Department of Justice Annual Report 2002/2003

This report has been prepared in accordance with the provisions of the Financial Administration and Audit Act 1985.

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Director General  
29 August 2003

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From the Director General

Director General Alan Piper and Yandeyarra Community Chairman Willie Jumbo at the opening of the Yandeyarra juvenile bail facility in November 2002
During 2002/03, the Department of Justice has seen its major priorities centred on several ongoing reform projects.

The Government's objective to reduce re-offending and the rate and cost of imprisonment has had implications for many business areas within the Department this year. The four key programs initiated to meet this objective have involved unified and cohesive activities on behalf of the Department.

These programs deal specifically with offender-related issues:
- community re-entry program for prisoners
- reducing imprisonment
- women in prison
- managing drugs in prisons.

To support a wide range of key reforms, the Government continued to drive forward with a large and innovative legislative agenda.

Of particular note was the drafting of the largest legislative document ever created in WA to introduce the proposed State Administrative Tribunal (SAT). This draft legislation equalled the normal volume of an entire parliamentary year – but was completed in three months. Under the proposal, a new tribunal would be opened, streamlining the delivery of around 50 tribunals and boards through a single entity.

This, and many other legislative initiatives undertaken, has required a significant commitment from Court Services, Parliamentary Counsel's Office, the Crown Solicitor's Office, Prisons and Community and Juvenile Justice to support the demanding pace required to facilitate such reforms. The drive for further legislative reform is expected to continue next year.

In 2003/04, the Department has met the strict budgets set by the Government and effectively implemented the agency's programs, while at the same time balancing costs with bottom line performance. The resulting savings in some areas have created the capacity to invest in growth in demand in programs to achieve a better justice system.

The resulting integration of programs and activities across both the Department and Government has produced tangible improvements in all areas, with a broad range of positive changes being implemented.

The scope of challenges being confronted by the Department, and the scale of the changes being wrought, is a tribute to the skills, professionalism and commitment of staff in all areas of the Department.
Employees continued to achieve improved services – a significant achievement, especially considering the context of the justice reform and ongoing budget constraints.

The year also involved some significant changes to the Department's executive structure. These included the appointment of Michelle Scott as the new Public Advocate, and the departures of Robert Harvey as Executive Director Community and Juvenile Justice and Don Stockins as Registrar Births, Deaths and Marriages after 48 years' Government service.

However, the year was coloured by a number of staff discipline matters reflecting the introduction of measures to eliminate inappropriate behaviour in the workplace. An ongoing education program has been implemented to define standards that are expected, and behaviour that will not be tolerated, in a professional workforce.

Industrial action taken by prison officers and prison nurses during the year caused significant operational difficulties. While the disputes were settled, the Department recognises that ongoing attention is needed to create a positive industrial relations climate.

As part of the Department's commitment to improving employee relations, a comprehensive employee survey was undertaken in late 2002 by the Human Resources directorate in partnership with the Centre for Organisational Research at the University of Western Australia. Results will be reported back to staff in 2003/04 and identified shortfalls will be addressed in the Human Resources Strategic Plan.

**Improving courts**

The introduction of new technology this year is creating major changes and improvements in areas of the courts system that, in some cases, less than two years ago did not even have access to personal computers. This major modernisation program will revolutionise business procedures in the courts and have positive impacts across the justice system beyond the courts area.

The introduction of the Integrated Courts Management System (ICMS) – already completed for the District Court this year – is spearheading this change. The ICMS replaces 14 existing systems with one system which will produce outcomes that are flexible, more efficient and less costly to maintain.

The ICMS includes the introduction of 'e-briefs'. This project – piloted during the year – is an excellent example of collaboration between the WA Police Service and the Department. The system will replace an estimated 90,000 paper-based police briefs with automatic, electronic
data transfer between police and courts that will produce greater operating efficiencies and cost savings.

A number of major capital works were approved during the year, foreshadowing an overhaul of court facilities in the next few years. The $127m Central Business District Courts complex – talked about in Government for decades – was approved, and design work and land acquisition was completed on the $20m Albany Justice Complex and Great Southern District Police Complex.

Reducing re-offending: community re-entry program for prisoners
The Department has made it a priority to tackle the issue of repeat offending, with the objective of making our communities safer. Some 45% of WA prisoners released without supervision are re-imprisoned within two years. The economic cost to the community is enormous and the social costs are also high, with a devastating impact on victims of crime and the families of prisoners.

Based on research of global strategies used to reduce re-offending of prisoners leaving prison, the Department has been developing a new plan of action to address re-offending. This will start to be rolled out in 2003/04 and include a range of programs that focus on key factors that may contribute to re-offending such as education, employment, drug and alcohol misuse, mental and physical health and housing.

To make this work, there will be a need for improved services and effective partnerships between the Department of Justice and the departments of Education and Training, Health and Housing. This interagency cooperation will also be a priority in the next year.

Reducing imprisonment
The past year has seen further reforms and success in continuing to address WA’s disturbing imprisonment rate. Western Australia has traditionally imprisoned people at a higher rate than any other Australian State, aside from the Northern Territory. It was therefore positive to see the prisoner population continue to decline this year, from an average daily population of 2,923 in 2001/02 to 2,843 this year.

With new sentencing legislation, which continued its passage through Parliament during the year, this trend is likely to continue downward. Among a range of changes to be implemented as part of the legislation amendments, includes the abolition of sentences of six months or less so that low-risk offenders can be diverted to doing productive work in the community.

In anticipation of this reform, the Department expanded its community work program and 171 community work projects were established.
During the year, eight reports were tabled in Parliament by the Inspector of Custodial Services.

It was pleasing to note that a number of reports were considerably more positive than in previous years. The Inspector, in his follow-up report on the Eastern Goldfields Regional Prison, for example, highlighted that the Department had gone beyond the recommendations made in the Inspector’s first report by identifying additional problems. As a consequence, significant improvements have been made in the prison infrastructure, management, and operational philosophies and practices.

However, the Department acknowledges the need for significant improvements at other prisons visited by the Inspector. Change management teams have been appointed at Hakea and Bandyup Prisons to address many of the issues raised in the reports and project teams have reviewed system-wide issues such as fire practices and procedures and prison industries. Significant progress has been made at Hakea Prison to improve prisoner peer support, reception processes and access to recreational, library and canteen facilities for protection prisoners. Changes at Bandyup Women’s Prison include the introduction of a dedicated canine handler and drug-detection dog, and changes to the policy directive for the restraint of female prisoners on medical escorts.

Four deaths in custody from apparent suicide this year remained a critical management issue for the Department. Strategies to address this pressing issue were developed, including a suicide prevention program for male indigenous prisoners at Hakea Prison. These initiatives follow the suicide of two Aboriginal male prisoners at Hakea and a subsequent review which identified a number of systemic issues.

Women in prison
This year marked the start of a new era in the management of women in WA prisons. It represents a significant cultural change in a correctional system that has, in the past, managed women prisoners in the same way as men. The Department’s new guiding philosophy will ensure all initiatives and services for women prisoners are developed with a strong focus on their needs and issues.

The need for this change was underlined by the release, during the year, of a research report commissioned by the Department – Profile of Female Offenders. The report showed a history of mental illness, physical and/or sexual abuse, or substance abuse among WA’s female prisoner population. Coupled with the fact that the rate of imprisonment of women has increased significantly in the past decade, and many re-offend within two years of their release, the Department is looking at alternative methods and programs for women prisoners to participate in self-development pre-release programs.
A key development in this area was the creation of a new Women's Custodial Services directorate. For the first time, the direction of services to women prisoners at Bandyup, Nyandi, Greenough, Kalgoorlie, Broome and Roebourne prisons are being coordinated through a central office.

Major capital investments are also being made in this area, principally at Nyandi Prison, which represents an exciting development as the first WA prison designed specifically for women. Work was also completed on the $14.8m upgrade of accommodation at the State's largest women's correctional facility, Bandyup Women's Prison.

