



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

# **Annual Report 2012/2013**

**Wandoor Reintegration Facility  
(Young Adults Facility Contract)**

Annual Report covering the operation of the Wandoor  
Reintegration Facility from November 2012 to 30 June 2013



GOVERNMENT OF  
WESTERN AUSTRALIA

**Department of Corrective Services**

Wandoo Reintegration Facility  
Annual Report 2012/2013

**TO THE MINISTER**

Hon Joe Frances MLA, Minister for Corrective Services.

In accordance with section 15G of the *Prisons Act 1981*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Wandoo Reintegration Facility for the year ended 30 June 2013.

This report gives an overview of services provided by Serco Australia Pty Ltd under the contract for the operation and maintenance of the Young Adults Facility, which was renamed the Wandoo Reintegration Facility, hereafter referred to as Wandoo, in March 2102.

Heather Harker  
A/Commissioner

30 September 2013

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## **From the Commissioner**

I am pleased to present the inaugural Annual Report for the Wandoo Reintegration Facility. Wandoo is the first facility in Western Australia dedicated to addressing the specific needs of young male offenders (18-24 year olds), offering intensive case management with a strong reintegration focus. I am confident success will be achieved through a suite of vocational education and employment initiatives; and through positive reintegration practices into the community. This facility provides opportunities to deliver best practice initiatives and to pilot new ideas with a view to securing more positive outcomes for these young men, and for the wider community.

The first three quarters of the yearly operation 2012/13, has seen Wandoo:

- Successfully complete transition into the site;
- Oversee and complete a significant program of enabling works;
- Embed a case management system tailored to the Wandoo cohort; and,
- Commence development of a culture of Restorative Justice and a Reintegration focus.

Although difficulties in identifying suitable prisoners for Wandoo caused concern throughout the reporting period, Wandoo, the Contracted Services Directorate and the wider Department, worked consistently to promote the facility which resulted in a count of 44 prisoners by the end of June. This number subsequently increased to 48 prisoners in July 2013. Invariably, however, maintaining suitable numbers is complicated by the nature of the cohort, with shorter sentences meaning prisoners are not at the facility for long periods prior to release. In addition, several prisoners at Wandoo were transferred for disciplinary reasons so as not to compromise the overall objectives of a minimum security facility.

Of particular note however, the increasing number of success stories arising from Wandoo are testament to the effectiveness of the Restorative Justice and Reintegration concept. The most important performance indicator for Wandoo is the number of prisoners who leave the facility with a job, or an enrolment in education or training. Employment is one of the major predictors of recidivism and if Wandoo can address this issue positively, the benefits will flow through the system and into the wider community. The partnership the Contractor, Serco Australia has with Mission Australia is contributing to excellent reintegration outcomes at Wandoo. At the end of 2012/13, 21 prisoners had been released from Wandoo. All individuals were released to stable accommodation, and all but one was released to a job or registered training program. This is an outstanding achievement.

As the first facility of its kind in Western Australia, the Department is looking forward to overseeing Wandoo's progress towards being a highly effective rehabilitation and reintegration facility, and a best practice example in the management of young adult male offenders in Australia.

Heather Harker  
A/Commissioner

## **Executive Summary**

Wandoo is a minimum security facility for 18-24 year old male offenders. It is located in Murdoch at the site of what was previously the Rangeview Remand Centre. The concept originated from a 2009 Government election commitment that focused on the need to deliver targeted services to the 18-24 year old prisoner cohort. A particular focus was to be placed on reducing reoffending, and facilitating reintegration into the community.

Wandoo is the second privately operated prison to be established in Western Australia. The Contract for the operation and maintenance of the Young Adults Facility was awarded to Serco Australia Pty Ltd in March 2012, and commenced services in November 2012. The Contract is for the operation and maintenance of the facility, however, the land and buildings constituting the site remain a publicly owned asset. The site was gazetted as a prison under the *Prisons Act 1981* in October 2012.

The Contract is for an initial period of five years with two options to extend to a maximum of 15 years, dependent on performance. The Contract contains 19 Key Performance Indicators (KPIs) to drive optimal contract performance. The Contract included an abatement waive period until the end of February 2013, and a transition period up to the end of April 2013. Since 1 May 2013, the facility has been considered fully operational.

