Statement of Compliance

This report provides information on the financial and operational performance of the Department of Corrective Services for the 2010/11 financial year.
The report contains details of the Department’s achievements and challenges for the year, relevant to its service outcomes.
The information is presented online in an easy-reference PDF.

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Hon T Redman MLA
Minister for Corrective Services
In accordance with the Financial Management Act 2006, I hereby submit for your information and presentation to the Parliament of Western Australia, the Annual Report for the Department of Corrective Services for the financial year ending 30 June 2011. This report has been prepared in accordance with the provisions of the Financial Management Act 2006.

Ian Johnson
Commissioner
Department of Corrective Services
23 September 2011

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

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Staff manage and supervise offenders in the State’s 14 prisons, six work camps and two juvenile detention centres as well as people on probation, parole and other community orders throughout the State. Our facilities are spread throughout Western Australia, from Wyndham in the north to Albany in the south.

We are committed to making a positive difference in the lives of offenders, their families and the community and do this by providing a range of services including:

- employment
- a structured day
- education and vocational training
- health care
- offence-specific programs
- supervision and reporting
- counselling
- re-settlement services
- life skills
- cognitive skills.

Our Mission

Contribute to a safer Western Australian community

Our key focus 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.

The outcome we aspire to achieve is:

A safe, secure and decent corrective service which contributes to community safety and reduces offenders’ involvement in the justice system.

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

- contributing to community safety
- reducing 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 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.

About Us

The Department of Corrective Services (DCS) began operating in February 2006 after separating from the then Department of Justice. DCS is the fourth largest Government department in Western Australia, employing more than 4,500 staff under more than 20 different industrial awards. These staff members include prison officers, community corrections officers, youth custodial officers, youth justice officers, teachers, nurses, doctors, psychologists and administrative staff.
About Us

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.
» We learn from our experiences and strive for better business outcomes.

People
» Recognising the importance of staff and their wellbeing.
» Recognising and valuing differences.
» Treating all people with understanding and empathy.
» Providing a workplace that is free from bullying, harassment, discrimination and a culture of blame.

Partnerships
A philosophy of partnership and co-operation:
» across Departmental divisions.
» with the community.
» with State and Federal agencies.
» with non-government organisations.

Commissioner’s Message
In what has been a challenging year, the Department has continued with its intensive construction program to expand operational capacity across the prison system.

The final stage of the State Government’s 640-bed accommodation strategy has now been completed. A 256-bed unit officially opened at Hakea Prison mid April 2011 and similar units were opened in June 2011 at Casuarina Prison and Albany Regional Prison.

Significant work was undertaken in the East Kimberley for an $8 million purpose-built new work camp in Wyndham. Opened in June 2011, the work camp is giving low-risk, minimum-security prisoners the chance to develop new skills while helping the community with various projects.

The Department also made significant progress in expanding youth justice services during 2010/11.

Almost $39 million of Royalties for Regions funding is dedicated to establishing and operating Regional Youth Justice Services in the West Kimberley, East Kimberley and Pilbara regions over the period 2010/11 to 2014/15. The Kimberley services were opened in early 2011. These initiatives are aimed at diverting young people away from a life of crime. The funding will allow for an expansion of services which have been successfully operating in the Mid West Gascoyne and Goldfields regions.

In terms of industrial relations, I would like to take this opportunity to congratulate the staff involved in reaching an agreement with the Western Australian Prison Officers’ Union (WAPOLU) for the Prison Officers’ Enterprise Agreement 2010 (EA). A number of specific initiatives are tied
Commissioner’s Message

to the new EA which are anticipated to improve the efficiency of prison operations. Constructive engagement with Western Australian Prison Officers’ Union (WAPOU) has been key to the staffing review process. The State Government has selected Serco Australia Pty Ltd as the preferred tender respondent for court security and custodial services in Western Australia. A new contract was signed with Serco on 14 June 2011 for a five-year term with extension options for up to a further five years. You may have heard that the Department was fined in 2010/11 for contravening the Occupational Safety and Health Act 1984 in relation to the tragic death of Mr Ward in January 2008. I was in court in Kalgoorlie on the day of sentencing out of respect to Mr Ward's family and community and to represent the Department. This event closed a sad and significant chapter in the Department’s history, one which has changed the face of prisoner transport forever and resulted in the vast improvements in the standards and methods used in Western Australia. Corrections in WA is an ever-changing landscape that provides around-the-clock critical services 365 days a year, managing and supervising over 4,600 people in 14 prisons and six work camps, 4,600 offenders in the community and 170 young people in custody. The Department of Corrective Services in WA is also the single largest geographical correctional jurisdiction in the world. I am constantly reminded, almost daily, of the terrific people we have working throughout Western Australia who carry out their challenging and complex duties with pride and professionalism. The majority are silent achievers who get on with the job, a job that attracts intense scrutiny, comments, negativity and advice on how to do it, but a job that not many are prepared to actually put their hand up to do. My staff put their hand up, they get on with giving their best 365 x 24 x 7 and the contribution they make to the safety and security of Western Australia should be applauded.

Ian Johnson  
Commissioner

Department of Corrective Services  »  Annual Report 2010/2011

Did you know...
The Western Australian Department of Corrective Services:

» provides a 24 hour critical service, 365 days a year
» is the single biggest correctional jurisdiction in the world, covering 2.5 million square kilometres
» employs more than 4,500 staff
» is the fourth biggest government department in WA
» manages 14 prisons, 6 work camps, 2 juvenile detention centres, 14 adult community corrections centres and 9 youth justice services centres, servicing a total of approximately 10,000 people on any given day
» accommodates more than 20,000 visitors to adult prisoners each month
» served approximately 5,460,000 meals during 2010/11
» transports more than 50,000 prisoners per year over 2 million kilometres – that’s 52 world trips or 5 return trips to the moon
» washed approximately 1,924 tonnes of laundry in 2010/11
» managed dairy cows that provided approximately 4.5 million litres of milk in 2010/11
» managed chickens that laid approximately 1,920,000 eggs in 2010/11
» grew fruit and vegetables with an approximate value of $680,000 in 2010/11
» provided 125,596 medical appointments
» provided 33,740 units of accredited education and vocational training

Department of Corrective Services  »  Annual Report 2010/2011
Commissioner – Ian Johnson
Commissioner Ian 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).

Ian is committed to improving public awareness and an understanding of the challenges and complexities of the corrective services environment. He strives to promote the professionalism and dedication of correctional staff in making a positive difference to the Western Australian community.

ADULT CUSTODIAL
Deputy Commissioner – Ian Giles
Ian Giles was appointed to the position of Deputy Commissioner Adult Custodial in June 2008. Since then he has led the Adult Custodial Division through an historic period of profound growth within the prisoner population and continues to lead reforms with a view to improving offender services and accountability throughout public prisons in Western Australia.

Ian joined the Department in 2006 as the inaugural Assistant Commissioner Professional Standards wherein he established the Division’s functions and structure providing the Department with comprehensively improved operational and strategic capacities.

Before coming to the Department of Corrective Services, Ian served 27 years in the Western Australia Police where he performed a wide range of operational and non-operational functions. Ian has a Bachelor of Business (Accounting).

COMMUNITY AND YOUTH JUSTICE
Deputy Commissioner – Heather Harker
Heather Harker spent 30 years working in the criminal justice system in England before migrating to Western Australia in 2006. She started her professional career as a probation officer in the late 1970s and developed a wide ranging background in the justice system which resulted in her appointment as Chief Probation Officer for the National Probation Service for England and Wales in 2001.

Heather was appointed Deputy Commissioner Community and Juvenile Justice in October 2006 and has led significant strategic and organisational changes for the division, now called Community and Youth Justice. Heather holds a BA (Hons) Economic and Social History, a Diploma and Certificate of Qualification in Social Work and a Diploma in Strategic Management Studies.

OFFENDER MANAGEMENT AND PROFESSIONAL DEVELOPMENT
Deputy Commissioner – Jackie Tang
Jackie Tang began working with the Department of Corrective Services in 1986 and has held many different positions at an operational and strategic level within the prison system and community justice services.

Jackie has Statewide responsibility for the provision of services to adults in custody including education, rehabilitative programs (also for offenders in the community), counselling, health services, sentence management and prisoner classification. Her portfolio also extends to the delivery of Statewide, whole of Department staff training and development and the provision of health services to Community Youth Justice.

CORPORATE SUPPORT
Assistant Commissioner – Graeme Doyle
Graeme Doyle is a career public servant, currently in his 32nd year of continuous employment in the WA Public Sector.

After 17 years in Treasury, Graeme began with the Department of Justice as Financial Management Director in 2005, until a year later when he was separated into two departments – the Department of Corrective Services and the Department of the Attorney General.

In July 2007, on completion of the Departmental separation, Graeme moved across to the Department of Corrective Services to take up the current position of the Assistant Commissioner Corporate Support. It is Graeme’s role to provide the Department with corporate support in the areas of human resources, strategic asset services, financial management, business systems, contracted services, public private partnerships and knowledge management.

Graeme is an accountant by profession and holds CPA accreditation.

YOUTH JUSTICE SERVICES
Assistant Commissioner – Sue Renshaw
Sue Renshaw has been employed in the Western Australian public sector for more than 27 years, in leadership, management and social policy development roles.

Before joining the Department of Corrective Services in 2009 she was a director in the Department for Child Protection. Sue also has recent experience in a leadership and policy development role in a large non-government disability services agency.

Sue has a Bachelor of Arts (First Class Honours) from the University of Western Australia and a degree in Political Science.
CUSTODIAL OPERATIONS
Assistant Commissioner – Jon Peach

Jon Peach served as an officer in the British armed forces before discharging to begin his corrective services career 15 years ago.

He worked in Her Majesty's Prison Service for 12 years, advancing from a prison officer to the position of Governor. Jon migrated to Western Australia in 2008 and was appointed as the Department's Assistant Commissioner Custodial Operations in November of that year. He is responsible for the operational management of all of the State's prisons.

His formal qualifications include a Master of Arts in Social Policy and Criminology, a Postgraduate Diploma in Criminal Justice, Postgraduate Certificate in Social Sciences, Professional Certificate in Management, Bachelor of Arts (Honours) in Social Sciences with Social Policy and a Diploma in Applied Social Sciences.

PROFESSIONAL STANDARDS
Assistant Commissioner – Terry Buckingham

Terry Buckingham began a 22-year career with the Australian Federal Police in 1980 as a federal agent, before advancing to Officer in Charge of Criminal Assets Investigations, Drug Intelligence Unit team leader, a senior liaison officer based in Kuala Lumpur and WA Director of Operations.

He has also held positions of Chief Investigator/Manager Investigations at the National Crime Authority, Director of Operations with the Anti-Corruption Commission and a contract with the United Nations in New York before joining the Department of Corrective Services in April 2009 as Assistant Commissioner Professional Standards.

He is responsible for standards and compliance, risk management, corruption prevention, proactive compliance and integrity testing, quality assurance, complaints management and investigations.

Terry has a graduate certificate in Criminal Justice Education from the University of Virginia (USA) and a Bachelor of Arts (Social Sciences) from the WA Institute of Technology.

ADULT COMMUNITY CORRECTIONS
Assistant Commissioner – Steve Robins

Having laid the foundations of his career with a Bachelor of Social Work degree in 1983, Steve Robins has devoted the past 27 years of his working life to a career in social work.

He has worked for various government agencies including the departments for Community Services and Community Development and Family and Children's Services before joining Corrective Services in 2005 as the Director North Community Justice Services.

Steve was appointed to his current position as the Assistant Commissioner for Community Operations in 2008 and is responsible for the delivery of community justice services across the State as well as development of strategies to integrate correctional services within the regions.

As well as his Bachelor of Social Work, Steve has an Advanced Diploma of Correctional Management.

EXECUTIVE TEAM

Executive Team

STRATEGIC AND EXECUTIVE SERVICES
Director – Vicki Caufield

Vicki has more than 30 years work experience in government human services including working for the Department for Child Protection, the Disability Services Commission, the University of WA and the Department of Health.

She has been employed in a number of different capacities including as researcher, senior clinical psychologist, deputy superintendent, accommodation program manager and policy and planning manager.

Vicki joined the Department of Corrective Services in August 2007 as the Manager of Strategic Planning and Review in the Department's Strategic and Executive Services.

Since late 2011, Vicki has held the position of Director, Strategic and Executive Services.

Vicki holds a Masters of Applied Psychology.

ABORIGINAL AND OFFENDER SERVICES
Assistant Commissioner Aboriginal Justice – Angie Dominish

Angie 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 development, corporate research and design in the public sector, and market research, policy and property management in the private sector.

Angie’s areas of responsibility are Aboriginal Justice, Offender Employment and prison planning and performance reporting.

Angie joined the Department of Corrective Services in 2008 as the Director Strategic and Executive Services. Before joining the Department she was seconded by the Department to implement a framework for managing the overall coordination, control and integration of projects within the reform program.

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

ABORIGINAL AND OFFENDER SERVICES
Assistant Commissioner Aboriginal Justice – Angie Dominish

Angie 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 development, corporate research and design in the public sector, and market research, policy and property management in the private sector.

Securing the Future – Making a Positive Difference is the last of two phases in the current strategic planning cycle which began with Building the Foundation, which supported the formation of the Department, in February 2006.

As the Department reflects on the final year of the current three year plan, it will remain focused on continuing to improve the quality and effectiveness of service delivery and to make a positive difference in the lives of offenders and the Western Australian community.

The development of the Department’s 2011–2014 Strategic Plan - Working Together - Making a Positive Difference, is well underway.

Working collaboratively across Government agencies is, and will continue to be, prominent in the development of services and in particular those services in regional areas and for Aboriginal people.

Empowering offenders to develop skills and a work ethic that enhances their employability in the general community has a dual benefit of fulfilling the corporate social responsibility of the Department and making a positive difference to community safety and wellbeing by giving offenders a sense that they can positively contribute to community life rather than be estranged from it.

As such our key result areas are:

» contributing to a safer community through the effective management of offenders in accordance with assessed risk and need
» reducing re-offending through a positive change in offender behaviour

Department Outcomes

The Department’s outcomes are aligned with Government goals and we remain committed to achieving them through:

Improving community safety through:

» effective use of sentencing options
» managing offenders safely, securely and humanely
» upholding the integrity of sentences
» supporting victims of crime.

Reducing re-offending by:

» addressing offenders’ rehabilitation needs
» allowing offenders to acquire employment skills and qualifications
» addressing offenders’ re-integrative needs
» delivering preventative programs and services to those at risk of re-offending.

Fulfilling the Department’s obligations as a Government agency by:

» achieving operational compliance and enhanced capability through the implementation, maintenance and review of rigorous:
   » professional compliance standards
   » program and service effectiveness and efficiency
   » strategic planning and review processes
   » compliance with government policy, programs and initiatives.
The Department of Corrective Services' outcome based management framework is consistent with the Government goal for Results Based Service Delivery – greater focus on achieving results in key delivery areas for the benefit of all Western Australians.

Our Key Performance Indicators (KPIs) are an integral part of tracking performance in areas that have been identified as critical to our business. The KPIs are monitored through quarterly and annual reporting, and the results are used to drive improvements. A more detailed description of the results, and accompanying graphs and tables can be found at the corresponding page reference for each indicator. For all targets that have not been met, an explanation has been provided.

Relationship to Government Goals

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

<table>
<thead>
<tr>
<th>Government Goal</th>
<th>Desired DCS Outcome</th>
<th>Services</th>
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<tbody>
<tr>
<td>Results-Based Service Delivery</td>
<td>A safe, secure and decent corrective service which contributes to community safety and reduced offenders’ involvement in the justice system.</td>
<td>1. Adult Corrective Services 2. Youth Justice Services</td>
</tr>
<tr>
<td>Greater focus on achieving results in key service areas for the benefit of all Western Australians.</td>
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Changes to the Outcome Based Management Framework since the last reporting period

During the year, the Department received approval from the Department of Treasury and Finance to change the names of its services (Adult Corrective Service and Youth Justice Services) to reflect a more contemporary and accurate description.

Approval was also received to discontinue the previous key performance indicators (KPIs) – Imprisonment rate per 100,000 population and Community corrections rate per 100,000 population as these are not solely under the influence of the Department, but were also dependent upon other justice agencies such as Police and Courts.

The Rate of Return to Corrective Services KPI was modified to: Rate of Return – Program Completers to more effectively measure the effectiveness of the Department's programs on recidivism and is therefore a KPI which the Department has more influence over. These changes have resulted in a suite of KPIs that is more closely aligned to the Department's Strategic Plan.
Achieving the Government's Goals

The Department of Corrective Services’ main contribution to achieving Government Goals in 2010/11 was in its Results Based Service Delivery. There were, however, several successes which also contributed towards achieving the goals for “State Building – Major Projects” and “Stronger Focus on the Regions.”

Government Goals: Results Based Service Delivery
Review of Adult Community Corrections (ACC)
A review of the ACC directorate was undertaken to determine the effectiveness of its offender management practices and policies and to identify potential improvements consistent with “modern risk management” and evidence-based standards.

The 66 recommendations provided the foundation for an implementation plan which included an ACC philosophy, a new staff structure and changes to ACC practices and policy.

The revised ACC philosophy reinforces the commitment to contribute to community safety through effective and responsible offender management.

Prisons Staffing Review
The Prisons Staffing Review is a central part of the reform program. The operations of all public prisons have been investigated with the review examining the benchmarks, prison routines and regimes that affect and impact staffing management.

The review presents an opportunity to undertake a comprehensive workforce analysis which will provide the necessary information required for making decisions on staffing management requirements linked to prison operations across the State.

Constructive engagement with Western Australian Prison Officers’ Union (WAPOU) has been key to the staffing review process and is linked to the undertakings between the parties from the EA 2010 negotiations.

Transition to new Court Security and Custodial Services contract (prisoner transport and security services in WA courts)
The contract for the Provision of Court Security and Custodial Services expired on 30 July 2011. With both options to extend the contract exercised, a business case was developed to consider options for the future delivery of services.

The re-tender process commenced in May 2009, with an extensive evaluation and assessment of the proposals by representatives of the Department of Corrective Services, Department of the Attorney General and WA Police.

The replacement of the Secure Custodial Transport Fleet was completed in December 2010. The new vehicles are fully air-conditioned and have GPS tracking, temperature monitoring systems in each cell, dusk alarms, CCTV, audio/visual recording, mobile phones and satellite phones.

The Department is continuing to look at ways to reduce the need for transporting prisoners in the first instance, including greater use of video link facilities and other technology.

Re-entry services
Re-entry programs continued to grow with the eligible service provision period expanding from 1 January 2011. This enables prisoners to engage with the service six months prior to release and up to 12 months post-release. Prior to this, it had only been available for three months pre-release and six months post-release.

The service has also been expanded to include remand prisoners as well as sentenced prisoners.

The service expansion has correlated with an increase in the number of prisoner contacts for the Re-entry Link Service to 52,050 in 2010/11 compared to 29,152 contacts in 2009/10.

This is a positive indication that a greater number of prisoners are being provided with support to help with their reintegration.

Each prisoner’s transitional manager is responsible for linking prisoners to contracted re-entry services to maximise participation.

Research and Evaluation Committee
The Research and Evaluation Committee (REC) oversees, co-ordinates and monitors all internal and external research and evaluation activities that involve access to staff, facilities or information, or which require contact with offenders or their families.

The Department also has a public obligation to ensure that any research or evaluations conducted with its area of responsibility adhere to a high standard and are methodologically sound.

In 2010/11 REC received 28 research or evaluation applications, of which 21 were approved.

1.20 Achieving the Government’s Goals

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In 2010/11 REC received 28 research or evaluation applications, of which 21 were approved.
Government Goal: State Building – Major Projects

Capital works
The Department has completed an intensive construction program during 2010/2011 to expand operational capacity across the prison system by 844 beds, so that the Custodial Infrastructure Program will have added a total of 2,461 beds when it is completed. This is 1,204 beds above that targeted within the same budget settings over the original project scope. The Department has driven excellent value for money solutions to rapidly respond to an area of critical need, resulting in significant outcomes for Government being achieved.

Work also progressed on the West Kimberley Regional Prison in Derby, Bawinanga Regional Detention Centre and new work camps at Warburton and Dowerin.

Custodial Infrastructure Program
In 2009, the Western Australian Government allocated $655 million to the Department for a new Custodial Infrastructure Program to deliver 1,657 additional beds across the prison system.

This program includes the following major projects on which work is well underway:

1. a new 350 bed Eastern Goldfields Regional Prison
2. creation of a Young Adults Facility by converting Rangeview Remand Centre
3. the addition of 387 beds to Acacia Prison.

1. Eastern Goldfields Regional Prison
The State has embarked on a procurement process, in accordance with the National Public Private Partnership Policy and Guidelines, to identify a private sector party to design, build, finance and maintain the new prison. Expressions of interest are currently being evaluated, which will lead to shortlisted applicants submitting proposals.

The new prison will be Department-run and will cater for all security ratings and both genders. It will have specialised facilities for mothers and their children.

A primary objective of the prison is to enable Aboriginal people from the region, particularly those from the “lands” of Central Australia, to serve prison sentences “in country”.

2. Young Adults Facility
The service delivery model and service specifications for the Young Adults Facility (YAF) were developed in 2010/11.

The YAF will be a dedicated, privately operated and maintained facility for 18 – 24 year old male offenders, located at the existing Rangeview Remand Centre site.

The request for the provision of operation and maintenance services for the YAF was issued to the private market in March 2011 and closed in May 2011.

The strategic objective of this project is to reduce re-offending and the seriousness of re-offending among young sentenced males.

3. Acacia Prison
The project which will see 387 beds added to Acacia Prison is also well advanced. It is a design and construct project financed by the State and operated and maintained under the existing private contractor agreements.

It will also result in the prison requiring new and extended support facilities for the creation and expansion of prisoner education, program and training facilities and associated services infrastructure.

Government Goal: Stronger Focus on the Regions
Regional Youth Justice Services
Regional Youth Justice Services (RYJS) centres aim to provide services and programs to help reduce the level of young people’s involvement in the youth justice system, reduce the need for young people to be remanded in custody in Perth and improve community safety.

Royalties for Regions funding was provided in the 2010/11 budget for services to be extended to the East and West Kimberley and Pilbara regions, adding to the services which have been operating in the Mid West Gascoyne and Goldfields regions.

Government Goal: Achieving The Government’s Goals

1. Eastern Goldfields Regional Prison

It will recognise the unique needs of this age group and focus on creating pathways out of offending. This will be achieved by developing an innovative service delivery model to enable improved rehabilitation of young men in prison that:

» provides education and training opportunities
» prepares for release, through-care and post release support
» provides integrated programs designed to meet the special needs of this vulnerable age group
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» provides integrated programs designed to meet the special needs of this vulnerable age group
» uses a holistic approach through integration of custodial and community interventions.
The very nature of Corrective Services and the management and supervision of over 10,000 offenders makes this a very challenging and complex business. Fluctuating prisoner numbers, undertaking significant capital works, expanding youth justice services and responding to a range of formal inquiries added to the complexities faced during the past year.

**The Ward Inquiry**

The Department was fined in 2010/11 for contravening the Occupational Safety and Health Act 1984 in relation to the tragic death of Mr Ward in a prisoner transport van in January 2008. The Department had pleaded guilty to the charge.

The Department completed a long-term program of addressing the recommendations made by the Coroner regarding Mr Ward’s death. Of significance, was the completion of the secure vehicle fleet replacement program in December 2010.

**New Court Security and Custodial Services (CS&CS) contract**

The contract for court security and custodial services (including transport of prisoners) was re-tendered during the financial year. Serco Australia Pty Ltd was awarded the contract in May 2011, with the transfer from incumbent provider G4S to Serco to take place in the new financial year.

The Department worked closely with the Department of the Attorney General and WA Police to deliver an improved contractual arrangement.

**CCC Taser review**

The Department participated in an investigation conducted by the Corruption and Crime Commission (CCC) into the use of Taser weapons. This was subsequent to a previous review undertaken by the Commission into the use of Tasers by the Western Australia Police. The Commission focused its investigation on a cell extraction at the East Perth Watch house in September 2008 involving Mr Kevin Spratt, and a further incident involving another prisoner.

The Department provided documents and other records to the Commission, including its own internal reviews, audits, and recordings. Staff of the Department, including the Commissioner, attended and gave evidence before the Commission. The Commission is yet to release its final report.

**Offender treatment programs**

To assist in addressing the specific needs of Aboriginal offenders and their over-representation in the corrections system, the Department continued to collaborate across government agencies and with Aboriginal people to provide culturally appropriate services and programs. In 2010/11 the Aboriginal Program Facilitation Unit became fully operational and worked closely with the Clinical Governance Unit to commence matching demand with supply.

Programs delivered by the Department to community-based offenders increased by 26% in 2010/11. More information on changes to offender treatment programs is available in the Offender Management section of this report.
Significant Issues

Mentally impaired prisoners

Mentally impaired prisoners held in custody on an indefinite term proved a contentious issue through the financial year, drawing consistent media coverage.

Custody orders for offenders under the Criminal Law (Mentally Impaired Accused Act) 1996 are determined by the Court and release options are administered by the Mentally Impaired Accused Review Board, not the Department of Corrective Services.

During the financial year the Department did, however, work with the Disability Services Commission and the Mental Health Commission to discuss the establishment of declared places as an alternative placement option for people deemed to be mentally impaired who are charged with offences.

Sentence calculations

Midway through 2010/11 it was discovered that a number of prisoner’s sentences had been miscalculated. This was due to a misinterpretation of legislation.

The Department completed an audit of sentences and a total of nine prisoners were found to have been in custody beyond their maximum sentence date.

All nine prisoners were released to freedom following advice from the State Solicitor’s Office and at the completion of a comprehensive release plan by the Department for each offender.

