a new Eastern Goldfields Regional Prison and a new Goldfields work camp.

PRISON OFFICER RECRUITMENT

The State's buoyant economic environment made it difficult to attract, recruit and retain staff in key operational areas during 2007/08. There was a shortage of at least 150 prison officers throughout the year.

Following the introduction of employment branding and process improvements in June 2007, the number of people applying to become prison officers almost doubled -- from an average of 220 per recruitment campaign to an average of 400. Despite this increase, there was not an equal increase in the number of successful applicants. During 2007/08, 104 prison officers completed prison officer training.

In June 2008 an exemption for the recruitment, selection and appointment standard was approved from the Office of the Public Sector Standards Commissioner to re-engage ex-Department prison officers with less than 12 months break in service. The exemption allows for ex-prison officers to re-engage without having to apply through an advertised merit selected process. This will assist in prison officer recruitment strategies and the benefits of this exemption will be seen in the next financial year.

The tight labour market will continue to present challenges in recruiting prison officers in 2008/09. The collective implementation of strategies such as regional initiatives, employment branding, interstate and international recruitment and recruitment process improvements will be used to overcome prison officer shortages.

PRISON OFFICER ENTERPRISE AGREEMENT

The Department concluded negotiations with the Western Australian Prison Officers Union of Workers for a new enterprise bargaining agreement for prison officers. The agreement provided substantial pay increases over a three-year term and should help address the attraction, retention and career progression of prison officers.

ADULT CUSTODIAL SERVICES

REGIONAL PRISONS

Limited capacity in regional prisons affected prisoner management during 2007/08. Issues faced by regional prisons included:

- A high proportion of Aboriginal prisoners.
- Limited capacity to hold medium-security prisoners and short-term maximum-security prisoners.
- Limited ability to cater for all types of prisoners within any one prison, including the different security levels, special needs prisoners and female prisoners.
- Attraction and retention of prison officer staff, particularly at Roebourne, Broome and Eastern Goldfields Prisons.
- Difficulty in placing Aboriginal prisoners near their communities.

Broome and Eastern Goldfields Regional Prisons were unable to accommodate all prisoners from their regions. As a result, approximately 400 prisoners, mostly maximum and medium-security rated prisoners were transferred to Perth or other regional prisons. The Department is aware that holding Aboriginal prisoners 'out of country' is counterproductive to their rehabilitation prospects and upholding of the family unit. Locating Aboriginal prisoners 'in country' is a priority for the Department.

Replacement of the Eastern Goldfields Regional Prisons remains a high priority for the Department. The current buildings and infrastructure are in poor condition and do not meet acceptable standards for delivering services. The Department was provided with a \$1.8 million budget to plan a new facility and is developing schematic designs for future development. Key stakeholders are being consulted to ensure the prison design meets the specific needs of the Eastern Goldfields community. For example, through the development of a cultural advisory group, senior members of Aboriginal communities from the Goldfields and Lands areas are providing guidance to the Department's project team and contracted architects.

In April 2007, the Minister for Corrective Services announced \$93 million in funding to build a new prison near Derby. A site was identified six kilometres from the town on the Derby Highway and plans for the new facility are being developed. The prison will meet both the offending and cultural needs of prisoners from the region and will set new standards for the management of Aboriginal prisoners in Western Australia. The community is highly involved in this major works project and the aim of making the prison part of the community was well on the way to fruition at year's end. Initiatives such as a community reference group, open community meetings and regular information to the general community kept West Kimberley residents fully briefed on the project's unique ethos and status. Additionally, the creation of the Kimberley Cultural Advisory Group will ensure that the prison design and operation meet the desired objectives of breaking the cycle of offending and improving the wellness of Kimberley Aboriginal people and communities.

A further \$11.22 million was approved to upgrade Broome Regional Prison. The works include new and relocated health services, education and programs buildings, women's facilities, improved facilities and capacity for male maximum-security prisoners and a new perimeter fence. The upgrade is due to be completed by the end of 2008.

The Regional Corrective Services project aims to improve correctional services for Aboriginal people and their families in the Kimberley and Goldfields regions by reducing the rate of re-offending of indigenous Australians and improving relations between the community and Corrective Services. Consultation with Aboriginal communities in the Goldfields and Kimberley informed the development of new services in these regions and contributed towards stronger links with the Department.

ADULT CUSTODIAL SERVICES

STAFF ACCOMMODATION IN REMOTE REGIONAL PRISONS

Housing availability for staff continued to put pressure on regional prisons in 2007/08. The Pilbara and Kimberley were most affected by the shortage. A jump in demand for rental accommodation by the private sector had an impact on the cost and availability of homes in these areas. Rental subsidies were increased to attract staff to these regions. While this strategy was successful, there was a continued housing shortage. There was an increase in the number of approvals for the home ownership subsidy scheme during 2007/08.

REDUCING RE-OFFENDING

The Department has a goal of contributing to community safety by reducing re-offending. It can only achieve this in partnership with the community, other government agencies and non-government organisations, all of whom play a part in diverting people from the justice system initially and assisting them maintain a law-abiding lifestyle after completion of a custodial sentence or community order.

The Department itself, undertook a number of significant actions during 2007/08 to reduce the incidence of re-offending in WA. They were:

- **Implementation of Fines Legislation**

Amendments to fines legislation allowed prisoners to serve fine default warrants concurrently with other fine default warrants and with any other sentences. It also allowed offenders greater flexibility to pay off fines and avoid imprisonment. A new community service order was also introduced as an alternative to imprisonment.

- **Expansion of Sheriffs/Community Development Officers**

Appointing additional sheriff/community development officers to assist in diverting offenders, particularly Aboriginal offenders, from custody for non-payment of fines.

- **Increasing bail accessibility through increasing the number of bail coordinators**

Appointing additional bail coordinators to improve the likelihood of people meeting their bail conditions and avoiding them being remanded in custody.

- **Increasing delivery of offender programs**

The expansion of offender programs to improve some prisoners' chances of being granted parole.

- **Expanding delivery of re-entry programs**

Expanding re-entry programs to increase prisoners' chances of a smooth re-integration into the community and subsequent adoption of law-abiding lifestyles.



Boronia Pre-release Centre for Women

ADULT CUSTODIAL SERVICES

■ **Introducing prison employment release programs**

The introduction of paid work experience for prisoners close to the end of their sentences to improve their chances of securing jobs on release and subsequently adopting law-abiding lifestyles. Contributing to the potential of this project is a range of branded communication materials that aim to boost participation by better informing prospective employment partners, support agencies and the prisoners themselves.

The programs were publicised through a media campaign that promoted the benefits to employers through various newspaper articles. Industry-specific information days were held at Boronia Pre-release Centre for Women and Casuarina Prison to allow potential employers in the hospitality and construction industries to partner the Department in these programs.

■ **Expanding the use of work camps**

New incentives were provided for prisoners to nominate for work camp placement to ensure greater occupancy of work camps, where there is a focus on re-integration into the community. The benefits of work camps were promoted through the celebration of the 10th anniversary of the Walpole work camp. A large community event attracted State-wide media coverage of the work camp concept and prompted several enquiries from interested shires across WA.

■ **Increasing community sentencing (Repay WA)**

Community work was promoted as a viable sentencing option both as an alternative to custody and to increase the amount of community reparation work being completed by non-custodial offenders. Repay WA partnerships with Broome Cemetery, Vancouver Arts Centre Albany, Salvos Store Cannington and South Fremantle Football Club were officially recognised by the unveiling of a plaque at each location.

ABORIGINAL OFFENDERS

Although Aboriginal people comprise 3% of the general population in Western Australia, the daily average adult Aboriginal custodial prisoner population for 2007/08 was 41.8% of the total adult prisoner population. This was an increase of 90 prisoners or 6% from 2006/07.

Nevertheless, during the 12 month period to June 2008, the daily average number of female Aboriginal prisoners decreased by 23.3% from 184 in July 2007 to 141 in June 2008. The daily average number of male Aboriginal prisoners declined by 4.8% from 1465 to 1395. During the same period, the number of female non-Aboriginal prisoners decreased by 8.5% and male non-Aboriginal prisoners increased by 2.6%.

The Department is committed to delivering culturally appropriate and culturally meaningful programs for Aboriginal offenders. It is establishing an Aboriginal facilitators group to manage delivery of relevant programs. Support services provided by contracted non-government human service organisations to adult prisoners and their families to assist with their transition from prison to the community are particularly effective for Aboriginal people. Other initiatives are included below.

Decca Station Project contributes positively through the provision of training to improve access to employment. Minimum-security work camps provide an opportunity for Aboriginal prisoners to contribute to the local community and engage in personal development.

An Indigenous unit, Ngi Ngi Up Mia, was set up at Casuarina Prison to accommodate Aboriginal prisoners, enabling them to reside and interact with others from the same geographical and cultural background. It provides activities, education, life skills, programs and health information within a framework of indigenous culture in an environment that has been designed in collaboration with the offenders. Staff working in this area received specialised cultural awareness training from an elder from the regions.

All prisoners are able to attend funerals under escort. This may not be possible for every funeral and every prisoner but the Department endeavours to make this a priority to assist in the grieving process.

ADULT CUSTODIAL SERVICES

The participation of indigenous prisoners in education helps to reduce re-offending and prepare prisoners for the workforce. Indigenous specific education programs include:

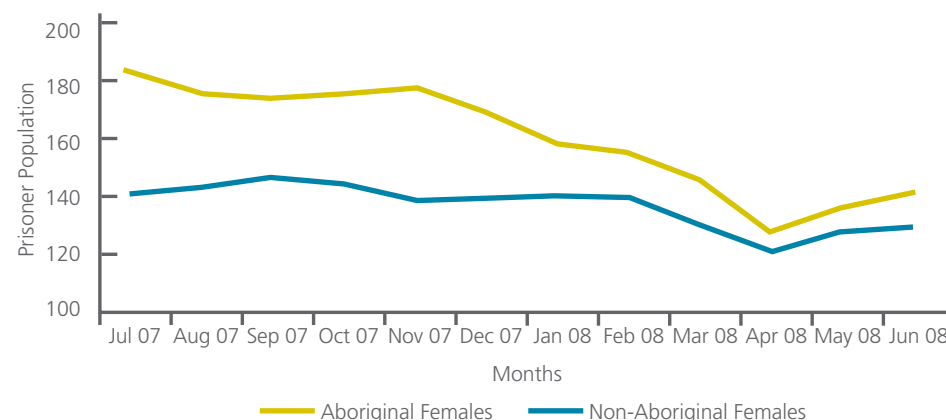
- **Keep Your Culture Keep Your Job** – this project allows participants to examine ways to balance cultural and family obligations with the expectations of employment.
- **Indigenous Story Telling through Art** – participants learn how to express ideas in story writing, song/poetry and art form. The process introduces students to basic comprehension ie who, what, where, when and how.
- **Traditional Indigenous Society** – students explore their Aboriginality through the major cultural areas of Western Australia.
- **Deadly Tucker** – promotes healthy eating on a limited income.
- **Aboriginal Studies** – covers reconciliation, native title, indigenous poetry and song, treaty and media.

A smoking ceremony took place at Greenough Regional Prison in July 2008 to commemorate an Aboriginal prisoner who died in custody, while playing football. Before the ceremony 20 family members and Balgo community members, collected branches to wipe away footprints and handprints.

The ceremony commenced in the cultural area where eucalyptus leaves were placed in a tin can and lit to create smoke to send his spirit home. The ceremony proceeded into the deceased's cell, where wailing commenced and continued throughout the prison, including his workplace and onto the football field where he died.

Following the ceremony, family members met the football team. The ceremony not only helped to console the family who travelled over two thousand kilometres to be there, but also more than 60 people who witnessed this young man's passing. Next year the NAIDOC Cup will be named after the deceased, which was approved by the family.

**Prisoner population of adult females by Aboriginality
July 2007 to June 2008**



ADULT CUSTODIAL SERVICES

PROTECTING THE COMMUNITY

Escapes from Custody

There were 28 unlawful absences during 2007/08, compared with 26 in 2006/07. During this time the prisoner population reached new record highs and was, on average, 180 prisoners higher than the previous year. Unlawful absences comprise absconds, where physical security is not breached, and escapes, where some form of physical security is breached.

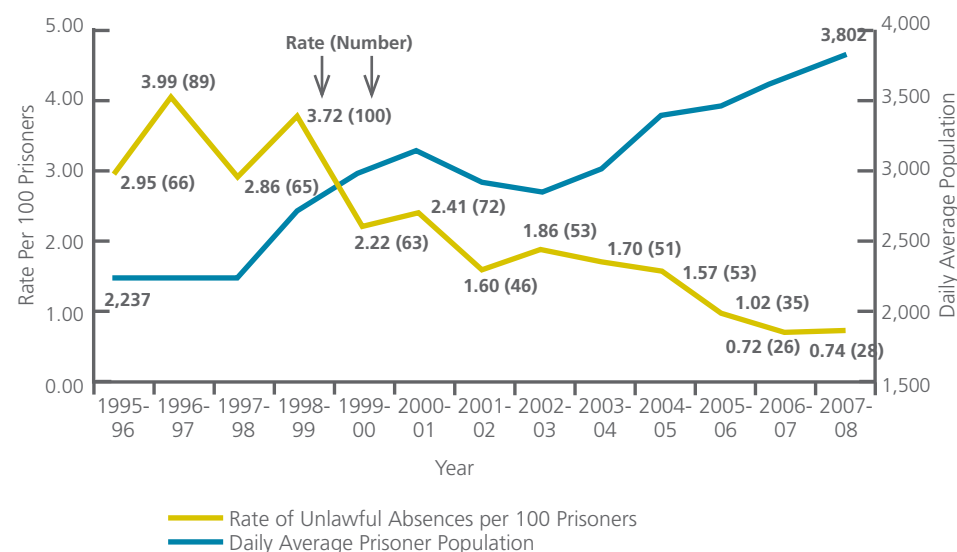
The majority of unlawful absences were from regional minimum-security prisons, – 64% being from the Broome and Eastern Goldfields Regional Prisons.

Broome Regional Prison is a minimum-security prison with a boundary fence but no formal security fence. Of the prison's 13 unlawful absences during the year, six were escapes that breached the boundary fence and seven were absconds from work camps. Of the five unlawful absences from Eastern Goldfields, four were escapes that breached the boundary fence and one was an abscond from a work camp. Risk assessments are conducted for prisoners selected to work in work camps. On occasion a breach of trust shows that prisoners are not ready to maximise this opportunity.

The Department is addressing the underlying causes of unlawful absences by:

- Improving the standard of fencing at Albany, Bunbury and Broome Regional Prisons.
- Improving the maximum-security unit at Broome Regional Prison.
- Assessing prisoners as minimum-security against strict criteria.
- Providing structured activities at key times of the year such as Christmas, when prisoners are more likely to abscond.
- Introducing an intelligence focused security plan across all prisons.

Unlawful Absences* from Corrective Services Custody



*Unlawful Absence includes Absconds, Escapes, and Unlawful Release

ADULT CUSTODIAL SERVICES

Unlawful Absence from Corrective Services Custody

		Unlawful Absence From Corrective Services Custody 1995-96 to 2007-08												
Security Level		1995/96	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Open level of security (Min Security Rating)	Number	65	86	59	91	59	64	46	52	49	52	34	21	19
	Rate Per 100	7.60	11.40	7.50	9.80	6.10	6.10	4.90	6.21	5.52	5.12	3.84	2.28	1.84
Secure level of security (Max/Med Security Rating)	Number	1	3	6	9	4	8	0	1	2	1	1	5	9
	Rate Per 100	0.30	0.20	0.40	0.50	0.20	0.40	0.00	0.05	0.05	0.04	0.04	0.15	0.32
Total	Number	66	89	65	100	63	72	46	53	51	53	35	26	28
	Rate Per 100	2.95	3.99	2.88	3.72	2.22	2.41	1.6	1.86	1.7	1.57	1.02	0.72	0.74

ADULT CUSTODIAL SERVICES

DEATHS IN CUSTODY/CORONER'S REPORTS

During 2007/08, there were eight deaths in prison custody, two of which had their apparent cause of death recorded as suicide. Four prisoners died in hospital and four died in prison.

All deaths in custody are subject to a coronial inquest on a date determined by the Coroner and include deaths due to terminal illnesses as well as those attributed to suicide. At year's end, the causes of death had not been determined by the Coroner. In addition to a WA Police inquiry, the Department's Internal Investigation Unit conducts an investigation into every aspect of the prisoners' management up to the time of death and reports its findings to the Coroner.



Scanning technology for social prison visitors

PRISON SECURITY

During 2007/08, prison security was enhanced through a range of initiatives, including an upgrade of perimeter security and electronic security at Albany and Bunbury Regional Prisons, commencement of work on the maximum-security unit at Broome Regional Prison and upgrades to control room facilities at Hakea and Roebourne Regional Prison. A new entry building constructed at Bandyup Women's Prison was due to be commissioned in 2008, this will improve security procedures for visitors and staff accessing the prison.

A personal duress alarm system, which identifies and locates staff members within the facility was installed throughout all regional and metropolitan prisons, with the exception of Hakea Prison where it will be installed in late 2008. This project significantly improved staff safety.

A review of the Drug Detection Unit was undertaken and new working practices were introduced to place greater emphasis on reducing the drug supply into prisons. The use of electronic trace detection technology to complement canine drug detection operations was introduced. In addition, the Drug Detection Unit began an education program that visited schools and demonstrated how drug detection dogs operate within prisons.

Inter-agency work continued, and several joint operations with WA Police resulted in visitor arrests for possession of illicit substances.

A Director of Security Services was appointed during 2008. The subsequent introduction of an intelligence focused security plan across the prison system is addressing procedural security and dynamic security within the prisons, which will be progressed during 2008/09.

During 2008/09, the Department will begin introducing biometric iris-scanning security into maximum-security facilities.

ADULT CUSTODIAL SERVICES

INTELLIGENCE SERVICES

Intelligence systems were developed significantly towards the end of 2007/08. During 2008/09, the Department will continue to implement a new Justice Intelligence Model that meets national frameworks and will provide an intelligence service that integrates with the intelligence models of key State and Federal agencies.

The new model will provide for the development of key intelligence products that will enable the Department to take a pro-active approach to preventing incidents, managing security and improving information flows across the Department.

The establishment of a Strategic Intelligence Group, of which the Commissioner and deputy commissioners are members, placed greater emphasis on a collaborative approach to security across the Department with all business areas brought into the intelligence circle.

SMOKING REDUCTION STRATEGY

Smoking cessation was a challenging issue for the Department in 2007/08. An estimated 85-90% of offenders entering the prison system are smokers. The Department's smoking reduction strategy is aligned to State legislation related to tobacco and smoking and is designed to provide for a progressive reduction in smoking through a series of short, medium and long-term targeted strategies.

In 2007/08, there was a full implementation of the short-term strategies, such as placement of signage and reduction of tobacco brands for sale in prisons. Prisons are now working on their targeted mid-term strategies. These include establishment of suitable designated smoking areas and the declaration of the prisons' enclosed areas to be smoke free, including prisoner cells.

The introduction of a smoking reduction trial at Greenough Regional Prison was supported by a thorough communications plan that kept staff and prisoners informed of every stage and contributed to the smooth introduction of the new measures. This was supported by a targeted media campaign to educate the public about the trial and the longer-term smoking reduction strategies planned by the Department.

Extensive work was undertaken to develop positive internal and external partnerships, such as those with the Drug and Alcohol Office, the Cancer Council of WA and the Department of Health's Tobacco Control Branch.

REHABILITATION PROGRAMS

Prison Industries

The primary purpose of prison industries is to meet the self-sufficiency needs of the prison system such as primary produce, catering, laundry and clothing. The internal supply of goods and services from prison industries had an estimated wholesale value of \$13 million in 2007/08.

The goods and services provided by prisons for internal supply included:

- Primary produce items such as meat, milk, eggs, vegetables and fruit.
- Catering services that produce 12,000 meals per day.
- Textile industries that provide clothing, shoes and socks for 4000 prisoners.
- Laundries that process linen and clothing for approximately 4000 prisoners.

In addition, meaningful employment opportunities are provided for prisoners which, where possible, provide on-the-job vocational training.

Prison industries commercial contract work provides supplementary reparative vocational development opportunities for offenders, thereby increasing the potential for their successful re-entry into the community. These employment and on-the-job training opportunities are in line with current labour market needs and utilise the State training profile. Sales from commercial activity, such as furniture production, exceeded \$2 million. This revenue was used to offset the operating costs of each prison.

ADULT CUSTODIAL SERVICES

Strong links to the Community have been established by a number of Prison Industries, including:

- Bandyup Women's Prison - manufactures cushions for women recovering from breast cancer surgery.
- Karnet Prison Farm – recycles bicycles and manufactures tricycles for people with disabilities.
- Casuarina Prison – recycles spectacles with new frames and/or lenses for overseas aid programs.
- Wooroloo Prison – constructed and installed an oversize cubbyhouse for a girl suffering Cerebral Palsy who requires a walking frame for mobility.
- Casuarina Prison – constructed outdoor table and chair settings for the Vietnam Veterans Association.

Industry-specific information days were held at Boronia Pre-release Centre for Women and Casuarina Prison to allow potential employers in the hospitality and construction industries to see first-hand the quality of the training taking place.

Prisoners working within the Department's food chain industries, including primary production and in-prison catering facilities, must participate in the food stars program. This ensures that prisoners working with food comply with the Food Standards Australia New Zealand food safety regulations.

PRIMARY INDUSTRIES FARMS

Primary industry farms are located at Karnet, Wooroloo and Pardelup Prison Farms. They provide most of the essential food products for public prisons, traineeships for prisoners and are an important link for prisoners re-entering the community.



Karnet Prison Farm helped to increase prison self-sufficiency

Karnet Prison Farm is the Department's primary processing facility with an abattoir, dairy, chicken battery, hot houses and an orchard. The farm produces milk, eggs, meat products, vegetables and orchard fruit.

Wooroloo Prison Farm was refocused to a sheep and cropping operation during the year. It concentrated on breeding fat lambs for market and increased its cropping program to reduce the need to buy feed for livestock. Pardelup Prison Farm was responsible for the Department's beef breeding program as well as breeding fat lambs for market.

ADULT CUSTODIAL SERVICES

Vegetable preparation industries operate at Bunbury Regional Prison and Casuarina Prison. Bunbury processes and packages its market garden produce for use in the prison system and for sale in the South-West. Casuarina Prison purchases produce direct from local market gardeners and prison farms. It processes and packages the goods for use in the prison system.

Significant achievements for primary industry farms for 2007/08 included:

- A record blue gum income after harvesting a 70 hectare plantation at Pardelup Prison Farm.
- Vastly improved breeding rates and herd numbers at Pardelup.
- Improved integration and coordination of the three Departmental farms through the appointment of a Farm Manager at Karnet Prison Farm.
- 16 hectares of irrigation for summer crops established at Karnet.
- Eggs laid "free range" at Karnet.
- A flourishing aquaculture industry at Karnet, with water flowing through an exotic fish and snail breeding facility, and then recycled into the hydroponic lettuce facility and finally into tunnel houses for cucumber production.



Aquaculture at Karnet Prison Farm

ADULT CUSTODIAL SERVICES

COMMUNITY PARTNERSHIPS/PRISONERS HELPING THE COMMUNITY

Prisoners from minimum-security prisons and work camps are involved in community, charity and voluntary work. They contribute approximately \$3 million each year to the WA community through these activities.

Prisoners from Broome, Roebourne, Greenough, Eastern Goldfields, Wooroloo, Karnet, Boronia and Bunbury Prisons worked on community projects during 2007/08. The projects included:

- Maintenance of various nature trails, such as the Bibbulmun Track, the Munda Biddi Trail, the Nannup Rail Trail and the Cape to Cape Trail.
- Upgrades and maintenance of numerous local tourism and heritage sites in Derby, including the Prison Boab Tree.
- Restoration work at the Bungarun cemetery.
- Assisting farmers in Mt Barker recover from fires.
- Restoration and maintenance of facilities in the Chichester National Park and Wellington National Park.
- Assisting ground preparation, erection of fences and rubbish clear-up for special events such as the Seniors Expo at Bunbury and the Shinju Festival at Broome.
- Kerb-side numbering the streets of Broome.
- Brick-paving at Kellerberrin High School.
- Gardening and maintenance at Leonora Hospital.
- Manufacturing goods for various charities and not-for-profit organisations.

In 2007/08, Boronia Pre-Release Centre for Women worked to strengthen community partnerships with several not-for-profit organisations. The focus of these relationships was providing services and information to assist the women, their children and families, in preparation for their release back into the community.

In particular, the relationship with Extra Edge Community Services introduced a weekly parent support program with the capacity to support women pre and post release from prison. Extra Edge Community Services also provided career guidance services through the Employment Directions Network and financial support for the newly formed Boronia choir to attend community functions at local aged care facilities.

DECCA STATION PROJECT

Decca Station is a disused telecommunications station 20km east of Roebourne. Minimum-security prisoners from Roebourne Regional Prison undertake voluntary, supervised work at the station as part of a training and employment project. It supports the North-West mining operations and improves employment prospects for prisoners when released from prison.

In the first two years of the project, prisoners completed 681 nationally accredited units of training in skills to improve their access to employment. There were 15 successful employment placements into the mining and construction industry and 10 into hospitality, construction, parks and gardens and health. Additionally, one person became self-employed.

WORK CAMPS

In 2008, work camps celebrated ten years of operation with a commemorative event held at the site of the first work camp in Walpole. These camps provide minimum-security prisoners with an opportunity to contribute to the local community and engage in personal development. Prisoners from work camps are involved in heritage, tourism, environmental, charitable and indigenous cultural projects such as the Bibbulmun Track and the Munda Biddi Cycle Trail. They also assist local communities with disaster relief efforts during cyclones, bush fires and floods.

In 2007/08, work camps contributed more than \$1.5 million in reparation to the West Australian community. Community liaison groups were set up at each work camp to identify community projects.

ADULT CUSTODIAL SERVICES

The Department received \$11 million in the 2007/08 Budget to develop a new work camp in the east Kimberley. A site was identified in Wyndham and plans were in development to construct a purpose-built camp to further enhance the reparative and training opportunities provided in all work camps.

"Thank you for the opportunity for letting me go on the work camp. It's a good idea. It gets us used to the normal day-to-day living skills and in a working routine ready for our release. It makes me personally feel more responsible, as we work hard and are now putting something back into the community."

Prisoner, Walpole Work Camp

TRANSITIONAL SUPPORT SERVICES

During 2007/08, the Department continued to contract with non-government human service agencies to provide re-integration and re-socialisation programs for prisoners, as well as services to strengthen their family relationships.

The Transport of Prisoners pilot program proved successful in returning indigenous prisoners to their traditional lands in the Pilbara region. The program is expected to be available in other regional areas such as Goldfields/Esperance, Mid West/Gascoyne and Kimberley in the future.

Additional funding provided by government for the reducing imprisonment strategy of Re-entry Link resulted in an expansion of support services. This was reflected in an increased number of prisoners receiving services during the year.

CHILD PROTECTION

Ongoing collaborative work with the Department of Child Protection (DCP) involved a senior field officer from that department working directly with women offenders in a custodial setting. The officer engaged women in prisons and addressed matters affecting them, their children and their families during this difficult and stressful time. In addition, the officer provided professional and expert advice to custodial staff on the complexity of managing women whose children were considered open cases with the DCP.

SERVICE LEVEL AGREEMENTS

Service level agreements were implemented in the State's public prisons to measure operational performance and provide remedial or improvement action. The agreements document the service levels and standards required to be delivered by each prison. As a result, there will be ongoing assessment of performance and implementation of strategies to address performance issues.