**Managing drugs in prisons**

A Government-coordinated 'drugs roundtable', held in February 2003, brought together a wealth of experience from around Australia in the area of drug management and drove the development of the Department's first Justice Drug Plan.

The plan includes key strategies to address major factors contributing to drug use. Research shows that drug use is one of the most prevalent risk factors contributing to re-offending. Among a range of strategies, therefore, are increased drug testing of prisoners, the introduction of a comprehensive pharmacotherapy program, expanded intensive treatment programs, more drug education for prisoners and staff, and additional 'drug-free' units in prisons.

Despite the short timeframe, some of the strategies have already been put into action.

The Department also launched a major offensive during the year to stop the use and trafficking of drugs in prisons. New searching procedures introduced across the State's prisons mean that almost all people entering prisons can now be subject to routine body, vehicle and property searches to further improve the detection of illegal substances. The introduction of tighter controls at entries to secure prisons has included additional security measures, such as a ban on mobile telephones and staff and visitor bags.

**Aboriginal justice**

There has been a move in the Department to strive to do better in the area of Aboriginal justice which has manifested itself in a drive to work more consultatively with a range of groups, and to reach out to improve communications with regional and remote communities.

However, WA continues to imprison indigenous Australians at a greater rate than any other State. This is an unacceptable situation, and throughout 2002/03, the Department initiated innovative programs to continue to address this critical issue.
Milestones included the opening of the Pilbara’s first Aboriginal juvenile bail facility – the third facility of its type in the State – and the establishment of the State’s first ‘circle court’ at Yandeyarra, also in the Pilbara. The court involves a local magistrate sitting with community elders to determine sentences in selected areas.

In a significant cross-agency initiative, the Department met with its counterparts in South Australia and the Northern Territory to start discussing common service delivery in remote central desert lands of Australia. Initial discussions looked at how justice and police services could be provided through a collaborative and cohesive border zone. The Department remains committed to driving this initiative in the coming year.

During 2002/03, the Department also reported back to the communities on the findings of the research and consultation undertaken as part of the Kimberley justice project - one of the largest-ever research initiatives carried out by the Department among indigenous people. It involved direct contact with 722 people living in 26 remote communities, from 27 language groups and six towns in the Kimberley, to determine the underlying issues and needs in relation to Aboriginal people and justice services.

Managing custodial contracts
It must also be acknowledged that the Department has encountered problems in managing its contracts with Australian Integration Management Services Corporation (AIMS).

The $22m AIMS contract for the management of Acacia Prison continues to have teething problems. Likewise, the Department continued to review ongoing problems with the Court Security and Custodial Services contract, managed by AIMS Corporation, to investigate better ways of delivering court security, court custodial and prisoner transport services.

This review process has helped to focus the Department on the need to work more closely with other agencies, particularly the WA Police Service.

The current five-year Court Security and Custodial Services contract expires in July 2005. A decision is yet to be made about whether to extend the contract.

Boosting fines recoveries
Increased efforts to improve fine payment systems and improved debt recovery has led to significant financial retrievals by the Department.

This year saw an 11% increase in fines collected by the Fines Enforcement Registry, bringing the total to $32.7m. This result was tribute to the introduction of more flexible payment options and practical initiatives to
encourage people to pay their fines. These will be further developed next year in light of a review of fines collection also undertaken this year.

In another impressive achievement, the Office of Criminal Injuries Compensation salvaged a record $1,007,536 from offenders, recovering compensation costs paid to victims of crime.

Victims of crime
The Department introduced a new policy that formally requires staff in the justice system to recognise the interests of victims of crime in all future work activities. The policy, developed with input from the Homicide Victims' Support Group, is another example of the Department's willingness to work with external agencies and individuals to ensure fairer and more effective justice services are available to Western Australians.

It has already resulted in a range of new programs and initiatives including a new information booklet to help grieving families cope with homicide and the new right of victims to make representations to the Parole Board.

The Department has also been tasked by the Government with managing the distribution of funds raised from the State's criminal property confiscation laws, under which more than $1m was distributed to a range of worthy projects.

Enhancing customer services
The Registry of Births, Deaths and Marriages, Office of the Public Advocate and Public Trustee advanced the Department's commitment to customer service by updating their services to meet, and exceed, the demands of the public.

The Registry of Births, Deaths and Marriages developed an online feedback system and a new customer complaints management process to improve response times to enquiries, while the Public Advocate undertook community education and consolidated its services in Bunbury to improve services in regional areas. The Public Trust restructured its team and undertook training to provide more comprehensive services to clients.

The year ahead
The coming year will bring the fruition of extensive planning and review undertaken by the Department over the past few years to make the justice system more responsive and meaningful in our community.

The key focus areas to reduce imprisonment and reduce re-offending in Western Australia will remain fundamental to many activities in 2003/04. The Department will also continue to embrace technology and management programs that deliver faster, more flexible and more efficient services to improve processes that presently exacerbate justice
problems. The implementation of the ICMS system in courts is a good example of where significant benefits can be gained through process and procedural improvements.

The complex core issues confronting the Department will continue to be major challenges. However, having witnessed the way in which teams across the Department have dealt with enormous changes during the past year, I am confident the Department will be able to pursue the reforms and programs that are required to deliver high quality, effective justice services.

Alan Piper
Director General
Department of Justice
Profile of the Department
OUR VISION

The Department of Justice seeks to be recognised as an organisation that is a leader in the coordination and delivery of justice services which:

- Provides excellent services
- Anticipates and satisfies community and customer needs
- Works in partnership with other agencies and community groups
- Values its employees
- Works as a team
- Listens and communicates
- Manages using sound information
- Is open and accountable.

OUR MISSION

The Department of Justice’s mission is to provide quality, coordinated and accessible justice services which contribute to a safe and orderly community.

The Department of Justice was established in July 1993 with the core responsibility of providing the framework and processes for the efficient and effective administration of justice and legal affairs in Western Australia.

The Department is principally responsible for assisting the Attorney General and Minister for Justice in the implementation of Government policy and the administration and/or compliance with more than 200 Acts of Parliament. Its core services are:

- Court services that meet the needs of the judiciary and community, including victims of crime
- Protecting the community and directing offenders towards the adoption of law-abiding lifestyles
- Managing the security, integrity and preservation of birth, death and marriage records
- Contributing to a coordinated, quality system of justice which is responsive to community needs through informing, developing and evaluating justice policy
- Meeting the needs of Government and the community for policy, information and legislative services.
Several services within the Department of Justice report directly to the Attorney General or the Minister for Justice on professional matters, and to the Director General on administrative matters. These are:

- The Office of the Public Advocate, which protects the rights of adults with decision-making disabilities and reduces the risk of neglect, exploitation and abuse.
- The Office of the Public Trust, which ensures equitable access to trustee services for all Western Australians.
- The Crown Solicitor’s Office, which provides legal services to Government.
- The Parliamentary Counsel’s Office, which ensures Government policies are put into legislative form and the public is given access to, and information about, existing legislation.

The Department of Justice also provides corporate support services for other Government agencies such as the Office of the Director of Public Prosecutions, Equal Opportunity Commission, Office of the Information Commissioner and the Law Reform Commission.
# Profile of the Department

## Corporate Structure

### Director General
Aboriginal Policy and Services; Executive; Internal Audit; Ministerial Liaison Unit; Public Affairs

### Court Services
Courts; Tribunals and Boards; Victim Support Service; Sheriff’s Office

### Crown Solicitor’s Office
Legal services to Government

### Corporate Services
Corporate support, including Asset Management; Financial Management; Human Resources; Information Services; Organisational Performance

### Community and Juvenile Justice
Community Justice Services; Juvenile Custodial Services; Planning, Policy and Review

### Prisons Division
Management and operation of WA’s public prisons and privately-operated prison; Health Services

### Parliamentary Counsel’s Office*
Legislative drafting service to Government

### Public Advocate*
Independent advocacy and guardianship advice to people with decision-making disabilities

### Public Trust Office*
Trustee services to WA community

### Registry of Births, Deaths & Marriages
Creates and stores births, deaths and marriage records; Conducts civil marriages

* reports directly to the Minister for Justice or Attorney General on professional or statutory matters, and to the Director General on administrative matters.
THE EXECUTIVE TEAM

The Department of Justice executive team, headed by the Director General Alan Piper, takes responsibility for the various divisions of the agency, which all contribute to a safe and orderly Western Australian community.