Wandoo has a strong focus on individual case management that begins on arrival and extends to post-release support in the community. To facilitate this, the Wandoo service is delivered in partnership with Mission Australia to provide:

- 3 months post-release support in the community;
- ongoing assistance with work opportunities;
- strengthening of family connections; and,
- linking young men with other support services in the community.

Wandoo operates primarily upon principles of Restorative Justice whereby all offenders gain an awareness of the harm resulting from their offending. Engagement in reparation activities to ‘pay back’ the community for harm caused is encouraged. Additionally, Wandoo recognises its responsibility in providing goals and strategies that support Aboriginal prisoners to achieve responsible, law abiding lifestyles as citizens who are strong in their culture and role models for other young Aboriginal men.

During the transition period, a tempered ‘fill rate’<sup>1</sup> was implemented, commencing with 12 prisoners in November 2012. This acknowledged the inherent risks associated with transitioning a new facility, as well as the significant program of capital works underway at the site, which could impact on service delivery. It also allowed Serco to properly embed the philosophy and operating model in a manner that ensured the ongoing safety and security of the facility.

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<sup>1</sup> The ‘fill rate’ established during transition was approximately 12 prisoners per month.

Wandoo, under Serco's contractual management, successfully completed the transition period without incident. This was due to establishing effective procedures, practices and 'work around solutions', which ensured continued delivery of services required under the Contract, while also accommodating the building program.

Wandoo has received excellent feedback from key stakeholders over the past 6 months. In particular, the facilitators of the *Mad Bastards* program, which focuses on Indigenous health and well-being, made the following observations of their experience at Wandoo:

*Our biggest concern coming to Wandoo was that everything was just lip service. Language such as 'prisoners', everyone using first names, and no uniforms, merely glossing over an incarceration system that has barely evolved over hundreds of years. What we found is an open and peaceful environment. Clearly evident respect between staff and prisoners ... This has given (us) hope that your model can become the 'best practice' model in Australia and hopefully elsewhere. You should all be commended for what you are building at Wandoo. We would love to come back again, and will do anything we can to help promote the fine work you are doing. You are changing lives.*

[Email correspondence dated 8 May, 2013].

In its inaugural year of operation, Wandoo has made significant headway in implementing an innovative service delivery model that focuses strongly on a youth management philosophy within an adult custodial legislative framework.

Key achievements for the 2012/13 financial year include:

- Successful transition into service commencement in a very short timeframe. This has been carried out at the same time as a significant capital works program and prisoner fill rate. Only three critical incidents were reported during this period; these relate to keys being taken off-site, and one prisoner requiring an ambulance. This is a significant achievement during a prison transition phase.
- Completion of a \$4 million capital works program to bring the site to an adult custodial standard, and enable operation of the service delivery model. This program of works commenced when Serco took over management of the site and continued through to the end of April 2013. During this time, a prisoner fill plan was in place that introduced approximately 12 prisoners per month to the site.
- Implementation of an individualised case management process tailored to the reintegration needs of the Wandoo Age cohort (18-24 years).
- Implementation of a new monitoring model for custodial contracts that is driven by a risk management and business improvement approach.

- Training has been completed in Restorative Justice for 77% of the current staff. It is intended that all staff, as well as prisoners, will be trained to establish a fully functional Restorative Justice Framework.

The 2012/13 period for Wandoo was dominated by the effects of being in a transition phase, and the focus on identifying and selecting suitable prisoners to go to Wandoo. The transition, including a significant program of capital works, was completed on time, within budget and without any significant safety or security incidents.

This Annual Report is divided into the following five sections:

- Section One. Offering Value – outlines areas of the Contract where the State can obtain value for money in the expenditure of public funds.
- Section Two. Quality Services – focuses on the range and quality of services provided by the Contractor and its performance against Key Performance Measures.
- Section Three. Transparent and Accountable Operations – provides a description of the probity, accountability and transparency in procurement operations.
- Section Four. System-wide Learning – looks at a number of initiatives developed by the Contractor and their applicability to other State public prisons.
- Section Five. Future Initiatives: The Year Ahead – looks to the next reporting period and potential opportunities for improvement in the governance and management of the Contract.