The issue prompted several audits and reviews which led to improvements to the Department’s offender database and clearer processes for sentence calculations.

'People smugglers'

The incarceration of foreign nationals, and in particular Indonesian ‘people smugglers’ has been a salient issue for the Department in 2010/11, and one expected to continue to require considerable attention.

As at 30 June 2011, the Department had 168 people in custody on people smuggling offences. 159 of these prisoners were Indonesian Nationals.

The Department is currently working on a policy framework relating to the management of Foreign National prisoners, identifying issues such as cultural and religious needs.

An additional complication has been numerous cases where prisoners have alleged to be under age. Age in these cases is determined by bone density testing conducted by the Australian Federal Police (AFP).

The Courts determine how to deal with the person charged – they inform themselves as to all relevant information involved in the case including age, identity and circumstances of the accused. The Department’s role is to hold the person charged in custody in line with the warrant of commitment issued by the Court.

Financial Outcomes

The Department’s primary source of funds to meet the cost of services is via parliamentary appropriation.

In 2010/11, $620m was provided from this source towards total activity costs that amounted to $700m.

The Department experienced significant cost pressures during the financial year where forecasts of a continued spike in the adult prison population did not eventuate.

The financial result was also adversely affected by significant increases in depreciation and provisions for employee leave.

Capital expenditure for 2010/11 was over budget by $6.4m. The most significant contributor to this overspend was the Fast Tracked Prisoner Accommodation project which was overspent by $6.8m during the period. This was due to the urgent need for additional bed space.

As a consequence, several variations were approved for additional support infrastructure costs.

This was partly offset by an underspend on the new Young Adults Facility due to minor delays in the building program at the Banksia Hill Detention Centre and the deferral of works at the Rangeview Remand Centre site.

The net cost of services in 2010/11 was $655m (2009/10 $609m). Employee benefits expense increased by $32m from last financial year and was due to a number of factors, particularly the PSGA pay increase.

Major spending on capital works in 2010/11 included the West Kimberley Regional Prison ($41.3m), Fast Tracked Prisoner Accommodation ($67.2m), Young Adults Facility ($11.4m) and Warburton Work Camp Custodial Infrastructure Program ($11.0m).

Sources of Funding

<table>
<thead>
<tr>
<th>Source of Funding</th>
<th>2010/11</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Appropriation</td>
<td>$620m</td>
<td>$586m</td>
</tr>
<tr>
<td>Other Government Revenues</td>
<td>$18m</td>
<td>$15m</td>
</tr>
<tr>
<td>Royalties for Regions Funding</td>
<td>$5m</td>
<td>$5m</td>
</tr>
<tr>
<td>Commonwealth Grants and Contributions</td>
<td>$44m</td>
<td>$37m</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$688m</td>
<td>$639m</td>
</tr>
<tr>
<td><strong>Total (millions $)</strong></td>
<td><strong>$700m</strong></td>
<td><strong>$646m</strong></td>
</tr>
</tbody>
</table>

Expenditure

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2010/11</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits expense</td>
<td>$372m</td>
<td>$340m</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>$210m</td>
<td>$197m</td>
</tr>
<tr>
<td>Other expenses</td>
<td>$76m</td>
<td>$77m</td>
</tr>
<tr>
<td>Grant subsidies</td>
<td>$4m</td>
<td>$5m</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$23m</td>
<td>$19m</td>
</tr>
<tr>
<td>Accommodation</td>
<td>$11m</td>
<td>$17m</td>
</tr>
<tr>
<td><strong>Total (millions $)</strong></td>
<td><strong>$700m</strong></td>
<td><strong>$646m</strong></td>
</tr>
</tbody>
</table>

Department of Corrective Services » Annual Report 2010/2011

Department of Corrective Services » Annual Report 2010/2011
The Corrective Services Bill continued to progress during 2010/11. The purpose of the Bill is to:

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

The reform of corrective services legislation was a recommendation of the Inquiry into the Management of Offenders in Custody and in the Community (Mahoney Inquiry 2005).

It is proposed that the Sentence Administration (Interstate Transfer of Community Based Sentences) Act 2009 and the accompanying regulations will become operational in the latter half of 2011.

The Act is part of a national legislative framework enabling community-based sentences to be formally transferred between participating Australian jurisdictions. The legislation enables offenders who move from one State to another to have their community-based sentences supervised in their new location.

Preliminary work has been undertaken on proposals to make possible amendments to the Young Offenders Act 1994. It is anticipated that a review of the Act will take place in the 2011/12 financial year.

Legislative changes

Legislation administered by the Department of Corrective Services:

» Court Security and Custodial Services Act 1999
» Dangerous Sexual Offenders Act 2006 (s18, 21 and 32 and Pt 2 Div 3 and 5 and Pt 5)
» Prisons (International Transfer) Act 2000
» Prisons (Interstate Transfer) Act 1983
» Prisons Act 1981
» Sentence Administration Act 2003 (Pt1, Pt2 Div2, Pt5 Div1-3, Pt 6, 7 and 8 and Part 10 [other than s114 and 115A])
» Sentence Administration (Interstate Transfer of Community Based Sentences) Act 2009
» Young Offenders Act 1994.
Key achievements for 2010/11:

» Managed and supervised a persistently high and increasingly diverse prisoner population across the State.
» Worked closely with internal and external stakeholders in ensuring the development of capital works programs that are aligned with the State's future custodial needs.
» Incorporated the Adult Custodial Strategic Plan for Aboriginal Services across the State into the Prisons Performance Reporting model, clearly establishing responsibilities and goals for service delivery in this key area.
» Established an Offender Employment Board to preside over the concerted effort to improve the employment prospects for adult offenders.
» Appointed six substantive prison Superintendent positions.

Key challenges for 2010/11:

» Ageing infrastructure and offender accommodation issues.
» A major 'whole of agency' reform program on offender employment activities and, given other pressures on the custodial system, capacity to only commence initial aspects.
» The prison officer staffing review timeline.
» Improved accountability within prisons.
» Implementing the smoking reduction strategy.

Key statistics:

» During 2010/11, the population ranged from a high of 4,763 on 1 July, declining to 4,493 over the Christmas period. On 30 June 2011 the prisoner population was 4,648, 423 below the system's operational bed capacity of 5,071 at that time.
» On 30 June 2011, four prisons were operating above their in-facility bed capacity, with an overall bed utilisation rate of 91.5% of the in-facility bed capacity for WA prisons. Bed utilisation ranged between 81.7% and 116.0% of operational bed capacity.
» A comparison of the 2009/10 daily average population (4,759 prisoners) and the 2010/11 average (4,633 prisoners) shows an overall decrease of 2.7%.
» This comprises decreases of 26.9% for prisoners with maximum security rating and 1.6% for prisoners with medium security rating. The average number of minimum security prisoners increased by 2.8%.
» The proportion of Aboriginal prisoners decreased by 6.9%, compared to a 0.2% increase in the non-Aboriginal prisoner population.
» The female prisoner population decreased by 2.7% over the year and the male prisoner population decreased by 2.6%.
» A comparison of single day census information for 30 June 2010 (4,772 prisoners) and 30 June 2011 (4,648 prisoners) shows a 2.6% decrease (minus 124 prisoners).
» During this period, the proportion of prisoners held on remand was 17.9% of the total adult prisoner population on 30 June 2011, compared to 16.6% in the previous year.

The changing profile of Western Australia’s prisoner population

During the 2010/11 period the population ranged from a high of 4,763 on 1 July, declining to a low of 4,493 on 26 December 2010. Since this time, the prisoner population has trended upwards. The drivers behind the recent stabilisation of the prisoner population include:

20% reduction in the number of prisoners incarcerated by the lower courts. There were fewer prisoners incarcerated, either under sentence or on remand, for violent, driving/motor traffic related and burglary offences.

6% reduction in prisoners with parole cancelled / suspended / deferred / denied / refused.

Adults in Custody

The changing profile of Western Australia’s prisoner population

During the 2010/11 period the population ranged from a high of 4,763 on 1 July, declining to a low of 4,493 on 26 December 2010. Since this time, the prisoner population has trended upwards. The drivers behind the recent stabilisation of the prisoner population include:

20% reduction in the number of prisoners incarcerated by the lower courts. There were fewer prisoners incarcerated, either under sentence or on remand, for violent, driving/motor traffic related and burglary offences.

6% reduction in prisoners with parole cancelled / suspended / deferred / denied / refused.
A comparison of the 2009/10 Daily Average Population (DAP) and the 2010/11 DAP shows an overall decrease in the prisoner population of 2.7%. This comprises decreases of 26.9% for prisoners with maximum security ratings and 1.6% for prisoners with medium security ratings. In comparison, prisoners with minimum security ratings increased by 2.8%.

During this time the number of Aboriginal prisoners decreased by 6.9% compared to a 0.2% increase in the non-Aboriginal prisoner population. The female prisoner population decreased by 2.7% over the year, and the male prisoner population decreased by 2.6%.

During this time, the remand population increased by 50 prisoners (+6.4%) compared to a decrease of 174 prisoners in the sentenced prisoner population (-4.4%). The proportion of prisoners held on remand was 17.9% of the total adult prisoner population on 30 June 2011, compared to 16.4% in the previous year.

### Prisoner profile characteristics

The following table compares the WA prisoner population cohorts.

<table>
<thead>
<tr>
<th>Prisoner Population</th>
<th>30 Jun 10</th>
<th>30 Jun 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td>Sentenced</td>
<td>3991</td>
<td>83.6</td>
</tr>
<tr>
<td>Remand</td>
<td>781</td>
<td>16.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4772</td>
<td>100</td>
</tr>
</tbody>
</table>

### Daily Average Population

<table>
<thead>
<tr>
<th>Region</th>
<th>2009-10</th>
<th>% DAP</th>
<th>2010-11</th>
<th>% DAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>3,385.10</td>
<td>71.1</td>
<td>3,226.26</td>
<td>69.7</td>
</tr>
<tr>
<td>Regional</td>
<td>1,374.10</td>
<td>28.9</td>
<td>1,406.70</td>
<td>30.3</td>
</tr>
<tr>
<td>Male</td>
<td>4,373.10</td>
<td>91.9</td>
<td>4,257.35</td>
<td>91.9</td>
</tr>
<tr>
<td>Female</td>
<td>386.06</td>
<td>8.1</td>
<td>375.61</td>
<td>8.1</td>
</tr>
<tr>
<td>Aboriginal</td>
<td>1,915.10</td>
<td>40.2</td>
<td>1,782.25</td>
<td>38.5</td>
</tr>
<tr>
<td>Non-Aboriginal</td>
<td>2,844.06</td>
<td>59.8</td>
<td>2,475.11</td>
<td>61.5</td>
</tr>
<tr>
<td>Maximum</td>
<td>450.18</td>
<td>9.9</td>
<td>342.48</td>
<td>7.4</td>
</tr>
<tr>
<td>Medium</td>
<td>2,706.61</td>
<td>57.4</td>
<td>2,688.20</td>
<td>58.0</td>
</tr>
<tr>
<td>Minimum</td>
<td>1,558.38</td>
<td>32.7</td>
<td>1,601.27</td>
<td>34.6</td>
</tr>
</tbody>
</table>

The following table provides a breakdown of the year end adult custodial prisoner population by gender and Aboriginality for each prison.

### 30 June 2011 Prisoner Population by facility

<table>
<thead>
<tr>
<th>Facility Name</th>
<th>Aboriginal Total</th>
<th>Non-Aboriginal Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acacia Prison</td>
<td>369</td>
<td>0</td>
<td>369</td>
</tr>
<tr>
<td>Albany Regional Prison</td>
<td>101</td>
<td>0</td>
<td>101</td>
</tr>
<tr>
<td>Bandyup Women’s Prison</td>
<td>0</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>Boreenah Pre Release Centre</td>
<td>11</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Broome Regional Prison</td>
<td>89</td>
<td>0</td>
<td>89</td>
</tr>
<tr>
<td>Bunbury Regional Prison</td>
<td>63</td>
<td>0</td>
<td>63</td>
</tr>
<tr>
<td>Casuarina Prison</td>
<td>262</td>
<td>0</td>
<td>262</td>
</tr>
<tr>
<td>Eastern Goldfields Regional</td>
<td>61</td>
<td>13</td>
<td>74</td>
</tr>
<tr>
<td>Greensnough Regional Prison</td>
<td>218</td>
<td>18</td>
<td>236</td>
</tr>
<tr>
<td>Hakea Prison</td>
<td>234</td>
<td>0</td>
<td>234</td>
</tr>
<tr>
<td>Karnet Prison Farm</td>
<td>26</td>
<td>0</td>
<td>26</td>
</tr>
<tr>
<td>Pardalup Prison Farm</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Postcardinal Regional Prison</td>
<td>119</td>
<td>11</td>
<td>130</td>
</tr>
<tr>
<td>Wooroloo Prison Farm</td>
<td>43</td>
<td>0</td>
<td>43</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1617</td>
<td>153</td>
<td>1770</td>
</tr>
</tbody>
</table>

Photo: Prison officers conduct lock-up.

### Prison bed capacity

On 30 June 2011, four prisons were operating above their in-facility bed capacity, with an overall bed utilisation rate of 91.9% of the in-facility bed capacity for WA prisons. Bed utilisation ranged between 81.7% of the approved bed capacity (Casuarina Prison) and 116.0% (Bandyup Women’s Prison).
The following table provides a breakdown of in-facility and work camp bed utilisation by prison as at 30 June 2011.

<table>
<thead>
<tr>
<th>Adults in Custody</th>
<th>Custodial Infrastructure Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total for State</strong></td>
<td></td>
</tr>
<tr>
<td>Capacity</td>
<td>Prisoner Count</td>
</tr>
<tr>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td>4,999</td>
<td>4,593</td>
</tr>
<tr>
<td>Adults</td>
<td>1,307</td>
</tr>
<tr>
<td>Albany</td>
<td>357</td>
</tr>
<tr>
<td>Bandyup</td>
<td>357</td>
</tr>
<tr>
<td>Bunbury</td>
<td>377</td>
</tr>
<tr>
<td>Casuarina</td>
<td>700</td>
</tr>
<tr>
<td>Greenough</td>
<td>328</td>
</tr>
<tr>
<td>Hakea</td>
<td>919</td>
</tr>
<tr>
<td>Karnet</td>
<td>238</td>
</tr>
<tr>
<td>Ridsdale</td>
<td>81</td>
</tr>
<tr>
<td>Roebourne</td>
<td>161</td>
</tr>
<tr>
<td>Wooroloo</td>
<td>360</td>
</tr>
</tbody>
</table>

Custodial Infrastructure Program

An extensive capital works program is currently underway which reflects forecasted needs for the expected prisoner increase over the next five years.

The work undertaken during 2010/11 included:

- The completed 640-Bed Program at Albany, Casuarina and Hakea prisons
- Demountable accommodation at Karnet Prison Farm (88 beds) and Bandyup Women’s Prison (32 beds)
- The progress of the Warburton and Wheatbelt (Dowerin) Work Camps (50 beds), and the upgrading of the Wyndham Work Camp (+20 beds)
- The progress of the construction of the 150-bed West Kimberley Regional Prison
- The progress of an additional 60 beds to the existing Wyndham Remand Centre site through an additional 80 beds at Barwick Hill Detention Centre
- The progress of plans to replace the existing 100-bed Eastern Goldfields Regional Prison Redevelopment (EGRP) with a new 350-bed prison that caters for both genders across all security ratings. The target population is predominantly (about 85%) Aboriginal men and women from the Goldfields region of Western Australia, many of whom are currently held in secure metropolitan prisons. The prison is expected to be completed by 2015.

Aboriginal offenders

The level of Aboriginal incarceration remained unacceptably high in 2010/11, despite an overall decrease in the Aboriginal prisoner population (-6.9%). As at 30 June 2011, 38.1% of all adult prisoners were Aboriginal, while the daily average adult Aboriginal prisoner population in 2010/11 was 38.5%.

The Department of Corrective Services is committed to making a positive difference in the lives of Aboriginal offenders, their families and communities. This focus on addressing issues specific to Aboriginal offending has guided many major strategic operational initiatives including:

- West Kimberley Regional Prison
- Eastern Goldfields Regional Prison Redevelopment
- Wyndham Work Camp
- Warburton Work Camp.

Prisons Staffing Review

The Department has been undertaking a prison staffing review during 2010/11, looking at the appropriate allocations of prison officers and vocational support officers to meet each prison’s needs.

The review is focused on creating efficient staffing practices while ensuring a safe and effective prison system.

The review forms part of the requirements under the recent Prison Officers’ Enterprise Agreement 2010 (SA), negotiated with the WA Prison Officers’ Union (WAPOU). As part of the Agreement, the Department and WAPOU agreed to work in partnership in the workplace initiatives proposed within the Agreement.
Adults in Custody

The objectives of the review are to:
- review established staffing benchmarks, daily routines and regimes that affect staffing requirements, shift lengths and workforce planning assumptions
- develop a specific prison workforce profile that reflects the nature of each specific facility
- complete a Statewide workforce profile comprising an aggregate of individual prison profiles, with a metropolitan and regional summary.

Unlawful absences from Corrective Services custody

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate Per 100 Prisoners</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-96</td>
<td>2.22 (63)</td>
<td></td>
</tr>
<tr>
<td>1996-97</td>
<td>2.99 (89)</td>
<td></td>
</tr>
<tr>
<td>1997-98</td>
<td>3.72 (100)</td>
<td></td>
</tr>
<tr>
<td>1998-99</td>
<td>2.41 (72)</td>
<td></td>
</tr>
<tr>
<td>1999-00</td>
<td>1.86 (53)</td>
<td></td>
</tr>
<tr>
<td>2000-01</td>
<td>1.02 (35)</td>
<td></td>
</tr>
<tr>
<td>2001-02</td>
<td>0.69 (25)</td>
<td></td>
</tr>
<tr>
<td>2002-03</td>
<td>0.74 (28)</td>
<td></td>
</tr>
<tr>
<td>2003-04</td>
<td>0.27 (11)</td>
<td></td>
</tr>
<tr>
<td>2004-05</td>
<td>0.22 (10)</td>
<td></td>
</tr>
<tr>
<td>2005-06</td>
<td>0.06 (3)</td>
<td></td>
</tr>
<tr>
<td>2006-07</td>
<td>0.27 (11)</td>
<td></td>
</tr>
<tr>
<td>2007-08</td>
<td>0.22 (10)</td>
<td></td>
</tr>
<tr>
<td>2008-09</td>
<td>0.06 (3)</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>0.00 (0)</td>
<td></td>
</tr>
<tr>
<td>2010-11</td>
<td>0.00 (0)</td>
<td>2,237</td>
</tr>
</tbody>
</table>

Unlawful Presence from DCS Custody Rate Per 100 Prisoners 1995/96 to 2010/11

Escape from custody

During the 2010/11 period, there were 10 escapes from the Department’s custody. This compares with three escapes from custody and an unlawful release from court while in police custody during 2009/10.

Of the 10 unlawful absences, half (five) were from Kimberley work camps, two were from minimum security regional prisons, two were from minimum security metropolitan prisons, and one was from an external garden party of a maximum security regional prison.

Unlawful absences from Corrective Services custody

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate Per 100 Prisoners</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-96</td>
<td>2.22 (63)</td>
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</tr>
<tr>
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<td>2.99 (89)</td>
<td></td>
</tr>
<tr>
<td>1997-98</td>
<td>3.72 (100)</td>
<td></td>
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<tr>
<td>1998-99</td>
<td>2.41 (72)</td>
<td></td>
</tr>
<tr>
<td>1999-00</td>
<td>1.86 (53)</td>
<td></td>
</tr>
<tr>
<td>2000-01</td>
<td>1.02 (35)</td>
<td></td>
</tr>
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<tr>
<td>2002-03</td>
<td>0.74 (28)</td>
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</tr>
<tr>
<td>2003-04</td>
<td>0.27 (11)</td>
<td></td>
</tr>
<tr>
<td>2004-05</td>
<td>0.22 (10)</td>
<td></td>
</tr>
<tr>
<td>2005-06</td>
<td>0.06 (3)</td>
<td></td>
</tr>
<tr>
<td>2006-07</td>
<td>0.27 (11)</td>
<td></td>
</tr>
<tr>
<td>2007-08</td>
<td>0.22 (10)</td>
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<tr>
<td>2010-11</td>
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Deaths in Custody/Coroner’s Reports

There were five deaths in prison custody in 2010/11, one of which had an apparent cause of death recorded as suicide. The remaining four deaths were of apparent natural causes. All deaths occurred in prison or at a hospital.

It is a sad reality that many people who come into the care of corrective services have significant emotional issues and complex behavioural problems. The Department has a number of strategies to identify and manage those at risk including a comprehensive suicide prevention strategy. These are highlighted in the Offender Management section of this report.

Deaths in Custody

<table>
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<th>Year</th>
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<td>2010-11</td>
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Intelligence and drug detection

Improvements made by the Justice Intelligence Service (JIS) and the Drug Detection Unit (DDU) in 2010/11 included:
- recruiting an additional three drug-detection dogs and handlers to provide extra support for prisons and a greater capability for intelligence led operations
- expanding the detection-dog training to incorporate additional substances that present as an increasing risk to the Department, such as Buprenorphine and Lithium (mobile telephone batteries).
- training prison staff in the use of the Electronic Trace Detection machine as an additional drug detection tool
- developing a series of presentations for Departmental staff to identify radicalism
- introducing additional intelligence products
- expanding the audience for the Security Awareness training program to incorporate Juvenile Detention and Community Youth Justice.

In 2010/11, the Security Services Directorate (SSD) conducted a review across all public prisons to identify shortfalls in procedures and practices in respect to key management practices and, where appropriate, identified improvements that reduce the risk of critical incidents occurring.

Following the review, a three-day training package was developed relating to the management of human intelligence sources.

Gatehouse operations

Social visitors to Casuarina and Hakea Outcare centres now have access to a ‘biometric and general security’ DVD that has been installed following recommendations included in a review of the Biometric System introduced at Casuarina, Hakea, Albany, and Bandyup prisons.

The DVD was professionally produced using Departmental staff to provide social and safety information to the audience for the Security Awareness training program to incorporate Juvenile Detention and Community Youth Justice.

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During 2009/10 there was a 37% increase in the number of security reports submitted to JIS. As a result of expanding the Security Awareness training in 2010/11, this again increased by a further 25% to more than 8,000 per annum.

Emergency management

In 2011 the Emergency Support Group and the Department’s Training Academy began to develop a Primary Response Team (PRT) training program for custodial staff, which when fully delivered, will provide staff with the skills to be able to contain a critical incident at their respective facilities.

In May 2011, a 10-day PRT Section Leaders Course was conducted for a number of youth custodial officers, followed by two, four-day PRT courses in June. These courses will enable an initial response by youth custodial officers to critical or emergency incidents within a juvenile detention facility.

A review of all emergency management plans was conducted in 2010/11 and a reporting committee was formed, comprising security manager representatives from each prison throughout the State.

The Commissioner’s Executive Team (CET) rehearsed skills in emergency management in relation to dealing with a serious incident within a Department facility.

Collaborative measures such as fire special risk plans were developed with the Fire and Emergency Services Authority (FESA) and a Business Continuity Plan was completed by the end of the financial year.

The Department’s Business Continuity Plan (BCP) contains specific strategies that can be employed in a time of technological crisis, such as computer virus attacks, and was endorsed by CET in March 2011, with the project officially closed in June 2011.

Prison industries and employment

Prisoner employment allows prisoners to be fully engaged in positive activities that address their offending behaviour and assist them to develop life and work skills that improve the chances of a successful transition to the community on release.

Prison industries strive to deliver industry services that contribute to a reduction in re-offending, the protection of the community and the encouragement of prisoners towards law-abiding lifestyles.

Prison industries produce 80% of all clothing, food and textiles for use within prisons, contributing to the Department’s commitment to self-sustainability.

Prisoner employment falls into three categories:

- **Primary industry**
  - Primary industry includes all industries directly linked to the food supply chain (breeding livestock, market gardening, eggs, milk, and more). The Department operates three prison farms, located at Karnet, Wooroloo and Pardelup, to supply essential food products for the prison system. The farms aim to produce all the milk and eggs and as much sheep and beef meat as possible for the prison system.
  - Vegetable processing industries operate at Bunbury Regional and Casuarina prisons where produce direct from prison farms and market gardens is processed, packaged and distributed across the prison system.
  - Primary and secondary food production is undertaken by prisoners and linked to traineeships in Agriculture, Horticulture, Rural Operations, Meat Production and Food Processing.

- **Secondary industry**
  - Secondary industries are workshop-based activities associated with the manufacture of timber products, steel fabrication, concrete products, prisoner clothing and other accessories. As well as being major employers of offenders, these industries also facilitate substantial vocational training and work readiness for prisoners.

- **Essential services**
  - Essential services are the industries required for maintaining the health and wellbeing of offenders while in custody and the efficient functioning of each prison. These services include fields such as kitchens, laundry, cleaning and maintenance.

From 1 July 2010 to 30 June 2011, prisoners worked a total of 5,933,450 hours across the State in prison industries. With a minimum wage set at $15.45, this represents a notional labour value of $91,671,802 and a significant saving for WA taxpayers.

Major industry projects in 2010/11 included:

- the 640 bed fast track project for Albany, Casuarina and Hakea prisons including the manufacture of beds, mattresses, linen and fencing for the new units (saving of $1,571,029)
- the refurbishment of Pardalup Prison Farm (saving of $56,000)
- the 200 cell ligature minimisation program (saving of $155,580)
- the construction of kennels at Hakea Prison for the Greyhound Re-socialisation Program (saving of $51,792)
- the manufacture of 100 beds for new work camps (saving of $30,000).
Adults in Custody

Work camps
Work camps have been operating in Western Australia for 12 years. They are widely acknowledged as a leading correctional innovation. The aim of work camps is the successful re-entry of offenders into the community by repairing them to undertake stable employment and live a law-abiding lifestyle. This is achieved through ongoing collaboration with regional communities to engage prisoners in meaningful and worthwhile projects which enhance community life and maintain community assets and services. It is clearly evident that the host communities embrace and support the work camps, which in turn positively influences community perceptions about corrective services.