It includes the independent positions of Public Advocate and Public Trustee, which also prepare separate annual reports.

The executive team, as at 30 June 2003:

**Alan Piper** - Director General
Alan Piper graduated in 1972 with a Bachelor of Engineering (Hons) degree and was awarded a Master of Business Administration in 1981. He joined the Department of Justice in 1998, bringing to the position of Director General extensive experience in the public sector. Between 1996 and 1998, he was Executive Director of the Department of Contract and Management Services.

**Gary Thompson** - Executive Director Court Services
Gary Thompson has university qualifications in management and courts administration. A member of the Australian Institute of Judicial Administration, Gary joined the Department in August 2000. He has spent 30 years working in the New Zealand justice system and has been involved in a wide range of justice issues, including a Ministerial inquiry into escapes from maximum-security prisons, a Ministerial review of New Zealand’s Department of Justice, and a court modernisation program.

**Geoff Zimmer** - Acting Executive Director Corporate Services
Geoff Zimmer holds a Masters in Business Administration and Bachelor of Electrical Engineering. He is a member of the Institute of Engineering Australia and Project Management Institute (USA). Geoff worked for 26 years for Contract and Management Services in building services. During that time, he worked on a range of projects including the Franklin Forensic Psychology Unit at Graylands Hospital and engineering works at WA prisons. First appointed as Manager Buildings, he moved to Director Assets before undertaking his current role.

**Peter Panegyres** - Crown Solicitor
Peter Panegyres joined the then Crown Law Department in 1962 and has held the position of Crown Solicitor for more than 18 years.
Ray Warnes - Acting Executive Director Community and Juvenile Justice
Ray Warnes provided consultancy services and project management in public sector organisations for more than 10 years. He holds a Graduate Diploma in Business and Administration, a Bachelor of Education and a Diploma of Teaching. He joined the Department of Justice as Director Organisational Performance in 1996 and was appointed Executive Director Corporate Services in July 1999 before assuming his current role.

Terry Simpson - Executive Director Prisons division
Terry Simpson has a Bachelor of Social Work and worked in Queensland and the Northern Territory in child welfare and juvenile justice. When he came to Western Australia, he joined Family and Children’s Services and served as Assistant Director General of that agency before being appointed to the Department of Justice in 1996 as Executive Director Corporate Services. He was appointed General Manager Prison Services in 1999. In October 2001, he became Executive Director Prisons division.

Greg Calcutt - Parliamentary Counsel
Greg Calcutt graduated from the University of Western Australia with a Bachelor of Laws in 1967 and joined the then Crown Law Department in 1971. He was appointed Deputy Parliamentary Counsel in 1985 and took up the position of Parliamentary Counsel in 1989.

Michelle Scott - Public Advocate (Independent Statutory Officer)
Michelle Scott holds a degree in social work and started as Public Advocate in September 2002. She has a strong background in community and welfare issues and has held senior policy positions in Government in community and disability services, social security and immigration. Michelle has served on the Mental Health Review Board, the Immigration Review Tribunal and the Social Security Appeals Tribunal.

Nina McLaren - Public Trustee (Independent Statutory Officer)
Nina McLaren holds a Bachelor of Arts (English) and a Master of Business Administration. She joined the Department in 1999, having previously worked in management in the private sector. She brings to her position a proven track record in financial services and management, having held senior positions with Asgard Capital Management Ltd and UWL Ltd.
**Alan Andersson** - Acting Registrar of Births, Deaths and Marriages
Alan Andersson holds a Bachelor of Business in Accounting and is a member of the Australian Society of Certified Practising Accountants. He has more than 20 years experience in financial management, the majority of which has been gained in a number of Government departments. He has been with the Department of Justice for the past five years. Prior to assuming his current role he was Manager Financial Policy and Reporting.

**Kate George** - Director Aboriginal Policy and Services
Kate George holds legal qualifications and for the past nine years has provided national consultancy services to private and Government sectors and Aboriginal communities. She has been a ministerial advisor at State and Federal levels. She joined the Department in 2002 and brings considerable expertise in the area of Aboriginal policy and programs.

**Sían Martin** - Manager Public Affairs
Sían Martin is a former journalist with experience as a newspaper reporter, sub-editor and editor. She switched to public relations after studying marketing and public relations at the University of Colorado. Prior to moving into Government, Sían successfully managed her own communications consultancy. She joined the Department in 1994 as Manager Public Affairs.
The Department welcomed a new Minister for Justice, Michelle Roberts, following the reallocation of State Ministerial portfolios in June 2003. Former Minister for Justice, Jim McGinty, retained his role as Attorney General.

Mrs Roberts took over responsibility for Prisons, Community and Juvenile Justice, the Registry of Births, Deaths and Marriages, Office of the Public Advocate, Public Trustee, the Fines Enforcement Registry and victim-related matters. Mr McGinty retained responsibility for Legal Affairs, which includes the Crown Solicitor’s Office, the Parliamentary Counsel’s Office and Court Services (with the exception of the Fines Enforcement Registry and victims).

COURT SERVICES

Court Services provides administrative services and support for the management of courts and tribunals. This includes provision of accommodation, technical facilities, non-judicial staff support, registry, security and other administrative support services. Court Services also provides victim support and counselling services.

KEY ACHIEVEMENTS

- Completed a detailed business case study for the Central Business District Courts project ready for construction to start in 2004/05 (see page 62)
- Undertook conservation works and refurbishment at the Supreme Court as part of the building’s centenary celebrations (see page 62)
- Finalised land acquisition and planning for Albany Justice Complex and Great Southern District Police Complex ready for construction in early 2004 (see page 63)
- Drafted legislation which, if passed in Parliament, will enable the State Administrative Tribunal to replace nearly 50 separate industry and public tribunals and boards (see page 63)
- Established a facility at the Central Law Courts to allow those surrendering from bail to be accommodated within a secure environment without being placed in cells (see page 65)
- Implemented the first phase of the Integrated Courts Management System (ICMS). The system will enable more effective and faster business processes across the justice system (see page 65)
- Piloted the ‘e-briefs’ project in the Perth Court of Petty Sessions in February 2003. Since it started, around 35,000 briefs have been received (see page 66)
THE YEAR IN BRIEF

- Appointed a full-time volunteer coordinator to the Victim Support Service volunteer program, enabling expansion of support services (see page 67).
- Implemented legislative changes to enhance juror anonymity in criminal trials (see page 67).

FUTURE DIRECTIONS

- Start construction of new court accommodation in Albany and the Perth central business district to improve facilities for court users.
- Introduce improvements to civil case management in the District Court that will streamline the finalisation of cases.
- Implement the Integrated Courts Management System in the Supreme Court and Magistrates' Courts.
- Amalgamate the Court of Petty Sessions and the Perth Local Courts into the Magistrates' Courts of Western Australia.
- Implement legislation relating to the Magistrates' Court and the Civil Judgement Enforcement Act to introduce a unified enforcement system for civil judgments, including a wider range of enforcement options.
- Establish processes to increase the opportunity to resolve civil disputes through conciliation and/or mediation.

CROWN SOLICITOR

The Crown Solicitor's Office provides a broad-based legal service to the Government, its departments, instrumentalities and agencies. This includes conducting litigation, providing legal advice, preparing legal documents and representation as counsel in courts and tribunals.