During 2007/08, five service level agreements were implemented, for Casuarina Prison, Roebourne Regional Prison, Bandyup Women's Prison, Hakea Prison and Boronia Pre-release Centre for Women. A further three prisons began drafting agreements, Bunbury Regional Prison, Eastern Goldfields Regional Prison and Greenough Regional Prison.



Vocation training at Hakea Prison

Casuarina, Roebourne, Bandyup and Hakea Prisons commenced monthly and quarterly performance reporting.

ADULT CUSTODIAL SERVICES

CAPITAL WORKS INFRASTRUCTURE IMPROVEMENTS

Work is being undertaken in the State's prisons to address rising prisoner numbers and new custodial service delivery standards. Additional accommodation will be provided at Bandyup and Bunbury Prisons.

Construction continued on the 72-bed minimum-security unit at Bunbury Regional Prison at a cost of \$17.6 million including internal works at the prison. It will be completed in late 2008. The unit will provide a range of improved services aimed at reducing recidivism for male prisoners. Work to improve health care facilities and education was completed during 2008 and a perimeter upgrade is under way.

Construction continued on the new secure 40-bed group living units and a new entry building at Bandyup Women's Prison. These new units will be completed early in the new financial year.

A health care facility and improved education and program facilities were completed at Wooroloo Prison Farm. In addition, construction was completed on an 18-bed self-care unit in February 2008.

Significant work at Broome Regional Prison began in 2008. This included a health care facility, an education facility, a substantial upgrade to the maximum-security facility and an enhanced women's facility. These works were scheduled to be completed by the end of 2008.

ACACIA PRISON

Acacia Prison is the only privately managed and operated prison in Western Australia. The Department owns the prison and contracts its management to an external service provider, Serco Australia.

During 2007/08, Acacia Prison achieved most of its performance targets.

The prison underwent some capital works during 2007/08 including the rebuilding and fit-out of some areas of industries and an upgrade to the prison's Gate House Control Room. The industry works have enabled the delivery of theoretical and practical training for prisoners within the workshop area.

Education, program delivery and traineeships are key drivers in regards to prisoner rehabilitation and re-entry into the community. Acacia opened a staff cafeteria in 2007, which provides meals to all staff working in the prison, at the same time providing valuable training for prisoners by way of traineeships for the hospitality industry.

During 2007/08, several reviews were conducted of the contract management, prison operations and other aspects of Acacia Prison. The Department worked closely with prison management to ensure the review recommendations were addressed and implemented.

Staff numbers are being increased at Acacia Prison in line with plans to increase the prisoner population to 900. Additional education, program, health and custodial staff are also to be appointed with ongoing training schools planned to maintain levels against attrition.

The challenges facing Acacia Prison in 2008/09 include a prisoner population increase, development and maintenance of a functional structured day for prisoners, the testing and introduction of a biometrically based prisoner movement system and ongoing maintenance of the sustainability initiatives from 2007/08.

The Department prepares a separate annual report on the servicing of the contract for Acacia Prison.

ADULT CUSTODIAL SERVICES

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Continue implementing strategies to manage rising prisoner numbers.
- Work closely with WA Police for more effective information and intelligence sharing.
- Progress implementation of procedural security and dynamic security within the prisons.
- Introduce biometric security into maximum-security facilities.
- Commence implementation of a new model of work camps that introduces a higher degree of flexibility in managing work camp and prison musters and the work camp workforce.
- Progress implementation of smoking reduction strategies at prisons.
- Recruit more prison officers and improve staff retention levels.
- Create the ranks of principal officer and assistant senior officer.
- Continue to work collaboratively with media outlets better to promote the staff and functions of the Department.
- Host the inaugural Custodial Transport Forum with delegates from all Australian jurisdictions and the UK and New Zealand collaborating on improving prisoner transport processes and vehicle design.
- Explore more partnerships with local authorities and NGOs whereby offenders can repay their debt to society while learning valuable job skills and carrying out work that benefits the community and learning valuable job skills.



Staff interaction with prisoners at Bandyup Women's Prison

COMMUNITY JUSTICE SERVICES

SERVICE

Through its community justice services (CJS), the Department contributes to a safe and orderly community by reducing offending and encouraging offenders toward law-abiding lifestyles. It provides community-based justice services for both adults and juveniles across Western Australia.

KEY ACHIEVEMENTS AND CHALLENGES 2007/08

During the year, the Department:

- Experienced challenging workload demands, including increasing requests for court reports. Workload demands were compounded by staff mobility and the Department's responsibility to manage offenders within the parameters of an Industrial Commission ruling.
- Through effective leadership the Department initiated communication with the judiciary and relevant stakeholders to maintain service provision and reviewed and streamlined work practices with regard to managing offenders, taking into consideration higher workload demands.
- Expanded the Family Violence Courts in the metropolitan area with the appointment of Family Violence Senior Community Corrections Officers.
- Implemented regional youth justice services in the Mid West and Goldfields.
- Established the critical response team to deal with the high number of child sexual abuse charges within regional and remote indigenous communities in the Kimberley. A unique model has been devised to respond to issues for both adult and juvenile offenders.
- Adopted a multi-agency framework to manage high-risk, sexual and violent offenders. The critical component was working collaboratively and sharing agency information between the Department, WA Police and other relevant agencies.
- Implemented a juvenile justice case management tool to assist in identifying and prioritising the individual needs of young people. This improved the Department's ability to deliver tailored case management interventions.
- Implemented the significantly enhanced correctional officers foundation program, which produced 33 graduates in May 2008. Seventeen community corrections officers and 16 juvenile justice officers were allocated across metropolitan and regional branches.
- Managed 1729 young offenders and 11,445 adult offenders in the community on a range of community based orders. These numbers did not include juvenile justice team referrals.
- Improved workforce stability and staff retention by increasing permanent community corrections and juvenile justice officer positions and reducing the number of contract employees to 20%.
- Created 30 senior practitioner positions to manage high-risk offenders.
- Created four regional trainer/team leader positions in the Kalgoorlie, Geraldton, Pilbara and Kimberley regions to deliver specialised training and focus on regional service provision, particularly to Aboriginal communities.
- Strengthened the prison-based community justice services team with positions to service releasing authorities.
- Created positions to improve the timeliness of returning breaches to the courts.
- Undertook a comprehensive occupational safety and health review of all community justice services centres.
- Implemented changes arising from the Parole and Sentencing Legislation Amendment Act 2006 and the Prisons and Sentencing Legislation Amendment Act 2006.
- Implemented changes relevant to the Department arising from the Dangerous Sex Offenders Act 2006.
- Established and managed a critical response team to respond to child sex offences in the Kimberley.

COMMUNITY JUSTICE SERVICES

KEY STATISTICS

- During 2007/08, 1729 juvenile offenders and 11,445 adult offenders were managed in the community on various orders including work and development orders for fine defaulters, monitored bail, intensive supervision orders, re-entry release orders and parole.
- Of these, 5306 were Aboriginal comprising 1103 juveniles and 4203 adults.

WORKLOAD MANAGEMENT STRATEGY

Workload management in the area of community justice services for adults and juveniles continued to be a challenge in light of an increase in the number of people on adult community corrections orders from 5089 to 5573 (9.5%) during the year, and consistently high numbers of juveniles on orders which increased from 698 to 759 (8.7%).



Bail coordinator at the District Court

The number of adult pre-sentence reports requested has increased by 17.8%, from 7865 in 2003/04 to 9263 in 2007/08, exacerbating workload pressures. This represented an annual compound increase of 4.2%. There has also been an increase in offender numbers managed in the community, which resulted in increased workloads for community justice staff and industrial action to cap workloads.

A workload industrial dispute was resolved through acceptance of a proposed workload strategy and a minute of consent order made by the Industrial WA Relations Commission on 18 April 2008. Leading up to the minute of consent, the Department worked in conjunction with staff representatives and the Civil Service Association. Staff were engaged in business process re-engineering and review of work practices. Streamlining processes

started with the introduction and development of various tools and templates to assist and support adult case management practice. The aim was to reduce the demands on staff and provide the sentencing and releasing authorities with succinct and relevant information.

Juvenile case management practices were streamlined with the development and standardisation of processes and documentation to ensure best practice in managing and supervising juveniles in the community.

Following an internal efficiency review of community justice services, 170 recommendations were endorsed by the Department for action. Many were deemed capable of implementation in the short to medium term. The actions cover 11 categories: general practice, technology, governance, policy, relations, resources, legislation, reports, training, culture and core functions.

A correctional officers foundation training program was introduced. This provides industry accreditation and consists of three months training at the Corrective Services Academy followed by nine months on-the-job training. The program is completed by community corrections and juvenile justice officers before deployment across the State.

Numerous specialised positions were created within community justice services to meet increasing workload demands and support the metropolitan and regional areas. At 30 June 2008, some positions were in the selection and recruitment stage whilst others were due to be filled.

A significant policy change in the supervision arrangements for adult offenders was proposed. The priority "target" population for community justice services was offenders who presented the greatest risk to the community, maintaining court advisory services and minimising the risk of unnecessary custodial experience.

COMMUNITY JUSTICE SERVICES

COMMUNITY WORK

At any time, 1800 community work projects operated across the State. Through these projects, approximately 175,000 hours of community work were completed over the year.

Community work orders enable adult offenders to repay their debt to WA for crimes committed, by contributing to important not-for-profit community projects. Community work has made a valuable contribution to WA communities since 1977. In 2004, the Department launched the Repay WA program to administer community work projects.



Offenders at work in East Perth Cemetery

Repay WA partnerships with Broome Cemetery, Vancouver Arts Centre Albany, Salvos Store Cannington and South Fremantle Football Club were officially recognised by the unveiling of a plaque at each location during the year.

The graffiti removal scheme is one aspect of the overall non-custodial community work scheme. Adults and juveniles who have defaulted on fine payments or offenders who have been sentenced to complete community service orders carry out the work. The Department provides vans and trailers stocked with appropriate equipment, and its trained officers supervise graffiti removal and other general maintenance tasks.

There were 11 work parties operating in regional and metropolitan centres in 2007/08. The metropolitan parties focused on graffiti removal at nominated State asset sites, such as Water Corporation pumping stations and Main Roads sound walls. The Repay WA metro graffiti removal scheme expanded to include a partnership with Transperth/Southern Coast Transit where offenders cleaned graffiti from bus surfaces and carried out repairs to vandalised upholstery.

The metropolitan graffiti removal scheme completed more than 4000 hours of graffiti removal work in 2007/08. It used approximately 28,000 offender hours equating to more than \$440,000 of labour.

To raise the profile of Repay WA and attract more potential partners, a series of media events was held where the success of the partnership was highlighted to local communities.

COMMUNITY JUSTICE SERVICES

JUVENILE JUSTICE TEAMS

Juvenile justice teams work with WA Police to divert young people who have committed minor offences away from the formal justice system. This is achieved by involving them in a process of restorative justice. The teams promote victim participation and family involvement and encourage young offenders to accept responsibility for their actions.

In 2007/08, 3028 juveniles were on referral to juvenile justice teams. Of these, 60.3% of cases were diverted from the courts and 39.5% were referred directly from the WA Police as an alternative to laying charges. Of all the referrals finalised during the year, 67.5% were completed successfully.

Aboriginal people accounted for 38.6% of all young people on referral. This proportion has steadily increased from 32% in 2002/03.

The proportion of Aboriginal staff also increased. In 2007/08, three of the eight full-time metropolitan juvenile justice team coordinators and four community conferencing coordinators were of Aboriginal or Torres Strait Islander backgrounds.



Juvenile Justice Team with young offender

FAMILY VIOLENCE SENIOR COMMUNITY CORRECTIONS OFFICERS

The Family Violence Court's operations are primarily based on the model piloted at Joondalup in 2000, which continues to develop. A multi-disciplinary case management team oversees offender assessment, eligibility for inclusion, progress on program, progress reports to the court and breach management. The team also comprises representatives from the Department of the Attorney General Victim Support Service, WA Police, Department for Child Protection and a program provider.

Family Violence Senior Community Corrections Officers were appointed for the Fremantle, Rockingham and Midland Family Violence Courts in 2007/08. A further two officers were appointed for the expected expansion of the Family Violence Courts to Armadale in July 2008 and Perth in September 2008.

ESTABLISHMENT OF A CRITICAL RESPONSE TEAM

A critical response team was established to tackle increased demand for services and to engage Aboriginal communities to reduce the incidence of sexual assaults in the Kimberley. The multi-disciplinary team comprises staff from community corrections, juvenile justice, victim mediation, specialist Aboriginal advisors, a psychologist and program staff. The timely and informed advice which results from this initiative assists courts with sentencing. This is a new intervention model for the region, with staff working on a fly in/fly out roster.

COMMUNITY JUSTICE SERVICES

INTERAGENCY PUBLIC PROTECTION STRATEGY

The Inter-agency Public Protection Strategy (IPPS) provided cross-agency collaborative case management for offenders who presented the highest risk to the community. IPPS collaboratively managed dangerous sexual offenders and other selected violent offenders at both senior management and local levels via information sharing and the focusing of appropriate resources.

A memorandum of understanding (MOU) was signed by the Department and WA Police. The MOU will operate in 2008/09 and more agencies will be invited to participate in IPPS.

VICTORIAN OFFENDING NEEDS INDICATOR FOR YOUTH

Victorian Offending Needs Indicator for Youth (VONIY) was introduced to juvenile justice case management through funding allocated after the *Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry)*. The aim of introducing a comprehensive needs assessment tool was to enhance the assessment and case management skills of juvenile justice staff working with clients.

VONIY was implemented in Western Australia due to its emphasis on identifying needs and employing effective case management. It is a systematic evidence-based tool used to summarise information covered in various assessment areas. It provides an individual profile of each young person. The tool gives juvenile justice officers an indicator of the intervention level required to address a young person's offending behaviour.

VICTIM SERVICES

In 2007/08, 3655 offenders were referred to the Victim-Offender Mediation Unit (VOMU) for offences involving 5377 victims.

The Department also manages the Victim Notification Register (VNR). The register is an information service for victims of crime. It allows victims to receive information about the perpetrator of the crime against them – for as long as that person is under the supervision of the Department of Corrective Services for that offence. There were 722 victims registered with this service in 2007/08 to receive information regarding 609 offenders in prison or under community supervision. During the year, 243 applications were made to the register, of which 236 were accepted.

In early 2008, the Victim-Offender Mediation Unit undertook a back capture of all prisoners with life sentences and efforts were made to contact all victims. The back capture produced a list of 223 life and Governors Pleasure prisoners.

It was ascertained that 107 victims of the 223 prisoners were already registered with VNR. There were 28 prisoners where VOMU were not able to find any victims or next of kin, 17 were active cases with VOMU, 10 were referred but were yet to be allocated, 147 had letters sent to at least one victim or next of kin and one declined their information being released.

Sixteen prisoners had not been referred and VOMU will generate referrals and assess if victim searches can be undertaken for those in which no next of kin could be located.

RECRUITMENT AND TRAINING

Recruitment and training of entry-level staff for juvenile and adult offender management was important throughout 2007/08. The core operational foundation program began, with 33 staff completing the formal academic training component. Staff were primarily placed in metropolitan work units and several accepted appointments in regional areas. A further recruitment process was completed and 50 additional trainees commenced training in July 2008.

COMMUNITY JUSTICE SERVICES

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Continue to strengthen leadership roles throughout the Department through the provision of appropriate training, coaching and developmental opportunities.
- Ensure that resources are directed towards core functions of CJS business for both juvenile and adult offenders.
- Conduct a structural review of its Community and Juvenile Justice division to appropriately reflect a distinction in the approach taken in working with adults and young people aged 10-17 years.
- Continue to expand the regional youth justice services delivery model.
- Continue to provide correctional officer foundation program training to address existing vacancies and provide increased relief capacity. This will enable current constraints on staff accessing other developmental opportunities to be relaxed. Particular focus on regional areas will be required to address staffing issues there.
- Continue to collaborate with the Department of the Attorney General to consolidate the Family Violence Court diversionary program.
- Establish new bail coordinator positions at the Central Law Courts to help people meet bail conditions, provide bail advice to the courts and reduce unnecessary overnight stays in custody.
- Participate in a pilot multi-agency project to manage high-risk offenders in the community.
- Refine the staff work demand model to help determine resources needed to effectively case-manage juvenile and adult offenders in the community.
- Consolidate and expand the regional youth justice services.
- Participate in the government's response to abuse in Aboriginal communities in the Kimberley through focused community support and development.



Court Assessment and Treatment Service Officer

JUVENILE CUSTODIAL SERVICES

SERVICE

Through its juvenile custodial services (JCS), the Department provides young offenders with opportunities for rehabilitation, personal growth, education and skills development. The Department assists young offenders to successfully re-integrate into the community and develop law-abiding lifestyles.

KEY ACHIEVEMENTS AND CHALLENGES FOR 2007/08

During the year, the Department:

- Managed high detainee numbers, including meeting the new legislative requirement for juvenile education.
- Established regional youth justice services within the Geraldton and Kalgoorlie regions.
- Recruited 19 juvenile custodial officers, including two Aboriginal staff and nine females.
- Formalised the intent of the Young Women and Girls Project. Improved infrastructure will support enhanced programs and services for young women and girls held in detention at Rangeview Remand Centre.
- Introduced new JCS Rules. The legislative rules provide regulations for the management, control and security of both juvenile custodial facilities.
- Was awarded one of the four annual National Crime and Violence Prevention Awards in October 2007 for its Intensive Supervision Program, after three years of operation.

JUVENILE CUSTODIAL SERVICES

KEY STATISTICS

- The average daily population of juveniles in custody in 2007/08 was 161, compared with 139 the previous year.
- The State's two juvenile detention facilities received a total of 1237 juveniles on remand in 2007/08. The average length stay for these remand juveniles during the financial year was 25.6 days.
- The facilities also received 270 sentenced juveniles during the year. The average length in custody for these sentenced juvenile detainees was 19 weeks, which included their time spent on remand.
- Total admissions to Rangeview Remand Centre were 1857 in 2007/08, compared with 1693 the previous year. This equated to a daily average population of 62 juveniles (53.1 being un-sentenced and 8.9 sentenced) and an average length of stay of 18.5 days.
- There was an increase in un-sentenced (arrest or remand) admissions at Rangeview Remand Centre to 1771 in 2007/08, compared with 1642 in 2006/07.
- The daily average population at Banksia Hill Detention Centre for 2007/08 was 99.1 (64.8 being sentenced and 34.3 on remand).

SUPERVISED BAIL

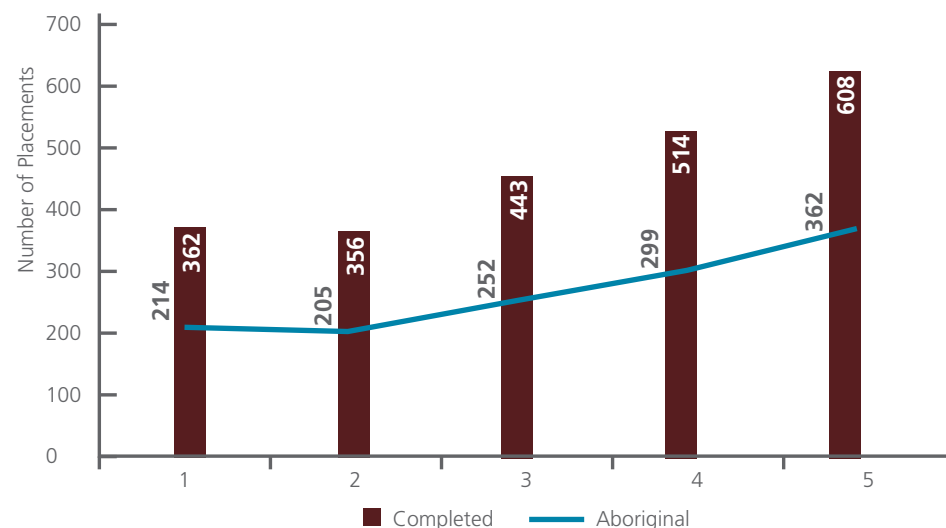
In 2007/08, the Rangeview Remand Centre Family Liaison Unit placed 604 young people on the supervised bail program. The supervised bail program aims to limit the removal of young offenders from regional communities. This is achieved through the newly formed Regional Youth Justice Strategy and through continued collaboration with, and support from regional juvenile justice teams. The Regional Youth Justice Strategy aims to provide appropriate support systems and accommodation to increase the likelihood of young offenders successfully completing bail while remaining in their local community/district.

In 2007/08, 608 placements were completed. The average bail period was 29 days, saving 17,501 days that young people would have spent in custody. Aboriginal people accounted for 59% of young people placed on supervised bail, 362 in total. Most placements were with family and extended family. Other placements were with supported accommodation and therapeutic intervention services.

Year	Completed	Average Placement Days	Days Saved	No. Aboriginal Placements	% Aboriginal
2004	362	20	7161	214	59
2005	356	25	8959	205	58
2006	443	24	10723	252	57
2007	514	30	15206	299	58
2008	608	29	17501	362	60

JUVENILE CUSTODIAL SERVICES

Juveniles placed on supervised bail 2004-2008



JUVENILES ON REMAND

Juvenile detention services continued to be challenged by the high proportion of Aboriginal children in detention. They accounted for approximately 70% of all juvenile detainees. Of particular concern was the increase in the number of children on remand who were aged under 13 years and from remote locations. Juveniles detained on remand – 90% of whom do not receive a custodial sentence – made up 67% of juvenile detainees at 30 June 2008. The Department, the judiciary, WA Police and other government agencies worked together to deal with these issues.

DEFERRED BENCH WARRANTS

The Deferred Bench Warrant Program was officially handed over to the Rangeview Liaison Unit in January 2008. It was formerly serviced by the Perth Children's Court custody staff.

The program began in November 2000 allowing the Children's Court judiciary discretion to adjourn a matter following a defendant's failure to attend court. It also aimed to divert defendants from custody. As the charges usually relate to the lower end of the scale of offences, they may not warrant spending time in custody.

The Rangeview Liaison Unit services the larger metropolitan courts of Fremantle, Joondalup, Midland, Perth and Rockingham. In 2007/08, 263 deferred bench warrants were facilitated, an average of 22 warrants served each month.

JUVENILE CUSTODIAL SERVICES

JUVENILE OFFENDERS IN THE REGIONS

New youth services will be introduced in the Mid West Gascoyne and Goldfields regions in 2008/09. These will target young people who are at risk of entering the justice system and those already in the system.

The following services are initially being introduced in Geraldton and Kalgoorlie under the new youth justice strategy:

- Extended hours family support service for young people at risk of offending.
- Extended hours bail service to help police locate suitable adults to provide bail for eligible young people.
- Emergency short-stay accommodation for young people who have been granted bail but who lack someone to bail them and have nowhere to stay.
- Expanded juvenile justice team office to target young offenders who are in the early stages of offending and divert them from the formal justice system.
- Intensive supervision program for serious and/or repeat young offenders and their families.

These services are being implemented in partnership with the community, with open consultative processes used to ensure the services meet the needs of the specific towns and regions.

Where applicable, these will be extended to other centres in these regions.

The Minister officially announced the Geraldton Youth Justice Service in August 2007 and the Kalgoorlie Youth Justice Service in May 2008. These services are expected to be fully operational by October 2008.

INTENSIVE SUPERVISION PROGRAM

The Department was awarded the Australian Crime and Violence Prevention Award 2007 by the Australian Heads of Government and the Ministerial Council for Police and Emergency Management, in recognition of excellence, for the Intensive Supervision Program.

The Intensive Supervision Program (ISP) is a home and community-based intervention program for young people aged 10-17 years who commit serious and repeat offences or who are at high risk of escalating their offending. The majority of families involved in the program are among the most marginalised in the State, characterised by unemployment, poverty, mental illness and isolation.

Since February 2005, three ISP teams have operated in the metropolitan area, based at Midland, Maddington and Mirrabooka. The first regional team started in Kalgoorlie-Boulder in September 2007 and a second regional team is scheduled for operation in Geraldton by October 2008.

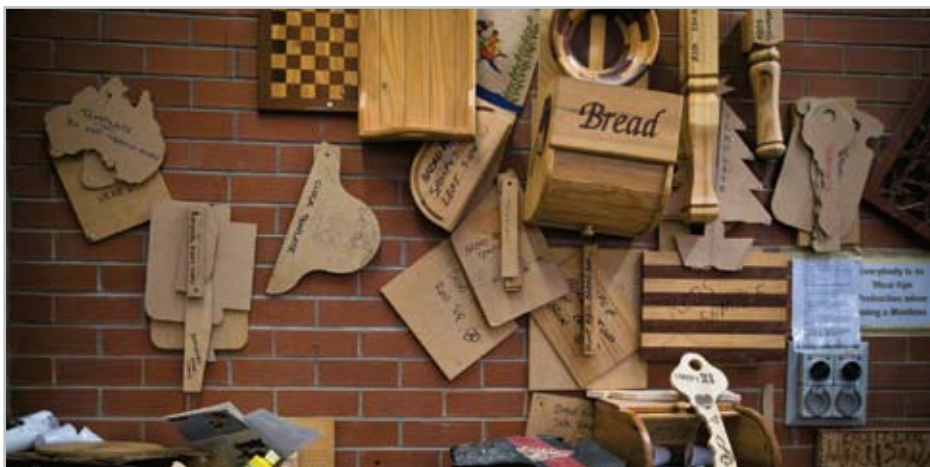
Juvenile justice staff referred 90 families to the program in 2007/08. All referrals were followed by frequent and assertive home visits to explain the program. As a result, 43% of families agreed to proceed, having understood the demands and home-based nature of the intervention. Males represented 76% of referrals and 42% were Aboriginal. The average age was 13.6 years, giving impetus to ISP's push to increase younger referrals. An outcome evaluation from ISP is planned for 2008/09.

JUVENILE CUSTODIAL SERVICES

OFFENDER EDUCATION

Individual education is provided to all young people in custody. Education programs are tailored to their age and social and academic level. The majority of students are of Aboriginal descent and cultural matters are factored into education programs.

Where possible, detainees are awarded recognised vocational certificates for work completed within the detention centres. This is usually a Certificate of General Education for Adults (CGEA) for literacy and numeracy. Level two is completed through TAFE external studies. In 2007/08, 327 certificates in art, computing, horticulture, woodworking and metalwork were awarded for specific work completed in the workshop. This included 28 Safety Awareness Training Certificates (Blue Cards) and 16 bricklaying certificates.



Woodwork room at Banksia Hill Detention Centre

BANKSIA HILL/RANGEVIEW CAPITAL PROJECT

Capital works development at Banksia Hill Detention Centre and Rangeview Remand Centre has progressed to tender. As a result of continued population pressure within the juvenile estate, funding previously allocated for a dedicated female precinct to be constructed at Rangeview Remand Centre was re-scoped. Additional secure accommodation was scheduled at Banksia Hill and gender specific program delivery facilities and improved accommodation will be delivered at Rangeview for female detainees.

Female detainees represent approximately 10% of juveniles in custody and are clearly disadvantaged in terms of educational, programmatic and psychological services within a male dominated environment. The programs facility at Rangeview will enable more equitable services for young women and girls including the provision of a therapeutic programs area and female specific programs designed to better prepare this group for community re-integration upon release.

In 2004 the Department chose Banksia Hill as the preferred site for additional bed capacity when population numbers determined the need. This was preferred to the more costly option of acquiring a new site. An additional 24-bed secure unit will be built with minimal impact on existing operations. Infrastructure to extend the capacity of Banksia Hill was included when the facility was commissioned in 1997. This considerably reduced cost estimates for the new unit.