## **Section 1: Offering Value**

### **1.1 Contract Payment**

Schedule 2 of the Contract (Payment Mechanism) outlines the structure for contract payments. Monthly payments are calculated on the Daily Average Population (DAP) of the facility per month, with a transition DAP structure in place until the population reaches 48 prisoners, and an operational DAP commencing at 48 prisoners and increasing in bands of 6 prisoners.

The Payment mechanism for Wandoo is outlined in Schedule 3. Monthly payments are calculated based on the Daily Average Population (DAP) of the facility per month.

	Budget for 2012/13	Actual for 2012/13	Variance
Monthly Fee	<b>\$10,033,485</b>	<b>\$9,650,688</b>	\$324,119

The variance from the revised budget is a result of lower than expected DAPs from March 2013 which impacted on DAP payments.

The table below identifies the actual DAP for the period 2012/13.

DAILY AVERAGE POPULATION 2012/2013				
Month	Aboriginal	Aboriginal % of Total DAP	Non-Indigenous	Total DAP
November	7	58.30%	5	12
December	8	66.60%	4	12
January	11	61.10%	7	18
February	12	48%	13	25
March	11	35.40%	20	31
April	12	33.30%	21	33
May	12	30%	28	40
June	11	26%	31	42

## 1.2 Lifecycle Services (Maintenance) Fee

The Contract contains a mechanism within Schedule 3 Payment Mechanism, to deposit monies associated with the Lifecycle Services Fee (LSF) into a Trust Account held in the name of Serco Australia, and operated by two signatories, one nominated by the Principal and the other nominated by the Contractor.

The LSF is a 'flattened' figure based on a 15 year Lifecycle Maintenance Plan for the Wandoor site. The flattened figure will be deposited into the Trust Account and the budgeted amount withdrawn by the Contractor in order to carry out lifecycle replacement works. A surplus will accrue over the Contract years to accommodate significant lifecycle replacement costs in year 8 of the Contract. This is consistent with Asset Management Methodologies whereby a condition appraisal was undertaken at the commencement of the Contract and a lifecycle replacement plan developed based on the age of the facility.

The Lifecycle Services Fee can be best illustrated by the following graph:

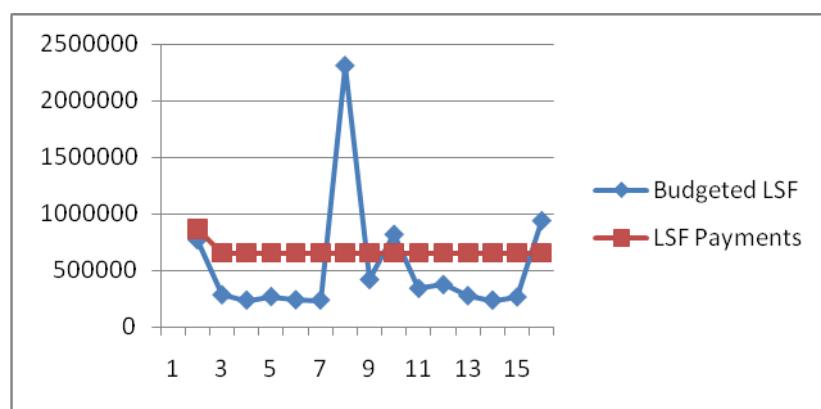


Figure 1: LSF funding

The Lifecycle Maintenance Plan is reviewed by the Contractor in consultation with the Contracted Services Directorate on a quarterly basis, to ensure lifecycle maintenance is properly planned-for and prioritised.

In 2012/13, \$854,352 was deposited into the LSF Trust Account, in accordance with the Contract. This was a first year figure and will reduce to \$652,000 per annum for the remainder of the Contract. Withdrawals for

2012/13 were made to the value of \$56,918 representing a significant underspend for year 1. This is largely due to the need for prioritising of the capital works program onsite, and the consequent delay in commencing the program of glass replacement which made up a large part of the Year 1 LSF. This funding will be expended in the 2013/14 financial year.