KEY ACHIEVEMENTS

- Continued involvement in native title negotiations, including the successful agreement involving proposed industry on the Burrup Peninsula near Karratha (see page 69).
- Completed a seventh annual client survey, showing high levels of customer satisfaction (see page 69).
FUTURE DIRECTIONS

- Continue to provide cost-effective and timely legal services to Government.

PARLIAMENTARY COUNSEL

The Parliamentary Counsel’s Office ensures policies are put into legislative form and the public is given access to, and information about, existing legislation. It provides comprehensive drafting and related services to Government, its departments and agencies.

KEY ACHIEVEMENTS

- Completed the largest single legislative drafting exercise ever undertaken by the office in the State Administrative Tribunal Bill and the State Administrative Tribunal (Conferral of Jurisdiction) Amendment and Repeal Bill (see page 70)
- Reviewed and enhanced databases used to store and report legislative information (see page 71)
- Continued to generate a high level of positive feedback and expressions of satisfaction from clients (see page 71).

FUTURE DIRECTIONS

- Continue to meet the drafting requirements of the Government and address the increased load of drafting tasks resulting from the devotion of resources to the State Administrative Tribunal Bills during 2002/03
- Start planning for the project to store legislation in a standard mark-up language (XML), which will commence in 2004/05.

COMMUNITY AND JUVENILE JUSTICE AND PRISONS Divisions

Community and Juvenile Justice and Prisons divisions manage adult and juvenile offenders in custody and in the community. They aim to reduce re-offending, contribute to the protection of the community and direct offenders towards law-abiding lifestyles.

KEY ACHIEVEMENTS

- Initiated a review to examine the effectiveness of the Department’s reducing imprisonment program (see page 72)
Developed a program to support prisoners and assist their return to the community, including a housing support service (see page 73)

Hosted a ‘drugs roundtable’, which brought together medical and non-medical experts from around Australia to consider a range of strategies to address drug management of offenders (see page 75)

Launched the Justice Drug Plan to reduce the use and trafficking of drugs in prisons, and introduced improved gatehouse security procedures at Hakea and Casuarina maximum-security prisons (see page 75)

Adopted a new direction for the management of women in WA prisons, including establishing a Women's Custodial Services directorate (see page 76)

Progressed with major capital investments for upgrades and developments in women's prisons (see page 76)

Opened a new prisoner work camp in Wyndham (see page 83)

Undertook key education and vocational training initiatives aimed at improving the quality and purpose of education and training in prisons (see page 84)

Established a Community Work Support Unit to develop work ventures and coordinate community work opportunities for offenders (see page 85)

Received a Premier's Award in Management Improvement and Governance for a risk assessment model that improves predictions of re-offending among community supervised offenders (see page 85)

Reported back to communities on the findings of the research for the Kimberley regional justice project – the largest ever research initiative carried out by the Department among indigenous people (see page 87)

Allocated additional resources to the Victim-offender Mediation Unit and expanded the mediation service (see page 87)

Opened a third regional supervised bail facility in the Pilbara (see page 89)

Developed a strategic human resources plan to address the future needs of the Prisons’ workforce (see page 90)

Appointed 32 additional staff to address the workload of community corrections officers (see page 91)

Managed the development and passage through Parliament of a number of key legislative reforms to support programs and initiatives implemented across juvenile justice and prisons (see page 92).
FUTURE DIRECTIONS

- Improve the management of prisoners and enhance their ability to re-enter the community successfully through a renewed focus on unit management, assessment and case management strategies.
- Implement initiatives associated with the prisoner re-entry program aimed at reducing re-offending, including:
  - Providing pre and post-release transition support services.
  - Increasing drug treatment options for offenders in custody and in the community.
  - Providing supported accommodation for released prisoners.
- Improve women's services through the construction of the low-security prison for women in Bentley and the implementation of a new philosophy and operational model for the management of women prisoners across the state.
- Improve Aboriginal services through the continued implementation of the Aboriginal Services Strategic Plan.
- Reduce the rate of drug misuse through continued implementation of the Justice Drug Plan.
- Implement the first stage of a regional prisons strategy aimed at improving the condition of prisons and addressing issues impacting on Aboriginal over-representation.

PUBLIC ADVOCATE

The Public Advocate protects and promotes the rights, dignity and autonomy of adults who have a decision-making disability and reduces the risk of neglect, exploitation and abuse. The Public Advocate is an independent statutory officer appointed under the Guardianship and Administration Act 1990.

KEY ACHIEVEMENTS

- Undertook an internal restructure to meet the increasing demands of the community, driven by changing demographics (see page 94).
- Established a permanent project in Bunbury to improve access to information, advice and assistance for adults with decision-making disabilities and their carers as a continuing program (see page 94).
- Conducted 25 community talks and 11 training sessions on topics such as enduring powers of attorney and the guardianship and administration system in WA (see page 94).
- Started a review of complaints and grievances procedures and the telephone advisory service (see page 95).
FUTURE DIRECTIONS

- Establish strategies that effectively integrate the work of the Public Advocate with the proposed State Administrative Tribunal (SAT)
- Increase advocacy and guardianship services by monitoring the office restructure and identifying service improvement initiatives
- Establish partnerships with indigenous communities and other stakeholders to increase awareness and provision of guardianship and administration services in indigenous communities
- Develop an integrated approach to the provision of regional services.

PUBLIC TRUST OFFICE

The Public Trust Office provides trustee services for Western Australia, delivering professional and independent trustee and asset management services.

KEY ACHIEVEMENTS

- Restructured the office to improve workloads and provide more comprehensive services to clients (see page 97)
- Developed a new policy to recognise and deal with aggressive behaviour of clients and undertook training to help staff identify and deal effectively with these behaviours (see page 97)
- Implemented the final stage of new software to help manage core business services and processes (see page 98)
- Implemented a program to enhance communication with stakeholders to improve knowledge and understanding of the Public Trustee’s processes and the needs and expectations of each stakeholder group (see page 98)
- Celebrated the office’s sixtieth birthday on 1 July 2002 (see page 98).

FUTURE DIRECTIONS

- Develop a business framework, including a stakeholder review and structured implementation plan, to ensure the future viability of the Public Trustee and continued services to all Western Australians
- Further enhance the ‘community service obligation’ model, which identifies and costs services to the community in a transparent manner
- Develop and introduce improved complaint handling procedures to ensure accountability and improve customer focus
• Investigate and implement preferred options for additional services in regional areas
• Complete a major capital works program involving refurbishment of the Public Trust Office building.

REGISTRY OF BIRTHS, DEATHS AND MARRIAGES

The Registry of Births, Deaths and Marriages manages the security, integrity and preservation of birth, death and marriage records and provides a civil marriage service.

KEY ACHIEVEMENTS

• Implemented changes in policy and procedures to accommodate gay law reform legislation, involving changes to official documents and computer systems (see page 99)
• Enhanced the electronic birth, death and marriage registration system (WARS2000) to improve the system’s operational efficiency (see page 99)
• Revised the registry’s customer service charter and code of conduct in line with the focus on customer service (see page 99)
• Conducted 809 civil marriages.

FUTURE DIRECTIONS

• Address matters concerning proof of identity of applicants for registry documents and privacy of information held by the registry
• Continue the project to convert historic paper-based birth, death and marriage records to online storage
• Provide courthouses with online access to the registry’s database to improve service delivery to customers living in regional areas.
ABORIGINAL POLICY AND SERVICES

The Aboriginal Policy and Services directorate provides policy analysis and advice, coordination and community consultation for the Department. It also manages the Aboriginal Visitors' Scheme and the Aboriginal Alternative Dispute Resolution Service.