Based in rural and remote communities, work camps are small facilities organisationally attached to a home prison. The prisoners are held in custody on a regime of trust, free of the physical barriers found in prisons. Work camps offer an alternative to traditional imprisonment for eligible, custodial prisoners on a regime of trust, free of the physical barriers found in prisons. Work camps are widely acknowledged as a leading correctional innovation.

In 2010/11, the Department’s work camps continued to make a positive contribution to regional Western Australia through environmental, heritage, cultural, tourism and recreational projects as well as disaster relief. About 70 prisoners and 28 officers worked on numerous projects and provided more than $900,000 of training on a range of community projects that provided employment and social skills.

Some major projects completed by work camps in 2010/11 included:
- refurbishing the local town hall in Kallalarrin
- brick paving and landscaping at the Ian Roberts Lodge for the elderly and frail in Cunderdin
- curbing the streets at Leonora for St John’s Ambulance
- event planning and set up for the Great Karri Bike Ride at Northcliffe
- ongoing maintenance of the Bibbulmun Track in the State’s south west
- assistance to the Pandanus Park Aboriginal Community in the Kimberley with its aqua culture project
- restoration work at the historic Railway Museum in Merredin
- establishment of new picnic area at Deep Reach Pool at Millstream in the Pilbara.

Helping the community
The Department has the capacity to assist with relief efforts and worthwhile community projects through its Section 95 (approved, minimum-security) prisoners and the Repay WA community work program.

In February 2011, the Department provided supervised minimum-security prisoners from Karratha Prison and Hanover Regional Prison to assist with the clean-up efforts after the bushfire that burnt through several suburbs in the City of Armadale.

In 2010/11, the Department's Offender Employment Board continued to set the strategic direction for offender employment. In January 2011, the board commenced a series of fortnightly workshops titled ‘What Industries Work’. The workshops recognised that the expansion of prisoner employment opportunities is considered integral to crime prevention as it enhances the work-readiness and work ethic of offenders and greatly improves their chances of a successful transition to the community on release.

In 2010/11, the Department provided supervised minimum-security prisoners from Karratha Prison and Hanover Regional Prison to assist with the clean-up efforts after the bushfire that burnt through several suburbs in the City of Armadale.

Adults in Custody

and Wooroloo Prison Farm spent two days a week for six weeks clearing roadside verges and reserves of burnt and fallen trees following a bushfire that burnt through several suburbs in the City of Armadale.

Adult Offender Employment Review

Offender employment and training is regarded as a key priority for the Department and is integral to a structured day framework for prisoners. A structured day framework allows prisoners to be fully engaged in positive activities that address their offending behaviour and assists them to develop life and work skills that improve the chances of a successful transition to the community on release.

In 2010/11, the Department’s Offender Employment Board continued to set the strategic direction for offender employment. In January 2011, the board commenced a series of fortnightly workshops titled ‘What Industries Work’. The workshops recognised that the expansion of prisoner employment opportunities is considered integral to crime prevention as it enhances the work-readiness and work ethic of offenders and greatly improves their chances of successful reintegration into the community. The establishment of a workshop was an acknowledgement that a more accountable and collaborative approach was required to facilitate the expansion.

To date the workshops have:
- evaluated employment opportunities for offenders in a structured and logical way
- developed a comprehensive industries profile for each prison, and identified those industries which were strong and why
- developed a State employment market profile which identifies the current and emerging employment opportunities and in each region.

Future directions
In 2011/12, the Adult Custodial Division will:
- build on its strategic prisoner management focus in areas such as prison accommodation, facilities, infrastructure, staffing, prisoner cultural diversity and case management, to ensure the continued delivery of professional prison services
- continue its review of all offender employment policies and practices
- continue the effort to improve prison efficiency by maintaining clear prison performance expectations while ensuring all custodial facilities are properly resourced and staff adequately trained.
Through Adult Community Corrections (ACC), the Community and Youth Justice Division contributes to the safety of the community by effectively managing adult offenders in accordance with legislation, and encourages offenders to lead positive, law-abiding lifestyles.

Adult Community Corrections

Key achievements for 2010/11:

- Managed 10,522 adults, with 7,504 community corrections orders being imposed during the financial year (some offenders continued to be managed on continuing orders issued in 2009/10).
- Developed and communicated a new Statement of Intent, clearly articulating a focus on promoting public safety in partnership with the community, and a robust system of enforcement and compliance with the orders of the court and releasing authorities.
- Continued to establish targets and measures for performance across Adult Community Corrections.
- Reviewed and strengthened the Enforcement Policy For Non-Compliance with Order Requirements to provide clarity and guidance to staff and stakeholders on the Department’s response to any non-compliance with orders.
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- Developed new staffing structures at all ACC centres, focusing on delivering an effective service within the current budget.
- Created a peak professional role (Manager Operational Practice) that provides advice about current policies and practices, develops ways to improve the quality of service provision, and liaises with branches to develop best practice approaches to community corrections.
- Updated the ACC Handbook to reflect best practice models and clearly define Departmental policies and procedures relating to case managing offenders in the community.
- Improved performance management tools used for assessing the work performance and the training needs of staff.

Key challenges for 2010/11:

- Improving the community work compliance rate in regional and remote areas; and sustaining the current positive community work compliance rate in the metropolitan area.
- Improving quality service provision by continuing to place a focus on regularly reaching its performance targets, and implementing the framework in place to review policies and procedures to achieve continuous improvement.
- Ensuring the Accountability Framework is adhered to through effective performance management, skills development and regular supervision.
- Integrating victim services including the Victim Mediation Unit and adult offender case management to improve service delivery and victim safety.

Key statistics

- 10,522 adults were managed in the community during the financial year.
- 3,855 Aboriginal adults were managed in the community.
- As at 30 June 2011, 4,373 adults were subject to community corrections orders (1,433 Aboriginal adults).
- 12,892 reports were provided to sentencing and releasing authorities during the financial year.

Adult Community Corrections

Photo: A staff member oversees Repay WA workers in Albany.
Adult Community Corrections

Community work

Community work orders enable offenders to repay their debt to WA for crimes committed by contributing to important not-for-profit community projects while enabling them to gain new skills which may aid their reintegration into the community. It reduces the cycle of re-offending and promotes the good work of both offenders and the Department to the community.

In 2010/11 offenders performed approximately 190,000 hours of work on community projects. At any one time there are about 400 projects operating from Perth to Albany, saving taxpayers more than $336,000 (based on hourly rates of $11.95). A current strategy involves coordinating the line-management of all community work officers within the metropolitan area, ensuring better scheduling of supervised work parties and closer scrutiny of offender absenteeism.

Other strategies being developed involve ‘swifter justice’ to refine the work suitability assessment of offenders to reduce the time between order issue and completion of projects. In 2010/11 this expanded to cover 2011 this expanded to cover 2011/12, the Department will:

- continue to implement recommendations made in respect to the Community Work Management Unit – Riverbank and quality model of operation, in 2011/12, the Department will:
  - continue to recruit suitable applicants to fill vacancies and establish a corporate functions and meeting centre, and a community arts gallery
  - consolidate practices in centres with the new streamlined staff reporting structures
  - look towards improving the integration of victim services including the VMU and adult offender case management to improve service delivery and victim safety
  - continue to recruit suitable applicants to fill vacancies and establish a pool of suitably experienced candidates for future vacancies. The focus of recruitment will be to find the right people for the job and build on victim safety and victim safety.

Dramatic changes to adult parole have created an enrolment of dangerous sexual offenders. An estimated 2700 offenders were affected with 2388 offenders managed during the year for both adult and juvenile offenders and the respective victims of their crimes.

The Department of Corrective Services has a range of strategies to address the needs of adult parolees, including the establishment of a coast-to-coast Community Work Management Unit – Riverbank.

The Community Work Management Unit co-ordinates Repay WA, a scheme that enables eligible offenders to repay their debt to society through supervised community work projects. The unit operates at Riverbank in Caversham, a former juvenile detention facility which has been refurbished and transformed by community work officers. The unit initially co-ordinated projects across the Perth metropolitan area only; however from April 2011 it expanded to cover Statewide co-ordination and operational management.

Riverbank is a central hub for community work addressing re-offending through strong community partnerships and offering pathways for offenders to engage in community activities. Riverbank provides a central skills area for offenders to develop skills in specialised trades and light industries programs, participating in joint partnerships with MPA Skills to provide offenders with accredited training to assist with future employment endeavours.

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Through its Youth Justice Services (YJS), the Department ensures that the intent of the Young Offenders Act 1994 is upheld. The primary focus of Youth Justice Services is diverting young people from the formal justice system, working closely with families and providing rehabilitation for at risk young people, all of which abides by the Act’s principle to use detention only as a last resort.

Key achievements for 2010/11:
- Developed a Youth Justice framework for WA.
- Expanded Regional Youth Justice Services to the East and West Kimberley regions.
- Continued to establish targets and measures for performance across Youth Justice Services.
- Expanding the Metropolitan Youth Bail Service (formerly Supervised Bail Unit).
- Continued work on the redevelopment of Banksia Hill Youth Detention Centre.
- Assumed the responsibility for the transportation of young people from Western Australia Police.
- Managed high detention numbers at both Rangeview Remand Centre and Banksia Hill Detention Centre.
- Finalised the realignment of metropolitan Youth Justice Services with the official opening of South West Metropolitan Youth Justice Services.

Key challenges for 2010/11:
- Redveloping Banksia Hill Detention Centre structurally, operationally and strategically while managing record numbers of young people in detention.
- Consolidating Regional Youth Justice Services in the West and East Kimberley under challenging timesframes.
- Redveloping and expanding the former Supervised Bail Unit to become the Metropolitan Youth Bail Service. Establishing the new service, including moving premises, while continuing to provide services to young people eligible for bail.
- Finalising the realignement of Youth Justice Services and Adult Community Corrections in the metropolitan area with the opening of South West Metropolitan Youth Justice Services while continuing services for young people.
- Realigning Southern Regional Youth Justice Services from Adult Community Corrections while continuing services for young people.
- Recruiting and retaining Aboriginal staff.
Youth Justice Services

Key statistics
- 2,004 young people (excluding Juvenile Justice Teams (JJT) referrals and Youth and Family Support Services (YFSS)) were managed in the community in 2010/11.
- 1,135 Aboriginal young people (excluding JJT referrals and YFSS) were managed in the community in 2010/11.
- As at 30 June 2011, 940 young people (excluding JJT referrals and YFSS) were subject to community orders (including 365 Aboriginal young people).
- As at 30 June 2011, there were 690 individuals with JJT cases open of which 369 were Aboriginal young people.
- As at 30 June 2011 there were 104 individuals with court conferencing cases open of which 34 were Aboriginal young people.
- 4,983 reports were written by youth justice officers for the various services in 2010/11.
- The average daily population of young people in custody for the year was 178, compared with 168 the previous year.
- The State’s two youth detention facilities had a total of 2,006 receptions and 2,126 receptions, 315 were where the young person was either apprehended or diverted from the justice system.
- The average length in custody for sentenced young people discharged was 18.5 weeks, including time spent on remand.
- The average length of stay on remand for young people in custody by a court. The average length of stay on remand for young people was 20.61 days.
- The average length in custody for sentenced young people discharged was 178, compared with 168 the previous year.
- The Supervised Bail Program was expanded and renamed the Metropolitan Youth Bail Service (MYBS) during the year. The new service began on 1 May 2011 from new premises located in Victoria Park.
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- The Metropolitan Youth Bail Service (MYBS) provides the following services to young people:
  - Point of arrest intervention: provision of advocacy, advice, assessment and identification of a responsible person to take up bail for young people. In the event these options cannot be achieved, the MYBS will assume the role of the responsible person subject to suitable accommodation being available.
  - Identification of short and long term bail placements at hotels, rehabilitative residential services, psychiatric facilities, family members or a responsible adult.
  - Ensures the young person attends court at the requested time, with an understanding of the court process.
  - Links young people into relevant programs and services to address their offending behaviour and ensures adequate supervision and monitoring while on bail.
- During 2010/11, the MYBS provided 741 placements for young people subject to bail for an average of 29 days. This equates to a saving of 19,416 days those young people would have otherwise spent in custody.
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- Since the commencement of the Regional Youth Justice Services, there has been an increase in police cautioning and JJT referrals along with closer working relationships with the local Magistrates.

Regional Youth Justice Services expansion

In 2010/11, the Department was provided with funding from the Royalties for Regions program to expand Regional Youth Justice Services (RYJS) into the Kimberley and Pilbara regions. This followed the success and expansion of services in the Goldfields (Kalgoorlie) and the Mid West Gascoyne (Geraldton).

Cabinet endorsed a staged implementation of the expansion during 2011 with services beginning in the West and East Kimberley in January and April respectively while services in the Pilbara are on track for commencement in July 2011.

Services in the Kimberley are provided at two major regional locations and in smaller satellite towns including:
- West Kimberley – Broome, Derby, Fitzroy Crossing
- East Kimberley – Kununurra, Wyndham, Halls Creek

These services aim to provide support, programs and other interventions to reduce the level of young people’s involvement in the youth justice system and the need for them to be remanded to custody in Perth, while ensuring a safe and secure custodial environment for all arrested, remanded and sentenced youth in detention.

The expansion of Banksia Hill Detention Centre presents a unique opportunity to revitalise the services delivered by Youth Custodial Services and in particular, there will be a specialised facility with the centre to cater for the unique needs of young women and girls.

The new models developed will reflect the diversity of Western Australia’s youth justice environment and improve outcomes for young people in our care.

The objectives are to ensure:
- the safe and appropriate relocation of young people currently located at Rangeview Remand Centre to the redeveloped youth detention centre at the Banksia Hill Detention Centre site
- a safe and secure custodial environment
- quality follow-up services at the redeveloped youth detention centre for all arrested, remanded and sentenced youth in detention
- facilities, services and programs for the young people that are age, gender, developmentally and culturally appropriate and address the needs of the individual in the context of their family and community
- the diverse needs of all affected groups, particularly Aboriginal young people, are met.

Bankia Hill/Rangeview capital works projects

During 2010/11, Stage One of the capital works program at Bankia Hill Detention Centre to facilitate the Young Adults Facility at Rangeview Remand Centre was completed and Stage 2 commenced. The capacity of Bankia Hill Detention Centre will increase to 2/1/4 to accommodate all young people in detention (male and female, sentenced and remand) and Rangeview Remand Centre will be developed into an 80 bed facility for 18 to 24 year old male prisoners.

The expansion of Bankia Hill Detention Centre presents a unique opportunity to revitalise the services delivered by Youth Custodial Services and in particular, there will be a specialised facility with the centre to cater for the unique needs of young women and girls.

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- the diverse needs of all affected groups, particularly Aboriginal young people, are met.
Young Adults Facility (YAF)
The Young Adults Facility (YAF) will be a privately operated and maintained facility for 18 – 24 year old males. The emphasis of the facility will be to assist young men to take responsibility for their offending behaviour in a safe and supportive environment. The YAF will offer opportunities and support to develop skills by providing education, training, employment and personal programs to the young men incarcerated there. Such programs would include drug and alcohol counselling/education, family and domestic violence, financial management, impulse control and positive parenting. Significant engagement with families to encourage young men to make positive changes will be a key component of the operation of the centre.

The YAF project team developed the philosophy, service delivery model and service specifications included in the Request for Proposal that was advertised in March 2011.

Regional youth transport
In November 2010, the Department took responsibility for the transportation of young people in custody from the Western Australia Police. Youth Custodial Officers have been specially trained to be able to provide a service that is safe, secure and decent. As at 30 June 2011, Regional Youth Transport had transported 279 young people since taking over the service.

Future directions 2011/12
In 2011/12, YJS will:

- strengthen the directions of the Youth Justice Steering Committee, focusing on reporting on the Youth Justice Framework
- maintain the focus on recruitment and retention of Aboriginal staff in the regions
- finalise the establishment of the Regional Youth Justice Services in the Pilbara while managing issues with recruiting local staff in competition with mining companies and securing staff housing within budget
- work with other areas of the Department on a review of the Young Offenders Act 1994
- respond to the findings of the review the Pilot Youth Justice Initiative
- complete the construction of new infrastructure at Banksia Hill Detention Centre and bring together in the one centre all young people in custody in WA
- commence operating the new Young Adults Facility.

Youth Psychological Services
Youth Psychological Services provides court assessments and assists in the case management of young people in custodial centres and in the community. Psychological interventions are undertaken for issues including offending behaviour, mental health issues, suicide/self harm behaviour, anger management, drug use, grief and family and relationship difficulties.

During 2010/11 Youth Psychological Services completed:
- 307 psychological reports for court
- approximately 185 psychological reports for the Supervised Release Review Board.

Through the various custodial programs, 43 clients attended 21 sessions.

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

Key achievements for 2010/11:

- Piloted a program to include individual interventions for high risk sex offenders on the Indigenous Sex Offender Program.
- Undertook a review of Disability Services with a number of recommendations to improve service delivery to offenders with an intellectual or cognitive disability.
-partnered with a researcher from Bond University (Queensland) to evaluate the characteristics of arson offenders in Western Australia. The data collection has been undertaken and the final report is due at the end of 2011.
- Developed and implemented interagency protocols between the Department and the Disability Services Commission.
- Consolidated the initial establishment of the Aboriginal Program Facilitation Unit. This unit has worked closely with the Clinical Governance Unit to match demand with supply of Aboriginal programs and is also currently working on the creation of an Aboriginal specific Going Home program.
- Maintained the delivery of treatment programs and worked towards the launch of several new programs.
- Boosted partnerships with external service providers, which enhanced service delivery across prison and community interventions. In the community, contracted providers delivered domestic violence perpetrator programs in metropolitan and regional areas of Western Australia.
- Signed a research agreement with Edith Cowan and Curtin universities for a longitudinal study on the relationship between prisoner participation in education and training and post-release labour market outcomes.
- Signed separate agreements with the Department of Training and Workforce Development: for the delivery of education and training to prisoners classified as ‘youth at risk’ and, to facilitate an increased delivery of education to Aboriginal prisoners by the employment of Aboriginal education workers.
- Expanded prisoner career and employment services to include career and employer expos, career counselling, job preparedness skills, employability skills and post placement support.

Offender Management

Photo: A Wooroloo prisoner is presented with his apprenticeship.

Photo: Staff running an offender education program.
Challenges for 2010/11:

- Piloting the concept of individual interventions for high-risk sex offenders.
- Meeting current demand for offender programs across prisons and the community.
- Ongoing implementation of the new offender programs business model. This continues the Department’s focus on improving the quality and quantity of programs.

Key statistics:

- In 2010/11, a total of 6,035 prisoners took part in accredited education and vocational training and were enrolled in 33,760 units. These qualifications were awarded in adult basic education through to tertiary studies, with vocational education and career and employment services provided in 18 industry areas.
- Employment coordinators assisted 247 prisoners into employment after release.
- Programs conducted for offenders in the community targeting family and domestic violence, substance abuse, managing emotions and sexual offending were undertaken by 1,985 offenders.
- 5,313 psychological sessions were offered to offenders in the community.
- 2010/11, a total of 6,035 prisoners took part in accredited education and vocational training, with 4,244 prisoners enrolled in adult basic education in 14,562 units of study with a completion rate of 64%.
- The average participation rate of all prisoners in education and vocational training in Western Australia was 38% for 2010/11.

In 2010/11, 181 female offenders participated in a prison program with 171 prisoners receiving a motor driver's licence.

The average participation rate of Aboriginal prisoners in education and vocational training was 41%, with 20%, or 40 of the 202 registered trainees Aboriginal.

The number of community-based offenders participating in programs increased by 26% in 2010/11. A total 925 offenders participated in community programs, compared to 755 offenders participating during 2009/10. Of the 925 offenders, 384 offenders participated in domestic violence programs delivered by external agencies.

This increase was due to:

- an increase in referrals to the community interventions unit from Adult Community Corrections Centres
- a strong collaborative working relationship between community and prison programs enabled the provision of programs in both settings through the use of shared resources
- the introduction of community programs in Kalgoorlie.
- the introduction of cognitive skills program “Community Brief Intervention” to the community.
- the appointment of external service providers to deliver the Indigenous Family Violence Program for the Barndimalgu Court in Geraldton. This court addresses Aboriginal family and domestic violence
- the introduction of a new program, Stopping Family Violence.

A total of 1,985 prisoners participated in prison programs in 2010/11. Of these prisoners, 1,278 prisoners completed a program.

A total of 862 Aboriginal offenders participated in prison programs in 2010/11 with 753 offenders completing their program.

In 2010/11, 1,811 female offenders participated in a prison program with 171 completing.
The Department introduced the following programs in 2010/11:

- A 70 hour, violent offending, group program called "Stopping Family Violence" was piloted in the community.
- A second pilot of the medium intensity Sex Offender Treatment Program for Aboriginal men was completed at Greenough Regional Prison.
- Cognitive Brief Intervention was launched in the community.

Cognitive skills expansion

In 2010/11 the Cognitive Skills Unit was consolidated to coordinate and support the expansion of cognitive skills programs across the State, including the expansion of cognitive skills programs to the community. A total of 234 offenders participated in cognitive skills programs in the community in 2010/11.

Community interventions

In 2010/11, 3,313 psychological sessions were offered to offenders in the community. These sessions were delivered in community corrections centres.

Achievements in community program delivery in 2010/11:

- A strong collaborative working relationship between community and prison programs enabled the provision of programs in both settings through the use of shared resources.
- A new violent offender program (Stopping Family Violence) for medium to high risk male offenders was piloted in the community.
- Introduction of community programs in Kalgoorlie.
- Introduction of cognitive skills program "Community Brief Intervention" to the community.
- Appointment of external service providers to deliver the Indigenous Family Violence Program for the Barndimalgu Court in Geraldton. This court addresses Aboriginal family and domestic violence.

New Offender Programs Business Model

Implementation of the offender programs business model continued in 2010/11. This new model aims to facilitate further reductions in re-offending by increasing the number and quality of delivered therapeutic and psycho-educational programs. The new business model and its structure will enable the provision of expanded services. It will target remote and regional areas as well as Aboriginal and female offenders.

When fully implemented, the new model will see the establishment of eight Program Units, established throughout metropolitan and regional Western Australia. Each Program Unit will have a sustainable team of facilitators capable of delivering combined clinical services and community intervention programs to offenders in custodial and community settings.

In February 2011, the first Program Unit was established in Midland. This unit has a dedicated service delivery team which, under the management of a Program Delivery Manager is responsible for the delivery of Programs in the following locations:

- Bandyup Women's Prison;
- Wooroloo Prison Farm;
- North-East Community Correction Centre (Midland); and
- North-West Community Correction Centre (Mirrabooka).

In June 2011, two further Program Units were established in the metropolitan area - Program Unit Central Region (Moore Street East Perth) and Program Unit South Region (Casuarina Prison).

Prison Counselling and Peer Support

The Prison Counselling Service (PCS) comprises psychologists and social workers who provide a psychologically based service to prisoners. They provide individual counselling sessions for prisoners and conduct risk-assessments for suicide and self-harm. The service identifies needs such as crisis or behavioural management, grief, anxiety and depression before, during and after incarceration. During 2010/11, there were 11,702 referrals to the PCS.

Prisoners were also provided assistance from prison support officers who manage teams of peer support prisoners at each prison.

Suicide prevention

The Department has a comprehensive suicide prevention strategy for adult offenders in custody which includes the following initiatives:

At-Risk Management System

The Department continues to utilise an electronic At-Risk Management System (ARMS) module which provides increased transparency, accountability and a 'whole of prison' approach to further reduce the incidents of self-harm and suicide.

In 2010/11 a total of 2,639 prisoners were referred to ARMS. The risk screening of all prisoners upon entry into custody was reviewed during 2010/11, resulting in a more comprehensive screening instrument.
Support and Monitoring System

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

Support and Monitoring System

Offenders who might require intervention or additional support and monitoring while in custody include those considered emotionally vulnerable, or who have sensitive cultural and spiritual issues. Included are those with ‘Dangerous Sex Offender’ alerts or those who are held under the Criminal Law (Mentally Impaired Accused) Act 1996.

In 2010/11, 335 prisoners were referred to SAMS.

3. Suicide awareness – training

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

In 2010/11, 114 prisoners and 442 staff completed the Gatekeeper workshop. Counselling and Support Services also coordinated the delivery of Mental Health First Aid training to 227 prisoners.

Dangerous Sexual Offender Psychology Team

The Dangerous Sexual Offender (DSO) Psychology Team is involved in the assessment and management of offenders subject to the Dangerous Sexual Offender Act 2006.

The psychologists provide initial risk assessment reports on those considered for Dangerous Sexual Offender applications and prepare treatment options reports once an offender is subject to DSO court proceedings.

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

In 2010/11 the DSO psychology team prepared:

- 27 treatment reports
- 2 risk assessment reports

Forensic Consultant Team

The Department’s forensic consultant team provides expert advice on indeterminate prisoners and ‘life’ sentenced prisoners. This advice includes information relating to risk of re-offence, treatment and management options and pre-release for release. The team also provides pre-sentence psychological advice to courts for offenders convicted of murder and manslaughter offences.

In 2010/11, the team facilitated an audit of their reports by two known experts in violence and sex offending risk assessments – Professor Steven Hart (Canada) and Professor James Ogloff (Australia) in order to improve their assessment practices. Recommendations from these experts have been incorporated into the FCT psychological assessments.