## Section 2: Quality Services

### 2.1 Operational Performance against the Key Performance Indicators

The performance of Wandoo is assessed against specified contractual measures. The Department of Corrective Services carefully verifies information and statistics provided by the Contractor and scrutinises all data prior to ascertaining, and paying, the Performance Linked Fee.

The Contract contains 19 Key Performance Indicators (KPIs), 10 of which are Specified Events (one off events that will attract a Contract Abatement) and 9 are Performance Measures, measured as a percentage of a 100% baseline.

**Table 1 – Specified Event Key Performance Indicators**

No.	Specified Event KPI	Specified Event Abatement Amount
1.	A death.	<b>\$100,000</b> per death.
2.	An escape.	<b>\$25,000</b> per escape per prisoner, other than in respect of Escort Services. <b>\$10,000</b> per escape per prisoner in respect of Escort Services. Capped at <b>\$75,000</b> per incident (for all Services including Escort Services).
3.	An abscond.	<b>\$5,000</b> per abscond per prisoner.
4.	A loss of control.	<b>\$25,000</b> per incident.
5.	The unlawful release of a prisoner.	<b>\$10,000</b> per unlawful release.
6.	The unlawful detention of a person.	<b>\$300</b> per person unlawfully detained per day.
7.	A failure to comply with a Performance Improvement Notice (PIN).	<b>\$5,000</b> for 1 <sup>st</sup> failure to comply with a PIN issued. <b>\$10,000</b> for each subsequent repeat failure to comply with the same PIN.
8.	A failure to notify and/or report a critical incident within the times and requirements specified in clause 22 of the Contract.	<b>\$5,000</b> per failure in respect of a critical incident.
9.	A failure to obtain a cell certificate.	<b>\$300</b> per uncertified prison cell per day.
10.	A failure to obtain a prison certificate.	<b>\$25,000</b> per uncertified facility per day.

**Table 2 - Performance Key Performance Indicators**

No.	Performance KPI	Fixed %	Baseline Targets	Performance Based %
11.	The number of serious assaults.	1%	0	100%
12.	The number of serious self-harms.	1%	0	100%
13.	The percentage of random urine sample tests identifying a positive urine sample test result.	1%	Less than 10%	100%
14.	The percentage of agreed critical positions fully staffed.	1%	100%	100%
15.	The percentage of prisoners in employment upon release.	1%	Greater than 75%	100%
16.	The percentage of prisoners engaged in constructive work.	1.5%	Greater than 90%	100%
17.	The percentage of prisoners that successfully completed agreed course modules.	1.5%	Greater than 95%	100%
18.	The level of agreed facility maintenance services achieved.	1%	Greater than 90%	100%
19.	The rating obtained from the quarterly Customer Satisfaction Survey.	1%	Greater than 90%	100%

In 2012/13, the majority of performance targets were achieved by the Contractor.

**Table 3 – Achievement of Performance Measures**

KPI No.	Performance Measure	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	A death.	100%	100%	100%	100%	100%	100%	100%	100%
2	An escape.	100%	100%	100%	100%	100%	100%	100%	100%
3	An abscond.	100%	100%	100%	100%	100%	100%	100%	100%
4	A loss of control.	100%	100%	100%	100%	100%	100%	100%	100%
5	The unlawful release of a prisoner.	100%	100%	100%	100%	100%	100%	100%	100%
6	The unlawful detention of a person.	100%	100%	100%	100%	100%	100%	100%	100%
7	A failure to comply with a Performance Improvement Notice.	100%	100%	100%	100%	100%	100%	100%	100%

8	A failure to notify and/or report a critical incident.	100%	100%	100%	100%	100%	100%	100%
9	A failure to obtain a cell certificate.	100%	100%	100%	100%	100%	100%	100%
10	A failure to obtain a prison certificate.	100%	100%	100%	100%	100%	100%	100%
11	The number of serious assaults.	100%	100%	100%	100%	100%	100%	100%
12	The number of serious self-harms.	100%	100%	100%	100%	100%	100%	100%
13	The percentage of random urine sample tests identifying a positive test result.	100%	100%	100%	100%	100%	100%	50%
14	The percentage of agreed critical positions fully staffed.	100%	100%	100%	100%	100%	100%	100%
15	The percentage of prisoners in employment or training upon release.	NA	NA	0%	0%	100%	NA	100%
16	The percentage of prisoners engaged in constructive work or training.	100%	93%	96.3%	96.3%	95.5%	92.4%	92.4%
17	The percentage of prisoners that successfully completed agreed course modules.	NA	NA	NA	NA	100%	NA	N/A
18	The level of agreed facility maintenance services achieved.	100%	100%	100%	94.2%	98.4%	93.0%	98.5%
19	The rating obtained from the Customer Satisfaction Survey.	NA	NA	NA	NA	NA	N/A	N/A