Minor works at Rangeview began with young women and girls moved to appropriate accommodation. These works should be completed by April 2009. The 24 beds at Banksia Hill are expected to be completed and commissioned by mid-2010.

JUVENILE CUSTODIAL SERVICES

RECRUITMENT

During 2007/08, 19 juvenile custodial officers began employment in the two juvenile custodial facilities, Banksia Hill and Rangeview.

A project to design, develop and implement a 12-week induction/foundation training course began. Current entry level qualifications were reviewed to bring them into line with current operational departmental entry level standards.

PROGRAMS AND PSYCHOLOGICAL SERVICES FOR YOUNG OFFENDERS

Juvenile psychological services for 2007/08 included the development of better processes for the transfer of young offenders to prisons. A psychological report is prepared on the suitability of each young person proposed for transfer.

A review of clinical governance was conducted with a report prepared for discussion and implementation.

Through the community programs:

- 38 clients attended 108 sessions.
- 21 community justice service clients were seen for individual programs consisting of 93 sessions.
- 17 juvenile justice team clients attended the empathy program consisting of 15 sessions.

Through the custodial programs:

- Approximately 524 clients attended 156 sessions of various programs.

Overall, 13 programs were run across custodial and community services.

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Evaluate the young offender development structure to provide improved case management/program delivery and post-release services.
- Review the Young Offenders Act, Young Offender Regulations 1995 and associated legislation.
- Continue managing high numbers of young people in detention with a proactive approach to diverting them away from custody.
- Review training offered to juvenile custodial staff.
- Review security operations.
- Review and upgrade Banksia Hill's security systems and associated infrastructure.
- Evaluate Intensive Supervision Program outcomes.
- Undertake a strategic and a multi-focused approach to recruitment.
- Complete the construction of the program and under-cover area at the Rangeview phase of the Banksia Hill Rangeview Project.

OFFENDER MANAGEMENT

SERVICE

The Department provides effective direction for offender management and associated services, incorporating sentence management, education and vocational training, prisoner employment, program delivery, suicide prevention, specialist assessments and health services.



The chapel at Casuarina Prison

KEY ACHIEVEMENTS AND CHALLENGES FOR 2007/08

During the year, the Department:

- Enhanced programs targeting sex offenders and medium intensity violence.
- Met the challenge of attracting and retaining suitably qualified staff for the provision of clinical services.
- Reviewed the offender programs business model.
- Commenced a major audit of community treatment programs.
- Developed functional specification in consultation with adult custodial services for an electronic information system for the at-risk management system (ARMS) and the support and monitoring system (SAMS).
- Extensively revised the ARMS manual which will be available electronically to staff via the intranet.
- Developed and implemented a prisoner employment program.
- Established industry training networks to improve vocational training.
- Increased service delivery by TAFE colleges to prisoners.
- Reviewed and evaluated assessment and classification within the Department in collaboration with the Office of the Inspector of Custodial Services.
- Established a centralised Prisoner Review Board representative unit to improve consistency and continuity in Department representation.
- Developed and expanded absence permits under amendments to the Prisons Act.
- Implemented and back-captured significant legislation changes in regard to fines enforcement provisions.
- Met the challenge of attracting and retaining suitably qualified staff for the provision of clinical services.

OFFENDER MANAGEMENT

KEY STATISTICS

- During 2007/08 the Department assessed the health of and provided treatment to 7106 adult prisoner as they entered prison and 1846 juvenile detainees as they entered juvenile detention centres. Health Services dispensed 59,559 prescriptions, packed approximately 75,000 blister packs of medication, prepared 16,457 Urgent Supply Packs, 57,486 methadone prepacks and changed/reviewed 17,264 prescriptions.
- During 2007/08, 4817 prisoners took part in accredited education and vocational training and were enrolled in 27,478 units.
- Approximately 9000 counselling sessions were provided to adult offenders with high and complex needs in the community and 1157 psychological court and pre-parole reports were allocated and completed during 2007/08.
- In relation to intensive programs, 869 registrations or 77,163 allocated hours in interventions for sexual offending, violent offending, addictions offending and cognitive skills treatment finished in 2007/08. From the 869 registrations, 783 completed 69,042 hours of treatment.
- The number of visits to offenders by Aboriginal visitors during 2007/08 was 5206.

EDUCATION AND VOCATIONAL TRAINING FOR OFFENDERS

In 2007/08, 4817 prisoners took part in accredited education and vocational training and were enrolled in 27,478 units. Full-time and part-time courses were held for basic adult education, secondary and higher education, vocational education and training, integrated personal development, driver training and pre-release support for employment and training.



Accredited education at a women's facility

In collaboration with the Department of Education and Training and TAFEWA, the Department expanded TAFE training to prisoners by 28%.

OFFENDER MANAGEMENT

The Prisoner Employment Program Policy Directive has been developed to reflect the following key principles:

- Operate from eight facilities holding minimum-security prisoners around the State.
- Allow minimum-security prisoners to be eligible for the program once they have served half of their effective sentence and are within 12 months of release, irrespective of their sentence length. Thus short and long-term prisoners will be eligible to participate. This will enhance employment prospects for all prisoners and in particular Aboriginal and regional prisoners.
- The full program of employment related activities may commence up to 12 months prior to the prisoner's eligible date for release on parole or to freedom. Paid employment (ie employment paid at commercial rates) will only be available in the last three months of the prisoner's sentence.
- A stringent assessment and approval process was developed with the Deputy Commissioner, Offender Management and Professional Development (OMPD) being the approval authority for prisoners and employers to participate in this program.
- Prisoners will be linked to Job Network Providers for employment assistance.

A pilot program commenced on 21 April 2008 to evaluate and review procedures, process and documentation. This is expected to be concluded in August 2008 when employment coordinators commence. Their role will be to:

- Manage, develop and implement employment programs for offenders in the prison and in the community.
- Develop strategies and methods to expand employment opportunities for offenders in the region.
- Case manage individual offenders and employers, formulating business cases for viable employment.
- Provide the pivotal link of information and advisory services to prison management, staff, offenders and other stakeholders in the community.

OFFENDER PROGRAMS

Shortfalls in prisoner and offender management in the community continued to be addressed in 2007/08. The Department increased treatment programs to offenders by contracting the addiction programs to qualified facilitators. In addition, there was increased focus on indigenous offender programs. Newly appointed Aboriginal programs officers assisted developing and facilitating programs appropriate for the high proportion of indigenous people in custody.

Considerable attention was given to sex offender programs with the introduction of a program for deniers coupled with a two-week intensive training program for clinical staff. Training was also provided for the intensive violent offending treatment program. This program involves prison officers and clinical staff as facilitators. The Department has commenced preparation of the medium violent offending program and will provide a two-week training course for clinical staff. A clinical governance unit was introduced to ensure new programs continued to meet national standards for offender programs.

Although the number of programs delivered to the low-risk/low-need population decreased, intensive programs continued to be delivered throughout the year. In total, 869 registrations or 77,163 allocated hours in interventions for sexual offending, violent offending, addictions offending and cognitive skills treatment finished in 2007/08. From the 869 registrations, 783 completed 69,042 hours of treatment.

OFFENDER MANAGEMENT

COMMUNITY INTERVENTIONS

Program delivery to offenders in the community continued during 2007/08. A total of 72 groups were delivered by staff throughout the metropolitan area targeting substance abuse, managing emotions and relapse prevention. A qualified psychologist was contracted to supervise and support staff who provide these treatment programs and to ensure skill development and program integrity. There was a total of 30 metropolitan domestic and family violence offender groups and 12 groups in the regions. Six of the metropolitan groups were delivered as part of the Metropolitan Domestic Violence Court expansion. All of these groups were facilitated by external agencies under contractual arrangements.

In-house programs were completed during the year for indigenous offenders with family and domestic violence needs. In the metropolitan area, it is planned that this will be expanded to two groups because of the expected increase in referrals flowing from the opening of the Domestic Violence Court at Armadale.

Also during 2007/08, the provision of services for sexual offenders on community orders was transferred from the Department's Clinical Services group, which has historically run this program in the community and in prisons, to Community Interventions. Community Interventions staff underwent a two-week training program in *Working with Sexual Offenders*. A new community based sex offender treatment program is due to commence in August 2008. Assistance will be sought from qualified practitioners to support staff in this new initiative. Once piloted and reviewed, the service will expand to include a maintenance program and groups for intellectually impaired sex offenders.

PRISON COUNSELLING AND PEER SUPPORT

In 2007/08, the prison counselling service received 8976 referrals for counselling. The service provided individual counselling to prisoners. The majority of these individual counselling sessions involved conducting risk assessments for suicide or self-harm.

In addition, counsellors working with the service also:

- Applied discipline-specific professional knowledge, experience, skills and techniques to assist in the rehabilitation and re-integration of prisoners.
- Conducted other interventions designed to enhance rehabilitative outcomes and adjustment within prison.

The need for individual or supportive counselling was also identified and then provided to assist prisoners to cope whilst in custody. This counselling targeted needs such as crisis or behavioural management, grief, anxiety and depression whether on entry, whilst incarcerated, or prior to release. In addition, individual counselling was provided to prisoners completing a pre-release program, in order to address issues such as anxiety resulting from their reintegration into the community.

Prisoners were also provided with support from prison support officers, who manage teams of peer support prisoners. During 2007/08, 62 prisoners trained in the Gatekeeper suicide awareness program, to assist them in the identification of self-harm or suicide risk factors amongst their peers.

OFFENDER MANAGEMENT

ABORIGINAL VISITORS SCHEME

20th Anniversary

During the year the Department celebrated the 20th anniversary of the Aboriginal Visitors Scheme (AVS). Visitors are Aboriginal people committed to assisting and supporting detainees and prisoners in their local areas. The Department published a commemorative booklet and presented several order of services medallions to staff and visitors who provided over 10 years of service.

Number of visits	2006/07	2007/08
Metropolitan	3872	2657
Regional	3091	2549

COUNSELLING SERVICES OFFERED FROM COMMUNITY JUSTICE SERVICES CENTRES

The Department's adult community psychological services offer a State-wide counselling service to adult offenders with high-level and complex needs in the community. Approximately 9000 counselling sessions were provided in 2007/08. In addition, Master's degree qualified psychologists provided consultancy services to community corrections officers to assist with offender management in the community.

PSYCHOLOGICAL COURT AND RELEASE AUTHORITY REPORTS

Courts and releasing authorities often request psychological reports regarding offenders to facilitate their decision-making. The reports provide offender assessments which aid the sentencing process and enable informed decisions to be made when releasing offenders into the community. They take account of the harm done to victims and the wider community, as well as the offending behaviour needs of the individuals under consideration. These requests are made via community correction officers and then referred to the adult community psychological services for allocation to approved psychologist contractors. These assessments facilitate the court's or board's decision-making by providing an overview of the offender's psychological functioning, contributors to their offending, risk management strategies and rehabilitation recommendations.

In 2007/08, 1157 psychological court and pre-parole reports were allocated and completed, primarily by Departmental contractors. Allocations for sex offender psychological pre-sentence reports were centralised within this system in February 2008, resulting in improved timeliness of reporting.

DRUG MANAGEMENT

A drug strategy committee was established to guide the strategic and operational direction of policies addressing drug and alcohol issues. A drug strategy workshop was held in June 2008. Outcomes from this workshop will guide the Department's new drug strategy and drug and alcohol agency action plan.

Drug prevalence testing of offenders in custody occurs on a quarterly basis. A contract for the outcome evaluation of the pharmacotherapy program was awarded to the National Drug Research Institute. This is expected to be completed in late 2008.

OFFENDER MANAGEMENT

HEALTH SERVICES

The Department delivers health care in adult and juvenile detention facilities and work camps. In 2007/08, this included assessing the health of, and providing treatment to, 7106 adult prisoners as they entered prison and 1846 juvenile detainees as they entered juvenile detention centres.

Screening using the Alcohol Smoking and Substance Involvement Screening Test (ASSIST) was undertaken on more than 500 new admissions to the major metropolitan prisons. This indicated that illicit substance use prior to entering prison was dramatically higher than in the general population (see table on page 64).

There were 223 prisoners on pharmacotherapy at 30 June 2008, representing 6% of the adult prisoner population. The pharmacotherapies used included methadone, subutex (buprenorphine hydrochloride) suitable for use during pregnancy and suboxone (buprenorphine hydrochloride with naloxone added).

Statistical data on actual use in the three months prior to entering prison compared with the national household survey 2004 is shown in the table on page 64.



Dental health facilities at Bandyup Women's Prison

OFFENDER MANAGEMENT

Illicit substance abuse prior to entering prison

Substance	ASSIST < 3 months females	ASSIST < 3 months males	National Household Survey 2004 < 12 months
Alcohol	51%	69%	84%
Amphetamine	79%	45%	3%
Cannabis	56%	58%	14%
Opioids	18%	15%	0.2%
Benzodiazepine	26%	7%	1%
Tobacco	88%	86%	22%

Injecting history	ASSIST Females	ASSIST Males	National Household Survey 2004
Injected lifetime	81%	58%	2%
Injected 3 months	12%	43%	1%
Never injected	19%	42%	98%

During 2007/08, the Health Services Directorate Pharmacy dispensed 59,559 prescriptions, packed approximately 75,000 blister packs of medication, prepared 16,457 urgent supply packs, 57,486 methadone pre-packs and changed/reviewed 17,264 prescriptions.

Considerable planning was conducted in preparation for the smoking reduction trial at Greenough Regional Prison which began on 1 July 2008. Prisoners can no longer smoke in the cells from lockdown to unlock. Strategies to assist prisoners to quit smoking are offered.

Telemedicine is gradually being increased. The procurement of dedicated updated video conference equipment for all health centres was progressed to near finalisation by the end of June 2008. Royal Perth Hospital was facilitating telemedicine and the available medical disciplines were increasing.

SENTENCE MANAGEMENT

There was extensive collaboration with the Office of the Inspector of Custodial Services in relation to the Review of Assessment and Classification during 2007/08. This resulted in a number of recommendations being considered by the Department. It is recognised that current processes in the area of security classifications reflect good practice and compare well with other jurisdictions. The centralisation of the Prisoners Review Board Representative Unit occurred in January 2008 as part of the integration of sentence management.

The Prisoner Employment Program was developed and piloted as an initiative under the reducing re-offending strategy during the year. There was also a program to improve the functionality of the Assessment and Case Management Information Technology system to achieve better monitoring of assessment processes and the reporting of identified intervention needs of offenders in custody.

OFFENDER MANAGEMENT

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Close the gap between supply and demand for program delivery.
- Pilot additional programs for sex offenders and medium intensity violence.
- Develop Reconnections, a program for women.
- Produce treatment manuals for programs related specifically to women, indigenous offenders, sexual and violent offender programs.
- Create a database to assist prison management identify appropriate cultural interventions.
- Update and enhance the Department drug strategy.
- Develop national collaboration on the development of standards for programs and on sharing of data for research and evaluation purposes.
- Implement the prisoner employment program State-wide.
- Increase TAFE delivery to prisoners in collaboration with the Department of Education and Training.
- Implement electronic information systems for the at-risk management system and support and monitoring system.
- Enhance the assessment and case management database and the integrated prison regime to improve integration with other divisions and database systems.
- Implement the endorsed recommendations of the Office of the Inspector of Custodial Services' review of assessment and classification.
- Engage in cross-agency collaboration to ensure successful implementation of cross border justice legislation initiatives.
- Continue collaboration with other divisions to develop a Corrective Services Bill.



Education and vocational training opportunities

OUR PEOPLE

SERVICE

The Department continues to expand its human resource management framework, strategies and practices in line with industry standards and best practice. To support this, the Strategic Employee Services Directorate comprises the key branches of Workforce Planning and Strategy, Strategic Recruitment, Employee Relations and Employee Welfare. Professional Development within the Training Academy provides strategic policy advice and professional development and training opportunities to Department staff.

Transactional human resource services are provided through a service level agreement with the Department of the Attorney General.



Rangeview Detention Centre Recreation Officer on the basketball court

KEY ACHIEVEMENTS AND CHALLENGES 2007/08

During the year, the Department:

- Completed establishment of the Corporate Support Division.
- Conducted a major review of occupational safety and health across community justice services operations. Commenced implementation of the recommendations with an initial focus on key risk areas.
- Completed a review of human resource policies.
- Implemented several new human resources policies.
- Conducted a survey of human resource policies, procedures and operational practices that act as barriers to the attraction and retention of indigenous people.
- Commenced seven Aboriginal traineeship placements.
- Established a strategic recruitment branch and began development and implementation of initiatives to streamline recruitment and selection for critical occupational areas and to attract and recruit employees internationally and nationally.
- The Department's internal training capability was increased to offer more training opportunities.

OUR PEOPLE

KEY STATISTICS

The Department had 3389 full-time equivalent employees in 2007/08.

Employee profile (head count) at 30 June 2008

Employee By Award/ Occupational Grouping										
Occupation Group	June 2007					June 2008				
	Headcount		%		Total Headcount	Headcount		%		Total Headcount
	F	M	F	M		F	M	F	M	
Public Service Employees	1010	553	65%	35%	1563	1133	601	65%	35%	1734
Prison Officers	313	1210	21%	79%	1523	334	1213	22%	78%	1547
Juvenile Custodial Officers	52	127	29%	71%	179	53	124	30%	70%	177
Nurses	88	14	86%	14%	102	85	11	89%	11%	96
Teachers	7	7	50%	50%	14	11	6	65%	35%	17
Medical Officers	6	6	50%	50%	12	7	9	44%	56%	16
Hospital Workers	8	1	89%	11%	9	6	1	86%	14%	7
Salaries and Allowances Tribunal	1	3	25%	75%	4	1	2	33%	67%	3
Gardeners	0	1	0%	100%	1	0	2	0%	100%	2
Aboriginal Visitors	3	1	75%	25%	4	1	0	100%	0%	1
Total	1488	1923	44%	56%	3411	1631	1969	45%	55%	3600

OUR PEOPLE

The increase in public servants from 2006/07 to 2007/08 was partly due to the transfer of strategic human resources functions from the Department of the Attorney General (DotAG) and the creation of the Strategic Employee Services Directorate during 2007/08. Staff increases in the Community and Juvenile Justice Division occurred across juvenile justice officers, mediation officers and other occupations related to improving the management of that division in response to industrial issues. Prison officer numbers increased in response to increased prisoner numbers and recruitment aimed at reducing prison officer shortages.

Since 2006/07, the number of senior positions at Levels 7 and 8 increased. This followed the creation of the Department and the development of new organisational groups, including the Commissioner's Office, Professional Standards, Strategic and Executive Services and Corporate Support. In particular, strategic human resources functions were transferred from DotAG and the Strategic Employee Services Directorate was created during 2007/08.

Senior employees (Level 7 and above – head count) at 30 June 2008

Senior Public Service Employees (Level 7 and Above)										
Level	June 2007					June 2008				
	Headcount		%		Total Headcount	Headcount		%		Total Headcount
	F	M	F	M		F	M	F	M	
Group 3	0	1	0%	100%	1	0	1	0%	100%	1
Group 1	1	2	33%	67%	3	1	1	50%	50%	2
Class 1	0	4	0%	100%	4	1	5	17%	83%	6
L9	3	7	30%	70%	10	3	10	23%	77%	13
L8	12	41	23%	77%	53	26	51	34%	66%	77
L7	48	72	40%	60%	120	59	75	44%	56%	134
Total	64	127	34%	66%	191	90	143	39%	61%	233

OUR PEOPLE

RECRUITMENT

Retaining appropriately skilled staff across the Department continued to be a focus during 2007/08. A competitive labour market, particularly in remote regional areas, continued to impact on the ability to deliver programs.

A recruitment strategy developed to attract people to a career in corrections was launched in July 2007. A key position was created within the Strategic Employee Services branch to manage a new strategic recruitment area to develop departmental-wide strategies.

Various recruitment campaigns during the year targeted the attraction of people from diverse backgrounds, including Aboriginal people, into custodial, community corrections and juvenile justice roles.

Overseas and interstate recruitment markets contain a significant talent pool motivated by the opportunity to move to Western Australia. These are being used to support local recruitment initiatives.

The Department participated in emigration and employment expos in the UK with the Small Business Development Corporation (SBDC) and the State Migration centre. Department representatives attended expos in Belfast, Birmingham and London which provided an occasion for the Department to promote various employment opportunities within the organisation. This was achieved through the distribution of brochures, marketing online information and presentations.

The Department was represented at the SBDC "Go West" expos in Sydney, Melbourne and Brisbane in May 2008.

Significant interest in employment opportunities with the Department was identified from these expos and captured through formal expressions of interest. A database of qualified candidates is supplementing the recruitment pools generated from intrastate campaign advertising.

The Department is developing an employment brand that aims to market it as an employer of choice. This will be completed early in 2008/09. Also, the Department has initiated a review of the recruitment and selection process to streamline the processes and increase efficiency and effectiveness.



Vocational Education Teacher at Banksia Hill Detention Centre

OUR PEOPLE

LEADERSHIP DEVELOPMENT

Introduced in 2007, the Department's leadership development program is designed to develop leadership skills and assist succession planning. It consists of internal and external training and professional development activities, to enhance leadership and management ability. It also includes management training and professional coaching.

During 2007/08, priority was given to identifying potential future leaders and investing in their professional development. A suite of supervisory, leadership and management programs was delivered through the Department's training academy to selected staff from the Department.

Several staff took part in a State Government leadership program to promote across-government knowledge sharing, leadership skills and capabilities. For the first time, senior prison officer training was aligned with formal qualifications in business and correctional administration.

An Advanced Diploma in Business Management was available through the Australian Institute of Management, to equip staff with the skills and knowledge for responsible and accountable management. A partnership was established with the Australian Institute of Police Management (NSW) to provide senior executive training for Department staff in conjunction with other police and emergency service organisations including Federal Police, Customs and Fire and Emergency Services.

The Department encourages senior staff members to take part in the annual Australian Correctional Leadership Program offered at Brush Farm Corrective Services Academy in New South Wales. In 2008, six Department employees attended the five-day residential program, with funding provided through the Corrective Services Academy. In this year's course the Department's Commissioner, Ian Johnson, was a keynote speaker.

TRAINING

Ongoing training to enhance and maintain the proficiency of prison-based staff was offered during the year. Courses covered areas such as breathing apparatus, operational skills and prosecutions. Training support was provided to regional prisons during non-leave periods, which focused on work safe skills.

Induction and foundation training remained a priority for staff who deal directly with offenders. The Department's academy continued to deliver training in this key area.

A number of changes were made to the academy as the result of recommendations made to the *Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry)* and the need to train staff to manage the growing number of prisoners.

Training capability and staff levels were increased to offer more training opportunities across the Department. Communications for the academy were revitalised to raise the profile and accessibility of training opportunities to staff. Training facilities were also expanded and re-equipped.

Prison Officers (General) took part in an off-the-job training program providing foundation skills and knowledge required of a custodial officer. Eight 10-week programs were delivered this year, with some 190 probationary prison officers graduating to prisons. The program was extended to 11 weeks to meet the increasing requirements of custodial officer positions and recommendations from the Coroner and the Office of the Inspector of Custodial Services.

Core induction and operational training for community corrections and juvenile justice officers was introduced in May 2006 to meet an immediate training need. This was expanded to a 12-week course which was offered for the first time in 2008. The course was completed by 34 staff members.

This program for community corrections and juvenile justice officers provided essential skills and knowledge for these roles. Graduates were awarded a nationally recognised qualification.

The academy continued to provide training for new juvenile custodial officers before they started work at Banksia Hill Detention Centre and Rangeview Remand Centre.

OUR PEOPLE

EMPLOYEE ENGAGEMENT AND COMMUNICATIONS

Communication with employees across the Department was a priority in 2007/08.

The Department communicates with its people through formal channels, such as the intranet, and through line management communication.

The employee newspaper InsideOUT was revamped during the year in response to a survey of readers. This bi-monthly publication now carries more information about the people and activities of the organisation and fewer corporate announcements. The daily intranet news service became established as a feature of working life. A survey of employees showed that the majority of staff spend between five and 10 minutes reading InsideOUT and between one and five minutes reading the daily intranet news service.

A twice-yearly senior management forum known as the Joint Development Day was instigated in September 2007. Its purpose is to share knowledge of corporate programs and projects and to improve understanding and integration of the organisation's strategic direction, thereby addressing the perceived 'silo mentality' of the divisions.

During the year, the Department also took decisive steps to increase employee engagement through enhanced recognition and rewards. An example of this was the continued enhancement of the Corrective Service Awards, including the introduction of professional development opportunities for winners.

Corrective Service Award winners:

Minister's Exceptional Service – **Janina Seery**

Adult Custodial Achievement – Women's Custodial Bail Coordinator **Ivan Sandler**

Community and Juvenile Justice Achievement - Senior Programs Officer Group Ready Program **Emma Bacon**

Offender Management and Professional Development Achievement – Indigenous Program Development Officer **Clint Hanley**

Executive Division Achievement – Senior Public Affairs Officer Regional Youth Justice Project **Cindy Brennan**

Corporate Support Achievement - **Offenders in Custody Records Team**

Aboriginal Justice Achievement – Pilbara Community Justice Service Officers **Tanya Castellás, Robin Chan and Jazmyn Tobin**

Professional Standards Achievement – **Operations Compliance Team**

Teamwork and Collaboration – **Albany Security Unit**

Innovation - Research and Evaluation Coordinator – Reframing the Future Project **Ray Chavez**

Commissioner's Award for Anti-bullying - Mid West Gascoyne Regional Youth Service Manager **Melanie Zan**

OUR PEOPLE

WORKFORCE PLANNING

Between June 2007 and December 2007, a detailed demographic profile of the Department's workforce was developed. In addition, a forecasting model was developed and relevant data was gathered on personnel supply and demand factors.

A "critical occupations forecasts 2008" report was developed to identify the number of roles critical to the organisation's ability to deliver its core business functions. The roles include prison officer, senior prison officer, community corrections officer, juvenile custodial officer and juvenile justice officer.

An Aboriginal employee survey was conducted to examine existing human resource policies, procedures and operational practices that act as barriers to the attraction, retention and recruitment of Aboriginal people.

As an outcome of the Department's Aboriginal traineeship program within the metropolitan area, seven Aboriginal trainees were appointed into traineeship positions across the Department.

APPOINTMENT POOLS

Appointment pools provide an opportunity for the Department to conduct a single recruitment and selection process. These assess the suitability of a number of applicants for appointment to fill current or future vacancies, or particular classes of current or future vacancies within a defined future period.

There was a total of 53 appointment pools advertised between 1 July 2007 and 30 June 2008.

GRADUATES

The Department continued to support graduates who were part of the graduate program with the Department of the Attorney General during 2007/08. Investigation of the feasibility of graduate and cadetship programs will be undertaken during 2008/09 as part of the Department's attraction strategies.

The Department actively targeted university graduates for specific occupational groups such as psychologists.

VOLUNTEERS

Volunteers form an invaluable link between the Department and the community. They provide support to individual offenders which is vital for their re-integration into the community. The Department commends the commitment of volunteers who make a significant contribution to its services.

In 2007/08, the Department continued to deliver and recommend good practice principles and strategies for working in partnership with volunteers.

The Boronia Pre-Release Centre for Women continued to make use of a wide range of volunteers to assist prisoners with a variety of skills and activities. Up to 20 volunteers provided services there.

Five volunteers assisted community work officers with offenders undertaking work. Each volunteer secured employment within the Department as a community work officer.

The Department also acted as a recruitment and referral point for four volunteers wanting to work with the Department. They are waiting for the clearance process to finish.