During 2010/11 the team completed a total of 69 reports comprising:

- 7 Pre-Sentence reports
- 15 Treatment Needs reports
- 12 Re-socialisation Suitability reports
- 33 Update Assessment reports

Aboriginal Visitors Scheme

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

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

Number of prisoners and detainees seen by Aboriginal Visitors by location

<table>
<thead>
<tr>
<th>Location</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>3,503</td>
<td>6,155</td>
</tr>
<tr>
<td>Regional</td>
<td>1,787</td>
<td>1,959</td>
</tr>
<tr>
<td>Total</td>
<td>5,290</td>
<td>8,114</td>
</tr>
</tbody>
</table>

Psychological Reports for Courts and Releasing Authorities

Courts and releasing authorities often request psychological reports regarding offenders, to facilitate their decision making. The reports provide offender assessments that aid the sentencing process and enable informed decisions to be made when releasing offenders into the community. They take victim issues and community safety into account, as well as the offending behaviour needs of the individuals under consideration.

During 2010/11, 1,102 Court and Prisoners Review Board psychological reports were completed.
NUMBER OF PATIENTS RECEIVING HEALTH CARE

<table>
<thead>
<tr>
<th>Category</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>3,900</td>
<td>3,642</td>
<td>-258 (-6.62%)</td>
</tr>
<tr>
<td>Juveniles</td>
<td>170</td>
<td>178</td>
<td>8 (4.79%)</td>
</tr>
<tr>
<td>Total</td>
<td>4,070</td>
<td>3,820</td>
<td>-251 (-6.17%)</td>
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</table>

NUMBER OF PATIENTS RECEIVING HEALTH CARE

<table>
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<tr>
<th>Category</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>7,096</td>
<td>7,119</td>
<td>23 (0.323%)</td>
</tr>
<tr>
<td>Juveniles</td>
<td>1,672</td>
<td>2,126</td>
<td>454 (27.15%)</td>
</tr>
<tr>
<td>Total</td>
<td>8,768</td>
<td>9,245</td>
<td>477 (5.44%)</td>
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</table>

NUMBER OF ENTRY HEALTH ASSESSMENTS PROVIDED (RECEIVALS)

<table>
<thead>
<tr>
<th>Category</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>94,742</td>
<td>112,183</td>
<td>17,441 (18.41%)</td>
</tr>
<tr>
<td>Juveniles</td>
<td>13,572</td>
<td>13,413</td>
<td>-159 (-1.18%)</td>
</tr>
<tr>
<td>Total</td>
<td>108,314</td>
<td>125,596</td>
<td>17,282 (15.96%)</td>
</tr>
</tbody>
</table>

COMPLETED APPOINTMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of checklists performed</th>
<th>Security classification overrides</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>11,263</td>
<td>587</td>
<td>5.2</td>
</tr>
<tr>
<td>2010/11</td>
<td>10,856</td>
<td>595</td>
<td>5.5</td>
</tr>
</tbody>
</table>

INTERNAL GRIEVANCES

<table>
<thead>
<tr>
<th>Category</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>146</td>
<td>84</td>
<td>-77 (47.83%)</td>
</tr>
<tr>
<td>Juveniles</td>
<td>16</td>
<td>9</td>
<td>-7 (50%)</td>
</tr>
<tr>
<td>Total</td>
<td>162</td>
<td>93</td>
<td>-69 (42.11%)</td>
</tr>
</tbody>
</table>

In regard to health service delivery, there was an increase in the number of complaints received throughout the year.

COMPLAINTS FROM ACCESS

<table>
<thead>
<tr>
<th>Year</th>
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<th>% of total</th>
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<td>595</td>
<td>5.5</td>
</tr>
</tbody>
</table>

Co-Morbidity (mental health and addictions) provided direct health care to 1,600 individual prisoners who required medical intervention for a mental health and addiction problems and to 400 group-based Alcohol and Drug education and relapse prevention programs.

In 2010/11, approximately 3800 offenders attended HP/HOP (Health in Prison, Health Outta Prison) sessions. Condoms and dental kits continue to be available in adult prisons via vending machines and prisoner “Exit Kits” which are provided on release from prison. Prisoners also received vaccinations for diseases such as influenza and Hepatitis B and treatments for conditions such as Hepatitis C and HIV.

Standardised health care plans for chronic disease conditions such as asthma, diabetes and cardiovascular disease continued to be provided for patients who require them. Care plans outlined specific patient health appointments with related timetables for specific interventions as well as documenting other vital health information. The Lions Institute provided inreach services for 110 diabetic retinopathy screens.

Individual Warrant calculations were:

<table>
<thead>
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<th>% of total</th>
</tr>
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<tbody>
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<td>10,856</td>
<td>595</td>
<td>5.5</td>
</tr>
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</table>
Interstate and International Transfers

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

During 2010/11 there were 27 applications received from prisoners held in Western Australian prisons, seeking to be transferred interstate to complete their sentences. There were two applications from interstate prisoners seeking to be transferred to the Western Australian prison system to complete their sentences.

Two applications were received from prisoners held in another country to return to Western Australia to complete their sentence. Three applications were received from foreign nationals held in Western Australia seeking transfer to their country of citizenship.

One request received from a WA prisoner for legal transfer to another jurisdiction to deal with outstanding charges and two requests from other jurisdictions for legal transfers from WA.

These applications require extensive consideration and, as such, were not resolved by the end of 2010/11.

Terminally Ill Policy

The Department maintained a register of prisoners considered to be terminally ill. In line with policy, the Minister for Corrective Services is briefed about those prisoners who are considered to be at a point of imminent death. There were nine briefings provided on five individual cases in 2010/11.

Prisoners Review Board Representation

The Department has a Prisoners Review Board Delegate Unit. These Department representatives attend Prisoners Review Board meetings. A Department representative participated in 265 meetings throughout 2010/11.

Re-integration Leave (formerly Home Leave)

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

The number of Home Leave/Re-integration Leave applications has steadily increased over the past five years. This most likely can be attributed to an increase in prisoner population and an increased number of prisoners being denied parole.

During 2010/11, 263 prisoners were considered for participation in Home Leave/Re-integration Leave. Of these, 135 (51%) were approved, 26 (10%) were deferred for consideration, and 102 (39%) were not approved or deemed not to proceed.

Funerals/Dangerous Illness

Prisoners are able to apply to leave the prison in the company of an officer on compassionate grounds, such as for the purpose of attending a funeral or visiting a dangerously ill person. These applications are assessed as to the significance of the relationship. Security, safety to the community, logistics and victim issues are also considered.

During 2010/11, 1,385 applications to attend funerals/dangerously ill persons were considered. Of these, 44% of applications were approved.

Prisoner Employment Program

In 2010/11, the Prisoner Employment Program (PEP) continued to provide suitable prisoners with the opportunity to participate in employment-related activities, including education or vocational training, seeking employment, work experience or paid employment.

Prisoners who are placed in a minimum-security facility, have served half of their effective sentence and are within 12 months of their potential release date, may apply to participate in the PEP. Participation in paid employment is reserved for the last three months of a person’s sentence.

There has been a steady increase in the number of PEP applications received since the implementation of the program. In 2010/11, 34% PEP applications were considered. Of these, 20% (59%) were approved, 9% (28%) were not approved, 32% (98%) were deferred for consideration, and 15% (4%) were deemed not to proceed.

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During 2010/11, 1,385 applications to attend funerals/dangerously ill persons were considered. Of these, 44% of applications were approved.
Re-entry Release

Prisoners subject to a finite term of imprisonment (those not eligible for parole release) and who have served a minimum of 12 months in prison under sentence are eligible to apply for Re-entry Release in the last six months of their term of imprisonment. The Re-entry Release program aims to facilitate the successful re-entry of prisoners into the community and promote a constructive, self-supporting, law-abiding lifestyle by re-establishing family relationships/community ties, exposure to employment, and service to the community. Re-entry Release is only approved after assessment for suitability and comprehensive consideration by the Prisoners Review Board.

Re-socialisation programs

Re-socialisation programs are designed for long-term prisoners, including those with life and indefinite sentences. They aim to gradually reintegrate those prisoners into the community to reduce the likelihood of reoffending, and improve community safety. Life and indefinite sentenced prisoners are first assessed for their suitability for inclusion in the program two years prior to being eligible for parole, and thereafter at the request of the Prisoners Review Board. Approval for these prisoners to participate in the program is subject to consideration by the Department, the Prisoners Review Board and the Attorney General, with final approval being required from the Governor.

The assessment is based on factors such as:
» the prisoner’s security rating
» completion of recommended treatment programs
» general conduct and behaviour in prison
» victim issues; risk of reoffending
» suitability for release into the community upon completion of the program.

A re-socialisation program generally consists of a number of stages and activities, with the prisoner expected to complete all requirements of each stage before approval for progression to the next stage. The duration of a re-socialisation program is tailored to meet the individual prisoner’s risks and needs. Typically, a prisoner on a re-socialisation program will be placed at a minimum security facility, undertake external activities and participate in Re-Integration Leave and the PEP.

The Department undertook 32 re-socialisation program suitability assessments during the 2010/11 financial year. Upon request by the Prisoners Review Board, our re-socialisation programs were developed.

Offender Management

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Re-socialisation Program Suitability Assessments

<table>
<thead>
<tr>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-socialisation Program Suitability Assessment</td>
<td>30</td>
</tr>
</tbody>
</table>

Re-socialisation Programs Developed

<table>
<thead>
<tr>
<th>2009/10</th>
<th>2010/11</th>
</tr>
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<tbody>
<tr>
<td>Re-socialisation Programs Developed</td>
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Statutory Reviews and Parole Assessments for Life/Indefinite Sentenced Prisoners

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Offender Management

Re-entry Release

Prisoners subject to a finite term of imprisonment (those not eligible for parole release) and who have served a minimum of 12 months in prison under sentence are eligible to apply for Re-entry Release in the last six months of their term of imprisonment. The Re-entry Release program aims to facilitate the successful re-entry of prisoners into the community and promote a constructive, self-supporting, law-abiding lifestyle by re-establishing family relationships/community ties, exposure to employment, and service to the community. Re-entry Release is only approved after assessment for suitability and comprehensive consideration by the Prisoners Review Board.

Re-socialisation programs

Re-socialisation programs are designed for long-term prisoners, including those with life and indefinite sentences. They aim to gradually reintegrate those prisoners into the community to reduce the likelihood of reoffending, and improve community safety. Life and indefinite sentenced prisoners are first assessed for their suitability for inclusion in the program two years prior to being eligible for parole, and thereafter at the request of the Prisoners Review Board. Approval for these prisoners to participate in the program is subject to consideration by the Department, the Prisoners Review Board and the Attorney General, with final approval being required from the Governor.

The assessment is based on factors such as:
» the prisoner’s security rating
» completion of recommended treatment programs
» general conduct and behaviour in prison
» victim issues; risk of reoffending
» suitability for release into the community upon completion of the program.

A re-socialisation program generally consists of a number of stages and activities, with the prisoner expected to complete all requirements of each stage before approval for progression to the next stage. The duration of a re-socialisation program is tailored to meet the individual prisoner’s risks and needs. Typically, a prisoner on a re-socialisation program will be placed at a minimum security facility, undertake external activities and participate in Re-Integration Leave and the PEP.

The Department undertook 32 re-socialisation program suitability assessments during the 2010/11 financial year. Upon request by the Prisoners Review Board, our re-socialisation programs were developed.

Re-socialisation Program Suitability Assessments

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Aboriginal Justice is part of the Aboriginal and Offender Services Directorate within the Adult Custodial Division. The Aboriginal Justice Directorate transferred to Adult Custodial in May 2011. The newly formed business area within Adult Custodial comprises the following business portfolios – Aboriginal Justice; Offender Employment and Case Management; Custodial Policy, Planning, Performance, and Reform.

Prior to joining Adult Custodial, Aboriginal Justice was an independent directorate reporting directly to the Commissioner, with responsibility for advising on, and advocating for Aboriginal issues across the corrective services system. The Assistant Commissioner Aboriginal Justice continues to report directly to the Commissioner on Aboriginal issues and to the Deputy Commissioner Adult Custodial on custodial practice.

Aboriginal Justice is responsible for working with internal and external stakeholders to influence Aboriginal justice issues with the aim of reducing the number of Aboriginal people coming into the system. The objectives of the directorate are to:

- advise on innovative and culturally-appropriate corrective services programs and services
- influence external stakeholders to implement ‘whole of government’ solutions to Aboriginal offending
- integrate Aboriginal criminal justice issues as a priority in all core business endeavours.

Key achievements for 2010/11:

- Developed the Reconciliation Action Plan.
- Reviewed the Senior Aboriginal Reference Group to ensure that its operating principles and reporting structure enable it to fulfil its role in the new management structure.
- Developed a philosophy statement and direction for Aboriginal justice issues across the Department.
- Expanded Youth Justice Services in East and West Kimberley and the Pilbara to provide additional supports and programs to Aboriginal young people in the regions.
Aboriginal Justice

» Launched a recruitment campaign for Youth Justice Services staff in the West Kimberley resulting in 66% of staff employed being Aboriginal or Torres Strait Islander.

» Established a Prison Aboriginal Services Committee (PASC) in each prison to identify and address the varied needs of Aboriginal people in custody and during their transition back to the community.

» Increased delivery of programs for Aboriginal offenders across the State to include delivery of community-based programs.

» Monitored and promoted the Aboriginal Impact Statement (AIS). The AIS aims to ensure appropriate Aboriginal consultation and negotiation processes have been undertaken and that the needs, issues and circumstances of Aboriginal people are addressed in policy and program development and review. This was endorsed by the Equal Opportunity Commission as a best practice process for identifying and addressing substantive equity issues in corrective services.

» Planned for NAIDOC celebrations.

» Actively contributed to the Corrective Services Administrators’ Council (CSAC) Senior Officers Group on Aboriginal issues in corrections.

Key challenges for 2010/11:

» Relocation and revitalisation of the Aboriginal Justice function.

» Developing and maintaining partnerships with Aboriginal organisations.

» Attracting and retaining Aboriginal employees.

Key statistics

The level of Aboriginal incarceration remains unacceptably high. As at 30 June 2011, 38% of all adult prisoners were Aboriginal, as were 67% of young people in detention. Aboriginal people made up 33% of the adult community corrections population and 60.3% of the youth community corrections population.

Employment and Industrial Relations

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 Human Resources Directorate comprises the key branches of Workforce Planning and Strategy, Strategic Recruitment, Employee Relations and Employee Welfare.
Key achievements for 2010/11:

» Reviewed and improved workforce staffing models and procedures for prisons to determine staffing levels and requirements.
» Completed recruitment and training of 31 new grievance officers.
» Developed and co-ordinated the Biennial Staff Survey, with a response rate of 38%.
» Conducted an audit of the information to improve Full Time Equivalent (FTE) management practices and governance.
» Implemented an open ended recruitment campaign targeting entry level prison officers that delivered 2,229 applications.
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» Implemented an open ended recruitment campaign targeting entry level prison officers that delivered 2,229 applications.
» Delivered the first regional 12-week training program for prison officers since 1996, boosting prison officer numbers in the region.
» Commenced regional-specific recruitment campaigns in the West and East Kimberley and the Pilbara for the Regional Youth Justice expansion project.
» Negotiated and agreed upon a new Prison Officers’ Enterprise Agreement.

Key challenges for 2010/11:

» Managing the uncertainty around the future of Corporate Systems following the announcement by Government that it would not continue with its Shared Services initiative.
» Implementation of the Prison Officer Staffing Review.
» Availability of housing in remote and regional areas.
» Attracting clinical nurse professionals to prisons.

Key statistics

» The number of Department employees increased by 30 (0.7%) in 2010/11.
» There was a decrease in the number of prison officers owing to natural attrition and a pause in training new prison officers during 2011.

Employment and Industrial Relations

<table>
<thead>
<tr>
<th>Head Count</th>
<th>Percentage</th>
<th>Total</th>
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<tbody>
<tr>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Aboriginal Visitors</td>
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<td>11</td>
</tr>
<tr>
<td>Adult Custodial Prison Officers</td>
<td>440</td>
<td>1,597</td>
</tr>
<tr>
<td>Juvenile Custodial Officers</td>
<td>57</td>
<td>126</td>
</tr>
<tr>
<td>Medical Practitioners</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Miscellaneous Employees</td>
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<td>3</td>
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<tr>
<td>Nurses</td>
<td>96</td>
<td>13</td>
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<tr>
<td>Public Service Employees</td>
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<td>45%</td>
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<tr>
<td>Teachers</td>
<td>96</td>
<td>76</td>
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<tr>
<td>Total</td>
<td>2,062</td>
<td>2,470</td>
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Head count figures are based on active employees, including paid casuals.
Employment and Industrial Relations

Recruitment

The Regional Youth Justice Expansion recruitment across East and West Kimberley and Pilbara resulted in almost 650 applications for around 60 positions in these regions. A high proportion of applications were from Aboriginal people or locals.

The open-ended recruitment initiative for prison officers which closed in October 2010 resulted in 2,229 applications. A number of targeted, location-specific recruitment activities were undertaken to promote the Department and increase application numbers from local candidates.

The Department also filled all substantive youth custodial officer vacancies in the year, resulting in full staffing. The Department also filled all substantive youth custodial officer vacancies from local candidates.

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The Department also filled all substantive youth custodial officer vacancies from local candidates.

With regard to Aboriginal-specific employment, in 2010/11 the Department:

- worked with DCS staff for the West Kimberley Regional Prison to attract Aboriginal people or locals. 61% of the staff hired are Aboriginal applicants. 61% of the staff hired are Aboriginal applicants. 61% of the staff hired are Aboriginal applicants.

- West Kimberley – 195 applications of which 33% were from Aboriginal applicants. 33% of staff hired are Aboriginal.

- East Kimberley – 214 applications, 27% from Aboriginal applicants. 33% of staff hired are Aboriginal.

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- Kimberley – 195 applications of which 33% were from Aboriginal applicants. 33% of staff hired are Aboriginal.

- selected five Aboriginal trainees for the DCS Aboriginal Traineeship Program.

- contributed to the attraction of Aboriginal people for various jobs in the Department. 61% of the staff hired are Aboriginal.

- participated in a number of expos and exhibitions to promote Aboriginal employment with DCS.

- progressed communication, attraction and selection strategies to recruit staff for the West Kimberley Regional Prison.

- negotiated with the Civil Service Association for a new application for an Exemption to the Equal Opportunity Act for Bandyup Women’s Prison and Boronia Pre-release Centre for Women, that will allow a number of senior officer and principal officer positions to be available to females only.

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- held the first conference for DCS safety and health representatives.

- establishing a Department-wide safety risk register.

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Employment and Industrial Relations

providing a process and guidance for all staff in dealing with hazardous substances in the workplace with the Hazardous Substances and Dangerous Goods Procedure developed and published.

Workers’ Compensation

In 2010/11 the Department was committed to ensure that the Workers’ Compensation and Injury Management policy and procedures were introduced for all injured employees to provide them with a safe and supportive return to full duties. Actions included:

- successful completion of an external audit by Ernst & Young of the Workers’ Compensation and Injury Management systems
- continuing to improve the ability of Department managers and staff to manage injury management in the workplace with training through the Academy and on an ad hoc basis.
- there was an overall increase in the number of claims, Lost Time Injury (LTI) frequency rate, incident rate, total days lost and lost time claims. This reflects an increase in Long Duration Claims (active claims where the Actual Time Lost is > 60 days)
- these figures reflect an overall increase in the number of Department employees and the nature of mental health claims where the majority are stress related. Stress related claims, including Post Traumatic Stress Disorder, are by their nature generally of long duration.

Employee assistance

The Department is committed to the promotion of staff wellbeing and providing support to employees through internal and external services. The internal services are staff support teams, which are mainly custodial based and a small team based in head office. The external services known to staff as the Employee Assistance Program (EAP) are provided by an independent provider, PPC Worldwide, which has various locations/offices throughout the metropolitan area and affiliates based in regional WA.

Counselling

The Employee Assistance Program costs $156,568 for 2010/11 which is an increase in costs of approximately 21% compared to the previous year’s total of $122,659.

This year PPC has provided 953 sessions. This is an approximate increase of 15% over last year’s total of 830 sessions.

Workers’ Compensation Comparative Performance:

<table>
<thead>
<tr>
<th>Workers’ Compensation Claims</th>
<th>2009/10</th>
<th>2010/11</th>
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<tbody>
<tr>
<td>No. workers’ compensation claims</td>
<td>406</td>
<td>426</td>
</tr>
<tr>
<td>Lost-time frequency rate (days)</td>
<td>28.40</td>
<td>36.79</td>
</tr>
<tr>
<td>Incident rate (days)</td>
<td>3.94</td>
<td>6.35</td>
</tr>
<tr>
<td>Total working days lost</td>
<td>4778.9</td>
<td>7362.2</td>
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<tr>
<td>Lost-time claims</td>
<td>257</td>
<td>291</td>
</tr>
<tr>
<td>No. of stress claims</td>
<td>64</td>
<td>69</td>
</tr>
<tr>
<td>No. of fatalities</td>
<td>11</td>
<td>16</td>
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Future directions 2010/11

In 2011/12 the Department will:

- negotiate and implement the outcomes of the Review of Prison Operations and Staffing Requirements being part of the agreed efficiency measures arising from the Prison Officers’ Enterprise Agreement
- implement outcomes of the Youth Custodial Officers Agreement 2010 and Registered Nurses Agreement 2011
- continue to develop culturally appropriate attraction and recruitment strategies for the West Kimberley Regional Prison.
The Department strives to achieve the highest level of professionalism in all areas of practice, behaviour and service delivery. The Professional Standards Division does this by compliance testing, complaints administration, investigations, corporate risk and governance, misconduct resistance, internal witness support, pre-employment screening and discipline co-ordination. It also co-ordinates reforms associated with recommendations from internal and external reviews.

**Key achievements for 2010/11:**

- Undertook compliance and business reviews resulting in more than 300 recommendations.
- Administered 2,186 complaints and 101 compliments and suggestions through its complaints, compliments and suggestions service (ACCESS).
- Built upon Departmental and individual resistance to misconduct through a range of initiatives and activities.
- Made significant contributions to the draft Corrective Services Bill in relation to disciplinary provisions.
- Received 668 reports of suspected misconduct.
- Contributed to the section 75 data collection and analysis activities of the Health and Disability Services complaints Office (HADSCO).
- Completed a review of the Integrity Directorate.

**Key challenges for 2010/11:**

- A commitment to assisting the Corruption and Crime Commission in its investigation into the use of Taser weapons, that included:
  - the provision of a significant amounts of documentation and other records
  - making submissions to the Commissioner regarding non-disclosure of material
  - coordination of Departmental employees as witnesses at the public hearing.
- A commitment to assisting Worksafe in its investigation into the circumstances of the death of Mr. Ward.
- The restructuring of the Integrity Directorate to ensure that the Department gives appropriate and renewed focus to misconduct and integrity risks.
- The undertaking of a review into the Department’s complaints management processes.
- A significant contribution to improving staff commitment to confidentiality and information privacy.
- The undertaking of a significant number of compliance and business improvement reviews, including a directed review of an escape from Banksia Hill Detention Centre, and the review of the prosecution of Mr. Markus Noble for a prisons drug offence at Greenough Regional Prison.

**Standards and Review Directorate**

Since October 2010, at the request of the Commissioner, all serious assaults on staff by prisoners are now referred to the Standards and Review Directorate for review. The review examines the incident, with a focus on the improvement of operational procedure and the promotion of a workplace learning culture.

Standards and Review undertook a total of 18 compliance and business improvement reviews resulting in more than 518 recommendations to improve the delivery of corrective services in WA and contribute to the safety of the community.

**Custodial Standards and Review**

Seven follow-up reviews were completed in 2010/11, with four scheduled to occur in 2011/12.

The Custodial Standards and Review team conducted four directed reviews during the year and completed seven death in custody reviews, with an additional four in progress.
Professionals Standards

Since October 2010, the Custodial Standards and Review team has conducted three staff assault reviews, with an additional two in progress.

Community Standards and Review

The Community Standards and Review team reviews the extent to which compliance has occurred in the case management of offenders in the community.

In 2010/11, the team completed three directed reviews, a centre specific review and 34 preliminary reviews on the case management of offenders who have died while subject to community supervision order. An additional 10 preliminary reviews are in progress.

Critical Review

The Critical Review Unit co-ordinated the Department’s involvement in five inspections of prisons and detention centres undertaken by the Office of the Inspector of Custodial Services (OICS).

The Department responded to six draft reports from OICS in 2010/11 of which were finalised and tabled in Parliament by OICS. Of these reports, one related to an inspection conducted in 2009 that included 11 recommendations. A further six OICS reports were tabled, making a total of seven reports and a total of 126 recommendations.

The unit also co-ordinated the Department’s involvement in eight Coronial Inquests. All of the deaths occurred in previous financial years. The Coroner released the findings for two reports into deaths in prison custody resulting in two reports of seven reports and a total of 126 recommendations.

Risk management and Governance

Risk management and governance is managed primarily through the Department’s Risk Management and Audit Committee and through shared arrangements with the Management Assurance Governance and Improvement branch of the Department of the Attorney General.

Integrity Directorate

The Integrity Directorate is responsible for enhancing the integrity of the Department and building confidence levels by ensuring that professional services are provided in the areas of complaints administration, misconduct investigations, and workforce integrity assessments. The Directorate also embeds governance cultures, focusing on professionalism across all facets of service delivery including compliance, performance management and accountability.

Professional Standards

The Integrity Directorate co-ordinated the Department’s involvement in eight Coronial Inquests. All of the deaths occurred in previous financial years. The Coroner released the findings for two reports into deaths in prison custody resulting in a total of 13 recommendations.

At the beginning of the financial year, the unit was tracking a total of 988 internal recommendations. During the year, 563 were considered completed by the relevant business areas and are being progressively reviewed for closure.

A total of 423 internal recommendations and 185 external recommendations are being tracked by the Unit.