KEY ACHIEVEMENTS

- Started planning and development of an Aboriginal Justice Agreement to enhance the involvement of Aboriginal and Torres Strait Islander people in policy development, planning and service provision, and to monitor the availability of justice-related programs to them (see page 102)
- Successfully implemented the highly-regarded prison-to-work transition program in the Pilbara, which is now a permanent program after a two-year trial (see page 102)
- Trained Aboriginal Alternative Dispute Resolution Service facilitators working with Aboriginal communities to identify and resolve conflicts before they would normally come to the attention of the justice system (see page 102)
- Provided the Aboriginal Visitors' Scheme for the fifteenth year, making contact with 9,368 Aboriginal adults and juveniles in custody in 2002/03 (see page 103).

FUTURE DIRECTIONS

- Develop and implement strategies to increase the capacity of Aboriginal communities to engage with Government on justice issues
- Enhance the directorate's capacity to provide strategic leadership and advice on Aboriginal policy and services
- Work in partnership with government, community and private agencies to progress justice-related issues, including implementing recommendations of the Gordon Inquiry.

CORPORATE SERVICES

The Corporate Services division assists the Department in developing its overall strategic direction and manages the Department's human, financial and physical resources.
THE YEAR IN BRIEF

The division also provides a corporate service to associated independent offices such as the Office of the Director of Public Prosecutions, Equal Opportunity Commission, Law Reform Commission and the Office of the Information Commissioner.

KEY ACHIEVEMENTS

- Implemented the first organisation-wide graduate recruitment drive (see page 104)
- Conducted the Department's first comprehensive employee survey (see page 104)
- Undertook a significant review of the Department's strategic directions, resulting in the publication of the Department of Justice Planning Framework (see page 106)
- Established a new Workforce Management branch (see page 105)
- Developed a 10-year Human Resources Strategic Plan (see page 105)
- Partnered with the Commonwealth Department of Employment and Workplace Relations to fund 50 new indigenous traineeships in the Department (see page 106)
- Undertook a comprehensive tender process and evaluation to develop a new service contract under the Government's Strategic Partnering in Resourcing Technology (SPIRIT) framework (see page 107)
- Implemented an inter-agency messaging system, in partnership with Court Services, to allow police charge briefs, 'e-briefs', to be electronically transmitted from the police to the courts (see page 107)
- Carried out a successful pilot of a Department portal, which will operate as a single point of access to Departmental systems (see page 107)
- Developed the infrastructure to allow an enterprise directory service to be progressed. This will make common organisational information available to all networked users and provide automated business processes (see page 107).

FUTURE DIRECTIONS

- Expand access to the human resources kiosk
- Refine and automate the Department's human resource services
- Develop and implement a corporate budget system
- Develop a Department-wide risk management approach
- Provide accredited project management training that meets national project management competency standards
THE YEAR IN BRIEF

- Develop a scenario planning methodology to guide strategic decision-making about the future criminal justice system and the direction of the Department.
- Award contract to replace the existing infrastructure services contract with a new service contract developed under the Government's Strategic Partnering in Resourcing Technology (SPIRIT) framework.

PUBLIC AFFAIRS

Public Affairs supports the Department's business areas with strategic communications advice and a broad range of services to help develop community, stakeholder and staff awareness of the Department's operations and achievements.

KEY ACHIEVEMENTS

- Prepared and/or implemented detailed communication strategies for some 30 major projects (see page 108).
- Introduced a policy requiring formal communication and consultation plans to be included with all proposed project plans submitted for management endorsement (see page 108).
- Developed communication strategies for key legislative changes, including changes related to de facto couples in the Family Court Amendment Act 2002, and proposed sentencing legislation and privacy legislation (see page 108).
- Coordinated community consultation for the Albany police and justice complex and the Nyandi Prison expansion project (see page 109).
- Dealt with more than 1,500 media inquiries and distributed 60 media releases (see page 109).
- Enhanced the Department's commitment to transparency though the Department's website Justice Online (see page 109).
- Commissioned an independent research survey into the Department's three staff publications and intranet site, yielding a 60% readership level of publications and a 98% intranet awareness rating (see page 110).
FUTURE DIRECTIONS

- Continue to prepare and implement communication strategies for justice initiatives and projects to enhance stakeholder awareness of the Department's key operations and achievements
- Proactively manage stakeholder consultation and communication for major projects and issues
- Continue to manage the Department's media relations and enhance internal communications through the production of staff publications and coordination of Justnet.

MINISTERIAL LIAISON UNIT

The Ministerial Liaison Unit manages correspondence between the Department and the offices of the Minister for Justice and the Attorney General. The unit ensures responses to ministerial enquiries are delivered in a timely and accurate manner. It is also responsible for tracking the progress of these responses.

KEY ACHIEVEMENTS

- Implemented a new Ministerial Tracking System (MTS) (see page 111).

FUTURE DIRECTIONS

- Continue to identify and scope improvements to Ministerial Tracking System and portal technology, involving close communication with stakeholders
- Develop a training strategy to continue to educate clients in ministerial correspondence protocols, procedures and systems.

INTERNAL AUDIT

The Internal Audit branch provides advice and conducts comprehensive reviews that assist the maintenance of effective corporate governance within the Department. Services provided by the branch also contribute towards the improvement of business practices throughout the organisation, including management accountability, compliance management and the effectiveness of internal control processes.
KEY ACHIEVEMENTS

- Undertook 25 audits
- Re-wrote the Prisons division’s quality assurance package (see page 112)
- Developed and trialed a risk identification process to raise risk management awareness (see page 112)
- Continued introduction of progressive audit concepts and practices (see page 112).

FUTURE DIRECTIONS

- Review Court Services’ quality assurance package to help measure compliance with operational policy and procedures.

FINANCIAL HIGHLIGHTS

The Department of Justice is primarily funded from the consolidated fund. Funding for operational activities increased by $0.4m during 2002/03, which included an increase of $15.1m for the delivery of activities (outputs) and a reduction of $14.7m for capital contribution appropriations.

Special funding and payments during the year included cost supplements to cover Risk Cover premiums ($5.6m), additional supervision resources for Community Justice Services ($2.7m), cost increases for court security and prisoner transportation ($1.4m), legal representation for police officers attending the Royal Commission into whether there has been any corrupt or criminal conduct by Western Australia police officers ($0.9m), and special funding under the State Homelessness Taskforce strategy ($0.3m).

Significant savings and structural adjustments included the strategy for reducing the rate and cost of imprisonment ($1.6m), the 2% public prison system price reduction ($2.5m) and priority and assurance dividend returned to Government ($0.2m).

Spending on capital works projects included work on the Albany Justice Complex and Great Southern District Police Complex ($2.1m), upgrading of Bandyup Women’s Prison ($2.9m), start of the expansion to Nyandi Prison ($2.9m), accommodation and computer systems for the proposed State Administrative Tribunal ($1.2m) and the development of the Integrated Courts Management System ($2.6m).
FINANCIAL RESOURCES OVERVIEW

The following graphs provide an overview of how the Department is funded and how resources are employed to achieve its outcomes.

Where does the money come from?

What activities is the money spent on (gross operating cost)?

What type of expenditure is the money spent on?
Operating Locations
The Department of Justice operates from its head office at 141 St Georges Terrace in Perth, with service locations throughout the metropolitan area and throughout regional Western Australia.

**METROPOLITAN LOCATIONS**
The following diagram provides a representation of the Department of Justice as the leading provider of justice services to the Western Australian community.

**DEPARTMENT OF JUSTICE**
**Our mission:** To provide quality, coordinated and accessible justice services which contribute to a safe and orderly community of WA

### CORE SERVICE AREAS
- Trustees, advocacy and guardianship
- Criminal justice
- Civil marriage
- Civil justice
- Registration
- Family law
- Provide legal advice
- Ensure legislative compliance
- Develop, promote and implement policy
- Provide legislative drafting services
- Build and maintain relationships amongst stakeholder groups
- Promote and build frameworks that contribute to a safe and orderly community

### JUSTICE SYSTEM FUNCTIONS
- WA Police Service
- Community groups
- Justice partnering agencies, commissions and boards
- Specialist groups eg. Office of Crime Prevention

### OUR CUSTOMERS AND STAKEHOLDERS

The broad nature of the Department of Justice’s mission means its services can affect all members of the community at some stage of their lives. These services range from the registration of births, deaths and marriages to guardianship, court and tribunal adjudications and the management of offenders, both in the community and in custody.