OUR PEOPLE

AWARDS AND AGREEMENTS

Public servants

In late 2007, the Department of Consumer and Employment Protection began negotiations with the Civil Service Association (CSA) for a replacement industrial agreement to the *Public Service General Agreement 2006*. Those negotiations were continuing and are expected to conclude in 2008. Agreement was reached with the CSA for the *Department of Corrective Services - Community Work Officers – Agency Specific Agreement 2008*. This addressed the issue of community works officers supervising offender meal breaks.

Prison officers

The Department concluded negotiations with the Western Australian Prison Officers Union of Workers for a new Enterprise Bargaining Agreement for prison officers in August 2007. The *Department of Corrective Services Prison Officers' Enterprise Agreement 2007* changed from a two year to a three year agreement and was registered by the Western Australian Industrial Relations Commission on 14 September 2007. Prison officers received the first two pay increases provided by the Agreement on 11 June 2007 and 11 June 2008.

Nurses

Nurses are employed under the *Department of Corrective Services Registered Nurses Certified Agreement 2006*. Negotiations with the Australian Nurses Federation for a replacement agreement commenced in early 2008, following the public sector health industry negotiations for a new registered nurses agreement.

Other

During the year, significant and intensive negotiations took place with the CSA concerning the workload of community correction officers and juvenile justice officers. These negotiations included the involvement of the Western Australian Industrial Relations Commission, resulting in a successful outcome.

POLICIES AND GUIDELINES

During 2007/08, a complete review of all Department human resources policies, procedures, guidelines and frameworks commenced. At June 2008, the following were completed:

- The Performance Appraisal and Development System. The system allows for an integrated business and workforce planning process to take place. Information sessions were delivered to managers across the Department to introduce the system.
- Redeployment
- Parental Leave
- Personal Leave
- Exit Interview Policy and Procedures
- Relocation Policy and Guidelines
- Delegations Schedule
- Study Leave Policy and Procedures
- Climate Survey

OUR PEOPLE

INDUSTRIAL ISSUES

Industrial action

The only industrial action in 2007/08 was a one-day ban on overtime by prison officers on 30 May 2008. This was resolved in the WA Industrial Relations Commission (WAIRC).

Departmental employees within the Community and Juvenile Justice Division also engaged in some work restrictions as a result of a dispute about workplace issues. This was resolved in the WAIRC.

Unions

Department employees are covered by a range of unions including the CPSU/CSA, Western Australian Prison Officers Union, the Australian Nurses Federation and the Liquor, Hospitality and Miscellaneous Workers Union.

Formal joint consultative committees within each division of the Department met regularly during the year to address key workplace issues. Other informal consultative groups were undertaken at workplace levels.

EMPLOYEE WELFARE

Occupational Safety and Health

The safety of staff, offenders and visitors continued to be a core value for the Department. In 2007/08 the Department made significant steps towards improving its management of safety and health. This included the development of an occupational safety and health (OSH) management system that will conform with the code of OSH practice in the Western Australian public sector once fully implemented. The commitment to continuously improve the management of safety within the Department was reflected in the OSH policy signed by the Commissioner in April 2008.

One of the key features of the OSH management system is the communication, consultation and issue resolution policy. This policy establishes formal mechanisms and avenues for the consideration of safety issues between the workplace, division and executive levels of the Department.

The Department suffered a workplace fatality in 2007/08. This tragic event occurred during a work-related trip on a remote stretch of road in regional WA. The Department responded by providing immediate support to the family and Department staff. In addition, the Department immediately reviewed established practices and developed new procedures incorporating safe work measures for work-related remote travel. These procedures incorporated driver training requirements, necessary communication protocols and specifications for vehicles and equipment.

OUR PEOPLE

Workers' Compensation

The workers' compensation and injury management policy was registered and accepted by RiskCover. The policy is now being utilised.

Workers' compensation claims

Workers' Compensation Claims	2007/08
Number of workers' compensation claims	269
Lost-time frequency rate	21.08
Incident rate	4.87
Total working days lost	7927.05
Lost-time claims	166
No. of stress claims	29
No. of fatalities	0*

* At the time of publication, no claim had been lodged in relation to the fatality which occurred during 2007/08 (see *Occupational Safety and Health* above).

Employee assistance

The Department has a comprehensive employee assistance program for staff and their families, including counselling services. Statistical analysis over the 12 month period to December 2007 revealed a number of trends. During this period 240 Department employees or family members used the service, representing a referral rate of 7.3%. Prison officers accounted for 35% of occupations referred for counselling. The gender split between referrals was relatively even at 56% females and 44% males, consistent with the previous year's statistics. The Department's service provider supplied numerous relevant training courses and provided consultancy for critical incident response to a range of events in the workplace.

Staff Support Officers (Prisons)

Staff support teams are located at each prison and provide support and assistance to staff, in conjunction with the Department's staff psychologist. The teams are a positive influence on employee well-being and a frontline support in stressful situations. In 2007/08, there were 119 trained staff support officers within the prisons across all sites and 17 within juvenile justice services.

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Implement the new Strategic Human Resources structure and associated functions.
- Increase indigenous awareness across the Department.
- Implement and monitor the Department's workforce plan to ensure alignment with its strategic human resources requirements.
- Continue to implement strategies to recruit and retain appropriately skilled staff, including streamlined recruitment processes and an international recruitment campaign targeting critical operational groups.
- Further develop its rewards and recognition activities.
- Increase the readership of its employee publications.

GOVERNANCE AND STANDARDS

SERVICE

The Department strives to achieve the highest level of professionalism in all areas of practice, behaviour and service delivery. It does this through corruption prevention, internal witness support, compliance testing, complaints administration, investigations, corporate risk and governance, pre-employment screening and discipline coordination. It also coordinates reforms associated with recommendations from external and internal reviews. In 2007/08, a program of consolidation and implementation of key business processes was undertaken to embed professional standards strategies within the Department.

KEY ACHIEVEMENTS AND CHALLENGES FOR 2007/08

During the year, the Department:

- Completed a comprehensive program of custodial inspections spanning 75% of public prisons throughout Western Australia.
- Improved the Department's responses to recommendations of external reviews, and developed clear action plans and progress reports for those recommendations which are implemented.
- Implemented a comprehensive complaints management service for internal and external customers, including staff.
- Developed and implemented the confidential and privileged complaints telephone line for all adult prisoners in Western Australia.
- Implemented a comprehensive range of reforms to combat workplace bullying throughout the Department.
- Consolidated a highly ethical and professional staff by minimising conflicts of interest, improving reporting of misconduct, providing supports for internal witnesses and developing proactive measures to prevent corruption.

RISK MANAGEMENT AND GOVERNANCE

The Department developed a risk management framework and policy to assist management of risks in a systematic and structured way. The new enterprise-wide risk management framework was rolled out across the Department in 2007/08. A stronger linkage to the business planning function was being developed and should create opportunities for improved mitigation of significant risks to business processes.

The Department endorsed the implementation of the whole of government risk database for use within the organisation. This tool will enhance the evaluation of risk and facilitate the development of mitigation strategies.

POLICY AND LEGISLATIVE CHANGES

In 2007/08, the Department made substantial progress in drafting the Corrective Services Bill 2008 that will complete the legislative reforms recommended by the *Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry)*. The Bill will amalgamate the *Prisons Act 1981* and the *Sentence Administration Act 2003*, introduce clear objectives and guiding principles for the Act, transfer employment of prison officers from the Minister to the Commissioner of the Department, modernise processes for managing prisoner discipline and make other amendments to improve the administration of corrective services.

The Department Introduced the Prisoners (Interstate Transfer) Amendment Bill 2007 and the Sentence Administration (Interstate Transfer of Community Based Sentences) Bill 2007 to Parliament and has progressed the Bills to the Legislative Council. These Bills will allow the Minister to take into account community safety and administrative requirements as well as prisoner welfare when considering interstate prisoner transfer, and they will enable community-based orders to be transferred interstate respectively.

GOVERNANCE AND STANDARDS

The support of the Cabinet Standing Committee on Law and Order provides detailed proposals for a joint interagency approach to divert suitable offenders from the criminal justice system. Diversion strategies were part of a broader range of strategies to reduce re-offending and demand for prison beds. Other agencies participating were the Department of the Attorney General, WA Police and the Department of Health.

The Department responded to:

- Consultation on the draft Human Rights Bill 2007.
- The Legislative Assembly Community Development and Justice Sub-committee Inquiry into collaborative approaches in government.
- National indigenous law and justice strategy.
- Audit of the Community Safety and Crime Prevention Strategy 2004.
- Progress reports on implementation of recommendations of the royal commission into Aboriginal deaths in custody and the Gordon Inquiry.
- Several reports on Australia's progress in complying with United Nations conventions.

CORRUPTION PREVENTION

A corruption prevention strategy 2007-2010 was introduced to staff in July 2007. At the same time, intranet web pages dedicated to corruption prevention were launched. The corruption prevention coordinator continued to raise awareness amongst staff and gave a series of briefings about the strategy to a number of key business areas including prisons and community justice offices and at staff development sessions.

Other specific corruption prevention activities during the year were:

- Development of a template for local business area corruption prevention plans based on a risk management model.
- A series of meetings with 10 local area managers followed by workshops with key staff to formulate local corruption prevention plans.
- Training in managing conflicts of interest for staff in business services, contract management, professional standards and adult custodial areas as well as for all staff at Acacia Prison.
- Development of new policies and procedures for conflicts of interest, staff association with offenders, secondary employment and sale of prisoner artworks.
- Review and assessment of corruption prevention capacity in the Acacia Prison services contract.
- Commencement of a project to develop a system for handling prison informants.
- Induction briefings about corruption prevention to new prison officers and community corrections officers at the Department's training academy.
- Planning to implement strategies to minimise risks associated with drug trafficking at Departmental sites.

GOVERNANCE AND STANDARDS

PRE-EMPLOYMENT AND PROBITY SCREENING

A pre-employment integrity assessment policy was adopted in June 2008. When combined with the staff criminal record screening policy, it provides the agency with a comprehensive set of tools to ensure that new staff are selected appropriately. These policies ensure that staff meet the Department's integrity requirements and reduce barriers for employment. If an applicant has potential conflicts of interest these can be managed effectively to reduce or exclude integrity risks while staff who are unsuitable for employment are identified prior to commencement.

There was a significant increase in the volume of criminal record screenings undertaken.

Employment criminal record screening checks

Employment Criminal Record Screening Checks		
	2007/08	Percentage Change from previous year
Total Checks Conducted	2576	33% increase
Clearances on initial check	1242	13% increase
Referrals to police jurisdiction	1334	19% increase
Screening clearances advised	2539	
Screening rejections advised	37	

All employment criminal record screenings

ALL EMPLOYMENT CRIMINAL RECORD SCREENINGS 2007/08	
Primary Clearances	48.21%
Check returns on one pass through the National Names Index (NNI)	
Secondary Clearances	46.90%
Check received a 'hit' in NNI but manual check by the relevant Police jurisdiction proved no disclosable outcome.	
Tertiary Clearances	4.89%
Manual check triggered resulted in a Criminal History Information match and check was cleared on assessment by the divisional head OR on appeal to the delegated authority if not cleared by the Divisional head.	
Total Clearances =2539	98.56%
Total Rejections = 37	1.44%

GOVERNANCE AND STANDARDS

STANDARDS AND REVIEW

During 2007/08, the Department continued to improve its operational practice and standards of professionalism. This was achieved through its compliance testing and business improvement reviews across the adult custodial and the community justice divisions.

In 2007/08:

- 10 prisons were reviewed by way of full compliance reviews and spot-audits.
- 29 community justice services centres and sub-centres were subject to review.
- 182 recommendations for business improvement were produced.

Business improvement frameworks were enhanced through compliance testing and through the monitoring of the implementation of critical reviews supported recommendations. This served to mitigate the effects of risks within the corporate operating environments by identifying policy gaps and areas for improvement in complying with standards, policy and legislation. It was an integral component of the Department's reform program.

Structures were developed to transition the responsibility for Death in Custody review from the Department's Internal Investigation Unit to the Standards and Review Directorate. This transition will occur early in 2008/09. Managing deaths in custody through a business improvement model influences cultural change while providing assurances to internal and external stakeholders that there are mechanisms in place to assess and report on performance.

COMPLAINTS HANDLING

An integrated complaints handling service was completed and implemented during the year enabling the public, offenders and staff to lodge complaints, feedback and compliments about the Department's services. ACCESS (Administration of Complaints, Compliments and Suggestions) opened in 2007 and is the Department's complaints administration centre. It incorporated a state-of-the-art complaints handling system to improve the Department's management of complaints and provide feedback to help identify business improvement opportunities across the Department.

Since opening, ACCESS has received 314 matters. These included 249 complaints, representing 79% of all matters received. Thirty-nine percent of all complaints were lodged by offenders, 28% by departmental staff, 8% by the general public and 25% from other sources.

In 2007/08, 314 prisoner grievances were received and all were resolved at Department level. This figure was a 13% decrease in prisoner grievances from 2006/07.

Total Of matters referred through access by type							
Compliment		Suggestion		Complaint		Local Investigation	
Open	0	Open	0	Open	14	Open	22
Closed	13	Closed	2	Closed	246	Closed	29
Total	13	Total	2	Total	260	Total	51

GOVERNANCE AND STANDARDS

COMPLAINTS AND LOCAL INVESTIGATIONS RECEIVED BY CATEGORY

Main Category	
Assault <i>Local Inv</i>	11
Breach Code of Conduct or Ethics	65
Breach of Adult Custodial Rules	1
Breach of Confidentiality	6
Breach of Legislation	4
Breach of Standards	14
Canteen Management	2
Catering	1
Cell Conditions	1
Communication	20
Conflict of Interest	2
Contracted Services	2
Department of the Attorney General	2
Dissatisfaction regarding DCS decisions	5
Equal Opportunity	8
Facilities	1

COMPLAINTS AND LOCAL INVESTIGATIONS RECEIVED BY CATEGORY

Human Resources	33
Medical	41
Neglect <i>Local Inv</i>	7
Offender Management	39
Other	5
Property	6
Searching	8
Security	5
Staff Grievance	8
Stealing <i>Local Inv</i>	1
Threatening Behaviour <i>Local Inv</i>	1
Transfers	1
Unapproved Secondary Employment <i>Local Inv</i>	1
Visits	10
Total Complaints	311
Total Other	15
TOTAL	326

GOVERNANCE AND STANDARDS

INTERNAL INVESTIGATIONS

The Department's Internal Investigations Unit (IIU) continued to conduct investigations within the Department for suspected breaches of discipline.

In accordance with Section 28 of the *Corruption and Crime Commission Act 2003*, 171 matters were reported to the Corruption and Crime Commission (CCC) in 2007/08. In accordance with Section 33 of the Act, the CCC referred 14 complaints against the Department to the IIU for investigation.

Of the cases investigated by the IIU, 24 were referred to the Department's discipline coordinator for further assessment and potential action.

As a consequence of these referrals, there was informal action taken against three staff and formal disciplinary action against two staff. There were no dismissals. Three employees resigned. At 30 June 2008, 15 of the 24 cases were ongoing.

Matters that IIU determine to be of a minor nature were investigated at a local level and ACCESS was responsible for monitoring these investigations. The IIU has sent a total of 64 referrals to ACCESS since it commenced operation.

In 2006/07, the IIU received a total of 190 investigations. The average completion time for these matters was 152 days. The unit proactively sought to reduce this average completion time through the introduction of local investigations. This process engenders increased accountability at the local level for the management of complaints. It is an important step in the process of embedding high and transparent standards of integrity throughout the Department.

At this stage, the local investigation strategy has been implemented in metropolitan prisons including Acacia Prison. A number of staff from each site were trained in investigative techniques and training for investigators in regional prisons and Community Justice Services offices will commence in 2008/09.

Despite a 20% increase in the number of matters received by IIU for investigation during 2007/08, 28% or 64 matters were identified as suitable for local investigation. This meant that the unit's workload altered to allow a focus on more complex matters.

Of the matters held within the IIU, the average timeframe for investigation completion has reduced by 46% to 82 days. It is anticipated that in 2008/09 the IIU will meet its key performance indicator of an average of 60 days for completion of investigations.

Investigation Statistics for 2007/08	
New investigations 2007/08	228
Investigations carried over from 2006/07	85
Total	313
Investigations outstanding at 30 June 2008	87
Allegations of misconduct	313
Misconduct investigations completed	308
Misconduct matter referred for further action	24
Percentage of matters referred for further action	8%

GOVERNANCE AND STANDARDS

Investigations						
Complaint	2006/07	Substantiated	2007/08	Substantiated	Completed	Carry over to 2008/09
Assaults & threatening behaviour/bullying	56	2	55	0	32	21
Attempted Escapes	3	N/A	3	3	3	0
Breach of Standards and Policies	88	28	65	12	44	9
Dishonesty	16	3	0	0	0	0
Criminal injuries Compensation	0	0	0	0	0	0
Critical Reviews	21	N/A	9	-	4	8
Resources	1	N/A	-	-	-	-
Trafficking	4	0	0	0	0	0
Unlawful Release	1	N/A	0	0	0	0
Total investigations	190	33	132	15	80	38

GOVERNANCE AND STANDARDS

DISCIPLINE MANAGEMENT

The Discipline Coordination Unit provides expert advice on managing matters arising from investigations into misconduct by staff. The unit provides a prosecution service, an advisory service and recently commenced the application of a “managerial behavioural model.” This model is designed to rectify performance deficits rather than apply disciplinary outcomes in those instances where it is determined that this approach is of greater benefit to all parties.

The table shows the matters referred to the Discipline Coordination Unit for consideration.

Matters referred to the Discipline Co-ordinator 2007/08 from IIU

Type	No. of matters
Misconduct (under PSMA [includes breach of confidentiality, improper association, and inappropriate behaviour	5
Misconduct (assault)	0
Misconduct (improper association)	5
Misconduct (fitness to hold office as a prison officer)	0
Misconduct (hinder investigation/breach of Policy Directive 40)	1
Falsification of Records	2
Misconduct (performance of duties)	7
Breach of Computer & Telecommunications Facilities Policy	7
Total	27

MINISTERIAL LIAISON

The Department managed more than 1708 Ministerial liaison tasks during the year, including 95 parliamentary questions. It supported the Minister in several key events including the announcement of the site for the West Kimberley Prison and the opening of new entry buildings at Bandyup Women’s Prison and Wooroloo Prison Farm. The Department responded to over 100 requests from Ministerial staff for operational information.

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Support the continuing development of professional standards within the Department ensuring that key strategic links are maintained with external agencies, thereby reducing the risk of misconduct or corruption within the agency.
- Implement an intelligence model that meets national frameworks and provides tactical and strategic intelligence within the Department and with other key State and federal law enforcement agencies, thereby enhancing the reciprocal exchange of information and intelligence through memoranda of understanding.
- Develop consistent legislative frameworks for the management of integrity issues across the Department.
- Develop an operational corporate governance compliance framework for the Department.

ABORIGINAL JUSTICE

SERVICE

The Department works with a range of internal and external stakeholders to influence Aboriginal justice issues and the delivery of services to Aboriginal people. The aim of the Department's work is to reduce the number of Aboriginal people being incarcerated and coming into contact with the justice system.

The Aboriginal Justice directorate was established in 2007/08 to focus more clearly on the over-representation of indigenous people in the justice system by embedding the needs of indigenous offenders into existing programs and services.

The role of Aboriginal Justice is to:

- Consult with internal and external stakeholders.
- Advocate change within the Department to improve service delivery by taking into consideration Aboriginal culture and issues.
- Assist Directorates to implement relevant change in service delivery to take into consideration Aboriginal culture and issues.
- Monitor implementation and evaluation of programs and services.

KEY ACHIEVEMENTS AND CHALLENGES 2007/08

During the year, the Department:

- Worked with the Strategic Employee Services workforce planning branch on the Aboriginal employment strategy and other employment opportunities for Aboriginal people particularly in remote and regional areas.
- Provided advice to the prison recruitment team on strategies to improve successful engagement of Aboriginal people through policy and procedure change.
- Consulted with Professional Standards to ensure new policies for integrity and criminal record checks for Aboriginal prison officer applicants took account of their circumstances and were culturally appropriate.
- Consulted and negotiated with the Department's offender management and professional development staff to change methodology for delivering programs and training to offenders. Identified priority areas for action to have an immediate effect on reducing incarceration, including development of an Aboriginal cognitive skills program to be delivered in the regions.
- Established links with peak Aboriginal organisations including the Aboriginal Health Council WA and the Aboriginal Legal Service, to ensure community consultations and the provision of information on the needs of community members.
- Established ongoing work with the project management team for the West Kimberley Prison Project, including advice, liaison and consultation regarding acquisition of land and other matters.
- Worked with the project management team work camps to identify an appropriate site in the East Kimberley region and consulted with the community.
- Consulted with Aboriginal communities in the Kimberley on service needs and community resources related to impending sexual abuse cases.
- Opened a unit at Casuarina Prison that offers culturally-appropriate programs and activities for Aboriginal prisoners from remote areas of Western Australia. This has resulted in a marked reduction in these prisoners' anxiety associated with their displacement.

ABORIGINAL JUSTICE

KEY STATISTICS

The level of indigenous incarceration remains unacceptably high. At 30 June 2008, 41.2% of all adult prisoners and 75.7% of all juvenile detainees were Aboriginal. The incarceration rate of Aboriginal people continued to rise at a much higher rate than for non-Aboriginal people.

Between 2003 and 2007:

- The number of Aboriginal women in prison increased from 89 to 180.
- The number of Aboriginal men in prison increased from 930 to 1410.



Education opportunity for Aboriginal juvenile offender

ABORIGINAL JUSTICE

FUTURE DIRECTIONS 2008/09

During the next year, the Department will:

- Provide a framework for consultation and communication with key internal and external stakeholders.
- Develop and implement an Aboriginal impact statement. The statement will represent a declaration that appropriate Aboriginal consultation and negotiation processes have taken place and the Department has considered the needs of Aboriginal people in policy development.
- Establish a senior Aboriginal reference group in the Department to provide strategic advice on existing and new policies and priority issues affecting Aboriginal people in the Department.
- Influence and monitor divisional priority setting and resource allocation to ensure that Aboriginal needs and issues are given appropriate priority.
- Convene an Aboriginal staff workshop to network and gather information about priorities in the regions that will assist the Department in developing and delivering corrective services for Aboriginal people.
- Communicate and promote the processes being implemented by Aboriginal Justice to ensure that Departmental staff are aware of its work. This will ensure it is involved in the development, implementation and review of programs, policies and strategies.
- Develop memoranda of understanding between the Commissioner's Executive Team and peak Aboriginal organisations including the Aboriginal Legal Service and the Aboriginal Health Council of WA. These memoranda will establish open communication channels to facilitate dialogue on service needs, the integration of services and policies and the exchange of information on Aboriginal justice issues.
- Establish an email network with major Aboriginal communities, Aboriginal organisations and services and research bodies with a particular interest in Aboriginal justice issues. This will ensure a two way flow of information on corrective services and employment opportunities for Aboriginal offenders, their families and others. It will ensure that decision making is well-formed and provide monitoring of services to Aboriginal people with the aim of continuous improvement.
- Represent Aboriginal interests and issues on key advisory and interagency committees which undertake work on justice issues to improve coordination of service provision to Aboriginal people.
- Host a roundtable meeting of delegates to the Corrective Services Administrators' Conference to identify issues, trends and priorities in indigenous justice. The findings will be reported to the 2009 meeting of the Corrective Services Advisory Council.
- Develop a DVD production aimed at preventing those who are at risk of offending from coming into contact with the justice system.
- Continue to work with the Kimberley Cultural Advisory Group, created to provide cultural information essential for the design and operation of the West Kimberley Prison and the East Kimberley Work Camp.

DEPARTMENT PROFILE

CORPORATE STRUCTURE

Executive

Commissioner - Ian Johnson

Aboriginal Justice

Assistant Commissioner - Neil Fong

Strategic and Executive Services (SES)

Director Angie Dominish

Office of the Commissioner, media and public affairs, reform, policy, freedom of information, ministerial liaison, performance and statistics, strategic planning, research and evaluation.

Adult Custodial

Deputy Commissioner - Ian Giles

Custody, control and welfare of adults in prisons and work camps.

Community and Juvenile Justice

Deputy Commissioner - Heather Harker

Reducing re-offending, community protection and rehabilitation, community justice services and juveniles in custody.

Offender Management and Professional Development

Acting Deputy Commissioner - Lex McCulloch

Offender and sentence management incorporating education, program delivery, health services; professional development, recruitment, training and performance management.

Corporate Support

Assistant Commissioner - Graeme Doyle

Corporate support including strategic asset services, financial management, strategic employee services, knowledge management, business systems and contracted services.

Professional Standards

Acting Assistant Commissioner - Chris Farlie

Standards and compliance, risk management, corruption prevention, proactive compliance and integrity testing, quality assurance, complaint investigation and assessment.

DEPARTMENT PROFILE

CORPORATE EXECUTIVE TEAM



Commissioner's Executive Team (from left) Jim Dunstan, Chris Farlie, Lex McCulloch, Graeme Doyle, Heather Harker, Steve Robins, Commissioner Ian Johnson, Neil Fong, Ian Giles and Angie Dominish

Ian Johnson – Commissioner

Mr Johnson has had a long and varied career in the justice system. Before joining the Department in April 2005, he worked for WA Police for 29 years and reached the rank of Assistant Commissioner. During his career he was involved in operations, training, major projects and strategic and corporate development.

He is a graduate of the FBI National Academy (Quantico 1995), the Police Executive Leadership Program (Manly 2002) and holds a Graduate Diploma in Business (Management).

Mr Johnson is committed to improving public awareness and understanding of the challenges and complexities of the corrective services environment and to promote the professionalism and dedication of correctional staff who are committed to making a positive difference in rehabilitating offenders.

Ian Giles – Deputy Commissioner Adult Custodial

Mr Giles joined the Department in 2006 after 25 years with WA Police. During this period, he gained a broad range of experience within many areas, including frontline operations, project management, policy development and management training.

He holds a Bachelor of Business (Accountancy).

Mr Giles came to the Department as the inaugural Assistant Commissioner Professional Standards before moving to the Adult Custodial Division as the Deputy Commissioner. Mr Giles is committed to continuing reform throughout the Adult Custodial Division with a key focus on building community reparation and raising awareness about the many positive aspects of the prisons profession.

DEPARTMENT PROFILE

Heather Harker – Deputy Commissioner Community and Juvenile Justice

Ms Harker spent 30 years working in the criminal justice field in Britain before emigrating to WA in 2006. She was the Chief Probation Officer of the National Probation Service for England and Wales. Ms Harker has a solid background in offender management and diversity issues. She started as a probation officer in the late 1970s and has worked in juvenile justice, divorce court welfare, criminal court work, prisons and group work programs. She helped to introduce the UK's offending behaviour group program and electronic monitoring of offenders in Greater Manchester in the early 1990s.

Ms Harker chaired the first Criminal Justice Board for South Yorkshire and the Strategic Management Board for the Multi Agency Public Protection Arrangements.

She was also appointed to the first Lord Chancellor's Sentencing Advisory Panel, which produced sentencing guidelines to the Court of Appeal and Sentencing Guidelines Council.

She holds a BA (Honours) in Economic and Social History, a Diploma and Certificate of Qualification in Social Work and a Diploma in Strategic Management Studies.

Lex McCulloch – Deputy Commissioner Offender Management and Professional Development

Mr McCulloch joined the Department in July 2007, heading the division responsible for areas including psychological services, delivery of therapeutic intervention programs to offenders, prison health services, sentence management and training new and existing Department staff.

His previous experience includes high-level roles with Family and Children's Services, the Department for Community Development, the Pilbara Development Commission and the Department of Indigenous Affairs.