Employment screening

The Screening Branch represents the Department’s first line of resistance against staff misconduct. The Branch assesses the criminal histories of every recommended applicant to the Department, enabling the employing business area to make an informed decision about the suitability of the employee.

The Screening Branch also manages the integrity checks of applicants seeking employment in positions determined to represent a specific risk to the Department. The branch ensures that each prospective appointee to these positions has passed a thorough integrity check prior to commencement, enabling non-criminal, yet high risk, factors to be taken into consideration.

During the current financial year the Screening Branch conducted checks on 4,328 potential staff. Of the checks conducted, a total of 59 applicants were not employed as a result of the adverse information obtained during the checks. During the recent financial year the Screening Branch conducted checks on 4,328 potential staff. Of the checks conducted, a total of 59 applicants were not employed as a result of the adverse information obtained during the checks.

The Integrity Directorate took the opportunity to review the policies and procedures governing how the Department deals with misconduct. A new overarching misconduct reporting and management policy now clearly defines the Department’s approach, with the supporting set of procedures providing those involved in the process with a clear outline of their roles and responsibilities.

Professional Standards

The Administration of Complaints, Compliments and Suggestions (ACCESS)

ACCESS is responsible for the administration of both positive and negative feedback received by the Department. ACCESS assesses all feedback and ensures that the sender receives a timely and meaningful response from the relevant business area.

During 2010/11, ACCESS administered a total of 2,186 complaints and 101 compliments and suggestions, lodged by prisoners, the community, external agencies, and staff. In addition to these, ACCESS also provided guidance and advice to a further 755 people.
This represents a sharp increase in the number of complaints recorded by ACCESS. This may be attributable to a number of factors, including a shift towards accepting verbal complaints, increased promotional activity, and awareness-raising sessions for some 336 staff.

Complaints during the year were primarily concerned with a range of offender management and health related issues. Trends regarding these and other emerging issues are reported to the relevant business areas on a regular basis, enabling these business areas to formulate strategies for improved services.

Despite a substantial increase in the number of complaints received by ACCESS, the average time taken to resolve these complaints has increased only slightly to fifteen days, still well below the average resolution time of eighteen days in 2008/09. Seven out of 10 complaints during the year were resolved within two weeks of receipt.

A comprehensive review of ACCESS was conducted during the year. By adopting a risk-based approach, the RIA process enables low risk matters to be managed within an improvement action framework (eg. training, counselling) rather than under a more punitive and lengthy formal disciplinary process. This focus on improvement action enables the Department to support and guide affected staff, greatly reducing the reputational, staffing and financial costs associated with discipline. In providing greater flexibility for dealing with reports of suspected misconduct, the RIA process has released resources from reactive investigations, allowing these to be deployed in proactive misconduct resistance activities.

Professional Conduct, Assessment and Review

The Professional Conduct, Assessment and Review (PCAR) business area is responsible for assessing all reports of suspected misconduct by staff, and for undertaking any disciplinary action which may arise from these reports. During 2010/11, a total of 668 reports of suspected misconduct were received by PCAR. Of these reports, the greatest proportion concerned alleged neglect of duty (18%), with the alleged misuse of official information (15%), alleged corruption (13%), and alleged conflicts of interest (10%) also prominent.

The chart shows the continuation of growth in the number of suspected misconduct reports received. This increase coincided with the embedding of the Reportable Incident Assessment (RIA) process — a process implemented late in 2009/10 and designed to improve the reporting of misconduct and to streamline any actions arising from the report. With an average assessment time of just 26 days, the RIA process allows for a more timely response to reported misconduct.

By adopting a risk-based approach, the RIA process enables low risk matters to be managed within an improvement action framework (eg. training, counselling) rather than under a more punitive and lengthy formal disciplinary process. This focus on improvement action enables the Department to support and guide affected staff, greatly reducing the reputational, staffing and financial costs associated with discipline. In providing greater flexibility for dealing with reports of suspected misconduct, the RIA process has released resources from reactive investigations, allowing these to be deployed in proactive misconduct resistance activities.
In addition to conducting RIAs, PCAR is also responsible for undertaking any disciplinary action with respect to staff misconduct, including that as determined by the Public Sector Management Act 1994, the Prisons Act 1981, the Young Offenders Regulations 1995, and under common law. After peaking in quarter three 2010, the number of matters referred for disciplinary action plateaued, albeit at levels substantially higher than the previous financial year. As would be expected, the trend observed with respect to disciplinary matters broadly followed the trend with respect of misconduct reports. During the current financial year, disciplinary proceedings were brought against a total of 44 custodial staff, 61 public servants, and a further six common law staff.

Central Investigations

The Central Investigations Branch is responsible for conducting proactive and reactive investigations into suspected misconduct. Central Investigations is also responsible for quality assuring investigations undertaken by local investigators, and for providing support and guidance for them. Another key responsibility of Central Investigations is to provide staff with the necessary training and support to conduct central and local investigations.

Of the 248 central and local investigations undertaken during 2010/11, the alleged misconduct was similar to that identified by the RIA process; namely, that alleged neglect of duty (21%) was the most common, with the alleged misuse of official information (19%), alleged corruption (15%), and alleged conflicts of interest (10%) also frequently investigated. The training of investigative staff, both central and local, has been a priority during the current financial year. In order to facilitate the increase in local investigations during the current year, Central Investigations delivered investigative training to some 28 staff whose roles include the undertaking local investigations.

Public Interest Disclosure

The Department maintained its commitment to raising awareness of the Public Interest Disclosure Act 2003 through a number of staff awareness sessions and articles published on its intranet. One matter was assessed to be an appropriate disclosure of public interest information in 2010/11 and this related to a number of issues.

Internal Witness Support Service

The Internal Witness Support Service (IWSS) exists to provide support for staff who either report misconduct, or who otherwise become involved as a witness during the assessment or management of a suspected misconduct matter. The Department recognises that acting as a witness...
Professional Standards

can be a difficult experience for staff, and is committed to supporting staff in whatever means practicable. In particular, witnesses are protected against victimisation, harassment, intimidation, and bullying as a result of them being a witness.

With the establishment of the Reportable Incident Assessment process, the IWSS notification procedures were expanded to ensure that all witnesses were offered the support and guidance available through the IWSS. A total of six witnesses were registered with the IWSS during the current financial year.

Misconduct Resistance

In 2010/11, the Misconduct Resistance Branch engaged in a series of activities to improve organisational and individual resistance to misconduct. These activities included:

» a series of news stories and commentary on the staff intranet highlighting high risk misconduct and topical integrity issues
» setting up a process for conflict of interest declarations data to be included in the intelligence data base
» contributing to the Corrective Services Training Academy delivery of Accountable and Ethical Decision Making training at a variety of levels across the State
» continuing Department representation on the Integrity and Misconduct Practitioners’ Network
» delivery of presentations on misconduct resistance to all new prison officers and juvenile custodial officers
» delivery of workshops on misconduct resistance for correctional supervisors

Future directions

In 2011/12 the Department will:

» promote awareness of and provide training in the Department’s new Code of Conduct
» develop online conflict of interests declaration procedures
» improve procedures for pre-employment screening and integrity assessment
» provide an online risk-management tool
» complete the first phase and commence the second phase of a project to manage organisational cultural change within the Department
» commence a corruption prevention planning program with Community and Youth Justice, Youth Custodial and corporate sections of the Department
» contribute to drafting amendments to the disciplinary provisions of the Corrective Services Bill
» increase pre-employment integrity screening
» implement the ACCESS review recommendations.
Communications

The Department of Corrective Services

Ministerial Liaison Branch (MLB)

The Ministerial Liaison Branch co-ordinates and prepares responses to Ministerial and Parliamentary inquiries, serving to inform relevant stakeholders of essential information and providing a liaison function between the Minister for Corrective Services, his office and the Department. Daily briefings are provided to the Minister’s office on key issues to ensure good communication between the Department and the Minister.

In 2010/11, MLB dealt with 1,615 pieces of correspondence including briefing notes, draft replies and Parliamentary questions.

Media and Public Affairs (MPA)

The Department’s Media and Public Affairs team manages communications risks and opportunities for the Department, both internally and externally. It also facilitates Departmental events and awards.

MPA is responsible for the development of comprehensive communication and consultation strategies, stakeholder engagement, media and event management and website development. The branch provides a full suite of communication tools and resources to the Department.

During 2010/11, the team worked closely with the Department’s executive, providing communication advice and producing publications including media statements, fact sheets, newsletters, brochures, posters, the Department handbook and the annual report.

Media

The Department’s media team primarily deals directly with journalists through briefing notes, draft replies and Parliamentary questions.

Public Affairs

In 2010/11, the Public Affairs team developed and implemented communications strategies for various high-profile projects, including:

- the launch of several Regional Youth Justice Services
- the Department’s decisions or actions on matters of public interest.

Communications strategies for various high-profile projects, including:

- the launch of several Regional Youth Justice Services
- the Department’s decisions or actions on matters of public interest.

Communications

The team also consulted with community reference groups across the State, building strong relationships and partnerships to assist in the delivery and/or progress of new custodial infrastructure including the Young Adults Facility in the metropolitan area, new work camps in Wyndham, the Whiteman and Warburton, as well as the West Kimberley Regional Prison.

Key achievements for 2010/11:

- Drafted more than 350 media releases.
- Published about 800 internal (Staff) news stories.
- Responded to 450 media inquiries.
- Published six editions of staff magazine InsideOUT and 25 e-news newsletters.
- Developed and implemented a comprehensive communications and stakeholder management plan to support the release of the sensitive Health Services Review Report 2010.
- Completed final phase of the court security and custodial services contract including extensive stakeholder management and strategic communications around the tender process and outcomes.
- Developed a suite of materials relating to the $34 million redevelopment of youth custodial services, including a six page booklet, ‘What young people want’ and a four page ‘Young Adults Facility’ community update booklet.
- Developed Statewide recruitment campaigns and produced materials for a range of workforce requirements.
- Developed new branding for the Aboriginal Valor Scheme.
- Developed strategies and communications around the 640 bed prison upgrade.
- Developed strategies and communications around the opening and closure of work camps across Western Australia.

Awards and events

The Corrective Services Awards is the Department’s main event held to celebrate the professional achievements of staff across the Department. Other initiatives such as long service recognition, performance awards, retiring/resigning staff certificates and the federally administered National Medals also perform an important role in employee engagement and recognition.

In 2010/11, 190 long service nominations were received, representing a total of 3,350 years of service by staff within the Department.

Corrective Services Awards – Winners

Minister’s Exceptional Service
John Lambie

Aged Custodial Achievement Award
Section 95 Instructor at Waroona

Community and Youth Justice Achievement Award
Youth Custodial Officers at Banksia Hill Detention Centre

Offender Management and Professional Development Achievement Award
Alma Kempton

Strategic and Executive Division Achievement Award
Jean-Marie Wigham
Communications

Key achievements 2010/11:

» Joint Development Days – initiative designed to bring together managers and heads of divisions to work on a collective approach to working cohesively.

» National Medals.

» Corrective Services Awards.

» Opening of new facilities at Hakea, Casuarina and Albany.

» Long Service Awards.

» Government Relations – Joint Executive Meetings.
Achievements

Custodial Infrastructure Program

In the 2010/11 financial year saw the continued rollout of the Custodial Infrastructure Program, announced by the State Government in May 2009. The program is the most significant custodial accommodation program in the history of Western Australia. The $655 million program was to provide an additional 1,657 prisoner beds across the Western Australian prison system. The program will now deliver 2,661 beds. A significant proportion of the program has been completed with a total of 1,354 beds already commissioned for use, and an additional 310 to be completed during 2011/12.

What has been done?

During 2010/11, new works at Hakea, Casuarina and Albany prisons were constructed under the growth experienced in the prisoner population. These works added a further 470 beds to the prison system and were funded within the $655m already allocated in the 2009 State Budget.

In addition to the projects listed in the custodial infrastructure program, the Department replaced and upgraded its metropolitan radio communications system. In a partnership with WA Police, the Department has been allowed to share the Police Metropolitan Radio Network (PMRN) in return for the Department allowing them to install radio towers on prison sites.

The regional radio network is being undertaken in conjunction with Police and ROTA to provide a fully integrated emergency response in regional WA. This will be the first time this type of synergy and collaboration in radio communications has occurred in Australia.

What is still to come?

• Eastern Goldfields Regional Prison – a new 350-bed prison will be built adjacent to the existing prison with the existing prison to be demolished. The State Government project will be delivered as a Public Private Partnership (PPP).

• Young Adults Facility (YAF) – an 80-bed minimum-security facility for young male adults is being established in Mundrab in the Rangeview Remand Centre site to provide additional accommodation, program and office space so all detainees can be held at the site.

• Acacia Prison – an additional 387 beds will be added to the existing prison. The construction of the new beds is expected to be complete by 2013.

• Area 1 Infrastructure Program – a new 400-bed minimum-security facility for young male adults is being established at Murdoch at the Rangeview Regional Remand Centre site and will become operational in 2012.

Future directions

To support the delivery of the Department’s services, capital infrastructure planned for 2011/12 includes the following:

• continued the custodial infrastructure program including the West Kimberley Regional Prison

• commenced works in Warbuton (35 beds), Donlin (20 beds) and Gnowangerup (30 beds), and commence construction at Roebourne (30 beds)

• complete the works at Banksia Hill Detention Centre

Work in progress

Adult Custodial

• West Kimberley Regional Prison

• Wyndham, Warburton and Downe Work Camps

• Young Adults Facility

• Infrastructure and systems upgrade program and replacement projects

• Ligature minimization program

• Fire and emergency services program

• Site acquisition – metro prison site acquisition

Corporate

• Physical infrastructure

• Building infrastructure and maintenance

• Replacement of office equipment

• System management

• Information and Communication Technology (ICT) infrastructure upgrade
Capital Works

Completed works

Adult Custodial
- Double bunking
- Fast-tracked Prisoner Accommodation (460 beds)

Community and Youth Justice
- CTJ office establishment and refurbishment
- Court Assessment and Treatment Service (CATS) Office Accommodation
- Fit out of offices in Moore Street

Community and Youth Justice
- Court Assessment and Treatment Service (CATS) Office Accommodation
- Fit out of offices in Moore Street

The Department’s 2010/11 advertising expenditure is detailed in the table below. In 2010/11, the Department continued its commitment to ensuring the provision of professional and appropriate services for stakeholders with a physical, intellectual, sensory or cognitive disability, their carers and families.

The range of measures to support access for people with a disability are reported against the key standards outlined in the Disability Services Act 1993 and the Department’s Disability Access and Inclusion Plan (DAIP) 2007-2010. The Department will be developing a new DAIP for 2011-2013.

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

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

The Intellectual Disability Diversion Program Co-ordinator continues to provide access to modified programs for offenders with intellectual disabilities through the Perth Magistrates Court. The program aims to divert offenders with a disability when charged with minor offences, from court to community-based interventions. Programs provided to ensure that people with a disability are able to access services include:

**Compliance Report**

<table>
<thead>
<tr>
<th>Advertising expenditure</th>
<th>2009/10 ($)</th>
<th>2010/11 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adcorp Australia Ltd</td>
<td>236,692</td>
<td>193,243</td>
</tr>
<tr>
<td>Asona Ltd</td>
<td>242</td>
<td></td>
</tr>
<tr>
<td>Choice One</td>
<td>3,144</td>
<td>3,600</td>
</tr>
<tr>
<td>Imaginifer Films</td>
<td>5,940</td>
<td></td>
</tr>
<tr>
<td>North West Expo Inc</td>
<td>4,109</td>
<td></td>
</tr>
<tr>
<td>Marketplace Advertising</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>Media Decisions OMD</td>
<td>597</td>
<td>4,468</td>
</tr>
<tr>
<td>Mitchell &amp; Partners</td>
<td></td>
<td>47,128</td>
</tr>
<tr>
<td>Precision Badges Connedy</td>
<td></td>
<td>1,310</td>
</tr>
<tr>
<td>Print Advertising &amp; Consulting</td>
<td></td>
<td>3,366</td>
</tr>
<tr>
<td>Space Digital Imaging</td>
<td>1,515</td>
<td></td>
</tr>
<tr>
<td>Sandi Publishing Pty Ltd</td>
<td>451</td>
<td></td>
</tr>
<tr>
<td>State Law Publisher</td>
<td>9,365</td>
<td>3,594</td>
</tr>
<tr>
<td>Trademark Graphics</td>
<td>135</td>
<td>1,016</td>
</tr>
<tr>
<td>Telstra</td>
<td>74,570</td>
<td>70,805</td>
</tr>
<tr>
<td>TMP Worldwide Pty Ltd</td>
<td>17,160</td>
<td></td>
</tr>
<tr>
<td>West Print Management</td>
<td>6,051</td>
<td>7,301</td>
</tr>
<tr>
<td>Western Australian Local Government Association</td>
<td>6,090</td>
<td>678</td>
</tr>
<tr>
<td>Whitching Mouse Graphics</td>
<td>160</td>
<td>2,470</td>
</tr>
<tr>
<td>WA News</td>
<td>1,190</td>
<td>1,177</td>
</tr>
<tr>
<td>Total</td>
<td>$364,614</td>
<td>$342,705</td>
</tr>
</tbody>
</table>
Compliance Report

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

The Department continues to manage the Intellectual Disability Diversion Program (IDDP), in partnership with the Department of the Attorney General, through the Magistrates Court. The program aims to divert offenders with a disability, when charged with minor offences, from court to community-based interventions. Consultancy, training and support are provided to youth justice officers and community correction officers supervising offenders with an intellectual disability.

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

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

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

The Department and the Disability Services Commission have formed a Substantive Equality Subgroup to implement a comprehensive framework to ensure equitable outcomes for all clients of public sector services.

The Department’s Policy (Substantive Equality) Reference Group oversees the implementation of the policy framework throughout all business areas while considering the impact of policies on service users. The Reference Group includes a representative from the Aboriginal Justice Directorate.

During the 2010/11 financial year:

- was represented on the Equal Opportunity Commission’s (EOC) Police and Justice Substantive Equality Inter-Government Partners Group.
- participated in the EOC Substantive Equality pilot project to develop a guide for Government agencies to ensure that substantive equality is
Compliance Report

Occupational Safety and Health
The Department is committed to promoting a safe and healthy environment for work in accordance with the Occupations Health and Safety (OHS) Act 1984; AS/NZS 4801:2001 Occupational Health and Safety Management Systems – specifications with guidance for use and the Code of Practice: Occupational Safety and Health in the Western Australian Public Sector. To achieve this, the Department continues to use the WorkSafe Plan to conduct internal audits, and refers to this audit tool as the standard by which all OSH processes and practices must conform.

Compliance Report

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Achievement 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>A statement of the agency’s commitment to occupational safety and health and injury management</td>
<td>OSH Policy reviewed in July 2010 and remains current as at June 2011</td>
</tr>
<tr>
<td>A formal mechanism for consultation with employees on occupational safety and health matters</td>
<td>Communication, consultation and issue resolution policy reviewed in September 2009 and valid until 2012</td>
</tr>
<tr>
<td>A statement confirming that a self-evaluation (annual) or external accredited assessment (within previous three years) of occupational safety and health management systems has been conducted</td>
<td>2010 OSH Audit Report completed and tabled with the Corporate OSH Committee in August 2010</td>
</tr>
</tbody>
</table>

Compliance with injury management requirements of the Western Australian Workers’ Compensation and Injury Management Act 1987
Injury management managed in accordance with the requirements of the Western Australia’s Compensation and Injury Management Act 1987.
Zero fatalities
Zero fatalities
10% reduction on 2009/10 Lost Time Injury/disease rate

Freedom of Information
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.

Freedom of Information Branch manages all requests made to the Department for information under the Act and issues decisions on access to documents under authority delegated by the Commissioner. In some cases, section 23 of the Act may apply and applicants can be refused access on a range of grounds. In these cases applicants have the right of review – first internally to the Department and then externally to the Government’s independent Information Commissioner.

All FOI applications made to the Department are co-ordinated by the FOI Manager, who can also help with requests for documents publicly available for purchase or free of charge.

In 2010/11, the Department received 1,007 FOI applications and finalised 976 applications. Of eight internal reviews received, six original decisions were upheld, one was varied and one was overturned. Five applications for external review were made to the Information Commissioner who has yet to make a decision. (See table on right).

<table>
<thead>
<tr>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information requests dealt with</td>
<td>923</td>
<td>663</td>
</tr>
<tr>
<td>Non-personal information requests dealt with</td>
<td>19</td>
<td>24</td>
</tr>
<tr>
<td>Amendment of personal information</td>
<td>91</td>
<td>9</td>
</tr>
<tr>
<td>Applications transferred in full to other agencies</td>
<td>34</td>
<td>43</td>
</tr>
<tr>
<td>Total applications received</td>
<td>376</td>
<td>730</td>
</tr>
<tr>
<td>Applications completed</td>
<td>350</td>
<td>679</td>
</tr>
<tr>
<td>Applications withdrawn</td>
<td>24</td>
<td>4</td>
</tr>
<tr>
<td>Internal reviews completed</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>External reviews completed</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Applications outstanding</td>
<td>29*</td>
<td>60*</td>
</tr>
</tbody>
</table>

* Applications finalised within the current year and carried over to the following year.
Compliance Report

Recordkeeping

As required by the section 61 of the State Records Act 2000 and State Records Commission Standard 2, the Department manages its records under an approved Recordkeeping Plan (RKP) and develops policies, processes, systems and tools to assist its staff meet their recordkeeping responsibilities and the requirements of the plan.

In 2010/11, the Department complied with the following minimum recordkeeping requirements in accordance the requirements of its RKP:

> A project commenced to implement the Department’s electronic documentation and records management system, TRIM, across the Department, including metropolitan and regional prisons and centres. This is due to be completed in March 2014.
>
> In preparation for this project, TRIM was redesigned to better accommodate the Department’s document and recordkeeping needs now and into the future.
>
> Integration between key offender management systems and TRIM continues to develop to enable more efficient and accurate creation and capture of offender related records.
>
> A recordkeeping review was conducted at Broome Regional Prison.
>
> A revised plan will be submitted to the State Records Commission in 2012.

Department website

The Department’s new website was launched in March 2010. During 2010/11, the website was tested against the internationally recognised Web Accessibility Content Guidelines (WCAG) version 2.0 Level A.

Minor changes were made to the website’s home page navigation and image library to ensure it was accessible to as many people as possible, including persons with a disability.

To continue to be compliant with WCAG 2.0 Level A, all new content was assessed before it was published. Monitoring of the website was conducted on an ongoing basis to work toward being compliant to WCAG 2.0 Level AA.

Contracts

Contracts - (Service Agreements Branch)

DICS AWARDED CONTRACTS FOR 1 JULY 2010 TO 30 JUNE 2011 (greater than $150,000)

<table>
<thead>
<tr>
<th>Contract No.</th>
<th>Contract Description</th>
<th>Supplier 1</th>
<th>Awarded Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>001-2010 (A)</td>
<td>Provision of Youth Diversion Services to Young People in the Metropolitan Area for Armadale/Gosnells/Canningvale and Joondalup/Clarkson/Warwick</td>
<td>Centrecare (Inc)</td>
<td>$2,166,529</td>
</tr>
<tr>
<td>001-2010 (B)</td>
<td>Provision of Youth Diversion Services to Young People in the Metropolitan Area for Fremantle/Cockburn City of Cockburn</td>
<td>City of Cockburn</td>
<td>$1,083,264</td>
</tr>
<tr>
<td>001-2010 (C)</td>
<td>Provision of Youth Diversion Services to Young People in the Metropolitan Area for Rockingham/Kwinana/Peel</td>
<td>FYCA</td>
<td>$1,083,264</td>
</tr>
<tr>
<td>0031-2010 (A)</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Carnarvon Shire of Carnarvon</td>
<td>Carnarvon</td>
<td>$410,259</td>
</tr>
<tr>
<td>0031-2010 (B)</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Geraldton Region</td>
<td>Geraldton Streetwork</td>
<td>$758,285</td>
</tr>
<tr>
<td>0031-2010 (C)</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Kalgoorlie Peel</td>
<td>Shire of Kalgoorlie</td>
<td>$758,285</td>
</tr>
<tr>
<td>0031-2010 (D)</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Kalgoorlie Region</td>
<td>Shire of Kalgoorlie</td>
<td>$758,285</td>
</tr>
<tr>
<td>0048-2010</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Derby Region</td>
<td>Youth Involvement Council</td>
<td>$674,765</td>
</tr>
<tr>
<td>0049-2010</td>
<td>Provision of Youth Diversion Services to Young People in Regional Areas - Hedland Region (Joint DCP/DCS agreement)</td>
<td>Youth Involvement Council</td>
<td>$622,129</td>
</tr>
<tr>
<td>0048-2010</td>
<td>Provision of Youth Bail Options Program to Young People in Regional Areas for the Kununurra Region</td>
<td>Life Without Barriers</td>
<td>$1,166,529</td>
</tr>
<tr>
<td>0054-2010</td>
<td>Provision of Youth Bail Options Program to Young People in Regional Areas for the Bunbury Region</td>
<td>Life Without Barriers</td>
<td>$1,166,529</td>
</tr>
<tr>
<td>0055-2010</td>
<td>Provision of Specialist Re-entry Services to Life Indeterminate, Long Term and Sex Offenders in the Metropolitan Area</td>
<td>UnitingCare West</td>
<td>$1,947,688</td>
</tr>
</tbody>
</table>
### DCS AWARDED CONTRACTS FOR 1 JULY 2010 TO 30 JUNE 2011 (greater than $150,000)

<table>
<thead>
<tr>
<th>Contract No.</th>
<th>Contract Description</th>
<th>Supplier</th>
<th>Awarded Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT4210</td>
<td>Program Management and Reporting System</td>
<td>Zavanti Pty Ltd</td>
<td>$206,250</td>
</tr>
<tr>
<td>DC512010</td>
<td>Procurement and Key Site Management Training Course</td>
<td>The Training Facilitation Group Pty Ltd</td>
<td>$3,560,000</td>
</tr>
<tr>
<td>DC152010</td>
<td>Provision of Coach Services</td>
<td>Australian Travel Group Pty Ltd</td>
<td>$74,000</td>
</tr>
<tr>
<td>DC153010</td>
<td>Supply and Delivery of Pork Shoulders to Karnet Prison Farm</td>
<td>Detary Industries Pty Ltd</td>
<td>$1,555,200</td>
</tr>
<tr>
<td>DC312010</td>
<td>Bus Tender Services for Wooroloo Prison Farm</td>
<td>Shepp Bus Charter</td>
<td>$233,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Supply and Delivery of Sheep Pies to Karnet Prison Farm</td>
<td>Johnston Pies</td>
<td>$151,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Provision of Probity Auditor Services</td>
<td>Protos Pty Limited</td>
<td>$500,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Provision of Air Charter Services for the Kimberly Region</td>
<td>Broome Air Services Pty Ltd</td>
<td>$1,081,200</td>
</tr>
<tr>
<td>DC312010</td>
<td>Air Charter Services for Herl Prison Estates North</td>
<td>Steppan Aviation Pty Ltd</td>
<td>$1,081,200</td>
</tr>
<tr>
<td>DC312010</td>
<td>Various Commercial Laundry Equipment for Casuarina Prison</td>
<td>J.L. Costello &amp; Co</td>
<td>$520,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Blood Borne Virus Education Programs for Offenders in Custody</td>
<td>Hepatitis Inc</td>
<td>$55,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Employee Assistance Program</td>
<td>RPC Workside Pty Ltd</td>
<td>$27,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>Provision of Certificate IV in Training and Education Courses</td>
<td>Central Institute Of Technology</td>
<td>$250,000</td>
</tr>
<tr>
<td>DC312010</td>
<td>For Supply and Delivery of Fresh Chips to Casuarina Prison</td>
<td>Supa Chips Pty Ltd</td>
<td>$150,150</td>
</tr>
<tr>
<td>DC512010</td>
<td>Supply &amp; Delivery of Block (uneventuated) drain and piping to Wooroloo Prison Farm</td>
<td>Banqueo Distribution Pty Ltd</td>
<td>$15,150</td>
</tr>
<tr>
<td>DC312010</td>
<td>Supply of Cell Light Fittings</td>
<td>H.I. Lighting (TRW) Pty Ltd</td>
<td>$18,000</td>
</tr>
<tr>
<td>DC512010</td>
<td>Probity Auditing Services for the Acacia Prison Expansion Project</td>
<td>Protos Pty Limited</td>
<td>$30,000</td>
</tr>
<tr>
<td>DC512010</td>
<td>Project Management Services for the Redevelopment of the Eastern Goldfields Regional Prison</td>
<td>Ast Consulting Pty Ltd</td>
<td>$189,500</td>
</tr>
<tr>
<td>DC317010C / DC504H1010</td>
<td>ENP CEN Digital Terminal Equipment</td>
<td>Motorola Australia Pty Ltd</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>
**Audited Key Performance Indicators**

**Certification of Performance Indicators**
For the year ended 30 June 2011

We hereby certify 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 2010/2011.