Notes:

Performance Measure 13: *The percentage of random urine sample tests identifying a positive test result.* 2 prisoners tested positive to banned substances.

Performance Measure 15: *The percentage of prisoners in employment or training upon release.* Some months during the reporting period saw no prisoners released from custody, therefore, the measure shows as N/A.

Performance Measure 17: *The percentage of prisoners that successfully completed agreed course modules. This is a quarterly measure and was measured after the first full quarter of operation after the transition period.*

Performance Measure 19: *'The rating obtained from the quarterly Customer Satisfaction Survey'.* This is a quarterly measure, however, the survey remained under review as at June 2013, and was deferred to the first quarter 2013/14.

## 2.2 Operational Performance - Reintegration and Rehabilitation

Wandoo has successfully implemented an alternative case management approach that is tailored to the reintegration needs of the Wandoo age cohort (18-24 years). This model employs a collaborative approach among staff, and

functions within Wandoo to deliver a rounded and coherent assessment, sentence and release plan. Wandoo has undertaken significant work in creating community and business partnerships that facilitate work, training and education opportunities for the young men at Wandoo to promote successful reintegration into the community.

Training has been completed in Restorative Justice principles for 77% of the current staff. It is intended that all staff, as well as prisoners, will be trained to establish a fully functional Restorative Justice Framework.

The Contractor, Serco Wandoo is working in partnership with Prison Fellowship to rewrite the successful Sycamore Tree course in order to tailor the course content to the younger age group at Wandoo, and to introduce young people as co-facilitators.

Four prisoners from Wandoo attended the launch of Prison Fellowships *Inside Art Program*. They displayed a collection of their paintings, some of which were successfully sold. In addition, two prisoners donated a fusion painting to the Local Kwinana Junior Football Club.

Education courses have been booked in Asset Maintenance, Construction, Painting and Decorating and Forklift Truck Training. Several prisoners leave the facility each day to attend TAFE courses.

Two 'family days' have been held in partnership with Good Beginnings. Over 100 family members were invited to attend. A range of children's activities were carried out, these included a petting zoo, storytelling with Melville Library, and ball games on the oval. These events have proved very successful for prisoners and their families.

The V-Swans football program started in February 2013. The V-Swans program has been very popular with most of the prisoners who show high levels of commitment to engaging in football training between the taught sessions. An operational plan has been developed to ensure prisoners are carefully selected and subject to Section 95 approval by the Department to take part in training and matches with the V-Swans club.

A selection of Section 95 activities has now been approved to assist Wandoo prisoners with reintegration into the community. An operational plan has been developed to ensure prisoners are carefully selected to take part in these activities such as work on sections of the Bibbulman track, training at Fairbridge Farm and football training and matches with the V-Swans Club.

The Mad Bastards three-day program of Indigenous well-being and empowerment, run by the team and actors from the film *Mad Bastards*, culminated in a smoking ceremony on 2 May, 2013. Mad Bastards was extraordinarily successful as it held the participants' attention and gained a level of interaction rarely experienced in prison. Feedback from the participants was overwhelmingly positive; with some individuals commenting that it represented three days that 'changed their lives'.

The initial intention of the Wandoo facility was to provide, primarily, ‘through the gate’ type programs. It became evident during transition that many eligible prisoners within the system were being prevented from transferring to Wandoo due to outstanding program requirements, as dictated by the Prisoner Review Board. As a result, Wandoo now has suitably trained staff and also has the ability to run a number of programs from the Department’s suite of mandated programs in order to satisfy the Prisoner Review Board requirements.