Mr McCulloch has brought to the role a strong understanding of issues facing Aboriginal people and broader social issues to the role.

He is strongly committed to the principles of social obligation and equity.

Graeme Doyle – Assistant Commissioner Corporate Support

Mr Doyle is a CPA with 28 years experience in financial management in State government. Originally from Bunbury, he moved to Perth in December 1979 after completing his tertiary qualifications in accounting.

After 17 years in the Department of Treasury and Finance, Mr Doyle joined the then Department of Justice in December 2004 as Director Financial Management. He was the Executive Director Corporate Services from February 2006 in the new Department of the Attorney General where he oversaw the creation of new corporate service functions following the splitting of the Department of Justice. He transferred to the Department of Corrective Services in July 2007.

Chris Farlie – A/Assistant Commissioner Professional Standards

Mr Farlie joined the Department of Corrective Services from the Department of Health in 2003. He has been involved in the development of the professional standards, integrity and compliance portfolio within the Department for the past two years following the Department split.

His previous experience includes roles in health service management at the tertiary level and in the rural sector.

Mr Farlie is committed to embedding professionalism in all areas of the Department. He aims to achieve this through the proactive development of standards, corporate risk management strategies, compliance testing and corruption planning and evaluation, as well as developing strategies for complaints management and investigation.

DEPARTMENT PROFILE

Neil Fong – Assistant Commissioner Aboriginal Justice

Mr Fong joined the Department in August 2007 and heads the newly created Aboriginal Justice Directorate.

Mr Fong has a law degree and has extensive experience working with Aboriginal communities throughout the State. He joined the Department at a very challenging time, with Aboriginal people currently accounting for approximately 42% of the adult prison population.

The main challenges for his Directorate will be to provide a focus and expertise in identifying and developing solutions to these complex issues. His team will work across the Department, with the community and with other agencies.

Angie Dominish – Director Strategic and Executive Services

Ms Dominish is responsible for directing integrated strategic and executive services to improve the efficiency and effectiveness of the Department's core organisational services. Prior to joining the Department in this role in 2008, Ms Dominish was seconded by the Department to implement a framework for managing the overall coordination, control and integration of projects within the reform program.

Ms Dominish has extensive experience in public and private Western Australian organisations. During her career, she has held executive, managerial, senior and operative positions in the fields of program and project management, human resources, application management, workplace change, policy, planning, curriculum research and design in the public sector and market research, policy and property management in the private sector.

She has a Graduate Diploma in Social Sciences and a Bachelor of Applied Science.

Steve Robins - A/Assistant Commissioner Community Operations

Mr Robins joined the Department in December 2005 as the Director North Community Justice Services. He has subsequently acted in the roles of Director Juvenile Custodial Services and Assistant Commissioner Community Operations.

Prior to joining the Department Mr Robins was employed for almost 22 years in the State's Child Protection/welfare service, with almost 19 years experience working in regional Western Australia.

For the past two years Mr Robins has been invited to be a WA White Ribbon Ambassador in recognition of his involvement in working to reduce the incidence of domestic violence in the State. During his career, he has travelled to almost every corner of Western Australia, and has extensive involvement with domestic violence groups and initiatives throughout the State.

He holds a Bachelor of Social Work.

Jim Dunstan – Assistant Commissioner Custodial Operations

Mr Dunstan joined the Department in 1972 and commenced as a prison officer at Fremantle Prison. His career during that time has spanned working within a number of prisons across the state and working within all ranks of the service.

Mr Dunstan's personal objective has been to take an active role in delivering improvements to the service and to seek recognition for the important role played by prison staff.

FINANCIAL STATEMENTS

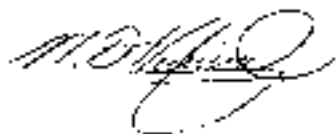
STATEMENT OF CERTIFICATION

DEPARTMENT OF CORRECTIVE SERVICES CERTIFICATION OF FINANCIAL STATEMENTS

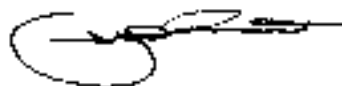
For the year ended 30 June 2008

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 ending 30 June 2008 and the financial position as at 30 June 2008.

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



M Kuzminski
CHIEF FINANCE OFFICER
29 August 2008



I Johnson
ACCOUNTABLE OFFICER
29 August 2008

AUDITOR GENERAL



INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

DEPARTMENT OF CORRECTIVE SERVICES

FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS

For the year ended 30 June 2008

I have audited the accounts, financial statements, controls and key performance indicators of the Department of Corrective Services.

The financial statements comprise the Balance Sheet as at 30 June 2008, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

Commissioner's Responsibility for the Financial Statements and Key Performance Indicators

The Commissioner is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

FINANCIAL STATEMENTS

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

Department of Corrective Services

Financial Statements and Key Performance Indicators for the year ended 30 June 2008

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Department of Corrective Services at 30 June 2008 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Department 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; and
- (iii) the key performance indicators of the Department are relevant and appropriate to help users assess the Department's performance and fairly represent the indicated performance for the year ended 30 June 2008.



Colin Murphy
AUDITOR GENERAL
18 September 2008

FINANCIAL STATEMENTS

INCOME STATEMENT for the year ended 30 June 2008

	Note	2008 \$000	2007 \$000
COST OF SERVICES			
Expenses			
Employee benefits expenses	8	268,674	232,980
Supplies and services	9	141,819	139,124
Depreciation and amortisation	10	15,315	13,355
Accommodation expenses	11	7,685	4,522
Grants and subsidies	12	6,035	5,227
Capital user charge	13	-	46,205
Loss on disposal of non-current assets	14	-	88
Other expenses	15	58,377	56,415
Total cost of services		497,905	497,916
Income			
Revenue			
User charges and fees	16	52	90
Commonwealth grants and contributions	17	1,195	797
Other revenues	18	31,710	15,409
Total Revenue		32,957	16,296
Gains			
Gains on disposal of non-current assets	14	27	-
Total Gains		27	-
Total income other than income from State Government		32,984	16,296
NET COST OF SERVICES		464,921	481,620
INCOME FROM STATE GOVERNMENT	19		
Service appropriations		456,056	453,494
Liabilities assumed by the Treasurer		-	629
Resources received free of charge		12,916	32,051
Total income from State Government		468,972	486,174
SURPLUS FOR THE PERIOD		4,051	4,554

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

FINANCIAL STATEMENTS

BALANCE SHEET for the year ended 30 June 2008

	Note	2008 \$000	2007 \$000
ASSETS			
Current assets			
Cash and cash equivalents	28	51,325	16,133
Receivables	21	8,985	5,922
Amounts receivable for services	22	16,144	20,300
Total current assets		76,454	42,355
Non-current assets			
Restricted cash and cash equivalents	20	2,299	1,584
Amounts receivable for services	22	12,125	14,984
Property, plant and equipment	23	773,465	728,369
Intangible assets	24	8,170	8,463
Total non-current assets		796,059	753,400
TOTAL ASSETS		872,513	795,755
LIABILITIES			
Current liabilities			
Payables	25	23,956	21,342
Provisions	26	45,313	41,671
Total current liabilities		69,269	63,013
Non-current liabilities			
Provisions	26	16,970	13,639
Total non-current liabilities		16,970	13,639
TOTAL LIABILITIES		86,239	76,652
NET ASSETS		786,274	719,103
EQUITY	27		
Contributed equity		601,953	549,284
Reserves		195,337	184,886
Accumulated (deficit)		(11,016)	(15,067)
Total equity		786,274	719,103
TOTAL LIABILITIES AND EQUITY		872,513	795,755

The Balance Sheet should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

CASH FLOW STATEMENT for the year ended 30 June 2008

	Note	2008 \$000	2007 \$000
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriation		437,320	438,922
Capital contributions		53,817	18,007
Holding account drawdowns		25,751	12,643
Net cash provided by State Government		516,888	469,572
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(235,547)	(208,172)
Supplies and services		(217,980)	(185,736)
Accommodation		(7,685)	(4,522)
Capital user charge		-	(46,205)
GST payments on purchases		(22,204)	(19,479)
GST payments to taxation authority		(2,732)	(1,166)
Receipts			
Receipts from services		27,561	15,321
Commonwealth grants and contributions		947	177
GST receipts on sales		3,182	1,184
GST receipts from taxation authority		23,168	17,497
Net cash provided by/(used in) operating activities	28 (c)	(431,290)	(431,101)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current assets		(49,743)	(37,699)
Receipts from the sale of non-current assets		52	45
Net cash provided by/(used in) investing activities		(49,691)	(37,654)
Net (decrease)/increase in cash and cash equivalents		35,907	817
Cash and cash equivalents at the beginning of the period		17,717	16,900
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	28 (a)	53,624	17,717

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

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2008

	Note	2008 \$000	2007 \$000
Balance of equity at the beginning of the period		719,103	587,551
CONTRIBUTED EQUITY			
Balance at the beginning of the period	27	549,284	531,277
Capital contributions		53,817	18,007
Distributions to owner		(1,148)	-
Balance at the end of the period		601,953	549,284
RESERVES			
Asset Revaluation Reserve			
Balance at the beginning of the period	27	184,886	75,895
Gains/(losses) from asset revaluation		10,451	108,991
Balance at the end of the period		195,337	184,886
ACCUMULATED SURPLUS/(DEFICIT)			
Balance at the beginning of the period	27	(15,067)	(19,621)
Surplus/(deficit) for the period		4,051	4,554
Balance at the end of the period		(11,016)	(15,067)
Balance of equity at the end of the period		786,274	719,103
Total income and expenses for the period a		14,502	113,545

(a) The aggregate net amount attributable to each category of equity is: surplus \$4,051,000 plus gains from asset revaluation \$10,451,000 (2007: surplus \$4,554,000 plus gains from asset revaluation \$108,991,000)

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

FINANCIAL STATEMENTS

SCHEDULE OF INCOME AND EXPENSES BY SERVICE for the year ended 30 June 2008

	2008	2008	2008	2007	2008	2007
	Service 1	Service 1	Service 2	Service 2	Total	Total
	Adult	Adult	Juvenile	Juvenile		
	Offender	Offender	Offender	Offender		
	Services	Services	Services	Services		
	\$000	\$000	\$000	\$000	\$000	\$000
COST OF SERVICES						
Expenses						
Employee benefits expense	228,106	196,710	40,568	36,270	268,674	232,980
Depreciation and amortisation expense	13,924	10,997	1,391	2,358	15,315	13,355
Capital user charge	-	41,510	-	4,695	-	46,205
Loss on disposal of non-current assets	-	67	-	21	-	88
Other expenses	196,478	187,627	17,438	17,661	213,916	205,288
Total cost of services	438,508	436,911	59,397	61,005	497,905	497,916
Income						
User charges and fees	52	90	-	-	52	90
Commonwealth grants and fees	1,012	666	183	131	1,195	797
Other revenues	30,989	14,482	721	927	31,710	15,409
Gains on disposal of non-current assets	29	-	(2)	-	27	-
Total income other than income from State Government	32,082	15,238	902	1,058	32,984	16,296
NET COST OF SERVICES	406,426	421,673	58,495	59,947	464,921	481,620
INCOME FROM STATE GOVERNMENT						
Service appropriation	401,070	398,561	54,986	54,933	456,056	453,494
Liabilities assumed by the Treasurer	-	412	-	217	-	629
Resources received free of charge	10,788	26,770	2,128	5,281	12,916	32,051
Total income from State Government	411,858	425,743	57,114	60,431	468,972	486,174
SURPLUS/(DEFICIT) FOR THE PERIOD	5,432	4,070	(1,381)	484	4,051	4,554

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

FINANCIAL STATEMENTS

SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES for the year ended 30 June 2008

	2008 Estimate \$000	2008 Actual \$000	Variation \$000	2008 Actual \$000	2007 Actual \$000	Variation \$000
DELIVERY OF SERVICES						
Item 63 net amount appropriated to deliver services	417,170	442,991	25,821	442,991	446,723	(3,732)
Section 25 transfer of service appropriation	-	12,326	12,326	12,326	6,067	6,259
Amount authorised by other statutes						
Salaries and Allowances Act 1975	723	739	16	739	704	35
Total appropriations provided to deliver services	417,893	456,056	38,163	456,056	453,494	2,562
CAPITAL						
Item 176 capital contribution	54,642	53,817	(825)	53,817	18,007	35,810
GRAND TOTAL	472,535	509,873	37,338	509,873	471,501	38,372
DETAILS OF EXPENSES BY SERVICES						
Service 1 - Adult Offender Services	403,316	438,508	35,192	438,508	436,911	1,597
Service 2 - Juvenile Offender Services	58,229	59,397	1,168	59,397	61,005	(1,608)
Total appropriations provided to deliver services	461,545	497,905	36,360	497,905	497,916	(11)
Total income other than income from State Government	(12,659)	(32,957)	(20,298)	(32,957)	(16,296)	16,661
Net cost of services	448,886	464,948	16,062	464,948	481,620	16,672
Adjustments	(30,993)	(8,892)	22,101	(8,892)	(28,126)	(19,234)
Total appropriations provided to purchase services	417,893	456,056	38,163	456,056	453,494	(2,562)
CAPITAL EXPENDITURE						
Purchase of non-current physical assets	79,442	49,743	(29,699)	49,743	37,699	12,044
Adjustment for other funding sources	24,800	(4,074)	(28,874)	(4,074)	19,692	(23,766)
CAPITAL CONTRIBUTION (APPROPRIATION)	54,642	53,817	(825)	53,817	18,007	35,810
GRAND TOTAL	472,535	509,873	37,338	509,873	471,501	38,372

The summary of Consolidated Fund Appropriations, Variance to Budget and Actual should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

1 Department of Corrective Services mission and funding

The Department of Corrective Services (the Department) mission is to reduce re-offending, 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.

2 Australian equivalents to International Financial Reporting Standards

The Department's financial statements for the year ended 30 June 2008 have been prepared in accordance with Australian Equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Department has adopted, where relevant to its operations, new and revised standards and interpretations from their operative dates as issued by the Australian Accounting Standards Board (AASB) formerly the Urgent Issues Group (UIG).

The AASB has decided to maintain the Statements of Accounting Concepts (SAC 1 and 2) and has continued to revise and maintain accounting standards and the interpretations that are of particular relevance to the Australian environment, especially those that deal more specifically with not-for-profit entity issues and/or do not have an equivalent IASB Standard or Interpretation.

Early adoption of standards

The Department cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by Treasurer's Instruction (TI) 1101 Application of Australian Accounting Standards and Other Pronouncements.

No standards and interpretations that have been issued or amended but are not yet effective have been early adopted by the Department for the financial year ended 30 June 2008.

3 Summary of significant accounting policies

(a) General statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's Instructions (TI's). Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The Financial Management Act and the Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over the 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 in accordance with Accounting Standard AAS 29 Financial Reporting by Government Departments on the accrual basis of accounting using the historical cost convention, modified by the revaluation of land, buildings and infrastructure which are 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).

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

The judgements that have been made in the process of applying the Department's accounting policies that have the most significant effect on the amounts recognised in the financial statements are disclosed at note 4 'Judgements made by management in applying accounting policies'.

The key assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed at note 5 'Key sources of estimation the next financial year are disclosed at note 5 'Key sources of estimation uncertainty'.

(c) Reporting entity

The reporting entity comprises the Department and no other related bodies.

(d) Contributed equity

UIG interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities requires transfers in the nature of equity contributions 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 contributions (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. Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. Refer to note 27 'Equity'.

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

(i) 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.

(ii) Rendering of services

Revenue is recognised upon delivery of the service to the client or by reference to the stage of completion of the transaction.

(iii) Service appropriations

Service appropriations are recognised as revenues 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 into the Department's bank account or credited to the holding account held at Treasury. Refer to note 19 for further commentary on service appropriations.

(iv) Net Appropriation Determination

Pursuant to section 23 of the Financial Management Act, the Department has entered into a net appropriation arrangement with the Treasurer, where the proceeds from services are retained by the Department. Items covered by the agreement include sale of prison industry goods, commonwealth recoups, prison canteen sales recoups, workers compensation recoups, criminal injuries awards and other miscellaneous revenues.

In accordance with the determination, the Department retained \$33.0 million in 2008 (\$16.3m in 2006/07). Retained revenues may only be applied to the services specified in the 2007-08 Budget Statements.

(v) 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 which is usually when cash is received.

(vi) Gains

Gains may be realised or unrealised and 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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

(f) Depreciation of non-current assets

All non-current assets with a value of more than \$5,000 and a useful life of more than two years are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. Furniture items are mostly under this limit and are expensed in the year of purchase. Library and livestock purchases are also expensed in the year of purchase.

Land is not depreciated. Depreciation on other assets 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.

(g) Revaluation of land, buildings and infrastructure

The Department has a policy of revaluing land and buildings to fair value, on an annual basis, under AASB 116.31. See note 23.

Where market evidence is not available, the 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, ie. the depreciated replacement cost. Where the fair value of buildings is dependent on using the depreciated replacement cost, the gross carrying amount and the accumulated depreciation are restated proportionately. The revaluation of land and buildings is an independent valuation provided on an annual basis by Landgate (valuation services).

(h) Impairment of assets

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at each balance sheet date. 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. 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.

(i) 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 Income Statement.

All acquired and internally developed 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 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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

which are reviewed annually. All intangible assets controlled by the Department have a finite expected useful life of 5 years and zero residual value.

Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

Web site costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(j) Leases

The Department has entered into a number of operating lease arrangements:

- for buildings through the Department of Housing and Works
- for passenger and light commercial motor vehicles through the State Supply Commission
- for office equipment

The lessors effectively retain all of the risks and benefits incidental to ownership of the items held under the operating leases.

Equal instalments of the lease payments are charged to the Income Statement over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

Refer to note 30 (b).

(k) Financial instruments

In addition to cash and bank overdraft, the Department has two categories of financial instrument:

- Loans and receivables; and
- Financial liabilities measured at amortised cost.

These 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
- Accrued expenses

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 Cash Flow Statement, cash and cash equivalents includes restricted cash and cash equivalents. These are comprised of 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.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

(m) Accrued salaries

The accrued salaries suspense account (refer to note 20 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.

Accrued salaries (refer to note 23 payables) represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with 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 net fair value.

The last pay day in 2007/08 was 26 June. Therefore, an accrual of 2 days was necessary in this financial year.

(n) Receivables

Receivables are recognised and carried at the original invoice amount less an allowance for any uncollectible amounts (ie. impairment). The collectability of receivables is continually reviewed and any receivables identified as uncollectible are written off. The allowance for uncollectible amounts (doubtful debts) is raised where 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.

Refer to note 21 Receivables.

(o) Amounts receivable for services (holding account)

The Department receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as 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. See also note 25 Payables.

(q) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable 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 balance sheet date. See note 26 'Provisions'

Annual leave

The liability for annual leave and long service leave is expected to be settled within 12 months after the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

A liability for long service leave is recognised after an employee has completed four years of service. An actuarial assessment of long service leave undertaken by Price Waterhouse Coopers Actuaries at 30 June 2008 determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Department does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

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. See notes 15 and 26.

(r) Superannuation expense

The following elements are included in calculating the superannuation expense in the Income Statement:

(i) Defined Benefit plans - change in the unfunded employer's liability (i.e. current service cost and actuarial gains and losses) assumed by the Treasurer in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that scheme to the Gold State Superannuation Scheme (GSS); and

(ii) Defined contribution plans - employer contributions paid to the GSS (concurrent contributions), the West State Superannuation (WSS) Scheme, and the GESB Super Scheme (GESBS).

Defined benefit plans - in order to reflect the true cost of services, the movements (i.e. current service cost and actuarial gains and losses (in the liabilities in respect of the Pension Scheme and the GSS Scheme transfer benefits are recognised as expenses directly in the Income Statement. As these liabilities are assumed by the Treasurer, a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement. See note 19.

The superannuation expense does not include payment of pensions to retirees as this does not constitute part of the cost of services provided in the current year.

Defines contribution plans - in order to reflect the Department's true cost of services, the Department is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Account.

The GSS Scheme is a defined benefit scheme for the purpose of employees and whole of government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(s) Resources received free of charge or for nominal value

Resources received free of charge or for nominal value that can be reliably measured are recognised as income and as assets or expenses as appropriate, at fair value.

(t) Comparative figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

4 Judgements made by management in applying accounting policies

The judgements that have been made in the process of applying accounting policies that have the most significant effect on the amounts recognised in the financial statements include:

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

Operating Lease Commitments

The Department has entered into a number of commercial lease arrangements and has determined that the lessor retains all the significant risks and rewards of ownership of the property. Accordingly, the leases have been classified as operating leases.

5 Key sources of estimation uncertainty

The key estimates and assumptions made concerning the future, and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

Impairment of Intangible Assets

The Department assesses impairment of intangible assets at each balance sheet date. The Department amortises intangible assets over a period of 5 years. At the end of their useful lives, the Department estimates that the recoverable amounts of intangible assets will be insignificant.

6 Services of the Department

Information about the Department's services is set out in the Schedule of Income and Expenses by Service. The services of the Department are:

(i) Adult Offender Services

The custody, containment, care, well being and rehabilitation of adult offenders and their reintegration into, and reparation to, the community is managed through prisons and the supervision of offenders in the community. This includes the provision of remedial programs; further education and employment skills; sentencing reports; assessment reports outlining offenders' suitability for release or their progress in the community to releasing authorities such as the Prisoners' Review Board; providing policy advice; infrastructure management; and planning and collaborating with other agencies.

(ii) Juvenile Offender Services

Juvenile offenders are managed in custody and in the community to fulfil the orders of the courts and through diversion from court programs. Juveniles participate in remedial, educational and rehabilitation programs that address their offending behaviour.

CORPORATE SERVICES

Corporate services costs have been allocated on a service level agreement basis to services.

7 Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The Department has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2007 that impacted on the Department:

1. AASB 7 'Financial Instruments: Disclosures' (including consequential amendments in AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]'). This Standard requires new disclosures in relation to financial instruments and while there is no financial impact, the changes have resulted in increased disclosures, both quantitative and qualitative, of the Department's exposure to risks, including enhanced disclosure regarding components of the Department's financial position and performance, and changes to the way of presenting certain items in the notes to the financial statements.

Future impact of Australian Accounting Standards not yet operative

The Department cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Department has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued and which may impact the Department but are not yet effective. Where applicable, the Department plans to apply these Standards and Interpretations from their application date:

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

AASB 101 'Presentation of Financial Statements' (September 2007). This Standard has been revised and will change the structure of the financial statements. These changes will require that owner changes in equity are presented separately from non-owner changes in equity. The Department does not expect any financial impact when the Standard is first applied.

Review of AAS 27 'Financial Reporting by Local Governments', 29 'Financial Reporting by Government Departments and 31 'Financial Reporting by Governments'. The AASB has made the following pronouncements from its short term review of AAS 27, AAS 29 and AAS 31:

01-July-2008

AASB 1004	'Contributions' (December 2007).
AASB 1050	'Administered Items' (December 2007).
AASB 1051	'Land Under Roads' (December 2007).
AASB 1052	'Disaggregated Disclosures' (December 2007).
AASB 2007-9	'Amendments to Australian Accounting Standards arising from the review of AASs 27, 29 and 31 [AASB 3, AASB 5, AASB 8, AASB 101, AASB 114, AASB 116, AASB 127 & AASB 137] (December 2007).
Interpretation 1038	'Contributions by Owners Made to Wholly-Owned Public Sector Entities (December 2007).

The existing requirements in AAS27, AAS 29 and AAS 31 have been transferred to the above new and existing topic-based Standards and Interpretation. These requirements remain substantively unchanged. The new and revised Standards make some modifications to disclosures; otherwise there will be no financial impact.

2008	2007
\$000	\$000

8 Employee benefits expenses

Wages and salaries	216,065	185,914
Superannuation - defined contribution plans ⁽¹⁾	20,004	17,965
Superannuation - defined benefit plans ⁽²⁾	-	629
Long service leave	8,325	7,972
Annual leave	24,280	20,500
	268,674	232,980

(1) Defined contribution plans include West State and Gold State (contribution paid)

(2) Defined benefit plans include Pension Scheme and Gold State (pre-transfer benefits). Liabilities at reporting date (30 June 2008) in respect of current employees at reporting date decreased from the previous reporting date (i.e. actuarial gains exceeded the current services cost for the period). In accordance with TI 1101A, this negative movement should not be included in the calculation of the superannuation expense.

9 Supplies and services

Services and contracts	95,472	78,172
Resources free of charge (a)	12,916	32,052
Goods and supplies purchased	33,431	28,900
	141,819	139,124

(a) refer to note 19 for detailed breakdown

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

10 Depreciation and amortisation

Depreciation		
Buildings	12,178	11,587
Property, plant, equipment and vehicles	884	889
Total depreciation	13,062	12,476
Amortisation		
Leasehold improvements	243	388
IT systems	2,010	491
Total amortisation	2,253	879
	15,315	13,355

11 Accommodation expenses

Building rental operating lease expenses	7,685	4,522
	7,685	4,522

12 Grants and subsidies

Offenders gratuities	5,989	5,183
Non-government organisations	-	42
Other grants and subsidies	46	2
	6,035	5,227

13 Capital user charge

Capital user charge expense for the year	-	46,205
	-	46,205

The charge was a levy applied by Government for the use of its capital. The final charge was levied in 2006/07.

	2008	2007
	\$000	\$000

14 Net gain / (loss) on disposal of non-current assets

Proceeds from Disposal of Non-Current Assets		
Property, plant and equipment	52	36
Costs of Disposal of Non-Current Assets		
Property, plant and equipment	25	124
Net gain / (loss)	27	(88)

15 Other expenses

Building repairs and maintenance	9,405	10,182
Electricity and water	4,275	4,037
Communication expenses	5,727	5,046
Plant, equipment and vehicle operating lease expenses	3,533	3,491
Plant, equipment and vehicle repairs and maintenance	2,940	7,884
Vehicle hire, fuel, registration and management fees	3,720	2,842
Insurance	1,063	5
Employment on-costs	3,767	5,394
Other staff costs	14,401	12,471
Other expenses	9,546	5,063
	58,377	56,415

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

16 User charges and fees

Miscellaneous fees and charges	52	90
	52	90

17 Commonwealth grants and contributions

Commonwealth recoup other	1,195	797
	1,195	797

18 Other revenues

Sale of produce and goods	2,426	2,220
Canteen sales	5,391	4,954
Recoup of salaries and workers compensation	3,456	4,313
Recoup of telephones, postage and other reimbursements	2,180	1,723
Other miscellaneous revenue ⁽¹⁾	2,595	2,199
Recoup of CS&CS contract costs from Department of the Attorney General	15,662	-
	31,710	15,409

Recoup of CS&CS contract costs commenced July 2008

19 Income from State Government

Appropriation revenue received during the year ⁽¹⁾		
Service appropriations	456,056	453,494
	456,056	453,494

	2008	2007
	\$000	\$000
Liabilities assumed by the Treasurer during the financial year ⁽²⁾		
Superannuation - employees	-	629
	-	629

Liabilities at reporting date with respect to Pension Scheme and Gold State schemes (pre transfer benefits) for current employees has decreased from the previous reporting date (i.e. actuarial gains exceeded the current services cost for the period). In accordance with TI 1101A, this negative movement should not be included in the calculation of the superannuation expense.