Mark Kuzminski  
CHIEF FINANCE OFFICER  
Department of Corrective Services  
7 September 2011

Ian Johnson  
COMMISSIONER  
Department of Corrective Services  
7 September 2011

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**Service 1: Adult Corrective Services**

**Service Description:** Adult offenders are managed in custody and in the community to fulfill the orders of the courts and releasing authorities. This is achieved through the provision of case management, remedial programs, improved education and employment skills, sentencing reports and assessment reports. These reports outline an offender’s suitability for release or their progress in the community to releasing authorities such as the Prisoners Review Board.

**Effectiveness Indicators**

**Outcomes:** Community Safety Improved and Re-offending Reduced

<table>
<thead>
<tr>
<th>Number of escapes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2008/09</strong></td>
</tr>
<tr>
<td>10 escapes</td>
</tr>
</tbody>
</table>

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

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

**WHAT does this indicator show?**  
There were a total of 10 escapes in 2010/11, all of which were by minimum security prisoners. This equates to an escape rate of 0.22 per 100 prisoners, based on a daily average population of 4,633.

Of the 10 escapes, there were two from Bungarun work camp, three from Wyndham work camp, and one each from Broome Regional Prison, Wooroloo Prison Farm, Eastern Goldfields Regional Prison, Boronia Pre-Release Centre and an Albany Regional Prison external work party.

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**Audited Key Performance Indicators**

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**Service 1: Adult Corrective Services**

---

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Of the 10 escapes, there were two from Bungarun work camp, three from Wyndham work camp, and one each from Broome Regional Prison, Wooroloo Prison Farm, Eastern Goldfields Regional Prison, Boronia Pre-Release Centre and an Albany Regional Prison external work party.
## Audited Key Performance Indicators

### Rate of return – offender programs

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of return – offender programs*</td>
<td>36.14%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

- It is a measure of the Department's progress towards its high level outcome of Reducing Re-Offending.
- The overall Rate of Return measure was changed for 2010/11 to measure the rate of return for program completers. This is a more appropriate measure of recidivism being one which the Department has more influence over. However, 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 police operating, housing availability and other social issues. (The previous year’s results have been recalculated to reflect the new measure.)

**HOW is this indicator derived?**

- By tracking the number of releases from custody 4 years prior to the reporting period where at least one offender program had been completed prior to exit, and then calculating as a percentage the number of returns to a new correctional sanction within 2 years of release. The rate of offending excludes exits from and returns to fine default only sentences, and returns on account of cancellation or suspension of an early release order (ERO) only. Research has shown offenders are most likely to re-offend within two years of their release from corrective services.
- This measure relates to treatment programs only and does not include programs relating to education and vocational training or re-entry link services.

**WHAT does this indicator show?**

- 36.14% of prisoners exiting in 2008/09 having completed at least one offender program returned to a new correctional sanction within 2 years. This is an improvement over previous years and also compares favourably to the overall value, where 45.28% of all prisoners exiting in 2008/09 returned within 2 years of exit.

### Equivalent overall rate of return

- 45.28%

### Successful completion of community corrections orders

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful completion of community corrections orders</td>
<td>60.75%</td>
<td>61.86%</td>
<td>60.75%</td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

- This indicator measures the completion rate of community corrections orders. It is an indicator of offenders’ responsible and law-abiding behaviour while under the supervision of the Department of Corrective Services.

**HOW is this indicator derived?**

- This indicator is derived by calculating the number of orders successfully completed as a proportion of all order expiries or terminations, excepting those where orders did not run their full course as a result of occurrences other than breach action (e.g. death, application to the court, deportation) or termination types are not as yet recorded. Orders are considered successfully completed if they run their full course without breach action finalised or pending. Types of community corrections orders include: Intensive supervision – community based, short-term parole, work release, re-entry, condition bail, monitored bail, pre-sentence, and work and development.

**WHAT does this indicator show?**

- 60.75% of all orders validly terminated in 2010/11 were terminated successfully, again marginally from the previous year’s result, and 4.25 percentage points below the target.

**WHAT does this indicator show?**

- 60.75% of all orders validly terminated in 2010/11 were terminated successfully, again marginally from the previous year’s result, and 4.25 percentage points below the target.

The drop in performance could be attributed to the revised Enforcement Policy and staff becoming more vigilant with monitoring compliance with order conditions. 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 or more accountable supervision practices by community corrections officers.
## Audited Key Performance Indicators

### Average out of cell hours

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average out of cell hours</td>
<td>11.8</td>
<td>12.17</td>
<td>12.13</td>
<td>11.7</td>
</tr>
</tbody>
</table>

- Average number of hours a prisoner is allowed out of their cell each day to participate in a range of activities.

**WHY is this a key indicator of our performance?**

Providing a secure, safe and decent custodial environment includes managing prisoners in a manner that minimises the risks they pose to the community, while enabling them to achieve an acceptable quality of life.

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

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

**HOW is this indicator derived?**

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

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

**WHAT does this indicator show?**

The Department continues to perform well in this area with the 2010/11 result of 12.13 hours per day again ahead of the target of 11.7.

The increased performance in 2009/10 and 2010/11 follows the commissioning of the Pardelup Prison Farm in March 2010 and the restructure of several prisons’ structured day allowing later lockup times.

### Rate of serious assault per 100 prisoners

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of serious assault per 100 prisoners</td>
<td>0.54</td>
<td>0.08</td>
<td>&lt;0.5</td>
<td>(\leq 0.5)</td>
</tr>
</tbody>
</table>

- Based on 25 serious assaults (16 on other prisoners, 9 on staff)
- Average prison population of 4633

**WHY is this a key indicator of our performance?**

Providing a safe, secure and decent environment includes providing a prison environment where there is a low level of violence, whether perpetrated by a prisoner on another prisoner or on staff.

Low assault rates indicate better performance towards achieving the objective.

**HOW is this indicator derived?**

This performance indicator is measured according to national standards. It is calculated based on the number of assaults classified as serious by prisoners on prisoners and prisoners on staff, divided by the daily average population over the year and expressed as a rate per 100 prisoners.

**WHAT does this indicator show?**

The rate of 0.54 serious assaults per 100 prisoners is based on a total of 25 serious assaults in 2010/11 and a daily average population of 4633 in the same period.

Of the 25 serious assaults, 16 were assaults by prisoners on other prisoners, and 9 were by prisoners on staff.
Audited Key Performance Indicators

Service 1: Adult Corrective Services

Efficiency Indicators

Cost per day of keeping an offender in custody

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Cost per day of keeping an offender in custody</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td></td>
<td>$291.51</td>
</tr>
<tr>
<td>2009/10</td>
<td></td>
<td>$291.51</td>
</tr>
<tr>
<td>2010/11</td>
<td></td>
<td>$291.51</td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

Unt cost per prisoner and offender provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?**

It is calculated by dividing the total accrual cost of managing an adult offender in custody by the average daily number of adult prisoners, divided by 365 days.

**WHAT does this indicator show?**

The 2010/11 cost per day exceeded the target by 10%. The final daily average prisoner population (DAP) of 4,633 was a reduction of 3% on the prior year. This followed a steep rise in the population over the preceding year. Infrastructure and staffing costs to accommodate the forecast demand contributed to the overall cost increase. Past years’ results were based on DAPs of 4,759 for 2009/10 and 4,012 for 2008/09.

Cost per day of managing an offender through community supervision

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Cost per day of managing an offender through community supervision</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td></td>
<td>$45.26</td>
</tr>
<tr>
<td>2009/10</td>
<td></td>
<td>$45.26</td>
</tr>
<tr>
<td>2010/11</td>
<td></td>
<td>$45.26</td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

Unit cost per prisoner and offender provides a measure of efficient resource management. A low or decreasing unit cost suggests better performance towards achieving efficient resource management.

**HOW is this indicator derived?**

It is calculated by dividing the total accrual cost of managing an adult offender through community supervision by the average daily number of adult offenders supervised, divided by 365 days.

**WHAT does this indicator show?**

The 2010/11 cost per day rose 25% against the target. The increase in part reflected a 14% decrease in offenders managed from 2009-10. However the key movement of costs reflects the transition in the service delivery model for community based services; a realignment of cost distributions across the department is currently being progressed. As a result of these issues the figures may not accurately reflect the cost of service delivery during this transition year. Past years’ results were based on daily average community corrections populations of 5,397 (2009/10) and 5,619 (2008/09).
Audited Key Performance Indicators

Service 2: Youth Justice Services

Service Description: Young people who have offended are managed in detention and in the community to fulfil the orders of the courts, and through diversion from court programs. These young people participate in remedial, educational and rehabilitation programs that address their offending behaviour.

Effectiveness Indicators

Outcomes: Community Safety Improved and Reoffending Reduced

Number of escapes

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

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

WHAT does this indicator show? // There was a single escape in the 2010/11 financial year, from the Banksia Hill Detention Centre. This equates to an escape rate for the year of 0.56 per 100 detainees, based on a daily average population of 177.98.

50.45 %

Rate of return to detention

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

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

WHAT does this indicator show? // The 2010/11 result for Rate of Return of Youths to Detention of 50.45% is the lowest in three years, though it still falls marginally behind the target of 49%.
### Audited Key Performance Indicators

#### Service 2: Youth Justice Services

<table>
<thead>
<tr>
<th>Efficiency Indicators</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per day of keeping a young person in detention</td>
<td>$667.43</td>
<td>$641.00</td>
<td>$622.38</td>
<td>$667.43</td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

This indicator measures the cost per day of keeping a young person in detention, which is derived by dividing the total accrual cost of managing a young person in detention by the average daily number of detainees, divided by 365 days.

**HOW is this indicator derived?**

The cost is calculated by dividing the total accrual cost of managing a young person in detention by the average daily number of detainees, divided by 365 days.

**WHAT does this indicator show?**

The 2010-11 cost per day was 4% above the target. The Department undertook responsibility for delivering Juvenile Transport from West Australia Police in November 2010, which was not included in either the original budget target or the 2009-10 actual. Past years’ results were based on daily average detention populations of 167 (2009/10) and 151 (2008/09).

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### Audited Key Performance Indicators

#### Successful completion of community-based orders

<table>
<thead>
<tr>
<th>Year</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success Rate</td>
<td>64.1%</td>
<td>62.5%</td>
<td>63.5%</td>
<td>66.7%</td>
</tr>
</tbody>
</table>

**WHY is this a key indicator of our performance?**

This indicator measures the percentage of community-based orders successfully completed. 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.

**HOW is this indicator derived?**

This indicator is derived by calculating the number of orders successfully completed as a proportion of all order expiries or terminations, excepting those where orders did not run their full course as a result of occurrences other than breach action (e.g., death, application to the court, deportation) or termination types are not as yet recorded. Orders are considered successfully completed if they run their full course without breach action finalised or pending. Types of community corrections orders include: youth community-based, intensive youth supervision, intensive youth supervision (with detention), and supervised release orders.

**WHAT does this indicator show?**

The 2010/11 figure of 63.35% is below the target by just over four percentage points and is the lowest result in three years. The drop in performance could be attributed to the increased focus on the timeliness of breaching orders for non-compliance, and staff becoming more vigilant with monitoring compliance with order conditions. 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.
Audited Key Performance Indicators

Cost per day of managing a young person through community supervision

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$94.07</td>
<td>1.08</td>
<td>1.22</td>
<td>1.07</td>
</tr>
</tbody>
</table>

$94.07

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

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

WHAT does this indicator show? // The 29% reduction in cost compared to the 2010/11 target reflects a realignment and new service focus to divert youth from crime and the court system and in particular the Regional Youth Justice Initiative. In addition a realignment of cost distributions across the department is currently being progressed to more accurately reflect the cost of service delivery.

Past years’ results were based on daily average youth community corrections populations of 819 (2009/10) and 754 (2008/09).
Financial Statements

Statement of Certification

DEPARTMENT OF CORRECTIVE SERVICES
CERTIFICATION OF FINANCIAL STATEMENTS
For the year ended 30 June 2011

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 2011 and the financial position as at 30 June 2011.

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.

Mark Kuzminski
CHIEF FINANCE OFFICER
Department of Corrective Services
Date: 13 September 2011

Ian Johnson
COMMISSIONER
Department of Corrective Services
Date: 13 September 2011

Financial Statements

INDEPENDENT AUDITOR’S REPORT

To the Parliament of Western Australia
DEPARTMENT OF CORRECTIVE SERVICES

Report on the Financial Statements

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


Commissioner’s Responsibility for the Financial Statements

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

Auditor’s Responsibility

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

Ian Johnson
COMMISSIONER
Department of Corrective Services
Date: 13 September 2011

INDEPENDENT AUDITOR’S REPORT

To the Parliament of Western Australia
DEPARTMENT OF CORRECTIVE SERVICES

Report on the Financial Statements

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


Commissioner’s Responsibility for the Financial Statements

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

Auditor’s Responsibility

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

Auditor’s Responsibility

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

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

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Department of Corrective Services at 30 June 2011 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer’s Instructions.
I have audited the controls exercised by the Department of Corrective Services. The Commissioner is responsible for ensuring that adequate control is maintained over the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities in accordance with the Financial Management Act 2006 and the Treasurer’s Instructions, and other relevant written law.

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Commissioner based on my audit conducted in accordance with Australian Auditing Standards.

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

Report on the Key Performance Indicators
I have audited the key performance indicators of the Department of Corrective Services. The Commissioner is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer’s Instructions.

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

Opinion
In my opinion, the key performance indicators of the Department of Corrective Services are relevant and appropriate to assist users to assess the Department’s performance and fairly represent indicated performance for the year ended 30 June 2011.

Independent
In conducting this audit, I have complied with the independence requirements of the Auditor General Act 2006 and the Auditor-General’s Standards, and other relevant ethical requirements.

COLIN MURPHY
AUDITOR GENERAL
9 September 2011

Auditor General
4th Floor Dumas House 2 Havelock Street West Perth 6005 Western Australia Tel: 08 9222 7500 Fax: 08 9322 5664

Department of Corrective Services » Annual Report 2010/2011

Financial Statements

<table>
<thead>
<tr>
<th>Note</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>655,331</td>
<td>608,663</td>
</tr>
<tr>
<td>Other revenue</td>
<td>75,164</td>
<td>70,733</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>1,408</td>
<td>61</td>
</tr>
<tr>
<td>Accommodation expenses</td>
<td>626</td>
<td>606</td>
</tr>
<tr>
<td>Employee benefits expenses</td>
<td>371,577</td>
<td>340,230</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>210,333</td>
<td>197,274</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>23,023</td>
<td>19,129</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>902</td>
<td>277</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>10,577</td>
<td>10,533</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>8,247</td>
<td>8,003</td>
</tr>
<tr>
<td>Loss on disposal of non-current assets</td>
<td>73,161</td>
<td>70,733</td>
</tr>
<tr>
<td>Total cost of services</td>
<td>499,941</td>
<td>446,200</td>
</tr>
<tr>
<td>Total revenue</td>
<td>620,029</td>
<td>586,026</td>
</tr>
<tr>
<td>Commonwealth grants and contributions</td>
<td>918</td>
<td>61</td>
</tr>
<tr>
<td>Commonwealth grants and contributions</td>
<td>626</td>
<td>606</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>10,577</td>
<td>10,533</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>8,247</td>
<td>8,003</td>
</tr>
<tr>
<td>Loss on disposal of non-current assets</td>
<td>73,161</td>
<td>70,733</td>
</tr>
<tr>
<td>Total income</td>
<td>44,610</td>
<td>37,537</td>
</tr>
<tr>
<td>Total income other than income from State Government</td>
<td>44,610</td>
<td>37,537</td>
</tr>
<tr>
<td>Total cost of services</td>
<td>655,331</td>
<td>608,663</td>
</tr>
<tr>
<td>Net cost of services</td>
<td>44,610</td>
<td>37,537</td>
</tr>
<tr>
<td>Income from State Government</td>
<td>17,627</td>
<td>18,026</td>
</tr>
<tr>
<td>Service appropriation</td>
<td>620,029</td>
<td>586,026</td>
</tr>
</tbody>
</table>

Financial Statements

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2011
**The Statement of Comprehensive Income should be read in conjunction with the accompanying notes. See also the Schedule of Income and Expenses by Service.**

**Department of Corrective Services**  
**Annual Report 2010/2011**

### Financial Statements

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2011**

| Resources received free of charge | 17,762 | 15,292 |
| Royalties for Regions Fund | 5,291 |  |
| Total income from State Government | 643,386 | 681,318 |
| **DEFICIT FOR THE PERIOD** | (12,249) | (7,345) |
| **OTHER COMPREHENSIVE INCOME** |  |  |
| Changes in asset revaluation surplus | 27 | 21,262 | (65,326) |
| Total other comprehensive income | 27 | 21,262 | (65,326) |
| **TOTAL COMPREHENSIVE INCOME FOR THE PERIOD** | 9,013 | (72,671) |

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

### Financial Statements

**DEPARTMENT OF CORRECTIVE SERVICES STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2011**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>14,373</td>
<td>38,072</td>
</tr>
<tr>
<td>Receivables</td>
<td>12,681</td>
<td>11,722</td>
</tr>
<tr>
<td>Amounts receivable for services</td>
<td>10,736</td>
<td>11,430</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>37,790</td>
<td>61,224</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>6,080</td>
<td>5,045</td>
</tr>
<tr>
<td>Amounts receivable for services</td>
<td>35,129</td>
<td>27,130</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>1,005,296</td>
<td>831,078</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>5,714</td>
<td>7,632</td>
</tr>
<tr>
<td>Total Non-Current Assets</td>
<td>1,091,219</td>
<td>970,885</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>1,090,009</td>
<td>932,109</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>31,278</td>
<td>29,208</td>
</tr>
<tr>
<td>Borrowings</td>
<td>1,937</td>
<td>1,063</td>
</tr>
<tr>
<td>Provisions</td>
<td>64,266</td>
<td>58,466</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td><strong>$000</strong></td>
<td><strong>$000</strong></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>14,373</td>
<td>38,072</td>
</tr>
<tr>
<td>Receivables</td>
<td>12,681</td>
<td>11,722</td>
</tr>
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<td>10,736</td>
<td>11,430</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>37,790</td>
<td>61,224</td>
</tr>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>6,080</td>
<td>5,045</td>
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<tr>
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<td>831,078</td>
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<tr>
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<td>5,714</td>
<td>7,632</td>
</tr>
<tr>
<td>Total Non-Current Assets</td>
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<td>970,885</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>1,090,009</td>
<td>932,109</td>
</tr>
</tbody>
</table>

**Department of Corrective Services**  
**Annual Report 2010/2011**
### Financial Statements

**DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2011** Cont'd

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>27</td>
<td>412</td>
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<tr>
<td>Total Current Liabilities</td>
<td>99,893</td>
<td>88,755</td>
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<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
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<tr>
<td>Provisions</td>
<td>26</td>
<td>22,875</td>
</tr>
<tr>
<td>Borrowings</td>
<td>27</td>
<td>12,219</td>
</tr>
<tr>
<td>Total Non-Current Liabilities</td>
<td>41,094</td>
<td>31,307</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>140,987</td>
<td>120,062</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td>949,022</td>
<td>812,047</td>
</tr>
<tr>
<td>EQUITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td>817,441</td>
<td>819,479</td>
</tr>
<tr>
<td>Reserves</td>
<td>169,512</td>
<td>148,250</td>
</tr>
<tr>
<td>Accumulated (deficit)</td>
<td>(77,931)</td>
<td>(55,687)</td>
</tr>
<tr>
<td>TOTAL EQUITY</td>
<td>949,022</td>
<td>812,047</td>
</tr>
</tbody>
</table>

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

### Financial Statements

**DEPARTMENT OF CORRECTIVE SERVICES: STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2011**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM THE STATE GOVERNMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service appropriation</td>
<td>601,094</td>
<td>567,291</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>127,562</td>
<td>77,396</td>
</tr>
<tr>
<td>Holding account drawdowns</td>
<td>1,630</td>
<td>1,331</td>
</tr>
<tr>
<td>Royalties for Regions Fund</td>
<td>3,691</td>
<td></td>
</tr>
<tr>
<td>Net cash provided by the State Government</td>
<td>745,977</td>
<td>644,028</td>
</tr>
</tbody>
</table>

Utilised as follows:

**CASH FLOWS FROM OPERATING ACTIVITIES**

<table>
<thead>
<tr>
<th>Payments</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits</td>
<td>(353,834)</td>
<td>(331,873)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(902)</td>
<td>(277)</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>(262,160)</td>
<td>(258,125)</td>
</tr>
<tr>
<td>Accommodation</td>
<td>(10,277)</td>
<td>(10,533)</td>
</tr>
<tr>
<td>GST payments on purchases</td>
<td>(39,366)</td>
<td>(30,862)</td>
</tr>
<tr>
<td>GST payments to taxation authority</td>
<td>(2,101)</td>
<td>(2,109)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Receipts</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from services</td>
<td>44,454</td>
<td>27,752</td>
</tr>
<tr>
<td>Commonwealth grants and contribs</td>
<td>398</td>
<td>367</td>
</tr>
</tbody>
</table>

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

DEPARTMENT OF CORRECTIVE SERVICES STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>GST receipts on sales</td>
<td>1,859</td>
<td>2,047</td>
</tr>
<tr>
<td>GST receipts from taxation authority</td>
<td>38,163</td>
<td>29,970</td>
</tr>
<tr>
<td>Net cash provided by/(used in) operating activities</td>
<td>(604,066)</td>
<td>(563,636)</td>
</tr>
</tbody>
</table>

CASH FLOWS FROM INVESTING ACTIVITIES

| Purchase of non-current assets | (163,006) | (83,595) |
| Proceeds from sale of non-current physical assets | 5 | 6 |
| Net cash provided by/(used in) investing activities | (163,001) | (83,589) |

CASH FLOWS FROM FINANCING ACTIVITIES

| Financial Lease Payments | (1,574) | (515) |
| Net cash provided by/(used in) financing activities | (1,574) | (515) |

Net (decrease)/increase in cash and cash equivalents | (22,664) | 8,280 |

Cash and cash equivalents at the beginning of the period | 43,117 | 34,837 |

CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>24,453</td>
<td>43,117</td>
</tr>
</tbody>
</table>

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

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Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2011