As such, the Department is committed to ensuring access to a fair and cost-effective system of justice that protects the rights of individuals and is responsive to community needs.

The Department also provides a range of services for the judicial and executive arms of Government, as well as other Government instrumentalities and departments. It is principally responsible for assisting the Minister for Justice and the Attorney General to develop Government policy and implement strategic objectives, as well as administer or comply with around 200 Acts of Parliament.

The disproportionate representation of Aboriginal people within the criminal justice system is recognised and continues to be of great concern to the Department. The Department is proactively engaging with...
Aboriginal communities to develop constructive and productive partnerships that will ensure Aboriginal people have appropriate justice services that are accessible and fair.

CUSTOMER SERVICE

The Department is determined to maintain a high level of customer service and communication with all its client groups.

The Department recognized, and worked with, a diverse range of client groups throughout 2002/03, helping it to identify, meet and maintain customer service expectations.

Some of the initiatives implemented by the Department during the year include:

- The Prisons’ gatehouse project, designed to improve security, professionalism and customer service at the two metropolitan maximum-security prisons, Casuarina and Hakea. Prison officers recruited to work at the gatehouses received an intensive six-day training program focused on customer service delivery. This covered attitudes and behaviours that promote a positive image of the organisation, effective listening and questioning, and conflict resolution and negotiation. These specialised prison staff now wear a corporate-style uniform that is in keeping with their customer service role.

- Continued work and implementation of a prisoner grievance procedure across the WA prison system. The grievance procedure focuses on mediation, restoration and negotiation rather than arbitration and adjudication. A better understanding of the nature and extent of prisoner grievances has helped in identifying prisoner issues and planning and improving services that will address those issues.

- Information sessions conducted by the Registry of Births, Deaths and Marriages for key stakeholders to promote a better understanding of how the registry works and its key functions. Feedback from stakeholders has been positive and the sessions will continue into 2003/04.

- Introduction of an electronic lodgement of Local Court summons via the web. Known as ‘e-briefs’, the new electronic system enables the electronic transfer of data between the WA Police Service and the Department, saving costs and time.

- Development of a Family Court website, scheduled to go live in July 2003.

- Production of educational material to help customers understand the impact and application of the new de facto property legislation as part of the Family Court Amendment Act 2002.
OUR KEY CHALLENGES

The need for an integrated and cohesive approach to delivering justice services in Western Australia is apparent. Justice issues are complex and involve a multitude of factors – any one of which can inhibit the success of the Department’s initiatives.

The Department of Justice is committed to implementing strategies that achieve effective and sustainable outcomes. This involves considering issues and impacts beyond the Department’s immediate operating environment, and working together with other Government agencies and community organisations.

The Department has identified several key areas of focus, including:

Reducing the rate and cost of imprisonment
Western Australia has the highest imprisonment rate than any other Australian State, aside from the Northern Territory. It is expensive for taxpayers to keep an offender in prison, especially when compared with the cost of community-based sanctions. Similarly, the social costs to families and communities are significant.

The Department’s goal over the next two to three years is to shift the focus from imprisonment to community-based sanctions for low-risk, short-term offenders.

The strategy will be achieved through legislative, administrative and diversionary reforms, as well as expanded work and program options for offenders.

Managing drugs in prisons
Crimes associated with drug use are estimated to cost the State $220m every year. Research clearly shows that drug use is one of the most prevalent factors contributing to re-offending.

The Justice Drug Plan, developed this year, provides a blueprint for tackling the multitude of drug-related issues that confront our criminal justice system. The plan provides tangible, up-to-date evidence of community thinking on drugs and drug management trends in the community that will guide the Department’s approach to addressing drug use among offenders.

Women in prison
The results of a survey of women in WA prisons produced disturbing findings of high levels of social deprivation and abuse. Researchers and policy-makers world-wide argue that women offenders not only need more services to put them on a par with men, but in many instances, women also require different services focused on their needs and issues.
A new philosophy being adopted across the prison system will improve services by significantly changing management systems, infrastructure and processes. Women-centred initiatives are being implemented to ensure women prisoners have access to appropriate and relevant services. This represents a significant cultural change in a correctional system which has, in the past, managed women prisoners the same way as men.

**Community re-entry program for prisoners**
Some 45% of Western Australian prisoners released without supervision are re-imprisoned within two years.

The community re-entry program is designed to tackle the high rate of re-offending in WA and incorporates a range of innovative initiatives to divert low-risk offenders from prison, improve the management of prisoners within the system and improve the rehabilitation of offenders.

This program requires an integrated approach to all aspects of prisoner welfare and re-entry into the community, including the establishment of a re-entry coordination service, close cooperation with the departments of Housing, Education and Employment, and addressing drug issues in both prisons and in the community.

**Improving courts**
Investing in infrastructure that will enhance services and efficiencies remains an ongoing commitment of the Department.

While technological and building advances require significant financial commitment, they also improve access and efficiencies that can help drive costs down. Streamlining and modernising the courts system, to improve the time taken to process and complete cases, remains ongoing.

**Providing accessible services**
A vast State such as Western Australia presents significant challenges for the delivery of services, none more so than justice services. Not only do justice services need to be efficient they must also be accessible to our customers. Providing access for people living in remote and regional communities is an ongoing challenge for the Department.

The Department has identified regions outside the metropolitan area where it will work to better coordinate the provision of justice services. Regional strategies will continue to be implemented within a Statewide context, as well as taking into account the unique characteristics of each region.
WORKING WITH AN INTEGRATED APPROACH

To meet the needs of the community and address its key challenges head-on, the Department not only functions as a single organisation with a high degree of coordination but also draws on other agencies with an interest in delivering justice services to ensure a cohesive, efficient and effective service to all its customers and stakeholders.

Through this approach, the Department of Justice can improve community confidence in the justice system. Together with other parts of the justice system, and in particular the judiciary whose independence is fundamental to our democratic society, the Department works to deliver efficient and effective justice services to the Western Australian community.

This cooperative approach requires close liaison with a range of other agencies such as the WA Police Service and the departments of Community Development, Housing, Health and Education.

It also involves consultation with the community on issues that affect the effective, efficient and practical delivery of justice services.

Community advisory groups are established, as required, to ensure community input is given to projects and decisions made by the Department. Advisory groups are generally made up of local residents, local business representatives and those from agencies in the area who represent a cross-section of community views.

WORKING WITH THE COMMUNITY

**Department of Justice Advisory Council**

The Department of Justice Advisory Council was formed in 1998 to initiate policy direction, foster a better understanding of justice matters and respond proactively to emerging issues. The council provides an important forum to promote dialogue with key stakeholders and to ensure the views and concerns of the community contribute to the development of justice policy.

Chaired by the Director General, the revised 2003 Council membership comprises seven senior Departmental executives and representatives from local government, the Crime Research Centre, Outcare, Conference of Churches of WA, Law Society, Homicide Victims Support Group, Aboriginal and Torres Strait Islander Commission and the Aboriginal Legal Service, as well as the WA Police Service and Department for Community Development.

**Women’s Reference Group**

The Women’s Reference Group is a consultative body to support the Department’s philosophical and policy positions on women in justice.
The group reflects the Department’s commitment to best practice standards through open scrutiny of the management of girls and women in the justice system.

Membership includes representatives from Government departments and agencies such as the Office of Multicultural Interests and the Office for Women's Policy.

Non-government members come from organisations such as Kindred, Outcare and Soroptimists, and also include former prisoners. Involvement of non-English speaking people, Aboriginal and Torres Strait Islander people, and those of culturally and linguistically diverse backgrounds is encouraged.