Resources received free of charge ⁽³⁾

Determined on the basis of estimates provided by agencies as follows:

Department of Treasury and Finance		
- provision of integrated procurement services	236	231
Department of the Attorney General		
- provision of bureau and legal services	11,786	31,117
Treasury / Housing & Works (Commercial Property Branch)		
- notional management fee	140	137
Department of Land Information		
- valuation services, land registration and information	2	15
Health Department of Western Australia		
- provision of medical, health, dental services and forensic services for post mortems	752	551
	12,916	32,051

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

- (1) Service appropriations are accrual amounts reflecting the full price cost of services delivered. The 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) The superannuation liability by the Treasurer is a notional revenue offsetting the notional superannuation expense reported in respect of current employees who are members of the pension scheme and current employees who have a transfer benefit entitlement under the GSS Scheme.
- (3) 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.

	2008	2007
	\$000	\$000

20 Restricted cash and cash equivalents

Non-current		
Accrued salaries suspense account	2,299	1,584
	2,299	1,584

Amounts held in the salaries suspense account are to be used only for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

	2008	2007
	\$000	\$000

21 Receivables

Current receivables	6,014	1,525
GST receivable	2,740	4,154
Prepayments	219	243
Accrued Revenue	12	
	8,985	5,922

The Department does not have any significant exposure to any individual customer or counterparty.

Credit Risk

Ageing of receivables past due but not impaired is based on the information provided to senior management at the balance sheet.

Not more than 3 months	1,655	489
More than 3 months but less than 6 months	185	187
More than 6 months but less than 1 year	556	44
More than 1 year	155	-
	2,551	720

The Department does not hold any collateral as security or other credit enhancements relating to receivables.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

22 Amounts receivable for services

Current	16,144	20,300
Non-current	12,125	14,984
	28,269	35,284

This asset 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.

23 Property, plant and equipment & vehicles

Land		
At fair value (1)	95,889	80,675
	95,889	80,675
Buildings		
At fair value (1)	607,668	602,681
	607,668	602,681
Leasehold improvements		
At cost	3,963	3,963
Accumulated depreciation	(2,370)	(2,127)
	1,593	1,836
Property, plant and equipment & vehicles		
At cost	15,162	13,803
Accumulated depreciation	(9,073)	(8,355)
	6,089	5,448

	2008	2007
	\$000	\$000
Work in progress		
Buildings	61,016	35,918
IT systems	1,210	1,811
	62,226	37,729
Total property, plant and equipment & vehicles	773,465	728,369

(1) Land and buildings were revalued as at 1 July 2007 by the Western Australian Land Information Authority (Valuation Services). The valuations were performed during the year ended 30 June 2008 and recognised at 30 June 2008. In undertaking the revaluation, fair value was determined by reference to market values for land: \$8,440,000. For the remaining balance, fair value of land and buildings was determined on the basis of depreciated replacement cost. In accordance with AASB 116.35 (b), accumulated depreciation has been netted off against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Valuation Services, the Office of the Auditor General and the Department of Treasury and Finance assessed the valuations globally to ensure that the valuations provided (as at 1 July 2007) were compliant with fair value at 30 June 2008.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

Reconciliations

Reconciliations of the carrying amounts of property, plant and equipment & vehicles at the beginning and end of the reporting period are set out below.

Land		
Carrying amount at the beginning of the period	80,675	67,919
Distributions from owner	-	-
Revaluation increments	15,214	12,756
Carrying amount at the end of the period	95,889	80,675

Buildings		
Carrying amount at the beginning of the period	602,681	501,608
Additions	21,926	16,593
Disposals	-	(175)
Distributions from owner	-	-
Revaluation increments	(4,761)	96,242
Depreciation	(12,178)	(11,587)
Carrying amount at the end of the period	607,668	602,681

Leasehold improvements		
Carrying amount at the beginning of the period	1,836	2,057
Additions	-	167
Distributions from owner	-	-
Depreciation	(243)	(388)
Carrying amount at the end of the period	1,593	1,836

	2008	2007
	\$000	\$000
Property, plant and equipment & vehicles		
Carrying amount at the beginning of the period	5,448	5,826
Additions	1,550	611
Disposals	(25)	(120)
Distributions from owner	-	20
Depreciation	(884)	(889)
Carrying amount at the end of the period	6,089	5,448
Work in progress		
Carrying amount at the beginning of the period	37,729	26,087
Additions	49,286	37,019
Distributions to owner	(1,148)	-
Transfers to non-current assets	(23,641)	(25,377)
Carrying amount at the end of the period	62,226	37,729

24 Intangible assets

Computer software		
At cost	21,426	19,709
Accumulated amortisation	(13,256)	(11,246)
	8,170	8,463

There were no indications of impairment to intangible assets as at 30 June 2008.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

Reconciliations

Reconciliations of the carrying amounts of Intangible assets at the beginning and end of the reporting period are set out below.

IT systems		
Carrying amount at the beginning of the period	8,463	168
Additions	1,717	8,786
Distributions from owner	-	-
Amortisation	(2,010)	(491)
Carrying amount at the end of the period	8,170	8,463

25 Payables

Current		
Trade and other creditors	11,857	15,348
Accrued salaries and wages	4,854	882
Accrued expenses	7,245	5,112
	23,956	21,342

The last pay day of the 2007/08 financial year was on 26 June 2008. A salary accrual of 2 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.

The 2006/07 comparatives have been adjusted to include accrued salaries and wages and accrued expenses, previously included under Payables in note 23.

	2008	2007
	\$000	\$000

26 Provisions

Current		
Employee benefits provisions		
Annual leave ^[a]	20,085	16,383
Long service leave ^[b]	20,934	20,332
Superannuation	3,114	3,520
	44,133	40,235
Other provisions		
Employment on-cost provisions ^[c]		
Carrying amount at the beginning of the period	1,436	742
Additional provisions recognised	(256)	694
Carrying amount at the end of the period	1,180	1,436
	45,313	41,671
Non-current		
Employee benefits provisions		
Long service leave ^[b]	15,536	11,890
Superannuation	967	1,272
	16,503	13,162
Other provisions		
Employment on-cost provisions ^[c]		
Carrying amount at the beginning of the period	477	434
Additional provisions recognised	(10)	43
Carrying amount at the end of the period	467	477
	16,970	13,639

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008 \$000	2007 \$000
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- [a] Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	20,085	16,383
More than 12 months after balance sheet date	-	
	20,085	16,383

- [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 balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	20,934	20,332
More than 12 months after balance sheet date	15,536	11,890
	36,470	32,222

- [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. The associated expense is disclosed in note 15 'Other expenses'.

	2008 \$000	2007 \$000
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27 Equity

Equity represents the residual interest in the net assets of the Department. The Government holds the equity interest in the Department on behalf of the community. The asset revaluation reserve represents that portion of equity from the revaluation of non-current assets.

Distribution to Government		
Assets		
Work in Progress	(1,148)	-
Contributed equity		
Balance at start of year	549,284	531,277
Capital contributions	53,817	18,007
Distributions to owner (a)	(1,148)	-
Balance at the end of the period	601,953	549,284

- (a) Distribution to owner represents the accumulated costs relating to the development of a prisoner transport / custody tracking system called the C3S contract. Costs of this project have been incurred by both the Department of Corrective Services and the Department of the Attorney General. When the project becomes operational it will ultimately become part of the Central Law Courts infrastructure and therefore belong to the Department of the Attorney General. These costs were therefore transferred to the Department of the Attorney General via a distribution to owner.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008	2007
	\$000	\$000

Reserves

Asset revaluation reserve

Land		
Balance at the start of the year	24,397	11,641
Net revaluation increments	15,214	12,756
Balance at the end of the year	39,611	24,397
Buildings		
Balance at the start of the year	160,489	64,254
Net revaluation increments	(4,763)	96,235
Balance at the end of the year	155,726	160,489
Total asset revaluation reserve	195,337	184,886

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy note 3 (g).

Accumulated surplus / (deficit)

Balance at the start of the year	(15,067)	(19,621)
Operating surplus/(deficit)	4,051	4,554
Balance at the end of the year	(11,016)	(15,067)
Total equity	786,274	719,103

	2008	2007
	\$000	\$000

28 Notes to the Cash Flow Statement

(a) Reconciliation of cash

Cash at the end of the financial year as shown in the cash flow statement is reconciled to the related items in the balance sheet as follows:

Cash and cash equivalents - operating account	50,624	15,646
Cash and cash equivalents - permanent and temporary advances	701	487
	51,325	16,133
Restricted cash and cash equivalents (note 18)	2,299	1,584
	53,624	17,717

(b) Non-cash financing and investing activities

During the financial year there were no assets/liabilities transferred/assumed to/from other government agencies not reflected in the cash flow statement.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

(c) Reconciliation of net cost of services to net cash flows used in operating activities

	2008 \$000	2007 \$000
Net cost of services (Income Statement)	(464,921)	(481,620)
Non-cash items:		
Depreciation and amortisation	15,315	13,355
Superannuation	-	629
Resources received free of charge	12,916	32,051
Net loss on sale of assets	25	79
Distributions to owner	(1,148)	-
(Increase) in assets:		
Receivables	(3,063)	(2,865)
Increase/(decrease) in liabilities:		
Payables	(3,491)	2,385
Provisions	6,973	5,865
Other current liabilities	6,104	(980)
Net cash provided by/(used in) operating activities	(431,290)	(431,101)

(d) At the reporting date the Department had fully drawn on all financing facilities, details of which are disclosed in the financial statements.

29 Resources provided free of charge

During the year the following resources were provided to other agencies free of charge:

Department of the Attorney General for contract management and administrative costs in regard to the Court Security and Custodial Services contract.	1,505	15,101
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From 1 July 2007, the Department has been invoicing the Department of the Attorney General to recoup CS & CS contract operational costs.

	2008 \$000	2007 \$000
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30 Commitments for expenditure

(a) Capital expenditure commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

Within one year	71,042	87,493
Later than one year and not later than five years	162,314	150,602
	233,356	238,095

The capital commitments include amounts for:

Land and buildings	202,617	215,472
Other	30,739	22,623
	233,356	238,095

(b) Lease commitments

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	8,743	5,158
Later than one year and not later than five years	20,954	7,126
Later than five years	27,143	1,828
	56,840	14,112

Lease commitments relating to Westralia Square office space were previously classified under note (c) other expenditure commitments in 2006/07.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	2008 \$000	2007 \$000
Representing:		
Non cancellable operating leases	56,840	14,112

(c) Other expenditure commitments

Contracted for at the reporting date but not recognised as liabilities are as follows:

Within one year	62,608	66,036
Later than one year and not later than five years	202,129	187,864
Later than five years	-	48,055
	264,737	301,955

Other expenditure commitments include the CS&CS and Acacia Prison contracts. Leasing commitments relating to Westralia Square office space are now classified under lease commitments note 29 (b).

31 Contingent liabilities and contingent assets

Contingent liabilities

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.	550	950
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Contaminated sites

Site Remediation - contaminated and suspected contaminated sites	1,249	3,050
--	-------	-------

Under the Contaminated Sites Act 2003, The Department is required to report known and suspected contaminated sites to the Department of the 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 is required. Where sites are possibly contaminated, investigation is required. The Department may have a liability in respect of investigation or remediation expenses.

Contingent assets

The Department has no contingent assets.

32 Remuneration and retirement benefits of senior officers

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:

	2008 \$000	2007 \$000
\$ 130,001 - \$ 140,000	2	-
\$ 150,001 - \$ 160,000	2	1
\$ 160,001 - \$ 170,000	-	1
\$ 180,001 - \$ 190,000	1	-
\$ 190,001 - \$ 200,000	-	1
\$ 200,001 - \$ 210,000	-	2
\$ 240,001 - \$ 250,000	1	-
\$ 280,001 - \$ 290,000	1	-
\$ 290,001 - \$ 300,000	-	1
\$ 350,001 - \$ 360,000	1	-
	8	6
The total remuneration of senior officers is:	1,663	1,219

Senior officers are those who take part in the management of the organisation and are members of the Commissioner's Executive Team. Deemed to be the Commissioner, Deputy Commissioners and Assistant Commissioners.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

No senior officers are members of the Superannuation and Family Benefits Act Scheme (Pension Scheme).

33 Related and affiliated bodies

The Department had no related bodies during the financial year.

34 Supplementary financial information

Write-Offs

Revenue and debts to the State written off in accordance with Section 48 of the Financial Management Act.

	2008 \$000	2007 \$000
Accountable Officer	-	1

35 Remuneration of Auditor

Remuneration to the Auditor General for the financial year is as follows:

Auditing the financial statements and performance indicators	85	90
--	----	----

36 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 and receivables and payables. All of the Department's cash is held in the public bank account (non-interest bearing) apart from restricted cash which is held in a special purpose account. The Department has limited exposure to financial risks. The Department's overall risk management program focuses on managing the risks identified below.

Credit risk exposure

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 Department measures credit risk on a fair value basis and monitors risk on a regular basis.

The maximum exposure to credit risk at balance sheet date 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. There are no significant concentrations of credit risk.

Liquidity risk

The Department is exposed to liquidity risk through its trading in the normal course of business. Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due.

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

The Department does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes). The Department is not exposed to interest rate risk because apart from minor amounts of restricted cash, all other cash and cash equivalents and restricted cash are non-interest bearing. The Department has no borrowings.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

(b) Categories of Financial Instruments

In addition to cash, the carrying amounts of each of the following categories of financial assets and financial liabilities at the balance sheet date are as follows:

	2008	2007
Financial Assets	\$000	\$000
Cash and cash equivalents	51,325	16,133
Restricted cash and cash equivalents	2,299	1,584
Receivables	6,245	1,768
Amounts receivable for services	28,269	35,284
Financial Liabilities		
Payables	11,857	15,348
Accrued expenses	12,099	5,994

Receivables exclude GST receivable from the ATO (statutory receivable) AASB132.AG12

(c) Financial Instrument Disclosures

Credit Risk, Liquidity Risk and Interest Rate Risk Exposures

The following table details the exposure to liquidity risk and interest rate risk as at the balance sheet date. The Department's maximum exposure to credit risk at the balance sheet date is the carrying amount of the financial assets as shown on the following table. The table is based on information provided to senior management of the Department. The contractual maturity amounts in the table are representative of the undiscounted amounts at the balance sheet date. An adjustment for discounting has been made where material.

AASB 7.36(b) The Department does not hold any collateral as security or other credit enhancements relating to the financial assets it holds.

AASB 7.36(d) The Department does not hold any financial assets that had to have their terms renegotiated that would have otherwise resulted in them being past due or impaired.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	Weighted average effective interest rate	Variable interest rate	Non interest bearing	Contractual Maturity Dates:				Adjustment for discounting	Total
				Within 1 year	1 - 2 years	2 - 5 years	More than 5 years		
2008	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Financial assets									
Cash and cash equivalents			51,325						51,325
Restricted cash and cash equivalents			2,299						2,299
Receivables			6,245						6,245
Amounts receivable for services			28,269						28,269
Total financial assets		-	88,138	-	-	-	-	-	88,138
Financial liabilities									
Payables			11,857						11,857
Accrued expenses			12,099						12,099
Total financial liabilities		-	23,956	-	-	-	-	-	23,956
Net financial assets/(liabilities)		-	64,182	-	-	-	-	-	64,182

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

	Weighted average effective interest rate	Variable interest rate	Non interest bearing	Within 1 year	1 - 2 years	2 - 5 years	More than 5 years	Adjustment for discounting	Total
2007	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Financial assets									
Cash and cash equivalents			16,133						16,133
Restricted cash and cash equivalents			1,584						1,584
Receivables			1,768						1,768
Amounts receivable for services			35,284						35,284
Total financial assets		-	54,768	-	-	-	-	-	54,768
Financial liabilities									
Payables			15,348						15,348
Accrued expenses			5,994						5,994
Total financial liabilities		-	21,342	-	-	-	-	-	21,342
Net financial assets/(liabilities)		-	33,426	-	-	-	-	-	33,426

Interest rate sensitivity analysis

The Department does not account for any fixed or variable rate financial assets or liabilities. Therefore a change of 100 basis points in interest rates would have no effect on the Department's surplus or deficit, or on equity.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

37 Explanatory Statement

The Summary of Consolidated Fund Appropriations and Revenue Estimates discloses appropriations and other statutes expenditure estimates, the actual expenditure and revenue estimates and payments into the Consolidated Fund, on an accrual basis.

The following explanations are provided in accordance with Treasurer's Instruction 945. Significant variations are considered to be those greater than 5% and \$300,000.

	2008 \$000
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.	
Delivery of services	38,163
Capital contribution	(825)
	37,338

	2008 \$000
Delivery of services appropriation limits were increased for:	
Section 25 transfer from Department of the Attorney General	13,151
Prison officers EBA 2007 wage increase	11,624
Additional supplementary funding - prisoner numbers	5,634
Increase of funding for additional prison population	5,089
Extension of CS&CS contract to East Perth watch house	2,244
2008 CSA wages related outcome for Specified Callings	2,087
Reduction strategies for reducing imprisonment	2,055
Nurses unfunded wage increase	1,814
Acacia increased contract costs	1,009
CS&CS - lease of new fleet and increase costs of fleet maintenance and MFPF air transport	471
Non government organisation funding	296
Expanded scope and capacity - court diversion program	160
CDEP program Geraldton street work	155
State graffiti vandalism reduction strategy	120
Cross border justice legislation	35
Salaries and Allowance Act 1975	16
These increases were offset by:	
Deferral of recurrent appropriation to 2008/2009	(5,400)
Deferral of Funds for the East Perth watch house	(2,231)
Section 25 transfer to Department of Housing and Works	(825)
Prison officers rent free subsidies	(130)
Environmental health officer transferred to OICS	(36)
Increase in net amount appropriated to deliver outputs	37,338

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

B Significant variations between actual expenditure and budget estimates for 2007/08

Recurrent

Service 1 - Adult Offender Services

Excess 35,192

Variance was mainly due to:

Reporting resources free of charge on a gross rather than a net basis

Funding for increased offender numbers

Transfer of functions from the Department of the Attorney General

Acacia contract re-tender (court and custodial services)

Service 2 - Juvenile Offender Services

Excess 1,168

Increase in expenditure was mainly due to additional costs of operating custodial services, including an increase in FTE's and the implementation of new initiatives such as the Juvenile Justice Strategies.

Capital

The 2007/08 capital works program budget of \$79.4 million was to be financed from:

Appropriation for services 4,500

Drawdowns from holding account 20,300

Capital contribution 54,642

79,442

Total payments in 2007/08 for the Department of Corrective Services were \$52.0 million (2006/07 \$45.9 million). These were financed from:

Drawdowns from the holding account 25,751

Capital contribution 53,817

Net increase in cash and cash equivalents during 2007/08 (27,568)

52,000

Details of significant variances in capital expenditure from budget

There was a significant variance (underspend) between actual expenditure and budget during 2007/08. This was the result of various issues relating to a number of individual projects. These issues included delays in the engagement of commissioned consultants to progress the necessary design and documentation; program delays due to reduced resource capacity in the consultant market due to market pressures; and construction delays due to the non-availability of construction materials and delays in contractors being able to source appropriate levels of skilled labour.

Condition Upgrade Existing Broome Regional Prison

Saving 890

This project was rescope during the mid-year review and reflowed to out years, mainly because of delays in tendering the works. Funding for the project is fully committed and construction is underway.

Metro Site Acquisitions - Prisons

Saving 1,757

This project was rescope during the mid-year review and reflowed to out years. Delays in sourcing materials from other government departments were the primary reason for the delays.

CJS - Office Establishment & Refurbishment

Saving 2,015

This project was rescope during the mid-year review and reflowed to out years. This was mainly due to a conflict between scope and budget which delayed the implementation of various office accommodation upgrades. An improved governance framework has now been established to address this issue.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

Juvenile Accommodation Strategy	Saving	2,697
This project was unable to proceed due to an escalation in construction costs relative to scope. Supplementary funding was provided by the Department of Treasury and Finance in the 2007/08 budget. The project is now progressing on a revised budget.		
EGRP - Security & Fence	Saving	752
This project was rescoped during the mid year review and it is no longer to go ahead.		
Wooroloo - New Accommodation (29 beds)	Saving	2,099
Delays in awarding the contract have delayed the timeframes for this project. Funding for the project is fully committed and construction is complete.		
EGRP - Prison Replacement	Saving	207
This project was rescoped during the mid-year review and reflowed to out years mainly because of ongoing planning and consultation relating to the development of the Goldfields Custodial Strategy and planning for the replacement of the existing Eastern Goldfields Regional Prison.		
Pilbara Facility Replacement	Saving	972
This project is in the construction phase and will be fully expended in 2008/09.		
Building Maintenance/Infrastructure (Adult Custodial Services)	Saving	6,791
Underspend relating to various projects was caused by delays in the processing of tenders, high musters preventing access to prison sites and administrative issues. The infrastructure program has been fully approved and the funding fully allocated. Programs are provisionally scheduled for completion in 2008/09.		

Safety & Security Upgrade Program	Saving	2,713
This project experienced delays due to minor scope changes. Expected to be fully expended in 2008/09.		
Bandyup Facilities Redevelopment	Excess	832
This project was rescoped during the mid-year review and reflowed to out years. Funding for the project is fully committed and construction is almost complete.		
Bunbury Minimum Security (72 beds)	Excess	214
This project was rescoped during the mid-year review and reflowed to out years. Funding for the project is fully committed and construction is due for completion in August 2008		

- C Significant variations between actual services for the financial year and services for the immediately preceding financial year

Recurrent		
Service 1 - Adult Offender Services	Excess	1,597
Variance was mainly due to: Funding for increased offender numbers Transfer of functions from the Department of the Attorney General Acacia contract re-tender (court and custodial services)		
Service 2 - Juvenile Offender Services	Saving	1,608
The main reasons for the variance include no capital user charge being levied in 2007/08, offset by an increase in employee benefits expense during the year due to increase FTE numbers.		
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

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2008

38 Trust and Treasurer's Advance Accounts

	2008				2007			
	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⁾	141	3,958	4,008	91	179	3,395	3,433	141
2 Juveniles' Private Cash Trust Account	5	5	6	4	2	10	7	5

(1) This does not include Acacia Prison which is managed under contract by Serco.

39 Commonwealth Grant - Christmas and Cocos Island

	2008	2007
	\$	\$
Opening balance	19,920	-
Income		
Commonwealth reimbursements	106,578	100,919
Total receipts	106,578	100,919
Expenses		
Operating costs	55,794	52,805
Additional services for prisoner costs	8,856	28,194
Total payments	64,650	80,999
Closing balance	61,848	19,920

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.

Commonwealth reimbursements include \$42,544 to be carried forward to the 2008/09 financial year.

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.

AUDITED KEY PERFORMANCE INDICATORS

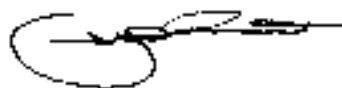
CERTIFICATION OF PERFORMANCE INDICATORS

For the year ended 30 June 2008

We hereby certify that the 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 2007/08.



Mark Kuzminski
CHIEF FINANCE OFFICER
Department of Corrective Services
25 August 2008



Ian Johnson
COMMISSIONER
Department of Corrective Services
29 August 2008

AUDITED KEY PERFORMANCE INDICATORS

MEASURING OUR PERFORMANCE

The Department measured its performance through statistically based information in both outcome and service areas. The use of in-house statistical data complements ABS demographic population data and adds scope and objectivity to the sources of information used in measuring our performance.

LINKS TO THE GOVERNMENT STRATEGIC GOAL

The primary links to the Government Strategic Goal as per ***"Better Planning: Better Futures" – A Framework for the Strategic Management of the Western Australian Public Sector*** are presented in the table below.

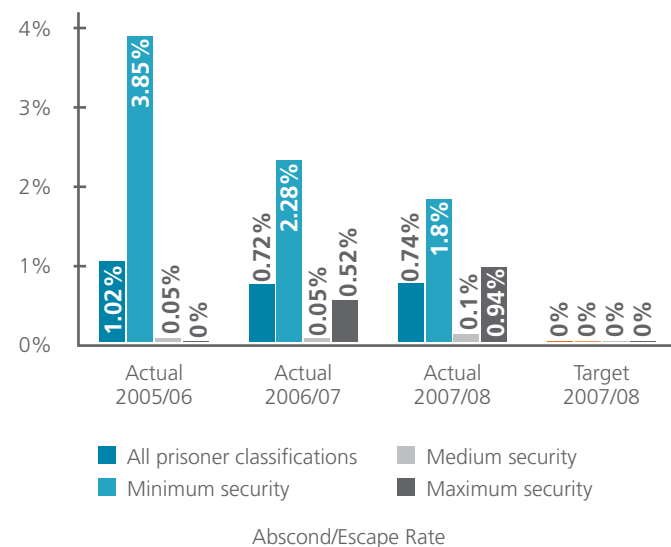
STRATEGIC GOAL	DESIRED DCS OUTCOMES	SERVICES
Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services.	A safe, secure and decent corrective services which contributes to community safety and reduced offenders' involvement in the justice system.	1. Adult Offender Services 2. Juvenile Offender Services

AUDITED KEY PERFORMANCE INDICATORS

ADULT OFFENDERS

The custody, containment, care, well-being and rehabilitation of offenders and their re-entry into the community is a critical element affecting the community's sense of safety and security. The quality and effectiveness of Western Australia's prison system and the rehabilitation programs it offers has a direct bearing on the perception of a safe and orderly community.

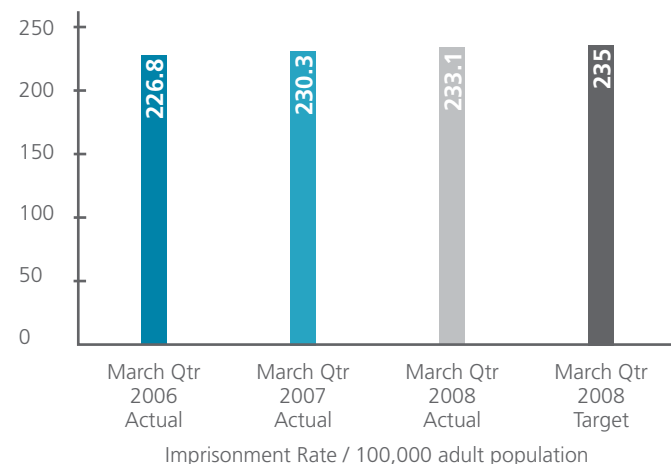
SERVICE 1 ADULT OFFENDER SERVICES	
Service Description:	Adult offenders are managed in custody and in the community to fulfil the orders of the courts and releasing authorities. This is achieved through the provision of case management, remedial programs, further education and employment skills, sentencing reports, assessment reports outlining an offender's suitability for release or their progress in the community to releasing authorities such as the Prisoner Review Board, providing policy and advice and collaborating with other agencies.
Effectiveness Indicators:	<p>1.1 Abscond/Escape Rate</p> <p>This indicator measures the abscond/escape rate for prisoners in the custody of prisons by security rating – maximum, medium and minimum. 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.</p> <p>The indicator is derived by calculating the number of absconds/escapes, by security rating, as a percentage of the daily average population by security rating.</p>



The abscond/escape rate has continued a general downward trend indicating ongoing improved performance in this area. The 2007/08 rates, marginally higher than last year's are based on a total of 28 absconds/escapes, of which 19 were minimum security, 2 medium security and 7 maximum security. 13 from Broome; 5 from Eastern Goldfields; 3 from Bunbury; 3 from Wooroloo Prison Farm; and 3 from Karnet and 1 from the custody of contracted transport services.