Contributed equity | $000 | Reserve | $000 | Accumulated deficit | $000 | Total equity | $000
---|---|---|---|---|---|---|---
Balance at 1 July 2009 | 28 | 611,193 | 213,576 | (18,337) | 806,432 |
Total comprehensive income for the year | | (65,326) | (7,345) | 72,671 |
Transactions with owners in their capacity as owners | | | | |
Other Contributions by Owners | | 899 | | 899 |
Capital appropriations | | 77,396 | | 77,396 |
Total | | 88,286 | (7,345) | 81,941 |
Balance at 30 June 2010 | 28 | 689,479 | 148,250 | (25,682) | 812,047 |
Balance at 1 July 2010 | 689,479 | 148,250 | (25,682) | 812,047 |
Total comprehensive income for the year | | 21,262 | (12,249) | 9,013 |
Transaction with owners in their capacity as owners | | 400 | | 400 |
Capital appropriations | | 127,562 | | 127,562 |
Total | | 132,962 | (12,249) | 120,713 |
Balance at 30 June 2011 | 28 | 817,441 | 169,512 | (37,931) | 949,022 |

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

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### Financial Statements

**DEPARTMENT OF CORRECTIVE SERVICES SCHEDULE OF INCOME AND EXPENSES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2011**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>COST OF SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td>$314,377</td>
<td>$287,867</td>
<td>$57,200</td>
<td>$52,363</td>
<td>$371,577</td>
<td>$340,230</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>$19,815</td>
<td>$15,762</td>
<td>$3,208</td>
<td>$3,367</td>
<td>$23,023</td>
<td>$19,129</td>
</tr>
<tr>
<td>Finance costs</td>
<td>$902</td>
<td>$277</td>
<td></td>
<td>-</td>
<td>$902</td>
<td>$277</td>
</tr>
<tr>
<td>Loss on disposal of non-current assets</td>
<td>$113</td>
<td>$21</td>
<td>$5</td>
<td>-</td>
<td>$118</td>
<td>$21</td>
</tr>
<tr>
<td>Other expenses</td>
<td>$274,146</td>
<td>$258,910</td>
<td>$30,175</td>
<td>$27,633</td>
<td>$304,321</td>
<td>$286,543</td>
</tr>
<tr>
<td><strong>Total cost of services</strong></td>
<td>$609,353</td>
<td>$562,837</td>
<td>$90,588</td>
<td>$83,363</td>
<td>$699,941</td>
<td>$646,200</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User charges and fees</td>
<td>$74</td>
<td>$41</td>
<td>$1,334</td>
<td>-</td>
<td>$1,408</td>
<td>$61</td>
</tr>
<tr>
<td>Commonwealth grants and contributions</td>
<td>$489</td>
<td>$435</td>
<td>$142</td>
<td>$141</td>
<td>$626</td>
<td>$504</td>
</tr>
<tr>
<td>Other revenues</td>
<td>$40,342</td>
<td>$35,016</td>
<td>$2,234</td>
<td>$1,854</td>
<td>$42,576</td>
<td>$36,870</td>
</tr>
<tr>
<td><strong>Total income other than income from State Government</strong></td>
<td>$40,900</td>
<td>$35,542</td>
<td>$3,710</td>
<td>$1,995</td>
<td>$44,610</td>
<td>$37,537</td>
</tr>
<tr>
<td><strong>NET COST OF SERVICES</strong></td>
<td>$569,453</td>
<td>$527,295</td>
<td>$86,878</td>
<td>$81,348</td>
<td>$655,331</td>
<td>$608,663</td>
</tr>
<tr>
<td><strong>INCOME FROM STATE GOVERNMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service appropriation</td>
<td>$503,250</td>
<td>$508,891</td>
<td>$116,799</td>
<td>$77,192</td>
<td>$620,049</td>
<td>$586,083</td>
</tr>
<tr>
<td><strong>Resources received free of charge</strong></td>
<td>$14,615</td>
<td>$12,772</td>
<td>$2,923</td>
<td>$2,525</td>
<td>$17,542</td>
<td>$15,292</td>
</tr>
</tbody>
</table>

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

---

**Financial Statements**

**DEPARTMENT OF CORRECTIVE SERVICES SCHEDULE OF INCOME AND EXPENSES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2011 Cont'd**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Royalties for Regions Fund</td>
<td>$1,761</td>
<td>-</td>
<td>$3,530</td>
<td>-</td>
<td>$5,291</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total income from State Government</strong></td>
<td>$519,831</td>
<td>$521,663</td>
<td>$123,251</td>
<td>$79,655</td>
<td>$643,082</td>
<td>$601,318</td>
</tr>
<tr>
<td><strong>SURPLUS/(DEFICIT) FOR THE PERIOD</strong></td>
<td>$(48,622)</td>
<td>$(5,632)</td>
<td>$36,373</td>
<td>$(1,713)</td>
<td>$(12,249)</td>
<td>$(7,345)</td>
</tr>
</tbody>
</table>

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

#### DEPARTMENT OF CORRECTIVE SERVICES: SCHEDULE OF ASSETS AND LIABILITIES BY SERVICE FOR THE YEAR ENDED 30 JUNE 2011

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>32,812</td>
<td>54,077</td>
<td>4,978</td>
<td>7,187</td>
<td>37,790</td>
<td>61,224</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>964,275</td>
<td>724,330</td>
<td>87,944</td>
<td>146,555</td>
<td>1,052,219</td>
<td>870,885</td>
</tr>
<tr>
<td>Total Assets</td>
<td>997,087</td>
<td>778,407</td>
<td>92,922</td>
<td>153,702</td>
<td>1,090,009</td>
<td>932,109</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>86,544</td>
<td>76,835</td>
<td>13,349</td>
<td>11,920</td>
<td>99,893</td>
<td>88,755</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>36,711</td>
<td>26,955</td>
<td>4,383</td>
<td>4,352</td>
<td>41,094</td>
<td>31,307</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>123,255</td>
<td>103,790</td>
<td>17,732</td>
<td>16,272</td>
<td>140,987</td>
<td>120,062</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td>873,832</td>
<td>674,617</td>
<td>75,190</td>
<td>137,430</td>
<td>849,022</td>
<td>812,047</td>
</tr>
</tbody>
</table>

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

#### Financial Statements

#### DEPARTMENT OF CORRECTIVE SERVICES: SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES FOR THE YEAR ENDED 30 JUNE 2011

<table>
<thead>
<tr>
<th>Item</th>
<th>2011 Estimate $000</th>
<th>2010 Actual $000</th>
<th>Variation $000</th>
<th>2011 Estimate $000</th>
<th>2010 Actual $000</th>
<th>Variation $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>DELIVERY OF SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 63 net amount appropriated to deliver services</td>
<td>593,759</td>
<td>618,259</td>
<td>24,500</td>
<td>618,259</td>
<td>585,219</td>
<td>33,040</td>
</tr>
<tr>
<td>Section 25 transfer of service appropriation</td>
<td>-</td>
<td>906</td>
<td>906</td>
<td>906</td>
<td>906</td>
<td>906</td>
</tr>
<tr>
<td>Amount authorised by other statutes</td>
<td>864</td>
<td>864</td>
<td>1</td>
<td>864</td>
<td>807</td>
<td>57</td>
</tr>
<tr>
<td>Total appropriations provided to deliver services</td>
<td>594,622</td>
<td>620,029</td>
<td>25,407</td>
<td>620,029</td>
<td>586,026</td>
<td>34,003</td>
</tr>
<tr>
<td>CAPITAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 176 capital contribution</td>
<td>176,784</td>
<td>127,562</td>
<td>(49,222)</td>
<td>127,562</td>
<td>77,396</td>
<td>50,166</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>771,406</td>
<td>747,591</td>
<td>(23,815)</td>
<td>747,591</td>
<td>663,422</td>
<td>84,169</td>
</tr>
</tbody>
</table>

#### DETAILS OF EXPENSES BY SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>2011 Actual $000</th>
<th>2010 Actual $000</th>
<th>Variation $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service 1 - Adult Offender Services</td>
<td>609,353</td>
<td>49,808</td>
<td>609,353</td>
</tr>
<tr>
<td>Service 2 - Juvenile Offender Services</td>
<td>86,972</td>
<td>90,588</td>
<td>3,616</td>
</tr>
<tr>
<td>Total appropriations provided to deliver services</td>
<td>696,325</td>
<td>600,029</td>
<td>96,296</td>
</tr>
<tr>
<td>Total income other than income from State Government</td>
<td>699,941</td>
<td>49,424</td>
<td>699,941</td>
</tr>
</tbody>
</table>

#### DEPARTMENT OF CORRECTIVE SERVICES: SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES FOR THE YEAR ENDED 30 JUNE 2011

<table>
<thead>
<tr>
<th>Item</th>
<th>2011 Estimate $000</th>
<th>2010 Actual $000</th>
<th>Variation $000</th>
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<td>620,029</td>
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<td>34,003</td>
</tr>
<tr>
<td>CAPITAL</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item 176 capital contribution</td>
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<td>(49,222)</td>
<td>127,562</td>
<td>77,396</td>
<td>50,166</td>
</tr>
<tr>
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<td>(23,815)</td>
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<td>663,422</td>
<td>84,169</td>
</tr>
</tbody>
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#### DETAILS OF EXPENSES BY SERVICES

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<th>2010 Actual $000</th>
<th>Variation $000</th>
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<td>3,616</td>
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<td>600,029</td>
<td>96,296</td>
</tr>
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<td>49,424</td>
<td>699,941</td>
</tr>
</tbody>
</table>
Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND INCOME ESTIMATES FOR THE YEAR ENDED 30 JUNE 2011

<table>
<thead>
<tr>
<th>Net cost of services</th>
<th>Estimate $000</th>
<th>2011 Actual $000</th>
<th>Variation $000</th>
<th>Estimate $000</th>
<th>2010 Actual $000</th>
<th>Variation $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustments</td>
<td>(20,584)</td>
<td>(35,302)</td>
<td>(14,718)</td>
<td>(20,584)</td>
<td>(35,302)</td>
<td>(12,665)</td>
</tr>
<tr>
<td>Total appropriations provided to purchase services</td>
<td>594,622</td>
<td>620,029</td>
<td>25,407</td>
<td>594,622</td>
<td>620,029</td>
<td>25,407</td>
</tr>
<tr>
<td>CAPITAL EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of non-current physical assets</td>
<td>260,588</td>
<td>163,006</td>
<td>(97,582)</td>
<td>260,588</td>
<td>163,006</td>
<td>(97,582)</td>
</tr>
<tr>
<td>Adjustment for other funding sources</td>
<td>83,804</td>
<td>35,444</td>
<td>(48,360)</td>
<td>83,804</td>
<td>35,444</td>
<td>(48,360)</td>
</tr>
<tr>
<td>CAPITAL CONTRIBUTION (APPROPRIATION)</td>
<td>176,784</td>
<td>127,562</td>
<td>(49,222)</td>
<td>176,784</td>
<td>127,562</td>
<td>(49,222)</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>771,406</td>
<td>747,591</td>
<td>(23,815)</td>
<td>771,406</td>
<td>747,591</td>
<td>(23,815)</td>
</tr>
</tbody>
</table>

Note 37 “Explanatory Statement” provides details of any significant variations between estimates and actual results for 2011 and between the actual results for 2010 and 2011.

Financial Statements

DEPARTMENT OF CORRECTIVE SERVICES: NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2011

1. Australian Accounting Standards
   General
   The Department's financial statements for the year ended 30 June 2011 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standard Board (AASB). The Department has adopted any applicable, new and revised Australian Accounting Standards from their operative dates. Early adoption of standards is not permitted unless specifically permitted by Treasurer's Instruction (TI) 1101 Application of Australian Accounting Standards and Other Pronouncements. No Australian Accounting Standards that have been issued or amended (but not operative) have been early adopted by the Department for the annual reporting period 30 June 2011.

2. Summary of significant accounting policies
   (a) General statement
   The financial statements constitute general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) as applied by the Treasurer’s Instructions (TIs). Several of these are modified by the Treasurer’s Instructions to vary application, disclosure, format and wording.
The Department of Corrective Services’ 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.

The Department provides the following services:

(i) Juvenile Offender Services
(ii) Adult Offender Services

The Department gains control of appropriated funds at the time those funds are deposited into the Department’s bank account or credited to the Department’s holding account held at Treasury. Refer to note 17 for further commentary on service appropriations.

Net Appropriation Determination

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 arrangement 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 $44.62 million in 2011 ($37.54m in 2009/10). Retained revenues may only be applied to the services specified in the 2010-11 Budget Statements.

Grants, donations, gifts and other non-reciprocal contributions.

Revenue is recognised at fair value in the period in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department’s bank account.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Department obtains control over the funds. The Department obtains control of the funds at the time the funds are deposited into the Department’s bank account.

Gains

Gains may be realised or unrealised gains 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.

In respect to recent market transactions 

Where market-based evidence is available, the fair value of land and buildings is recognised at fair value when the Department obtains control over the assets comprising the contributions, usually when cash is received.

Royalities for Regions funds are recognised as revenue at fair value in the period in which the Department obtains control over the funds.

The Department obtains control of the funds at the time the funds are deposited into the Department’s bank account.

Revenue recognition

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

Sale of Goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be reliably measured.

Provision of services

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

Service appropriations

Service appropriations are recognised as revenues at fair value in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department’s bank account or credited to the amounts receivable for services (holding account) held at Treasury. Refer to note 17 for further commentary on service appropriations.

Net Appropriation Determination

Initial recognition and measurement

Property, plant and equipment and infrastructure is initially recognised at cost. For items of property, plant and equipment and infrastructure acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land, buildings and infrastructure and the cost model for all other property, plant and equipment. Land, buildings and infrastructure are carried at fair value less accumulated depreciation (buildings and infrastructure only) and accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Where market-based evidence is available, the fair value of land and buildings is determined on the basis of current market buying values determined by reference to recent market transactions or other basis, described.

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When buildings are revalued by reference to recent market transactions, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Where market-based 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. Land and buildings are independently valued annually by the Western Australian Land Information Authority (Valuation Services) and recognised annually to ensure that the carrying amount does not differ materially from the asset’s fair value at the end of the reporting period.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type and existing use assets.

Depreciation

All non-current assets having a limited useful life are systematically depreciated on a straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

- Buildings 50 years
- Leasehold improvements 15 years
- Plant, equipment and vehicles 4 - 15 years

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 15 years
- Plant, equipment and vehicles 4 - 15 years

Building and information technology projects are reported as Works In Progress until commissioned.

Intangible assets

Intangible assets are assets without physical substance and having a finite or indefinite useful life which will generate economic benefits and are controlled by the Department. Intangible assets with an indefinite useful life and intangible assets not yet available for use are not depreciated.

Amortisation of intangible assets is calculated using the straight line method, using rates which are reviewed annually. Intangible assets are amortised annually. All intangible assets are tested for any indication of impairment at each reporting period.

Computer Software

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

Impairment of assets

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. 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 recoverable amount is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset’s future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with a finite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets identified at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

Leases

Finance lease and obligations are initially recognised at the commencement of the lease term as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the

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Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 21 ‘Property, plant and equipment’ and note 28 ‘Equity’.

Depreciation

All non-current assets having a limited useful life are systematically depreciated on a straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

- Buildings 50 years
- Leasehold improvements 15 years
- Plant, equipment and vehicles 4 - 15 years

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 15 years
- Plant, equipment and vehicles 4 - 15 years

Building and information technology projects are reported as Works In Progress until commissioned.

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Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

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.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets estimated to have a useful life of less than 15 years are reviewed annually.

Fair value for buildings is determined on the basis of existing use. This normally applies to buildings that are not integrated with another building. Fair value for other buildings is determined by reference to market-based evidence. Where fair value is determined by reference to market-based evidence, the fair value of buildings is reviewed annually.

The asset revaluation surplus is used to record increments and decrements on the revaluation of non-current assets as described in note 21 ‘Property, plant and equipment’ and note 28 ‘Equity’.

Depreciation

All non-current assets having a limited useful life are systematically depreciated on a straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

- Buildings 50 years
- Leasehold improvements 15 years
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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 15 years
- Plant, equipment and vehicles 4 - 15 years

Building and information technology projects are reported as Works In Progress until commissioned.
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minimum lease payments determined at the inception of the lease. The assets are disclosed as plant, equipment and vehicles under lease, and are depreciated over the period during which the Department is expected to benefit from their use. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease. The Department holds operating leases for head office and a number of branch office buildings. Operating lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased properties.

(q) Financial instruments
In addition to cash, the Department has two categories of financial instrument:
» Loans and receivables
» Financial liabilities measured at amortised cost.
Financial instruments have been disaggregated into the following classes:
Financial Assets
» Cash and cash equivalents
» Restricted cash and cash equivalents
» Receivables
» Amounts receivable for services
Financial Liabilities
» Payables
» Finance Lease Liabilities
» Accrued expenses

Initial recognition and measurement of financial instruments is at fair value which normally equals 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.

(k) Cash and cash equivalents
For the purpose of the Statement of Cash Flows, cash and cash equivalents (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).

(l) Accrued salaries
The accrued salaries suspense account (refer to note 18 Restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(m) Receivables
Receivables are recognised and carried at the original invoice amount less an allowance for any uncollectible amounts (impairment). The collectibility 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.

(n) Amounts receivable for services (holding account)
The Department receives 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.

(o) 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.

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Accrued salaries (refer to note 24 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 2010/11 was 23 June. Therefore, an accrual of 5 days was necessary in this financial year.

(m) Receivables
Receivables are recognised and carried at the original invoice amount less an allowance for any uncollectible amounts (impairment). The collectibility 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.

(p) Borrowings
All loans payable are initially recognised at cost, being the fair value of the net proceeds received. Subsequent measurement is at amortised cost using the effective interest rate method.

(q) Provisions
Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal or constructive obligation as a result of a past event and where the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting period.

Provisions - Employee Benefits

Annual Leave
The liability for annual leave expected to be settled within 12 months after the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled. Annual leave not expected to be settled within 12 months after the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

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.
Financial Statements

The provision for annual leave is classified as a current liability as the Department does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Unconditional Leave

The liability for long service leave expected to be settled within 12 months after the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled. Long service leave not expected to be settled within 12 months after the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

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.

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 reporting period.

Conditional Leave

Conditional long service leave provisions are classified as non-current liabilities because the Department has an unconditional right to defer settlement of the liability until the employee has completed the requisite periods of service. Such long service leave includes provisions for employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The Department evaluates these judgements regularly.

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

3 Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Department evaluates these judgements regularly.

Operating Lease Commitments

The Department has entered into a number of leases for buildings for branch office accommodation. Some of these leases relate to buildings of a temporary nature and it has been determined that the lesser returns substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases.

4 Key sources of estimation uncertainty

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Long Service Leave

Several estimations and assumptions used in calculating the Department’s long service leave provision include expected future salary rates, discount rates, employer retention rates and expected future payments. Changes in

(1) Comparative figures

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

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Long Service Leave

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(1) Comparative figures

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

these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Impairment of Intangible Assets

The Department assesses impairment of intangible assets at each balance sheet date. Where there is an indication of impairment (such as falling replacement costs), the recoverable amount (depreciable replacement cost) of the intangible asset is estimated. Calculations performed in assessing recoverable amounts incorporate a number of key estimates.

5 Disclosure of changes in accounting policy and estimates

Future impact of Australian Accounting Standards not yet operative

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

AASB 2009-11

Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretations 2, 4, 16, 1039 & 1052] This Standard introduces a number of terminology changes. The Standard does not have any financial impact on the Department.

AASB 1053

Application of Tiers of Australian Accounting Standards Operative for reporting periods beginning on/after: 1 July 2013

This Standard establishes a differential financial reporting framework consisting of two tiers of reporting requirements for preparing general purpose financial statements. The Standard does not have any financial impact on the Department. However it may affect disclosures in the financial statements of the Department if the reduced disclosure requirements apply. DTF has not yet determined the application or the potential impact of the new Standard for agencies.

AASB 2010-5

“Amendments to Australian Accounting Standards [AASB 1, 3, 4, 5, 101, 107, 112, 118, 119, 121, 132, 133, 134, 137, 139, 140, 1023 & 1038 and Interpretations 2, 1039 & 1042] (October 2010) This Standard introduces a number of terminology changes as well as minor presentation changes to the Notes to the Financial Statements. There is no financial impact resulting from the application of this revised Standard.” Operative for reporting periods beginning on/after: 1 Jan 2011

AASB 2010-6

Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets [AASB 1 & AASB 7]

Operative for reporting periods beginning on/after: 1 July 2011

This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.

The Standard was released on 6 Dec 2010 and the Department is currently determining the impact of the Standard. DTF has not yet determined the application or the potential impact of the Standard for agencies.

AASB 9

Financial Instruments

Operative for reporting periods beginning on/after: 1 Jan 2013

This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments.

The Standard was released on 6 Dec 2010 and the Department is currently determining the impact of the Standard. DTF has not yet determined the application or the potential impact of the Standard for agencies.

AASB 2010-2

Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements Operative for reporting periods beginning on/after: 1 July 2013

This Standard makes amendments to many Australian Accounting Standards, including Interpretations, to introduce reduced disclosure requirements into these pronouncements for application by certain types of entities. The Standard is not expected to have any financial impact on the Department. However this Standard may reduce some note disclosures in financial statements of the Department. DTF has not yet determined the application or the potential impact of the amendments to these Standards for agencies.

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Financial Instruments

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Financial Statements

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Financial Instruments

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### Financial Statements

#### 6. Employee benefits expenses

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries (a)</td>
<td>294,022</td>
<td>276,566</td>
</tr>
<tr>
<td>Superannuation and contribution plans (b)</td>
<td>29,232</td>
<td>26,483</td>
</tr>
<tr>
<td>Long service leave (c)</td>
<td>12,081</td>
<td>9,295</td>
</tr>
<tr>
<td>Annual leave (c)</td>
<td>36,242</td>
<td>27,886</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>371,577</td>
<td>340,230</td>
</tr>
</tbody>
</table>

(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

(b) Defined contribution plans include West State, Gold State and GESB Super Scheme (contributions paid).

(c) Includes a superannuation contribution component.

#### 8. Depreciation and amortisation

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>13,963</td>
<td>13,715</td>
</tr>
<tr>
<td>Property, plant, equipment and vehicles</td>
<td>1,150</td>
<td>1,062</td>
</tr>
<tr>
<td>Leased vehicles</td>
<td>1,947</td>
<td>631</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td>17,060</td>
<td>15,348</td>
</tr>
</tbody>
</table>

#### 9. Finance Costs

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease finance charges</td>
<td>904</td>
<td>277</td>
</tr>
<tr>
<td>Other staff costs</td>
<td>25,594</td>
<td>22,542</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26,498</td>
<td>22,819</td>
</tr>
</tbody>
</table>

The Department entered into numerous finance leases during 2010/11 for the acquisition of replacement vehicles for the Department's secure fleet. Leasing was the preferred option for the purchase of these vehicles.

#### 10. Accommodation expenses

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building rental operating lease expenses</td>
<td>10,577</td>
<td>10,533</td>
</tr>
<tr>
<td>Offenders gratuities</td>
<td>35</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>10,612</td>
<td>10,540</td>
</tr>
</tbody>
</table>

#### 13. Other expenses

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building repairs and maintenance</td>
<td>15,257</td>
<td>16,817</td>
</tr>
<tr>
<td>Plant, equipment and vehicle repairs and maintenance</td>
<td>5,671</td>
<td>5,062</td>
</tr>
<tr>
<td>Vehicle hire, fuel, registration and management fees</td>
<td>3,794</td>
<td>3,700</td>
</tr>
<tr>
<td>Insurance</td>
<td>14,434</td>
<td>12,784</td>
</tr>
<tr>
<td>Other staff costs</td>
<td>25,595</td>
<td>22,562</td>
</tr>
<tr>
<td>Other expenses</td>
<td>10,672</td>
<td>9,421</td>
</tr>
<tr>
<td>Doubtful debts expense</td>
<td>340</td>
<td>185</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>75,164</td>
<td>70,733</td>
</tr>
</tbody>
</table>

#### 14. User charges and fees

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous fees and charges</td>
<td>1,408</td>
<td>1,408</td>
</tr>
</tbody>
</table>

#### 15. Commonwealth grants and contributions

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth recoup other</td>
<td>426</td>
<td>456</td>
</tr>
</tbody>
</table>
### Financial Statements

#### 16. Other revenues

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of produce and goods</td>
<td>3,600</td>
<td>3,159</td>
</tr>
<tr>
<td>Canteen sales</td>
<td>8,665</td>
<td>8,023</td>
</tr>
<tr>
<td>Recoup of salaries and workers compensation</td>
<td>9,763</td>
<td>6,889</td>
</tr>
<tr>
<td>Recoup of telephones, postage and other reimbursements</td>
<td>1,081</td>
<td>2,930</td>
</tr>
<tr>
<td>Other miscellaneous revenue</td>
<td>2,298</td>
<td>2,231</td>
</tr>
<tr>
<td>Recoup of CFS&amp;CS contract costs from Department of the Attorney General</td>
<td>15,169</td>
<td>13,638</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>42,576</td>
<td>36,870</td>
</tr>
</tbody>
</table>

16. Other revenues (1) Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(2) 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.

#### 17. Income from State Government

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation revenue received during the year</td>
<td>620,029</td>
<td>586,026</td>
</tr>
<tr>
<td>Service appropriations (1)</td>
<td></td>
<td>586,026</td>
</tr>
<tr>
<td>Resources received free of charge (2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department of Treasury and Finance (Building Management and Works)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- provision of integrated procurement services</td>
<td>277</td>
<td>267</td>
</tr>
<tr>
<td>- government accommodation</td>
<td>398</td>
<td>273</td>
</tr>
<tr>
<td>- project management</td>
<td>613</td>
<td>282</td>
</tr>
<tr>
<td>- maintenance work</td>
<td>1,431</td>
<td></td>
</tr>
<tr>
<td>Department of the Attorney General</td>
<td>14,066</td>
<td>13,731</td>
</tr>
<tr>
<td>provision of bureau and legal services</td>
<td>14,066</td>
<td>13,731</td>
</tr>
<tr>
<td>Department of Land Information</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>- valuation services, land registration and information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Department of Western Australia</td>
<td>1,064</td>
<td>776</td>
</tr>
<tr>
<td>- provision of medical, health, dental services</td>
<td>1,064</td>
<td>776</td>
</tr>
<tr>
<td>and forensic services for post mortems</td>
<td>17,762</td>
<td>15,292</td>
</tr>
</tbody>
</table>

(1) “Service appropriations fund the net cost of services delivered. Appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.”