### **2.3 Operational Performance - Custody and Containment**

Three critical incidents were reported in the period relating to keys being taken offsite, and one prisoner being taken offsite by ambulance. This low number of critical incidents represents a significant achievement during a prison transition.

The Wandoo Facility has been commended for the standard of security and intelligence reporting by the Department’s Security Directorate. And this is despite early problems with information technology and access to Departmental systems and portals.

## **Section 3: Transparent and Accountable Operations**

### **3.1 Contract Management**

The Contract operates under a clearly defined governance framework that is overseen by a Custodial Contracts Management Board. The purpose of the Board is to provide direction and advice on strategic and policy issues that affect the management and provision of services under the Contract. The Board is chaired by the Corrective Services Commissioner and comprises internal representatives, external stakeholders and the Contractor. The objectives of the Board are to:

- examine and resolve strategic issues that affect the Contract;
- ensure compliance requirements are met;
- facilitate improvements in the performance of the Contract;
- review the ongoing relevance of aspects of the Contract; and,
- provide a forum for co-ordination of relevant budget processes and to ensure that planning priorities inform the budget process.

The Monitoring Team at Wandoo plays a key role in maintaining the delivery of quality services in line with contract requirements. Areas for monitoring are based on contractual requirements, legislation, and Departmental policies. The daily activities of the Contractor are appraised by the Monitoring Team to ensure performance is in accordance with contract requirements and Departmental expectations.

Compliance tests are undertaken in key areas of operations, including:

- Rehabilitation and Reintegration;

- Care and Wellbeing;
- Custody and Containment; and,
- Business Services.

### **3.2 Performance Improvement Notices**

Performance Improvement Notices (PINs) are used as an improvement tool when it is felt the Contractor '*has breached an obligation in the Contract or has failed to perform any element of the Services in the manner or in accordance with the Service Requirements*'<sup>2</sup>

It is a significant, and positive, fact that no PINS have been issued to the Contractor in this reporting period.

### **3.3 Critical Incidents**

There have been three critical incidents occur at the Wandoo Facility in this reporting period. These include:

- 2 incidents of keys being taken offsite; and,
- 1 incident of a prisoner requiring transport in an ambulance.

### **3.4 Independent Reviews**

The Contractor's operations at Wandoo are subject to a range of reviews by external agencies. During this reporting period, reviews included:

#### ***Independent Visitors Scheme (IVS)***

The IVS is managed by the Office of the Inspector of Custodial Services. It is an independent form of external scrutiny that monitors the standards of treatment and services to prisoners in Western Australian prisons.

During the 2012/13 period, the IVS undertook two visits to the Wandoo facility. Issues raised by prisoners were relatively minor and related to the perception of unfair treatment by Wandoo staff in relation to removal of privileges. These issues highlighted some deficiencies in the communication process; they are being addressed and remedied.

#### ***Aboriginal Visitors Scheme (AVS)***

The AVS is a State-wide service, funded by the Department of Corrective Services and provided to all prisoners in Western Australia.

During the 2012/13 period, the AVS met with the Senior Management Team to identify the service delivery requirements at Wandoo. It is anticipated that the direct services provided by AVS will commence in 2013/14.

#### ***Quality Assurance Audit***

The Wandoo Contracted Services Directorate underwent a quality audit (ISO 9001 Quality Management Systems) with SAI Global in July 2013 and was certified to the ANZ standard. This qualification recognises that policies, objectives, and continual improvement processes within the Contracted Services Directorate are sound and in accordance with national standards.

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<sup>2</sup> *Young Adults Facility Contract*, Section 3.4.2

### **3.5 Staff**

Wandoo has increased its staffing contingent in line with the prisoner population increase. In June 2013 there were 25.75 custodial officers in charge of the everyday care and welfare of prisoners; and 29 non-custodial staff in areas of throughcare, health, education and training, and management and administration.

The Contractor attained a staff retention figure of 80% during 2012/13, which is consistent with a transitional period staff turnover.