AUDITED KEY PERFORMANCE INDICATORS

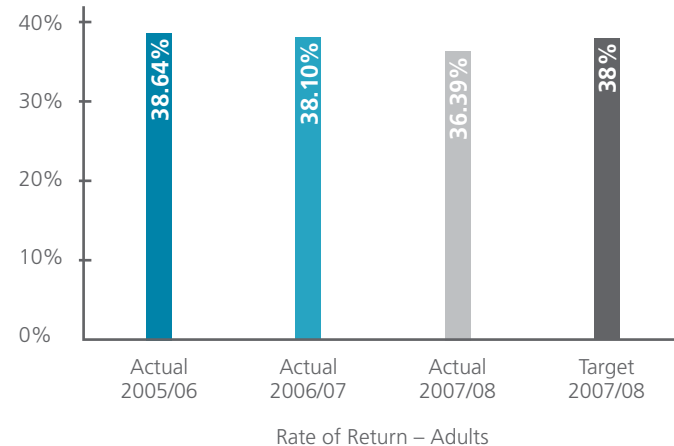
SERVICE 1 ADULT OFFENDER SERVICES	
Effectiveness Indicators:	<p>1.2 Imprisonment Rate – Adults / 100,000 Population</p> <p>This performance indicator measures the number of prisoners per 100,000 people in the corresponding adult population. It highlights the extent to which the Department is achieving its aim of contributing to reduced rates of imprisonment, however care should be taken when interpreting this indicator as imprisonment rates are also impacted upon by police operations, court efficiency and other welfare services.</p> <p>This indicator is calculated by the Australian Bureau of Statistics (ABS). The Department of Corrective Services provide prisoner population data to the ABS who calculate the rate based on national population estimates. It is then published in Corrective Services Australia (Cat 4512.0) each quarter.</p> <p>Assumptions apply to the estimated resident population (ERP) that the ABS uses to calculate the imprisonment rates. The population used to calculate the rates is a sub-population of the ERP and further assumptions therefore also apply. The assumptions underpinning the ERP can be found in the Explanatory Notes of the ABS publication Australian Demographic Statistics (Cat 3101.0), the additional assumptions underpinning the population subset used in the calculation of the rates can be found in the Explanatory Notes of Corrective Services Australia (Cat 4512.0).</p>



There is a three month lag between the publication of the ABS report and the Department's reporting requirement. The June 2008 quarter figures were not available in time for the Department's annual reporting process and as a result March 2008 quarter figures were used. As at the March 2008 quarter, the rate was 233.1.

AUDITED KEY PERFORMANCE INDICATORS

SERVICE 1	ADULT OFFENDER SERVICES
Effectiveness Indicators:	1.3 Rate of Return - Adults <p>The rate of return is defined as the rate of return to the offender management system, by distinct adult offenders within two years of release from custody or the termination of a community-based order. Changes in the rate of re-offending provide some indication of the effectiveness of personal development activities and rehabilitation programs but effectiveness also depends on other factors such as sentencing legislation, changes in the nature of offences committed, the rate at which community orders are breached for non-compliance, and factors outside the direct control of the department such as policing practices, housing availability and other social issues.</p> <p>Research has shown offenders are most likely to re-offend within two years of their release from corrective services. The two-year cut-off period is consistent with standards developed by all national correctional jurisdictions and the independent review and advisory body, the Industry Commission..</p> <p>To be consistent with the national standards, the rate of re-offending excludes fine default sentences, exits to and commencements of post-prison community corrections orders, conditional/monitored bail orders and work and development orders.</p>

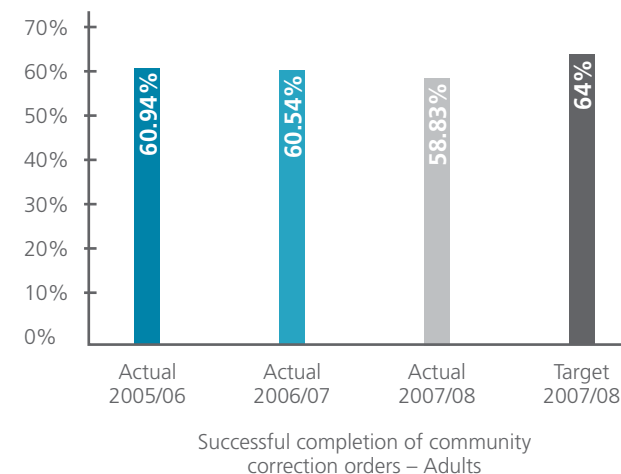


This indicator has shown considerable improvement from the previous financial year and is below the target for 2007/08. The favourable results in the rate of return and the downward trend since 2005/2006 may be substantially attributed to improvements in the effectiveness of personal development activities and rehabilitation programs as well as the impact of changes in sentencing legislation.

Note: Distinct offender means an offender is counted only once, even if the offender re-enters corrective services several times during the reporting period.

AUDITED KEY PERFORMANCE INDICATORS

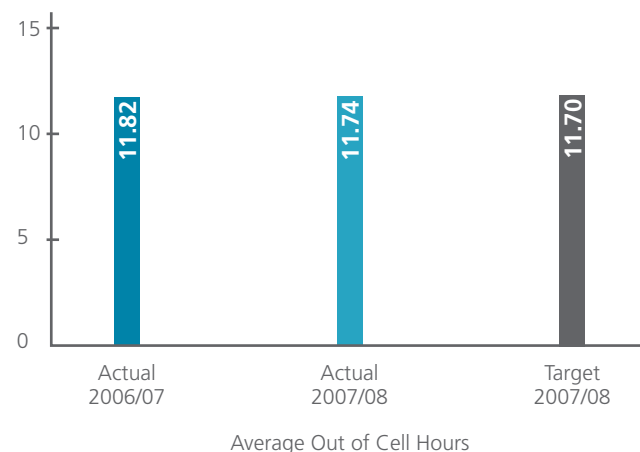
SERVICE 1	ADULT OFFENDER SERVICES										
Effectiveness Indicators:	<p>1.4 Successful Completion of Community Corrections Orders - Adults</p> <p>This indicator measures the completion rate of community corrections orders. It is an indicator of offenders' responsible and law-abiding behaviour while under the supervision of the Department of Corrective Services.</p> <p>Generally, the higher the completion rate the better the performance. However, where offenders are non compliant 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 and in fact may reflect more accountable supervision practices by community corrections officers.</p> <p>Orders are considered successfully completed if they run their full course without breach action finalised or pending. Types of community corrections orders include:</p> <table border="0"> <tr> <td><i>Intensive supervision - Community-based</i></td><td><i>CEO parole</i></td></tr> <tr> <td><i>Parole</i></td><td><i>Work release</i></td></tr> <tr> <td><i>Re-entry</i></td><td><i>Conditional bail</i></td></tr> <tr> <td><i>Monitored bail</i></td><td><i>Pre-sentence</i></td></tr> <tr> <td><i>Work and development.</i></td><td></td></tr> </table> <p>Intensive supervision and Community-based orders were established as a result of the Sentencing Act in 1996 to replace probation and community service orders. CEO parole and re-entry orders (which replace the work release orders), as well as pre-sentence orders were established as a result of the Sentencing Legislation effective from August 2004. Home detention bail and community bail were replaced by monitored bail and conditional bail.</p> <p>The indicator is derived by calculating the number of orders completed as a proportion of all orders validly terminated, completed or expired.</p>	<i>Intensive supervision - Community-based</i>	<i>CEO parole</i>	<i>Parole</i>	<i>Work release</i>	<i>Re-entry</i>	<i>Conditional bail</i>	<i>Monitored bail</i>	<i>Pre-sentence</i>	<i>Work and development.</i>	
<i>Intensive supervision - Community-based</i>	<i>CEO parole</i>										
<i>Parole</i>	<i>Work release</i>										
<i>Re-entry</i>	<i>Conditional bail</i>										
<i>Monitored bail</i>	<i>Pre-sentence</i>										
<i>Work and development.</i>											



The lower than expected 2007/08 result of 58.83% can be attributed to the continued enforcement of more streamlined breaching processes, in line with upholding community safety, considered to be of paramount consideration.

AUDITED KEY PERFORMANCE INDICATORS

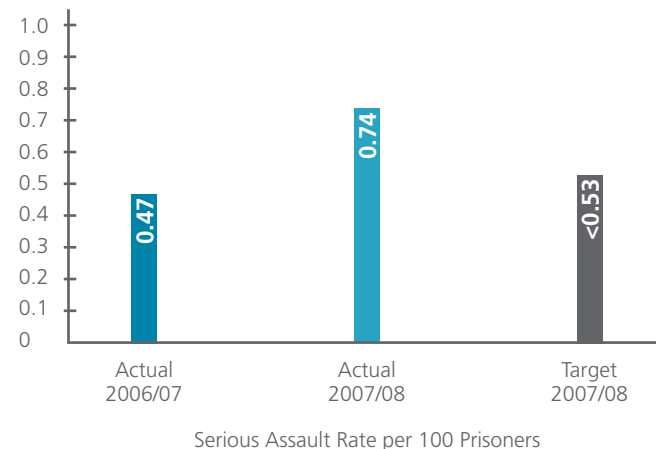
SERVICE 1	ADULT OFFENDER SERVICES
Effectiveness Indicators:	<p>1.5 Average Out of Cell Hours</p> <p>This performance indicator is measured according to national standards. Providing a secure, safe and decent custodial environment includes managing prisoners in a manner that minimises the risks they pose 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, well-being, recreation and treatment programs, visits, and interacting with other prisoners and staff.</p> <p>Higher average out of cell hours per day indicates better performance towards achieving this outcome.</p>



The average out of cell hours per day for 2007/08 is 11.74. Western Australia performed better than the national average of 10.7.

AUDITED KEY PERFORMANCE INDICATORS

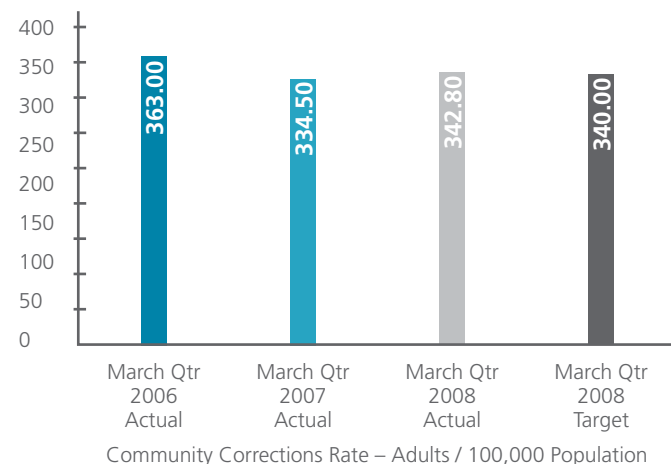
SERVICE 1	ADULT OFFENDER SERVICES
Effectiveness Indicators:	<p>1.6 Serious Assault Rate per 100 Prisoners</p> <p>This performance indicator is measured according to national standards. Providing a safe, secure and decent custodial environment includes providing a prison environment where there is a low level of violence, whether perpetrated by prisoner on other prisoners or on staff.</p> <p>The rate is per 100 prisoners and is calculated based on the number of assaults classified as serious by prisoners on prisoners and prisoners on staff.</p> <p>Low assault rates indicate better performance towards achieving the objective.</p>



The serious assault rate of 0.74 per 100 prisoners is above the target for 2007/08. A total of 25 assaults classified as serious by prisoners on prisoners and 3 by prisoners on staff were recorded for 2007/2008. The increase in serious assault rates is attributed to continuing overcrowding in the state prison system.

AUDITED KEY PERFORMANCE INDICATORS

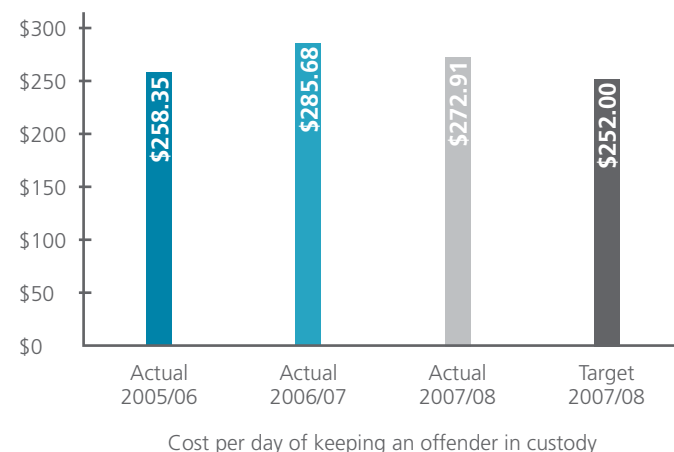
SERVICE 1	ADULT OFFENDER SERVICES
Effectiveness Indicators:	<p>1.7 Community Corrections Rate – Adults / 100,000 Population</p> <p>The community corrections rate represents the number of offenders managed by community corrections per 100,000 people in the corresponding adult population. The indicator is a measure of levels of community corrections activity. Care should be taken when interpreting this indicator as just like the imprisonment rate, community corrections rates are also impacted upon by police operations, court efficiency and other welfare services.</p> <p>DCS provide community corrections population data to the Australian Bureau of Statistics (ABS) who calculate the rate based on national population estimates. It is then published in Corrective Services Australia (Cat 4512.0) each quarter. There is a three month lag between the publication of the report and the Department's reporting requirements, therefore each quarter, the previous quarter's rate is reported.</p> <p>Assumptions apply to the estimated resident population (ERP) that the ABS uses to calculate the community corrections rate. The population used to calculate the rates is a sub-population of the ERP and further assumptions therefore also apply. The assumptions underpinning the ERP can be found in the Explanatory Notes of the ABS publication Australian Demographic Statistics (Cat 3101.0), the additional assumptions underpinning the population subset used in the calculation of the rates can be found in the Explanatory Notes of Corrective Services Australia (Cat 4512.0).</p>



There is a three month lag between the publication of the ABS report and the Department's reporting requirement. The June 2008 quarter figures are not available in time for the Department's reporting process and as a result, March 2008 quarter figures are used. The Community Corrections rate increased as a result of improvements in government policy and changes on sentencing practices, with a rate of 342.8 per 100,000 adult population, in the March 2008 quarter.

AUDITED KEY PERFORMANCE INDICATORS

SERVICE 1	ADULT OFFENDER SERVICES
Efficiency Indicators:	1.8 Cost Per Day of Keeping an Offender in Custody This indicator measures the full accrual cost of managing an adult offender in custody per day. It is calculated by dividing the total accrual cost of managing an adult offender in custody by the average daily number of adult offenders, divided by 366 days. (2007/08 – being a leap year)

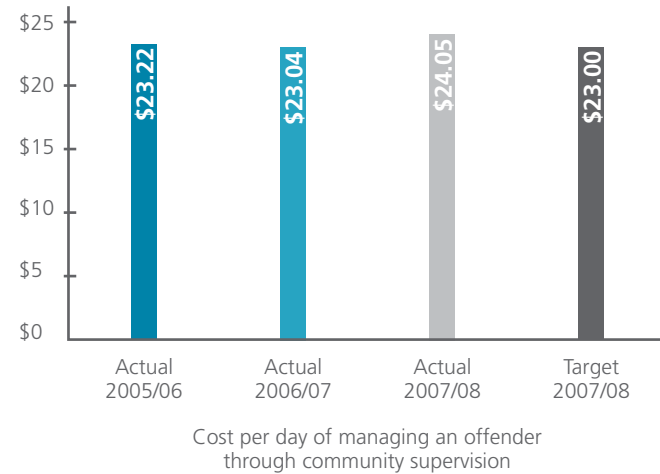


The actual cost per prisoner per day of keeping an offender in custody for 2007/08 was \$272.91, an 8.3% decrease over 2006/07, but above the 2007/08 target. The 2007/08 daily average population was 3,802.32.

One of the contributing factors to the higher than targeted result was an increase in expenditure in Salaries and Wages due to increases in staffing and roster shifts to accommodate the increased prisoner population. Temporary staffing arrangements were put in place and there was a higher reliance on overtime to meet required staffing levels.

AUDITED KEY PERFORMANCE INDICATORS

SERVICE 1	ADULT OFFENDER SERVICES
Efficiency Indicators:	1.9 Cost Per Day of Managing an Offender through Community Supervision This indicator measures the unit cost of managing an adult offender per day through community supervision. It is calculated by dividing the total accrual cost of managing an adult offender through community supervision by the daily average number of offenders supervised, divided by 366 days.

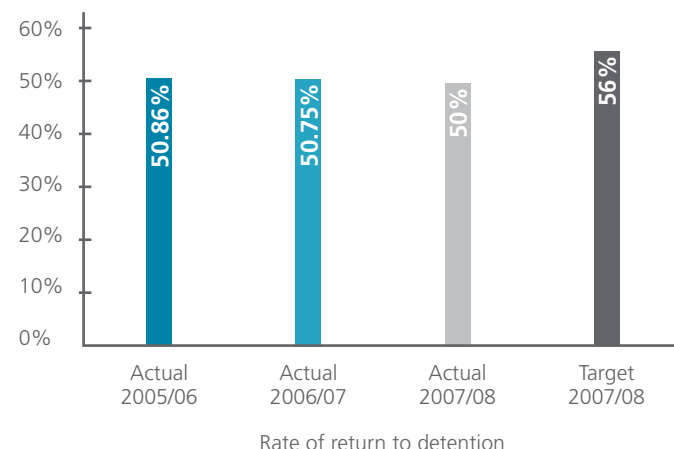


The actual cost of managing an offender through community supervision per day was \$24.05, 4.6 % above the target of \$23.00 due to increases in staffing costs.

AUDITED KEY PERFORMANCE INDICATORS

JUVENILE OFFENDERS

SERVICE 2 JUVENILE OFFENDER SERVICES	
Service Description:	Juvenile offenders are managed in detention and in the community to fulfil the orders of the courts and through diversion from court programs. Juveniles participate in remedial, educational and rehabilitation programs that address their offending behaviour.
Effectiveness Indicators:	<p>2.1 Rate of Return to Detention</p> <p>The rate of return to detention is defined as the proportion of juvenile offenders who return to sentenced detention within two years of release from sentenced detention. This indicator is measured over two previous financial years.</p> <p>The rate of return to detention provides an indication of the effectiveness of personal development activities and rehabilitation programs. The rate of return to detention 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 non-compliance.</p>



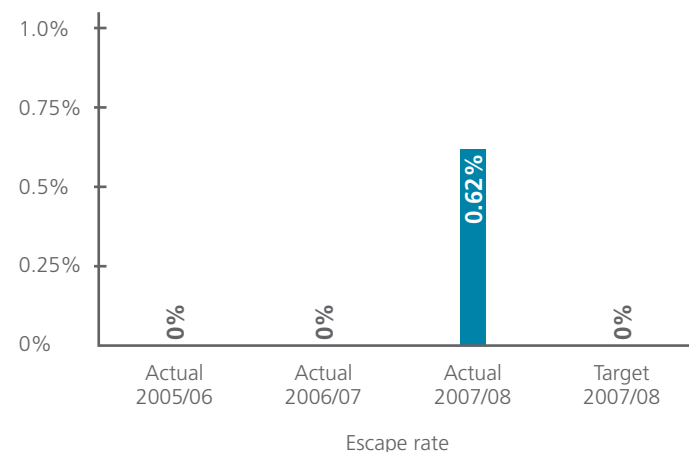
Note: A detainee is counted only once, even if the detainee re-enters the system several times.

The rate of return to detention of 50% is below the 2007/08 target and marginally lower than 2006/07. It should be noted that due to the small number of juveniles involved in calculating the rate of return to detention, small variations in the juvenile population can have a significant impact on the rate.

Innovative programs contributing to the reduction in the rate of return include the Intensive Supervision Program (ISP) – a home and community-based intervention program and Offender Education programs.

AUDITED KEY PERFORMANCE INDICATORS

SERVICE 2	JUVENILE OFFENDER SERVICES
Effectiveness Indicators:	2.2 Escape Rate <p>This indicator measures the escape rate from all juvenile detention centres. 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.</p> <p>This indicator is derived by calculating the number of escapes as a percent of the daily average population.</p>



One escape occurred this year. A detainee escaped from a public hospital and was recaptured a day later.

AUDITED KEY PERFORMANCE INDICATORS

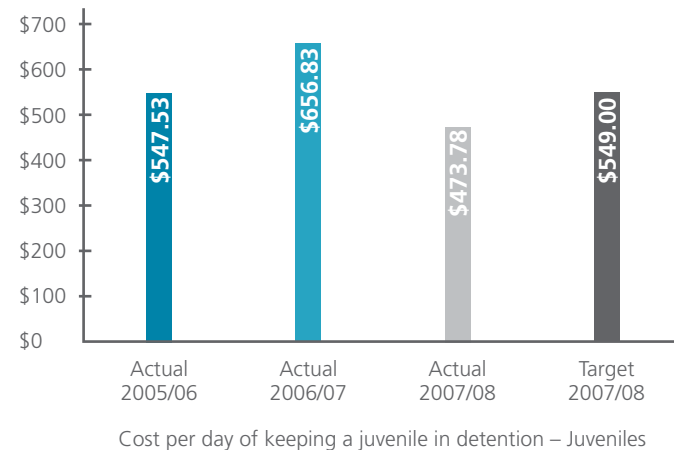
SERVICE 2	JUVENILE OFFENDER SERVICES
Effectiveness Indicators:	<p>2.3 Successful Completion of Community Corrections Orders</p> <p>This indicator measures orders having run their full course without breach action finalised or pending. It provides an indication of the completion rate of community corrections orders, and an offender's responsible and law-abiding behaviour, while under the supervision of the Department of Corrective Services.</p> <p>Generally the higher the completion rate the better the performance. However, as in the adult system, where offenders are non compliant and pose a risk, breach action can be warranted which when actioned contributes to community safety. As a result, a decrease in the completion rate may not necessarily indicate poor performance but may reflect more stringent supervision of offenders.</p> <p>It is derived by calculating the number of orders successfully completed as a proportion of all orders validly terminated, completed or expired.</p> <p>Types of community corrections orders include:</p> <ul style="list-style-type: none"> ■ Youth community-based; ■ Intensive youth supervision; ■ Intensive youth supervision (with detention); and ■ Supervised release orders.



The successful completion of 62.29% of community corrections orders in 2007/08 was marginally below the target of 66%. An increased focus on community safety and the introduction of more streamlined breaching processes are factors contributing to lower than anticipated rates over the last few years.

AUDITED KEY PERFORMANCE INDICATORS

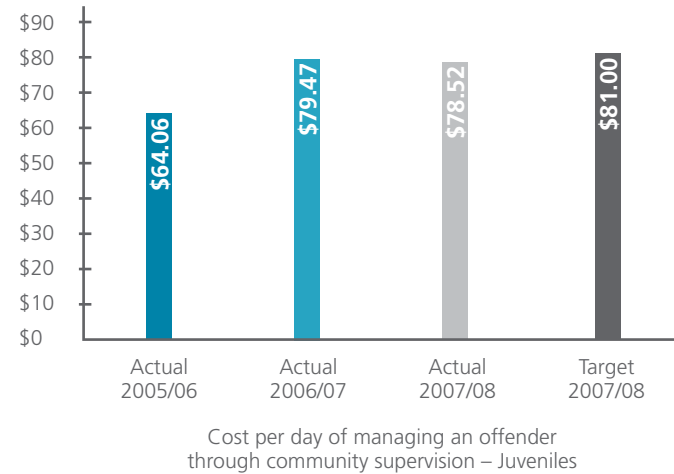
SERVICE 2	JUVENILE OFFENDER SERVICES
Efficiency Indicators:	2.4 Cost Per Day of Keeping a Juvenile in Detention <p>This indicator measures the unit cost per day of managing a juvenile offender in detention.</p> <p>It is calculated by dividing the total accrual cost of managing a juvenile offender in detention by the daily average population, divided by 366 days.</p>



The actual cost of keeping a juvenile in detention per day was \$473.78, which is significantly less than the target of \$549.00. This was primarily due an increase in the number of juveniles in detention which were managed from existing resource constraints. The daily average population in 2007/08 was 161.14 compared to 139 the previous year. Resources free of charge was revised downwards to take into account of the cost of services paid to the Department of the Attorney General by the Department of Corrective Services. Higher costs are reflected in the target. Actual costs reflects the lower value of resources received free of charge.

AUDITED KEY PERFORMANCE INDICATORS

SERVICE 2	JUVENILE OFFENDER SERVICES
Efficiency Indicators:	2.5 Cost Per Day of Managing a Juvenile Offender through Community Supervision This indicator is calculated by dividing the total accrual cost of managing a juvenile offender through community supervision by the average daily number of offenders supervised, divided by 366 days.



The cost per day of managing juveniles in the community was \$78.52, 3.1 % less than the original budget target of \$81.00. This was due to a marginal increase in the number of young offenders which were managed within existing resource constraints. The daily average population in 2007/08 was 732.31 compared to 710.38 the previous year.

DISCLOSURES AND LEGAL COMPLIANCE

COLLABORATION WITH OTHER GOVERNMENT AGENCIES AND INDUSTRY

During 2007/08, the Department continued to foster relationships with local, State and federal government agencies through various programs, committees and community networks.

The Department is a leader in developing and maintaining working relationships with key departments. This includes joint executive meetings with the Department of Education and Training, Department of Child Protection, Disability Services Commission and WA Police. Through regular meetings, the Department shares an open dialogue with these agencies and works towards agreement on key issues.

Partnering charter with WA Police

The Department signed a memorandum of understanding (MOU) with the WA Police to improve intelligence sharing, develop effective working relationships and link information systems to enhance community safety. Throughout the year, executive teams from both agencies worked together to plan and implement relevant justice-based strategies.

Inter-Agency Public Protection Strategy

The Interagency Public Protection Strategy (IPPS) provided multi-agency collaborative case management for offenders who presented the highest level of risk to the community. IPPS will collaboratively manage dangerous sexual offenders and other selected violent offenders at high and local level via information sharing and focusing appropriate resources.

The MOU was finalised and signed by the Department and WA Police to establish a multi-agency approach to manage high-risk and dangerous sexual offenders in the community. The joint-agency program will be piloted in 2008/09 and will incorporate improved information sharing between agencies, collaborative case management and specialised consultancy and supervisory support for case managers through the Dangerous Offenders Unit.

The MOU will be operational in 2008/09 and more agencies will be invited to participate.

Australian National Child Offender Register

The Australian National Child Offender Register (ANCOR) is responsible for coordinating, monitoring and managing the reportable offenders' register for "reportable offenders" in Western Australia. The management and notification of reportable offenders is in accordance with the provisions of the Community Protection (Offender Reporting) Act 2004.

Whilst maintaining legislative boundaries, the Department will provide in principle cooperation and assistance to ANCOR to fulfil the purpose of the legislation and address public safety concerns. Both agencies will actively work towards a consistent approach to the identification, monitoring and management of reportable offenders. This will be achieved through sharing information about risk factors and developing good management and assessment practices in line with the terms of the MOU with WA Police.

Youth Justice Workshop

A pilot program was implemented between the Department, Perth Children's Court and other stakeholder agencies to develop frameworks for managing juveniles in a collaborative manner. The aim of the youth justice workshop is to develop protocols for collaboration between agencies to deliver services and support to young people in the justice system.

The workshop includes government and non-government organisations managing cases identified by the president of the Children's Court. A steering committee consisting of representatives from the various agencies will oversee the approach. Community and Juvenile Justice is coordinating this pilot program.

The Community and Juvenile Justice Deputy Commissioner will chair the steering committee. Other members will include representatives from Department of Health, Mission Australia, Department of Sport and Recreation, Legal Aid, Office of the Inspector of Custodial Services, Department of Indigenous Affairs, Office of Commissioner for Children and Young People, Department of Child Protection, Department of Education and Training, Outcare, Department of Premier and Cabinet, Aboriginal Legal Service, WA Police and Department of Housing and Works.