Nyandi Prison expansion project
Key stakeholders were given a voice in the planning of the Nyandi Prison expansion through the coordination of the Nyandi community advisory group. The community advisory group meets monthly and is made up of local residents, a councillor and business people.

Albany Justice Complex and Great Southern District Police Complex
A community advisory group was also coordinated by the Department to guide the planning and development of the new justice and police complex within heritage buildings in Albany.

Prisoner work camps
Community consultative committees have been established for the State’s six prisoner work camps. The committees are made up of a range of local community people and Government representatives, such as environment officers from the Department of Conservation and Land Management. The committees help identify and prioritise the work camps program.

Community work project partners
The Department works with hundreds of non-profit organisations and community groups undertaking offender community work projects. These organisations and groups supervise offenders on community work projects, often sharing significant work skills and technical knowledge with offenders on community-based orders.

Kimberley regional justice project
Research was undertaken among more than 850 people living in 26 regional and remote communities and towns in the Kimberley to determine attitudes and issues relating to justice matters. A report of the findings from this research was then distributed back to the community in 2002/03.
Victims of crime
In 2002/03, the Department introduced a new policy that formally requires staff in the justice system to recognise the interests of victims of crime.

Developed in cooperation with the Homicide Victims' Support Group, the policy requires staff to ensure victims are heard and their needs are taken into account in all of their dealings with the justice system.

This has resulted in a range of new programs and initiatives including victims of crime now having the right to make representations to the Parole Board. An information booklet to help grieving families cope with homicide has also been developed by the Department in conjunction with the Homicide Victims' Support Group, WA Police Service and the Office of the Director of Public Prosecutions.

Aboriginal justice
In 2002/03, the Department established innovative justice partnerships with local Aboriginal communities to help address the over-representation in the justice system. These included:

- The Pilbara's first Aboriginal juvenile bail facility at Yandeyarra. This involves working with the Yandeyarra community to provide a practical solution to the issue of young Aboriginal people who are remanded on bail being transported thousands of kilometers from their homes to be detained in Perth. The new bail facility also delivers cost savings, representing one tenth of the cost of holding young offenders in Perth (see page 89)
- The establishment of a unique 'circle court' in Yandeyarra. This involves a local magistrate sitting with community elders to determine sentences in selected areas. This is a self-funded, community-driven initiative which will drive a more inclusive justice system for Aboriginal people.

WORKING IN COLLABORATION WITH GOVERNMENT

Tri-State collaboration
In a significant cross-State and cross-department initiative, the Department began discussions with its South Australian and Northern Territory counterparts to develop common services for the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara people from the central desert lands, which straddle the three States.

Senior Department staff attended a conference in Alice Springs in June 2003 to address issues such court servicing, customary law, domestic violence, petrol sniffing, alcohol abuse and law and justice strategies. These discussions will continue in 2003/04.
Reducing repeat offending
The Department of Justice continued to work closely with the departments of Education and Training, Health and Housing to develop effective partnerships. These partnerships aim to provide integrated services that will focus on key factors which may contribute to re-offending such as mental and physical health, drug and alcohol misuse, education and skills, and accommodation.

Gordon Inquiry
As part of its commitment to the whole-of-government response to the Gordon Inquiry, the Department has developed three key initiatives in the areas of victim support and child witness services, offender rehabilitation monitoring in remote communities and supporting remote communities to manage Aboriginal adult offenders.

Mental health
The Department worked with the Department of Health to develop a comprehensive joint proposal for the treatment of people with mental illness who end up in the prison system. The proposal specifically looks at ways in which these people can be better cared for by the health system prior to offending, as well as identifying mentally ill prisoners as early as possible to ensure they are provided with treatment and rehabilitation options. This initiative plays a key role in the community re-entry program for prisoners.

Prisoner transfer
Western Australia was the first State in Australia to have its legislative and administrative arrangements in place for the international prisoner transfer scheme. In a joint State and Federal Government action, the first prisoner to be transferred under a bilateral prisoner exchange treaty was flown from Thailand to WA in 2003 to serve the balance of their term in their home State.
Corporate Governance
AN OPEN AND TRANSPARENT DEPARTMENT

The Department of Justice provides an important service to the community and is committed to ensuring its activities are managed in an open and transparent manner.

The diverse nature of the Department’s services means it is subject to a high level of scrutiny from external agencies.

In addition to compliance with Government legislation and standards, the Department also has a series of internal checks and balances, as follows:

**Prisoner grievance process**

The implementation of a new prisoner grievance process has been completed across the prison system. The focus of the process is on mediation, restoration and negotiation rather than arbitration and adjudication.

This focus has helped overcome problems that traditionally have resulted in prisoners going directly to the Ombudsman’s Office rather than trying to resolve the problem at prison unit level. A prisoner grievance review panel has been established to adjudicate any grievances that cannot be resolved at prison level.

**Ombudsman’s Office**

There was a reduction from 2001/02 to 2002/03 in the number of new complaints made to the Ombudsman. This reduction is directly related to the introduction of the new internal prisoner grievance system. It is expected the new process will continue to reduce the number of allegations referred to the Ombudsman’s Office.

**Internal Investigations Unit**

The Department’s Internal Investigations Unit investigates a range of matters including complaints of alleged staff misconduct, deaths in custody and critical incidents. While most matters are investigated internally, the unit sometimes refers matters to the WA Police Service for investigation.

Most of the matters investigated during the year related to the Prisons and Community and Juvenile Justice divisions, however the unit can investigate matters arising from other areas of the Department at the discretion of the Director General. The Internal Investigations Unit also conducts investigations into serious matters involving prisoner management by the Australian Integration Management Services Corporation.
In 2002/03, the Internal Investigations Unit completed 187 investigations. Of those, 31 related to allegations of assault, which was a 35% decrease on last year. The balance ranged from matters such as alleged improper associations with prisoners, trafficking of contraband, breach of confidentiality, conflict of interest and inappropriate use of Department resources. Other serious issues that required critical incident reviews, such as deaths in custody or investigations into alleged staff misconduct, were also examined. Seven matters were referred to the WA Police Public Sector Investigation Unit for review and possible criminal investigation.

Recent policy releases have clearly set out the rights and responsibilities of staff in relation to the reporting and investigation processes for internal investigations. An internal audit to examine ways of improving the prioritisation and management of investigations undertaken by the unit, will be completed in early 2003/04. It is expected that periodical internal audits of investigations will be conducted to ensure independent and adequate quality control measures are maintained.

**Internal Audit**

The Department’s Internal Audit branch conducts comprehensive reviews that assist the maintenance of effective corporate governance within the Department. Services provided by Internal Audit also contribute towards the improvement of business practices within the organisation, including management accountability, compliance management and the effectiveness of internal control processes.

**Office of the Inspector of Custodial Services**

The Inspector of Custodial Services has completed his second year of operations, including inspections of nearly all correctional facilities in the system.

The Office of the Inspector of Custodial Services examines prisons’ higher order direction and policy statements, assesses prison processes and procedures against those statements and evaluates whether the services provided to prisoners meet community standards and provide for a safe environment.
During 2002/03, the following prison inspections were conducted and tabled in Parliament:

- Follow-up Inspection of the Special Management Units at Casuarina Prison
- Follow-up Inspection of Eastern Goldfields Regional Prison
- Inspection of Nyandi Prison
- Inspection of Casuarina Prison
- Inspection of Hakea Prison
- Inspection of Bandyup Women's Prison
- Inspection of Roebourne Regional Prison
- (Thematic Review) Vulnerable and Predatory Prisoners in Western Australia: A Review of Policy and Practice.

The Inspector's recommendations are incorporated into existing change management processes wherever possible and serious issues are addressed as a matter of urgency. The Department monitors the implementation of recommendations contained in the Inspector's reports.