(2) 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.

### Financial Statements

#### Royalties for Regions Fund (3)

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Community Services Account</td>
<td>5,291</td>
<td></td>
</tr>
</tbody>
</table>

This is a sub-fund within the overarching Royalties for Regions Fund. The recurrent funds are committed to projects and programs in WA regional areas.

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>5,291</td>
<td></td>
</tr>
</tbody>
</table>
### Financial Statements

#### 18. Restricted cash and cash equivalents

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current</td>
<td>6,080</td>
<td>5,045</td>
</tr>
<tr>
<td>Accrued salaries suspense account</td>
<td>6,080</td>
<td>5,045</td>
</tr>
</tbody>
</table>

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.

#### 19. Receivables

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables</td>
<td>4,209</td>
<td>6,055</td>
</tr>
<tr>
<td>Allowance for impairment of receivables</td>
<td>(298)</td>
<td>(190)</td>
</tr>
<tr>
<td>GST receivable</td>
<td>5,189</td>
<td>3,744</td>
</tr>
<tr>
<td>Prepayments</td>
<td>51</td>
<td>301</td>
</tr>
<tr>
<td>Accrued Revenue</td>
<td>3,530</td>
<td>1,812</td>
</tr>
</tbody>
</table>

#### 18.20 Reconciliation of changes in the allowance for impairment of receivables:

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at start of year</td>
<td>(190)</td>
<td>-</td>
</tr>
<tr>
<td>Doubtful debts expense</td>
<td>(340)</td>
<td>(190)</td>
</tr>
<tr>
<td>Amounts written off during the year</td>
<td>232</td>
<td>-</td>
</tr>
<tr>
<td>Balance at end of year</td>
<td>(298)</td>
<td>(190)</td>
</tr>
</tbody>
</table>

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

#### 20. Amounts receivable for services

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land (at fair value)</td>
<td>106,419</td>
<td>97,695</td>
</tr>
<tr>
<td>Current</td>
<td>10,736</td>
<td>11,430</td>
</tr>
<tr>
<td>Non-current</td>
<td>45,845</td>
<td>38,560</td>
</tr>
</tbody>
</table>

Represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

#### 21. Property, plant and equipment & vehicles

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Current</td>
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</tr>
<tr>
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</tr>
</tbody>
</table>

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#### 22. Property, plant and equipment & vehicles

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<th></th>
<th>2011 $000</th>
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</tr>
</thead>
<tbody>
<tr>
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<tr>
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</tr>
<tr>
<td>Non-current</td>
<td>45,845</td>
<td>38,560</td>
</tr>
</tbody>
</table>

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.
Land and buildings were revalued as at 1 July 2010 by the Western Australian Land Information Authority (Valuation Services).
The valuations were performed during the year ended 30 June 2011 and recognised at 30 June 2011. In undertaking the revaluation, fair value was determined by reference to market values for land: $8,483,000. 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.

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

### Financial Statements

#### 21. Property, plant and equipment & vehicles Cont’d

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>97,695</td>
<td>(103,206)</td>
</tr>
<tr>
<td>Transfers from other agencies</td>
<td>-</td>
<td>890</td>
</tr>
<tr>
<td>Valuation</td>
<td>2,915</td>
<td>(6,907)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>100,610</td>
<td>97,695</td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>651,638</td>
<td>647,220</td>
</tr>
<tr>
<td>Additions</td>
<td>91,780</td>
<td>77,059</td>
</tr>
<tr>
<td>Valuation</td>
<td>18,216</td>
<td>18,926</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(13,583)</td>
<td>(14,370)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>747,801</td>
<td>651,638</td>
</tr>
<tr>
<td><strong>Leasehold improvements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>14,212</td>
<td>1,987</td>
</tr>
<tr>
<td>Additions</td>
<td>3,053</td>
<td>(1,699)</td>
</tr>
<tr>
<td>Valuation</td>
<td>(1,850)</td>
<td>(1,032)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>15,407</td>
<td>14,212</td>
</tr>
<tr>
<td><strong>Property, plant and equipment &amp; vehicles</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>7,482</td>
<td>6,063</td>
</tr>
<tr>
<td>Additions</td>
<td>1,771</td>
<td>2,091</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(1,069)</td>
<td>(1,215)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>7,472</td>
<td>7,040</td>
</tr>
</tbody>
</table>

### Financial Statements

#### 22. Intangible assets

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Computer software</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>28,158</td>
<td>25,963</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(6,313)</td>
<td>(5,714)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>21,845</td>
<td>20,249</td>
</tr>
</tbody>
</table>

There were no indications of impairment to intangible assets as at 30 June 2011.

Reconciliations

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

<table>
<thead>
<tr>
<th></th>
<th>2010 $000</th>
<th>2011 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Computer software</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at the beginning of the year</td>
<td>7,632</td>
<td>7,799</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(2,749)</td>
<td>(2,984)</td>
</tr>
<tr>
<td><strong>Carrying amount at the end of the year</strong></td>
<td>4,883</td>
<td>4,815</td>
</tr>
</tbody>
</table>

#### 23. Impairment of assets

There were no indications of impairment to property, plant and equipment and intangible assets at 30 June 2011. The Department holds no goodwill or intangible assets with an indefinite useful life during the reporting period.
### Financial Statements

#### 24. Payables

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other creditors</td>
<td>6,186</td>
<td>17,112</td>
</tr>
<tr>
<td>Accrued salaries and wages</td>
<td>7,793</td>
<td>5,012</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>31,278</td>
<td>7,064</td>
</tr>
<tr>
<td><strong>Total current</strong></td>
<td><strong>31,278</strong></td>
<td><strong>29,208</strong></td>
</tr>
</tbody>
</table>

The last pay day of the 2010/11 financial year was on 23 June 2011. A salary accrual of 5 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.

#### 25. Borrowings

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease liabilities (secured) (a)</td>
<td>1,937</td>
<td>1,065</td>
</tr>
<tr>
<td>Non-current finance lease liabilities (secured) (b)</td>
<td>14,219</td>
<td>8,116</td>
</tr>
<tr>
<td><strong>Total finance lease liability</strong></td>
<td><strong>16,156</strong></td>
<td><strong>9,181</strong></td>
</tr>
</tbody>
</table>

(a) Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

The Department entered into numerous finance leases during 2010/11, and in previous financial years, for the purchase of replacement vehicles for the Department’s secure fleet. Leasing was the preferred option for the purchase of these vehicles.


<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual leave (a)</td>
<td>30,326</td>
<td>27,347</td>
</tr>
<tr>
<td>Long service leave (b)</td>
<td>29,733</td>
<td>25,658</td>
</tr>
<tr>
<td>Superannuation</td>
<td>4,503</td>
<td>3,973</td>
</tr>
<tr>
<td><strong>Total current</strong></td>
<td><strong>64,562</strong></td>
<td><strong>56,978</strong></td>
</tr>
</tbody>
</table>

(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within 12 months of balance sheet date</td>
<td>679</td>
<td>603</td>
</tr>
<tr>
<td>More than 12 months after balance sheet date</td>
<td>26,875</td>
<td>23,191</td>
</tr>
</tbody>
</table>

(c) The settlement of annual and long service 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.

### Financial Statements

#### 26. Provisions Cont’d

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits provisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long service leave (b)</td>
<td>24,328</td>
<td>20,993</td>
</tr>
<tr>
<td>Superannuation</td>
<td>1,848</td>
<td>1,595</td>
</tr>
<tr>
<td><strong>Total non-current</strong></td>
<td><strong>26,176</strong></td>
<td><strong>22,588</strong></td>
</tr>
</tbody>
</table>

Within 12 months of the end of the reporting period | 30,326 | 27,347 |

More than 12 months after the end of the reporting period | 29,733 | 25,658 |

Within 12 months of balance sheet date | 679 | 603 |

More than 12 months after balance sheet date | 26,875 | 23,191 |

(q) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:
### 27. Other Liabilities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$412</td>
<td></td>
</tr>
<tr>
<td>Revenue received in advance</td>
<td>$412</td>
<td></td>
</tr>
</tbody>
</table>

### 28. Equity

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at start of period</td>
<td>$689,479</td>
<td>$611,193</td>
</tr>
</tbody>
</table>

Contributions by Owners

- Capital appropriations | $127,562 | $77,396 |

**Total contribution by owners** | $817,441 | $689,479 |

Transfer of Crown land to be used as the site for the new Kimberley prison.

### 28. Financial Statements

#### 29. Notes to the Statement of Cash Flows

(a) Reconciliation of cash

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents - operating account</td>
<td>$14,177</td>
<td>$37,815</td>
</tr>
<tr>
<td>Cash and cash equivalents - permanent and temporary advances</td>
<td>$256</td>
<td>$257</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents (note 18)</td>
<td>$6,080</td>
<td>$5,045</td>
</tr>
<tr>
<td>Net cash provided by/(used in) operating activities</td>
<td>$20,453</td>
<td>$43,117</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cost of services (Statement of Comprehensive Income)</td>
<td>$655,331</td>
<td>$698,663</td>
</tr>
<tr>
<td>Non-cash items:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>$19,129</td>
<td>$15,292</td>
</tr>
<tr>
<td>Resources received free of charge</td>
<td>$17,762</td>
<td>$15,292</td>
</tr>
<tr>
<td>Net gain/(loss) on sale of assets</td>
<td>$12</td>
<td>$27</td>
</tr>
</tbody>
</table>
36. Resources provided free of charge

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of the Attorney General for contract management and administrative costs in regard to the Court Security and Custodial Services contract.</td>
<td>1,380</td>
<td>839</td>
</tr>
<tr>
<td>Department of Environment and Conservation</td>
<td>1,708</td>
<td>839</td>
</tr>
</tbody>
</table>

During the year the following resources were provided to other agencies free of charge for functions outside the normal operations of the Department:

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital expenditure commitments</td>
<td>93,945</td>
<td>214,148</td>
</tr>
<tr>
<td>Operating lease commitments</td>
<td>93,945</td>
<td>214,148</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Within one year</th>
<th>Later than one year and not later than five years</th>
<th>Later than five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>99,788</td>
<td>3,237</td>
<td>90,708</td>
</tr>
<tr>
<td>2010</td>
<td>172,830</td>
<td>40,318</td>
<td>214,148</td>
</tr>
</tbody>
</table>

Later than one year and not later than five years

<table>
<thead>
<tr>
<th></th>
<th>Within one year</th>
<th>Later than one year and not later than five years</th>
<th>Later than five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2,982</td>
<td>1,056</td>
<td>3,285</td>
</tr>
<tr>
<td>2010</td>
<td>1,068</td>
<td>6,048</td>
<td>7,116</td>
</tr>
<tr>
<td>2011</td>
<td>7,491</td>
<td>41,80</td>
<td>49,292</td>
</tr>
<tr>
<td>2010</td>
<td>4,180</td>
<td>26,561</td>
<td>30,741</td>
</tr>
</tbody>
</table>

The capital commitments include amounts for:

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work in progress</td>
<td>93,945</td>
<td>214,148</td>
</tr>
</tbody>
</table>

Within one year

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,338</td>
<td>12,049</td>
<td></td>
</tr>
</tbody>
</table>

Later than one year and not later than five years

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>35,438</td>
<td>26,561</td>
<td></td>
</tr>
<tr>
<td>78,231</td>
<td>63,247</td>
<td></td>
</tr>
</tbody>
</table>

Later than five years

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>839</td>
<td>1,068</td>
<td></td>
</tr>
<tr>
<td>14,219</td>
<td>8,116</td>
<td></td>
</tr>
</tbody>
</table>

Other expenditure commitments

<table>
<thead>
<tr>
<th></th>
<th>2011 $000</th>
<th>2010 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>92,469</td>
<td>81,078</td>
<td></td>
</tr>
</tbody>
</table>

Other expenditure commitments include the CSACS and Acacia Prison contracts. The Acacia contract was extended to May 2016.
Under the Contaminated Sites Act 2003, the Department is required to report known and suspected contaminated sites to the Department of Environment and Conservation (DEC). In accordance with the Act, DEC classifies these sites on the basis of the risk to human health, the environment and environmental values.

Where sites are classified as contaminated – remediation required or possibly contaminated – investigation required, the Department may have a liability in respect of investigation or remediation expenses.

**Contingent liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claims against the Department of Corrective Services from the general public and offenders</td>
<td>$100,000</td>
<td>$400,000</td>
</tr>
<tr>
<td>Contaminated sites</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Investigation and Remediation - contaminated and suspected contaminated sites</td>
<td>$1,417,000</td>
<td>$1,576,000</td>
</tr>
</tbody>
</table>

**Contingent assets**

The Department has no contingent assets.
34. Related and affiliated bodies
The Department had no related bodies during the financial year.

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

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing the financial statements and performance indicators</td>
<td>74</td>
<td>75</td>
</tr>
</tbody>
</table>

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, borrowings, finance leases, Treasurer's advances, loans and receivables, and payables. The Department has limited exposure to financial risks. The Department’s overall risk management program focuses on managing the risks identified below.

Credit risk
Credit risk arises when there is the possibility of the Department's receivables defaulting on their contractual obligations resulting in financial loss to the Department. The maximum exposure to credit risk at end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment, as shown in the table at Note 35(c).

Credit risk associated with the Department’s financial assets is minimal because the main receivable is the amounts receivable for services (holding account). For receivables other than government, the Department trades only with recognised, creditworthy third parties. The Department has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. At balance sheet date, there are no significant concentrations of credit risk.

Liquidity risk
Liquidity risk arises when the Department is unable to meet its financial obligations as they fall due. The Department is exposed to liquidity risk through its trading in the normal course of business. The Department has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market Risk
Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Department’s income or the value of its holdings of financial instruments. The Department does not trade in foreign currency and is not materially exposed to other price risks. Other than finance leases at fixed interest rate, the Department is not exposed to interest rate risk as cash and cash equivalents and restricted cash are non-interest bearing.

(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:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>14,173</td>
<td>18,072</td>
</tr>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>6,080</td>
<td>5,045</td>
</tr>
<tr>
<td>Receivables</td>
<td>7,441</td>
<td>7,677</td>
</tr>
<tr>
<td>Amounts receivable for services</td>
<td>43,845</td>
<td>28,560</td>
</tr>
<tr>
<td>Payables</td>
<td>31,278</td>
<td>29,208</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>18,136</td>
<td>9,184</td>
</tr>
</tbody>
</table>

The amount of receivables excludes GST recoverable from the Australian Taxation Office (statutory receivable).

(c) Financial Instrument Disclosures
Credit Risk and Interest Rate Exposures
The following table discloses the Department’s maximum exposure to credit risk, interest rate exposures and the ageing analysis of financial assets. The Department’s maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below.
The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Department.

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

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

The following table details the contractual maturity analysis for financial liabilities. The table includes interest and principal cash flows.

### Financial liabilities

#### 2011

<table>
<thead>
<tr>
<th>Financial assets</th>
<th>Carrying Amount</th>
<th>Weighted Average Effective Interest Rate</th>
<th>Current</th>
<th>1-3 months</th>
<th>3-12 months</th>
<th>12 years</th>
<th>Over 12 years</th>
<th>Impaired financial assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables</td>
<td>31,278</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>6.34%</td>
<td>16,156</td>
<td>16,156</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1,937</td>
<td>2,061</td>
<td>2,062</td>
<td>1,948</td>
<td>1,583</td>
<td>6,565</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td>47,434</td>
<td><strong>31,278</strong></td>
<td><strong>2,061</strong></td>
<td><strong>2,062</strong></td>
<td><strong>1,948</strong></td>
<td><strong>6,565</strong></td>
</tr>
<tr>
<td>Payables</td>
<td>29,208</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>6.52%</td>
<td>9,181</td>
<td>9,181</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td>38,389</td>
<td><strong>9,181</strong></td>
<td><strong>1,156</strong></td>
<td><strong>1,229</strong></td>
<td><strong>1,177</strong></td>
<td><strong>3,549</strong></td>
</tr>
</tbody>
</table>

#### 2010

<table>
<thead>
<tr>
<th>Financial assets</th>
<th>Carrying Amount</th>
<th>Weighted Average Effective Interest Rate</th>
<th>Current</th>
<th>1-3 months</th>
<th>3-12 months</th>
<th>12 years</th>
<th>Over 12 years</th>
<th>Impaired financial assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables</td>
<td>29,208</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>6.52%</td>
<td>9,181</td>
<td>9,181</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td>38,389</td>
<td><strong>9,181</strong></td>
<td><strong>1,156</strong></td>
<td><strong>1,229</strong></td>
<td><strong>1,177</strong></td>
<td><strong>3,549</strong></td>
</tr>
</tbody>
</table>

(i) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

### Liquidity risk

The following table details the contractual maturity analysis for financial liabilities. The table includes interest and principal cash flows.

#### Financial Statements

Fair Values

All financial assets and liabilities recognised in the statement of financial position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

<table>
<thead>
<tr>
<th>Financial assets</th>
<th>Carrying Amount</th>
<th>Weighted Average Effective Interest Rate</th>
<th>Current</th>
<th>1-3 months</th>
<th>3-12 months</th>
<th>12 years</th>
<th>Over 12 years</th>
<th>Impaired financial assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables</td>
<td>31,278</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>6.34%</td>
<td>16,156</td>
<td>16,156</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td>47,434</td>
<td><strong>31,278</strong></td>
<td><strong>2,061</strong></td>
<td><strong>2,062</strong></td>
<td><strong>1,948</strong></td>
<td><strong>6,565</strong></td>
</tr>
<tr>
<td>Payables</td>
<td>29,208</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance Lease Liabilities</td>
<td>6.52%</td>
<td>9,181</td>
<td>9,181</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td>38,389</td>
<td><strong>9,181</strong></td>
<td><strong>1,156</strong></td>
<td><strong>1,229</strong></td>
<td><strong>1,177</strong></td>
<td><strong>3,549</strong></td>
</tr>
</tbody>
</table>

(ii) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).
37. Events occurring after the end of the reporting period

There were no events occurring after the balance sheet date.

38. Explanatory Statement

Significant variations between estimates and actual results for income and expense as presented in the financial statement titled ‘Summary of Consolidated Account Appropriations and Income Estimates’ are shown below:

(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.

<table>
<thead>
<tr>
<th>Description</th>
<th>Variance $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composite Allowances/Overtime Incentive Bonus/Staffing Review</td>
<td>2,386</td>
</tr>
<tr>
<td>Funding for DAP Demand Model (adult prisoners only)</td>
<td>2,049</td>
</tr>
<tr>
<td>Funding shortfall in Prison Management</td>
<td>4,378</td>
</tr>
<tr>
<td>Funding for Acacia contract wages parity</td>
<td>2,000</td>
</tr>
<tr>
<td>Acacia Expansion – Service Extension &amp; Nocatioan</td>
<td>718</td>
</tr>
<tr>
<td>Funding for Acacia contract maintenance evaluation</td>
<td>1,200</td>
</tr>
<tr>
<td>Court Security &amp; Custody and Prisoner Transport contract demand increases</td>
<td>2,557</td>
</tr>
<tr>
<td>CS&amp;C’s Contract transition fees</td>
<td>998</td>
</tr>
<tr>
<td>Increased management of Dangerous Sex Offenders</td>
<td>378</td>
</tr>
<tr>
<td>21% increase in the daily average number of juveniles Detainees over the 18 months</td>
<td>3,458</td>
</tr>
<tr>
<td>Gold State Superannuation increased contribution rate</td>
<td>1,925</td>
</tr>
<tr>
<td>Transfer of Capital to Recurrent – records compliance and office equipment replacement programs</td>
<td>630</td>
</tr>
<tr>
<td>Conversion of FTE to State Teachers Award</td>
<td>567</td>
</tr>
<tr>
<td>Salary escalation</td>
<td>164</td>
</tr>
<tr>
<td>SAT Determination 2011</td>
<td>11</td>
</tr>
<tr>
<td>Additional DIAGIT Costs</td>
<td>1,494</td>
</tr>
<tr>
<td>Juvenile Transport</td>
<td>620</td>
</tr>
</tbody>
</table>

These increases were offset by:

- Voluntary Severance savings: (70)
- Increase in net amount appropriated to deliver outputs: -23,407
- These increases were offset by:
- Decrease in capital contribution: (49,222)
- Decrease in net amount appropriated to deliver outputs: (23,815)

Delivery of services appropriation limits were increased for...

Delivery of services appropriation limits Cont’d

Financial Statements
## Financial Statements

### (B) Significant variations between actual expenditure and budget estimates for 2010/11

#### Recurrent

<table>
<thead>
<tr>
<th>Service 1 - Adult Offender Services</th>
<th>Estimate</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Capital Appropriation</td>
<td>176,784</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administered Equity Appropriation</td>
<td>69,050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources received free of charges - BOP</td>
<td>1,775</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawdowns from the Holding Account</td>
<td>11,630</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td>24,237</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess</strong></td>
<td>563,545</td>
<td>609,353</td>
<td>45,808</td>
</tr>
<tr>
<td><strong>Variance was mainly due to:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Service 2 - Juvenile Offender Services

<table>
<thead>
<tr>
<th>Increase in employee benefits</th>
<th>Increase in depreciation charges</th>
<th>Increase in R isol cover insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess</strong></td>
<td><strong>3,616</strong></td>
<td><strong>$000</strong></td>
</tr>
<tr>
<td><strong>Variance was mainly due to:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total payments in 2011/11 for the Department of Corrective Services were $163 million (2009/10 $83.595 million).**

## Financial Statements

### Details of significant variances in capital expenditure from budget

#### Capital appropriation 2011/12

<table>
<thead>
<tr>
<th>Service 1 - Adult Offender Services</th>
<th>Estimate</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Capital Appropriation</td>
<td>176,784</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administered Equity Appropriation</td>
<td>69,050</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>1,775</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawdowns from the Holding Account</td>
<td>11,630</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td>24,237</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Excess</strong></td>
<td>563,545</td>
<td>609,353</td>
<td>45,808</td>
</tr>
<tr>
<td><strong>Variance was mainly due to:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Service 2 - Juvenile Offender Services

<table>
<thead>
<tr>
<th>Increase in employee benefits</th>
<th>Increase in depreciation charges</th>
<th>Increase in R isol cover insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excess</strong></td>
<td><strong>3,616</strong></td>
<td><strong>$000</strong></td>
</tr>
<tr>
<td><strong>Variance was mainly due to:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in employee benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in depreciation charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in R isol cover insurance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**The Fast Tracked Prisoner Accommodation project was driven by the unprecedented growth in prisoner population during 2009, which resulted in prisons operating at well above the designed capacity. In collaboration with Building Management and Works and Treasury, the Department determined the best value to increase this capacity was the construction of units by pre-cast and tilt panel two storey accommodation blocks. This design and construction methodology enabled the units to be constructed quickly and will provide a robust, secure, and long lasting accommodation solution. Due to the urgent and immediate nature of the need for additional bed space, the project was fast tracked using the innovative ECI (Early Contractor Involvement - Managing Contractor) procurement methodology. Subsequently several variations were approved for additional costs including upgrades to water and power infrastructure. These variations contributed to the project overspend at year end.**

#### New Young Men's Prison

**Savings:**

- **Total payments in 2011/11 for the Department of Corrective Services were $163 million (2009/10 $83.595 million).**
- **Drawdowns from the holding account:**
- **Capital contributions:**
- **Net increase in cash and cash equivalents during 2011/11:**

**The Young Adults Facility has shown an underspend in the 2010-11 financial year due to minor delays in the building program at Banksia Hill Detention Centre and the decision by the Department, supported by an Inter-Agency Steering Committee to hold off on identifying and undertaking works to the Rangeview site until such time as a preferred Contractor is on board for the provision of operation and maintenance services for the Young Adults Facility. The Project remains within the overall allocated budget.**
(c) Significant variations between actual services for the financial year and services for the immediately preceding financial year

Recurrent

<table>
<thead>
<tr>
<th>Service 1 - Adult Offender Services</th>
<th>Actual</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess</td>
<td>609,353</td>
<td>562,837</td>
<td>(46,516)</td>
</tr>
</tbody>
</table>

Variance was mainly due to:
- Increase in employee benefits expenses and liabilities
- Increase in depreciation charges

Service 2 - Juvenile Offender Services

| Excess | 903,689 | 81,363 | (72,326) |

Variance was mainly due to:
- Increase in employee benefits expenses and liabilities
- Increased detainees 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

39. Special Purpose Accounts

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

Purpose of the trust accounts

1. Prisoners’ Private Cash Trust Account
   To hold monies for and on behalf of prisoners

2. Juveniles’ Private Cash Trust Account
   To hold monies in trust for children under the care of the Juvenile Justice Program
### Financial Statements

#### 49. Commonwealth Grant - Christmas and Cocos Island

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening balance</strong></td>
<td>$12,155</td>
<td>$(38,988)</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth reimbursements</td>
<td>$39,025</td>
<td>$110,665</td>
</tr>
<tr>
<td>Total receipts</td>
<td>$39,025</td>
<td>$110,665</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td>$41,258</td>
<td>$39,522</td>
</tr>
<tr>
<td>Additional services for prisoner costs</td>
<td>$94,352</td>
<td>-</td>
</tr>
<tr>
<td>Total payments</td>
<td>$135,610</td>
<td>$39,522</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>$(84,430)</td>
<td>$12,155</td>
</tr>
</tbody>
</table>

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.

This document is available in alternate formats on request.

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