DISCLOSURES AND LEGAL COMPLIANCE

Cross Border Project

The Department continued its work with WA Police, the Department of the Attorney General and justice and police counterparts in South Australia and the Northern Territory to address justice service issues in common border central desert lands.

Reforms under the project will provide more efficient justice services in the remote cross border area of central Australia and help address family and domestic violence, sexual abuse and substance misuse in the region.

Legislative reform in 2007/08 included a draft Bill allowing WA Magistrates to deal with offences committed in other State jurisdictions and vice versa.

Service level agreements and procedures were pending finalisation. The draft *Cross Border Justice Bill 2007* was accepted by the WA Legislative Council Amendments in February 2008 and was agreed to in March 2008. It is anticipated that the Northern Territory and South Australia will introduce their bills by September 2008. Implementation is expected to occur in early 2009.

Repay WA

The Repay WA initiative is an expansion of the community work structure to manage offenders affected by the abolition of sentences of six months or less.

Through Repay WA, the Department works with not-for-profit community organisations on projects beneficial to the community. External partners include local governments, charities, sporting clubs, aged care facilities and churches.

The Department recently started a series of Repay WA "Partnerships that Work" plaque unveilings. These recognised various community partnerships that assisted offenders repay their debt to society by undertaking various community work activities across the State.

Education partnership

The Department's community justice services partnered with Swan TAFE to provide basic life and employability skills courses to selected adult offenders based in the community. Funded through the Commonwealth Department of Education's Australians Working Together initiative, the courses provided basic computer, trade, budgeting and food preparation skills.

DISCLOSURES AND LEGAL COMPLIANCE

Intensive Supervision Program

The Intensive Supervision Program (ISP) is based on multisystemic therapy (MST) and is funded by the Department for the treatment of serious repeat juvenile offenders and/or those at risk of serious offending. There are three metropolitan teams, one regional team in Kalgoorlie-Boulder and another is being established in Geraldton.

ISP staff work closely with families of the referred young people to establish positive relationships with all relevant agencies, such as Department of Education and Training (DET), Department of Child Protection (DCP), Department of Housing and Works (DHW), Centrelink and WA Police, as well as non-government and community agencies. At the local operational level, ISP teams work with local senior staff of agencies such as DET to develop systemic change.

Whenever possible, places in the week-long MST orientation training for new ISP staff are offered free of charge to suitable staff in agencies such as the Department of Health, DET and DCP. This particularly applies to regional areas. There is a planned process of sharing costs across other agencies to fund external trainers servicing regional areas.

The ISP was the winner of a National Crime Prevention Award in 2007.

Juvenile Education Services

Juvenile education services (JES) works collaboratively with the Department of Education and Training (DET) to mentor people of compulsory school age. Corrective Services Education, DET and the Department of Child Protection (DCP) work collaboratively to develop and encourage programs to increase the retention and participation of 15-17 year old students. JES also works with DET attendance officers to encourage participation of young people on community orders.

JES accesses Swan TAFE courses in literacy and numeracy for higher level students so they are exposed to the work expected of mainstream TAFE students. Students are taught by qualified teachers who are certified by TAFE.

CONFERENCES AND COMMITTEES

Corrective Services Ministers' Conference

The Department supported the Corrective Services Administrators' Conference and the Corrective Services Ministers' Conference. The annual conferences provided forums to deal with corrections matters of national and international significance. Key issues in 2007/08 included offenders with mental health problems, treatment and management of sex offenders, the growing number of prisoners, offenders with disabilities and the transfer of prisoners and parolees.

The Department and the Ministerial Council on the Administration of Justice (MCAJ) will hold the conference in Perth on 18 June 2009.

Access to justice

The access to justice working party includes members from the Department, the Office of the Public Advocate, the Department of Health, the Chief Magistrate and the Disability Services Commission. The group makes recommendations for reform to protect and support people with disabilities when they have contact with the legal system.

National standards for juveniles

The Department chairs a sub-committee of Australian and New Zealand members of the Australasian Juvenile Justice Administrators Committee. The group drafted a set of performance measures and community and custodial standards relating to juvenile justice.

DISCLOSURES AND LEGAL COMPLIANCE

National Working Party: Treatment, Management and Housing of Sexual Offenders

The former Prisons National Standards Working Group, which included representatives from all Australian states and territories, merged with the National Working Party, Treatment, Management and Housing of Sexual Offenders. The new working party agreed to refine the prisons' national standards based on a pilot of standards from WA's indigenous sex offender program.

The Department funded the pilot standards assessment exercise, the indigenous sex offender medium treatment program, conducted by the Crime Research Centre at Greenough Regional Prison.

Work Camps

The Department continued its successful partnership with the Department of Environment and Conservation (DEC) through the long-standing memorandum of understanding (MOU). The MOU is in its tenth year. Prisoners and community-based offenders continued to provide a valued contribution to DEC projects and the community through maintenance of the Bibbulmun Track, construction of the Munda Biddi Trail and the Cape to Cape Trail. Additional projects included weed removal, cyclone clean-up and recreation facility maintenance and development in many parks and reserves around the State, including Millstream-Chichester, Mirima, Porongurup and Leeuwin-Naturaliste national parks. Negotiations were underway to modify the MOU to reflect the Department's wish to expand the training and employment opportunities provided by DEC to ex-prisoners.

INDUSTRY PARTNERSHIPS

Prison Industries

Prison Industries partners local businesses to provide opportunities to compete with imports, prevent manufacturing from moving offshore and assist businesses with start-up opportunities. Prison Industries recognises the sensitivity needed to protect business and workers. The Department works under the requirements of a national competition policy and a code of practice determined by Correctional Industry Business Development in Australia.

Where prison industries operated on a 'commercial' basis, the training, production and management objectives for prisoners achieved the highest level. Prison industries within prisons give prisoners opportunities to become work-ready and develop vocational skills that will increase their chances of gaining and retaining work on release. They contribute significantly to maintaining good order in prison while meeting prisoners' rehabilitative needs.

DISCLOSURES AND LEGAL COMPLIANCE

COMPLETED PROJECTS

Major capital projects completed 2007/08

Project	Completion date	Original estimated total cost	Revised estimated total cost	Explanation of any cost variation
Prison Industries – Mobile Plant 2007/08	2007/08	\$235,000	\$235,000	This is an ongoing replacement program.
Albany Regional Prison – Perimeter Upgrade	Feb 2008	\$1,300,000	\$1,300,000	N/A
Bunbury Regional Prison – Kitchen & Health facility upgrades	Feb 2008	\$1,965,000	\$1,965,000	N/A
Bunbury Regional Prison – Control Room Upgrade	Jan 2008	\$430,000	\$430,000	N/A
Wooroloo Prison Farm – New Health Centre, New Reception Centre, 3 x new Self Care Units, Education Upgrade	Jan 2008	\$8,726,000	\$8,726,000	N/A
Karnet Perimeter Fence	Dec 2007	\$7,035,000	\$7,035,000	N/A
Wooroloo Perimeter Fencing	2007/08 financial year	\$7,938,000	\$7,938,000	N/A
Acacia Prison Gate House Control Room, Industries and Stores upgrade.	2007/08 financial year	\$1,200,000	\$1,200,000	N/A
Metropolitan Low Security Prison for Women – Miscellaneous	2007/08 financial year	\$14,443,000	\$14,443,000	N/A

DISCLOSURES AND LEGAL COMPLIANCE

UNCOMPLETED PROJECTS

Major capital projects to be completed

Project description	Expected year of completion	Original estimated total cost	Revised estimated total cost	Explanation of any cost variation
CJS Facility Replacement in the Pilbara	2008/09	3,270,000		The project has been delayed due to re-scoping and escalating costs. Construction is now underway.
CJS Office Establishment & Refurbishment – Various	2007/08 Carryover plus 2008/09	2,301,580 2,591,000	2,301,580 2,591,000	N/A
Juvenile Accommodation Strategy – Additional Accommodation for Young Women and Girls	2008/09	6,596,000	6,596,000	N/A
Bandyup Facilities Redevelopment (Self-care, Entry) – 40 New Self-care Beds and New Entry	2008/09	17,115,000	17,115,000	N/A
Bunbury Minimum-Security	2008/09	15,970,000	16,500,000	Final expenditure dependant upon contractual issues.
Condition Upgrade Broome Regional Prison	2008/09	11,226,000	11,226,000	N/A
Eastern Goldfields Regional Prison Structural Upgrade and Perimeter – Interim Structural Repairs and Security Upgrades	2008/09	\$2,100,000	\$2,100,000	N/A
Eastern Goldfields Regional Prison – Prison Replacement (Planning)	2008/09	\$1,800,000	\$1,800,000	N/A
Infrastructure & Upgrade Replacement Program	2008/09	\$9,415,000	\$9,415,000	Ongoing Program
Infrastructure & Upgrade Replacement Programs	2011/12	\$38,361,000	\$38,361,000	N/A
Site Acquisitions Metro and Regional Prisons – Site Acquisitions – Various Locations	2009/10 financial year	\$6,706,000	\$6,706,000	N/A
Prison Reform Strategy – IT Support Infrastructure	2008/09 financial year	\$1,350,000	\$1,350,000	N/A

DISCLOSURES AND LEGAL COMPLIANCE

Project description	Expected year of completion	Original estimated total cost	Revised estimated total cost	Explanation of any cost variation
Safety and Security Upgrade Program	2008/09 financial year	\$13,650,000	\$13,650,000	N/A
Wooroloo Unit 3 Refurbishment 50 beds	2009/10	5,690,000	5,690,000	N/A
New Kimberley Prison and Work Camp	2010/11	103,503,000	103,503,000	N/A
Fire & Emergency Services	2011/12	7,500,000	7,500,000	N/A
Prison Industries Mobile Plant	2008/09	\$280,000	\$280,000	N/A
Infrastructure Maintenance Program	2008/09	\$6,032,000	\$6,032,000	Ongoing Program
Additional Prisoner Accommodation – Infrastructure and Systems Upgrade and Replacement Programs	2010/11 financial year	\$74,904,000	\$74,904,000	N/A
Owned/Leased Office fitouts	2010/11	\$1,257,000	\$1,257,000	N/A
Replacement Office Equipment	2010/11	\$6,184,000	\$6,184,000	N/A
Increased Temporary Modified Capacity – 307 beds – Various Locations	2008/09	\$10,081,000	\$10,081,000	N/A
Replace Broome Regional Prison (Planning)	2008/09	\$1,624,000	\$1,624,000	N/A

DISCLOSURES AND LEGAL COMPLIANCE

GOVERNANCE DISCLOSURES

Conflict of Interest

An indeterminate number of conflict of interest declarations were made by staff in regard to personal and business associations. Formal conflict of interest procedures and register is under development and will be implemented early in 2008/09, through the Department's Professional Standards division.

Compliance with Legislation

Legislation administered by the Department of Corrective Services:

- *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 & 8, Pt. 10 (other than s. 114 & 115A).
- *Young Offenders Act 1994*

Changes to Legislation

Two Bills were introduced to Parliament and progressed to the Legislative Council. The Prisoners (Interstate Transfer) Amendment Bill 2007 allows the Minister to take into account community safety and administrative requirements as well as prisoner welfare when considering interstate prisoner transfers. The Sentence Administration (Interstate Transfer of Community Based Sentences) Bill 2007 creates legislation enabling community-based orders to be transferred interstate.

Substantial progress occurred in drafting the Corrective Services Bill 2008 that will complete the legislative reforms recommended by the *Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry)*. The Bill will amalgamate the *Prisons Act 1981* and the *Sentence Administration Act 2003*, introduce clear objectives and guiding principles for the Act, transfer employment of prison officers from the Minister to the Commissioner of the Department, modernise processes for managing prisoner discipline and make other amendments to improve the administration of corrective services.

COMPLIANCE REPORTS

ADVERTISING

(Electoral Act 1907, S175ZE)

Recruitment advertising and advertising for tenders accounted for most of the Department's advertising expenditure for 2007/08.

Advertising Expenditure \$	2006/07	2007/08
Advertising agencies	-	-
Direct mail organisations	-	-
Market research organisations	-	-
Media advertising organisations		
Community Newspapers	158	-
Countrywide Media	400	420
Examiner Newspapers (WA)	22	-
Marketforce Productions	303,169	480,350
Media Decisions WA	70,220	86,775
State Law Publisher	11,406	4,035
TMP Worldwide	28,536	11,831
WA Newspapers Ltd	492	83
TOTAL	414,403	583,494

DISABILITY AND ACCESS INCLUSION PLAN

(Disability Services Act 1993, S29)

The Department continued its commitment to ensuring the provision of professional and appropriate services for stakeholders with physical, intellectual, sensory or cognitive disabilities, their carers and families. The range of measures used to support access by people with disabilities is reported against the key standards outlined in the *Disability Services Act 1993* and the Department's *Disability Access and Inclusion Plan (DAIP) 2007-2010*.

Key issues progressed in 2007/08 are outlined against the government's six disability standards:

Standard one

People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the Department.

The Department's Disability Services unit provides support and advice to prisoners, their families, carers and staff relating to the needs of prisoners with intellectual disability and impairment and the services available to them. The unit assists prisoners and people on remand to access programs and services that have been adapted to their needs. Two prisons and two community programs are available to them.

The transitional accommodation and support service provides pre and post-release services for offenders with cognitive disabilities. The Department of Housing and Works provides transitional accommodation for six months, in conjunction with contracted specialist support services provided by Mosaic Family Support Services. Individual support is given for employment, training, transport, budgeting and personal care. The joint accommodation and support services are specialised programs for offenders with intellectual impairment that endeavour to provide appropriate and practical contributions to preventing re-offending.

The frequent offenders program continues to provide pre and post-release services for offenders with a recognised intellectual disability.

COMPLIANCE REPORTS

Standard two

People with disabilities have the same opportunities as other people to access the buildings and facilities of the Department.

The Department ensures that the requirements of the building code in relation to providing access to people with disabilities are met as part of the planning for all major upgrades and new works.

Standard three

People with disabilities 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 staff to explain some of the processes within the corrections system. Specialist staff provide advice and advocacy in custody and the community for victims, offenders and carers with literacy difficulties.

People with disabilities can receive information in a format that will enable them to access it readily.

Standard four

People with disabilities 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 disabilities and the services and facilities available to them. The Disability Services unit provides specialist advice and information on the full range of Department services and programs to staff, carers and other agencies. All new prison officers receive specific disability awareness training to help them identify and manage prisoners with intellectual impairment.

The Department continues to manage an intellectual disability diversion program in partnership with the Disability Services Commission and the Department of the Attorney General (DotAG), through the Magistrates Court. The program uses early intervention to

divert people with an intellectual disability away from the justice system by linking them with relevant community agencies and services. In 2007/08, 67 people were referred to the program and 51 subsequently took part in it.

Standard five

People with disabilities have the same opportunities as other people to make complaints to the Department.

The Department established the Administration of Complaints, Compliments and Suggestions (ACCESS) in September 2007. ACCESS is a central registry for offenders, staff and the members of the public who wish to raise issues relating to the service provided by the Department. Complainants are identified and electronically recorded, and categorised as to the type of complaint and how best to assist in the complaints process. ACCESS ensures that resolution is provided within accepted timeframes.

When necessary, ACCESS provides interpreters to assist clients to lodge complaints. The Department provides free-of-charge assistance of an interpreter or a telephone interpreter from the Translating and Interpreting Service (TIS) or the Deaf Society.

ACCESS also has a 24 hour, 7 day telephone system where complainants with disabilities can leave recorded messages or speak directly with a complaints officer during business hours. This service is available at the cost of a local call across the whole State.

For prisoners in custody, there is a dedicated telephone line that allows them to complain directly. Any disability can be discussed in confidence with a Complaints Officer. Calls to ACCESS are free of charge and not recorded or monitored.

Alternatively, there is also a confidential mail box in which prisoners can lodge their complaints.

A review of the grievance process and procedures is undertaken annually to identify and provide strategies that address issues and obstacles that may prevent prisoners, including those with a disability, from participating in the prisoner grievance system.

COMPLIANCE REPORTS

Standard six

People with disabilities have the same opportunities as other people to participate in any public consultation by the Department.

The Department will be reviewing its processes over the coming year to ensure that people with disabilities have equal opportunity to participate in public consultation by the Department.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

(Public Sector Management Act 1994, S31 [1])

Compliance with public sector standards

In 2007/08, the Department advertised 611 permanent and fixed-term vacancies of more than six months, including 53 appointment pool recruitment actions, which complied with the recruitment, selection and appointment standard.

Of 17 claims handled, three were withdrawn, five were resolved within the agency, two were pending in the agency and 11 were referred to the Office of Public Sector Standards Commission (OPSSC). Of the 11 referred to OPSSC, two were upheld, four were dismissed, agreement was reached for one, three were withdrawn at review, and one claim was pending.

Summary of breach of standards claims

Summary of breach of standard claims for the Department of Corrective Services – 2007/08:

a) Total claims (includes all claims lodged resolved internally or referred to the Office of the Public Sector Standards Commissioner)

	Recruitment, selection & appointment	Grievance resolution	Temporary Deployment	All
Claims lodged in 2007/08	17 (2 late)	3	1	21
Claims carried over from previous financial year	Nil			
Total claims handled in 2007/08	17	3	1	21
b) Outcome of claims handled				
Withdrawn in agency	3	0	0	3
Resolved in agency	4	1	0	5
Still pending in agency	1	1	0	2
Referred to OPSSC				
Agreement reached OPSSC	1	0	0	1
• Dismissed at OPSSC	3	1	0	4
• Upheld at OPSSC	1	0	1	2
• Still pending at OPSSC	1	0	0	1
Withdrawn at review	3		0	3
Total claims handled in 2007/08	17	3	1	21

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Compliance with WA public sector code of ethics

The revised public sector code of ethics was available to staff in 2007/08 through various media including, the intranet, noticeboards and reference in relevant policies and procedures.

Agency code of conduct

The Department's code of conduct continued to be available to new staff who attended induction training and to all staff through the intranet. The intranet provided information, resources and examples of acceptable behaviour standards in the workplace.

An updated interim version of the code was released in September 2007. A full review of the code of conduct was scheduled to commence in 2008. This review will include consideration of the issues specified in the Office of the Public Sector Standards Commissioner's conduct guide as well as aspects of misconduct arising from the development of local business area corruption prevention plans.

Action to prevent non-compliance

The Department's interim code of conduct and the public sector code of ethics were made available and explained to all new staff through induction. They were also available to staff on the intranet along with supporting information on expected standards of behaviour. Local business area corruption prevention plans not only focused on specific misconduct non-compliance risks, but also emphasised the code of conduct as a key risk management document.

Conflict of interest training was conducted for key staff and a customised training module developed by the training academy based on the package produced by Corruption and Crime Commission of WA. A suite of new conflict of interest policies and procedures, as well as dedicated intranet pages, were developed for implementation in August 2008.

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INFORMATION MANAGEMENT

Information Statement

(Freedom of Information Act 1992, S96-97)

The *Freedom of Information Act 1992* requires the Department to publish an information statement. The Department's Information Statement is published in its 2008 handbook, which is available in hard copy from the Department's Media and Public Affairs branch and online at www.correctiveservices.wa.gov.au.

Freedom of information

(Freedom of Information Act 1992, S96-97)

The *Western Australian Freedom of Information Act (FOI) 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 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 various grounds. In these cases applicants have the right of appeal – first to the Department and then to the government's independent Information Commissioner.

All FOI applications are coordinated by an 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-4pm, Monday to Friday at 141 St Georges Terrace, Perth.

In 2007/08, the Department received 373 FOI applications and finalised 380 applications. Of three internal reviews completed, two original decisions were confirmed and one was varied. One external review was finalised by the information commissioner who upheld the agency's decision. (See table).

Freedom of Information applications made to the Department of Corrective Services	2006/07	2007/08
Personal information requests	400	339
Non-personal information requests	16	17
Amendment of personal information	0	0
Applications transferred in full	16	34
Total applications received	432	373
Applications completed	428	380
Applications withdrawn	30	15
Internal reviews completed	11	3
External reviews completed	8	1
Applications outstanding	12	3

NB. A comparison with 2005/06 data cannot be made as the Department only reported on its first five months of operation in that year.

Internet

The website www.correctiveservices.wa.gov.au received an average of 860 unique visits per day. Clients spent an average five minutes per visit and viewed four pages.

Intranet

The intranet (CSinet) remained the core online resource for in-house information delivery and retrieval. On average it received 486 unique visits per day with staff spending approximately four minutes per visit and viewing five pages.

Portal

The portal provides an online collaborative tool for easy access to specific information by specific groups. Six new internal and two external communities were established bringing the total number of communities to 25.

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RECORDKEEPING PLANS

(State Records Act 2000, 561, and State Records Commission Standards, Standard 2, Principle 6)

The Department complied with the following minimum recordkeeping requirements in accordance with Recordkeeping Plan (RKP2006027) and the State Records Commission Standards, Standard 2, Principle 6:

The efficiency and effectiveness of the organisation's recordkeeping systems is evaluated at least once every five years.

- Recordkeeping reviews were conducted at the Bunbury and Eastern Goldfields Regional Prisons.
- The efficiency review of community justice services recommended a range of information management improvements.
- The backlog of current prison muster records was digitised providing secure and traceable access to all current adult offender records.
- A successful trial was conducted to transfer significant electronic records created in the Total Offender Management System (TOMS) directly into the Total Records Information Management system (TRIM) thus reducing the need to print and file.
- The TRIM database previously shared with the Department of the Attorney General (DotAG) was split in March 2008 providing the Department with a more secure recordkeeping system.

The Department conducts a recordkeeping training program.

- During the year, 504 staff completed the online records awareness training. The training was also included as a mandatory unit in the prison officer training course.
- Recordkeeping policy and procedures are available through the Department's intranet and recordkeeping portal community.

The efficiency and effectiveness of the recordkeeping training program is reviewed periodically.

- Feedback from training participants is collected at completion of the records awareness training program provided by DotAG through a shared service agreement. The feedback informs the planning of future training activities.

The organisation's induction program addresses employee roles and responsibilities in complying with the organisation's recordkeeping plan.

- The records awareness training program is mandatory for all new staff and covers employee recordkeeping roles and responsibilities.

CORRUPTION PREVENTION

(Premier's Circular 2005/02: Corruption Prevention)

A Corruption Prevention Strategy 2007-2010 was introduced to staff in July 2007. At the same time intranet webpages dedicated to corruption prevention were launched. The corruption prevention coordinator continued to raise awareness amongst staff and gave a series of briefings about the strategy to a number of key business areas including prisons and community justice offices and at departmental and divisional staff development sessions.

SUBSTANTIVE EQUALITY

(Premier's Circular 2005/07: Implementation of the Policy Framework for Substantive Equality)

The Department continued to demonstrate its commitment to the government's *Policy Framework for Substantive Equality*. This policy framework is part of the public sector anti-racism and equality program to ensure equitable outcomes for all clients of public sector services.

The Department endorsed a corporate policy that outlines our commitment to implementing the policy framework. This incorporates a five-year plan for the implementation of substantive equality across the Department. The implementation plan identifies divisions or sites which will undertake a needs and impact assessment.

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A needs and impact assessment of Bandyup Women's Prison was completed. The assessment was undertaken by the Department in consultation with the Equal Opportunity Commission. All formal policies, procedures and practices of Bandyup Women's Prison and more broadly, relevant Department policies and procedures, were assessed to determine the extent of any potential systemic issues. The assessment involved informal interviews with key staff over a six month period. This exercise ascertained how policies and procedures operated in practice and undertook general observations of prison processes and practices.

The Strategic and Executive Services Director was appointed to oversee the implementation of the policy framework throughout all business areas of the Department. To support this role, an internal steering committee will be established in 2008/09.

The steering committee will include representation from each of the Department's divisions and the Corrective Services Training Academy and will:

- Develop a clear communication strategy designed to inform and educate staff about the policy framework.
- Develop clear lines of responsibility for implementing the policy framework and allocate the appropriate resources to support the implementation.
- Review the five-year plan for the implementation of substantive equality across the Department and identify the next implementation site or division for a needs and impact assessment.

SUSTAINABILITY

(Premier's Circular 2004/14: Sustainability Code of Practice for Government Agencies)

The Department's sustainability action plan provided practical guidelines on applying sustainability principles. It sought new solutions to deliver better social, economic and environmental outcomes.

The Department employed strategies to attract and retain staff such as encouraging a work/family balance and flexible working arrangements, accommodating a mature workforce by encouraging phased retirement and providing leadership programs for long term retention and succession planning. Youth programs, such as the Aboriginal traineeship program were a focus for introducing new staff to the Department.

A critical occupations forecast was undertaken and the Department worked on strategies to address the forecast issues with staffing numbers.

Sustainability through diversity is being pursued through the Department's equity and diversity improvement plan for the period 2007-2010 which contains various initiatives and targets.

The Department complied with State Supply Commission policies and guidelines. It complied with the sustainable procurement guidelines when preparing procurement plans and throughout the supply chain. Sustainable criteria were used when evaluating packaging.

Reducing energy consumption was a focus for the Department. Staff were requested to limit energy use and embraced this by turning off appliances at the wall, turning off lights in rooms not in use and turning computers off outside work hours.

The Westralia Square refit project incorporated energy saving principles in its design including sensors in meeting rooms, open plan areas near windows to maximise natural light and rationalisation of printers and photocopiers into designated utility rooms.

Large capital projects, including a recent expansion of Bandyup Women's Prison, incorporated environmental considerations. Environmentally sustainable design principles

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were used in hydraulics to minimise water use and in electrical and mechanical systems to minimise power use. Planning for the new West Kimberley Prison also included environmentally sustainable principles in its design.

Wooroloo and Karnet Prison Farms used all grey water on their orchards and prisons recycled aluminium cans and cardboard.

The Department undertook various activities to provide sustainable prison industries, including a fully operational farm at Karnet. It participated in community support work by recycling bicycles through the Activ Foundation, providing handyman-type activities for seniors in Derby, recycling/refurbishing reading glasses for overseas aid programs and producing under-arm cushions for breast cancer surgery patients through Zonta International.

Partnerships were developed with Main Roads, Western Power and the Water Corporation to remove graffiti from government facilities. A recent partnership commenced with Transperth/Southern Coast Transit where offenders clean and remove graffiti from buses.

The Department also worked for not-for-profit organisations on projects to benefit the community such as revegetation of various wetlands and the maintenance of parks and gardens for the Department of Environment and Conservation.

The projects involved recycling, making and fixing wooden toys for charities and disadvantaged children and refugees, making possum boxes and joey pouches for orphaned marsupials and stocktaking and food packaging for not-for-profit and charitable organisations.

The Department also undertook heritage projects such as gravesite maintenance for the East Perth pioneer and Broome cemeteries and building and restoration projects at Fairbridge Farm, Mogumber and the Franciscan Friars' property in Toodyay.

OCCUPATIONAL SAFETY AND HEALTH

(Premier's Circular 2007/12: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector)

The safety of staff, offenders and visitors continues to be a core value for the Department. In 2007/08 the Department made significant steps in improving its safety and health management. This included the development of an occupational safety and health (OSH) management system, which once fully implemented will conform to the Western Australian public sector OSH code of practice. The commitment to improving safety management within the Department was reflected in the OSH policy signed by the Commissioner in April 2008.

The communication, consultation and issue resolution policy is one of the key policies of the OSH management system. This policy establishes formal mechanisms and avenues for the consideration of safety issues between the Department's workplace, division and executive level.

The workers' compensation and injury management policy was registered and accepted by RiskCover. The policy is now being utilised.

	2007/08
Number of fatalities	1
Lost time injury/diseases (LTI/D) incidence rate	5.09
Lost time injury severity rate (claims in which lost time exceeded 60 days)	21.08

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