### **3.6 New Monitoring Model**

Since the first Custodial Contract commenced in 2001, the Department has been a leader in the monitoring of contracts. It has developed procedures and processes that ensure efficient and effective contract monitoring, and it has established a team of professional and highly committed Monitors. With the establishment of the Wandoo (Young Adults Facility) Contract, it was timely to review the model used for monitoring custodial contracts.

The rationale behind the development of a new monitoring framework is threefold:

- The Department's increased maturity and confidence in managing custodial contracts.
- The need to proactively respond to fluctuating demand across the three custodial contracts.
- The need to demonstrate efficiencies across the Department as well as the public sector.

The new model is driven by a risk management and business improvement approach. It has streamlined the monitoring services and reporting framework, and provided efficiency and consistency across contracts.

## **Section 4: System-wide Learning**

### **Case Management**

During the transition phase, Wandoo, in consultation with Department staff and external stakeholders, developed a multidisciplinary case management approach. This has been led by the throughcare planning team, and involves the prisoner and, where possible, their family and community and the Community Corrections Officer (CCO) if the prisoner is subject to parole conditions. The approach, called the Wandoo Reintegration Process is divided into 3 phases. These are:

- Orientation and Preparation Phase;
- Foundation Phase; and
- Reintegration Phase.

## **Restorative Justice**

Wandoor has undertaken the implementation of a Restorative Justice Framework throughout its operations. Restorative Justice Principles focus on giving offenders an awareness of the harm that may have resulted from their offending and encouraging engagement in reparation activities to ‘pay back’ the community for harm caused.

To date, this has involved development of a draft framework; and extending an invitation to an international Restorative Justice expert to Wandoor to deliver training to Wandoor staff.

Training was completed for 77% of current Wandoor staff. In addition, Department staff from Youth Custodial Services attended the training with a view to expanding the principles of Restorative Justice into the youth estate. It is intended that all staff at Wandoor, as well as prisoners, will be trained to establish a fully functional Restorative Justice Framework.

## **Section 5: Future Initiatives: The Year Ahead**

The 2012/13 reporting year was characterised as a period of transition. This was followed by a period of consolidation to ensure the philosophy and operating model were well embedded, and that the safety and security of the facility was established. These phases were carried out successfully.

The year ahead will focus on:

- Taking the population of Wandoor to capacity (80 prisoners). The Department has implemented several initiatives to ensure a sustainable population for Wandoor, including providing some mandated Departmental programs, and nominating the facility as the default for all prisoners in the age range who attain minimum security classification. The Department will continue to address filling the facility as a matter of priority.
- Increasing the number and scope of Section 95 activities. The first 10 months of operation was focused on transition and embedding the philosophy and operating model. The coming year will increase reintegration activities including Section 95, Prisoner Employment Program (PEP) and Reintegration Leave.
- Expanding the scope of training and employment opportunities.
- Expanding Restorative Justice training to all staff and prisoners.
- Implementing the Lifecycle Replacement Program for the ongoing maintenance of the Asset.
- Reviewing the initial partnership model between the Department, the Contractor Serco and Mission Australia to find opportunities for improvement and sharing across the Department and the sector.

## **Section 6: Conclusion**

The Department's Contracted Services Directorate has successfully overseen the handover, service commencement, and transition period for the Wandoo Reintegration Facility and is now effectively managing the Contract.

Wandoo is showing early signs of success, with a slower than anticipated but steady fill rate, and positive feedback from both internal and external stakeholders.

The original philosophical underpinning of '*managing the tension between good facility administration and good prisoner management*' is pushing boundaries, and setting new benchmarks, on a daily basis. This is being used to create a healthy balance between the safety and security of the facility and the encouragement and development of young men towards pro-social lifestyles. Such an approach is critical in ensuring the successful reintegration of these young people into the wider community.

The Wandoo Young Adults facility Contract sets clear standards and performance measures to promote transparency and value for money for Western Australia. This is supported by a robust Contract Management Framework with a focus on excellent relationships as well as employing the expertise of a committed and knowledgeable Contracted Services Directorate.

Wandoo is the first facility in Western Australia dedicated to addressing the specific needs of young male offenders aged 18-24 years old, offering intensive case management with a strong reintegration focus. Every success it achieves means a win for the young individual involved, and a multitude of benefits both economic and social for the State of Western Australia.