OUR PEOPLE

The Department of Justice, with its broad and varied range of work, attracts a diverse range of employees seeking challenging and varied career opportunities.

Maintaining a safe, flexible and rewarding work environment continued to be an important task for the Department in 2002/03. In addition, the Department has worked to ensure a consistent approach to the application of employment conditions and the effective resolution of workplace issues at the local level.

Industrial action was undertaken by prison officers and prison nurses during the year and both disputes were successfully settled.
Employee profile
This table provides a profile of Department's employees as at 30 June 2003.

The decrease in staff numbers this year can be partly attributed to the decline in the number of prison officers, as a result of the reducing imprisonment strategy.

<table>
<thead>
<tr>
<th>Department</th>
<th>2001/02</th>
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<td>Public service employees</td>
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<td>Total</td>
<td>2,020</td>
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</table>

An additional 117 sessional workers (79 female, 38 male) are excluded. Two employees classified under ‘all award’ (both female) are also excluded.
Senior employees
As part of the Department’s commitment to addressing the under-representation of women in senior management, the Department monitors the profile of staff employed at level seven and above.

This year saw an increase of seven women employed at level seven or above, bringing the total to 50 women. This contrasts significantly with 1998/1999 – the first year the Department began reporting this data – when only 19 women were represented at level seven and above. There were also only two women at level nine or above at this time, as opposed to seven in 2002/03.

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<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Level 9</td>
<td>4</td>
<td>16</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Level 8</td>
<td>10</td>
<td>35</td>
<td>6</td>
<td>21</td>
</tr>
<tr>
<td>Level 7</td>
<td>27</td>
<td>66</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>123</td>
<td>26</td>
<td>74</td>
</tr>
</tbody>
</table>

* This table reflects the number of substantive employees as at 30 June 2003.

AWARDS AND AGREEMENTS

The new Public Service General Agreement, which applies to public service officers at the Department of Justice, came into effect on 1 January 2003 and provided a 3% salary increase. The agreement aims to restore parity of pay and conditions among ‘like’ employees across the public sector.

Group workers employed in juvenile custodial facilities received a similar increase.

Prison officers received a 3% salary increase, effective from November 2002, which arose under the terms of a new two-year Enterprise Bargaining Agreement.

The Department also finalised a new certified agreement for nurses in the State’s public prisons, which provides pay and conditions similar to nurses employed in the Government health industry. The agreement is consistent with the Government’s policy of restoring parity of pay and conditions across ‘like’ employees in the public sector.

EMPLOYEE WELFARE

Workplace change and mobility
The Department’s Workplace Change and Mobility branch provides corporate redeployment, change management and career transition support services. During the reporting period, a total of 79 employees were case managed, of which 55% were new registrations. Some 34 redeployed employees achieved permanent placement during the year and voluntary severance was approved for nine employees.
Case management of surplus staff achieved savings of over $800,000 by placing surplus staff into funded temporary positions across the Department and other Government agencies.

Self-directed careers online
During the year, an online 'managing and developing careers' section was added to the Department's intranet to help employees make career decisions, as well as apply for vacancies. Several online self-directed career development systems were identified and researched with the intention to expand the site to facilitate more self-directed decision-making.

Appointment pools
The Department made extensive use of appointment pools as a means of filling vacant positions.

<table>
<thead>
<tr>
<th>Division &amp; position</th>
<th>Level</th>
<th>Date advertised</th>
<th>Total no. applicants deemed suitable for the pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services Officer</td>
<td>2</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Project Officer</td>
<td>6</td>
<td>September 2002</td>
<td>9</td>
</tr>
<tr>
<td>Project Coordinator</td>
<td>7</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Project Manager</td>
<td>8</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Corporate Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Project Coordinator</td>
<td>7</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>HR Project Officer</td>
<td>4</td>
<td>November 2002</td>
<td>6</td>
</tr>
<tr>
<td>HR Project Officer</td>
<td>5</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>HR Project Officer</td>
<td>6</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Community &amp; Juvenile Justice Services</td>
<td>3/4</td>
<td>May 2003</td>
<td>Process not complete</td>
</tr>
<tr>
<td>Community Corrections Officer &amp;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Juvenile Justice Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community &amp; Juvenile Justice Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banksia Hill Group Worker</td>
<td>2</td>
<td>June 2003</td>
<td>Process not complete</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>

Ten appointment pools were advertised during 2002/03, providing advantages for both the Department and applicants. Employees are merit selected and can be used to fill permanent or fixed-term positions. Appointment pools are also a suitable means of recruiting for positions with a high turnover.

OCCUPATIONAL SAFETY AND HEALTH

In 2002/03, there has been continued focus on conducting occupational safety and health (OSH) compliance audits, resulting in 78 audits being completed across the State. A number of staff awareness sessions were conducted during the year to increase employees’ awareness of their responsibilities. OSH training sessions have also been conducted at core operational training courses for new community justice staff.
During the year, occupational, health and safety information was added to the Department's intranet site, Justnet. As a result, all employees can now access general OSH information and guidelines, policy and procedures, and processes and forms. Justnet allows information to be easily updated. More subjects of interest will be added to the information base in the coming year.

In June 2003, a second OSH consultant position was filled on a permanent basis. This will allow for a continued proactive approach to OSH in the Department's workplaces.

**Workers compensation**

The number of lost-time claims increased marginally compared with last year, while there was a decrease in the number of workers compensation claims lodged for the year. This is being monitored by the Department to identify significant trends.

An increase in the Department's premiums has been driven by the significant rise in total estimates, coupled with adjustments that take into account the potential cost increases likely as a consequence of pending changes to common law legislation.

<table>
<thead>
<tr>
<th></th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers’ compensation claims</td>
<td>399</td>
<td>346</td>
<td>327</td>
</tr>
<tr>
<td>Stress claims</td>
<td>41</td>
<td>38</td>
<td>33</td>
</tr>
<tr>
<td>Lost-time claims</td>
<td>170</td>
<td>167</td>
<td>192</td>
</tr>
<tr>
<td>Lost-time frequency rate</td>
<td>22.5</td>
<td>26.4</td>
<td>26.0</td>
</tr>
<tr>
<td>Liability (Risk Cover) assessed</td>
<td>$2.88m</td>
<td>$1.87m</td>
<td>$2.80m</td>
</tr>
<tr>
<td>Employee assistance program use as a % of workforce</td>
<td>5.4</td>
<td>5.2</td>
<td>6.7</td>
</tr>
</tbody>
</table>

**COMPLIANCE REPORTS**

**ENABLING LEGISLATION**

The Department of Justice was established on 1 July 1993 in accordance with the Acts Amendment (Ministry of Justice) Act 1993. Other enabling legislation for statutory offices of the Department include Part I - Public Trustee Act 1941, Part II of the Births, Deaths and Marriages Registrations Act 1998 and the Guardianship and Administration Act 1990.

The Department is a public organisation, responsible to both the Minister for Justice and the Attorney General, for the provision of a broad range of justice services throughout the State.
COMPLIANCE WITH LEGISLATION

The Department of Justice administers and complies with a broad range of legislation. The complete list of legislation is included as an appendix to this report.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS

Policies, guidelines and other relevant documents and procedures supporting the Department’s compliance with the Public Sector Standards, under the Public Sector Management Act 1984, S31 (1), have been developed and are available on the Department’s intranet. They are regularly communicated to staff and while all staff are required to comply with the Standards and Code of Ethics, the Director General has ultimate responsibility.

Monitoring and assessing extent of compliance with Public Sector Standards

The Department implements a number of strategies to monitor and assess its compliance with the Public Sector Standards in Human Resource Management:

- an external auditor audits all recruitment processes that are subject to the Recruitment, Selection and Appointment Standard
- internal human resources staff audit all recruitment processes that are subject to the Temporary Deployment (Acting), Secondment and Transfer Standards
- issues raised by claimants are examined and, where relevant, corrective procedures are developed and implemented
- a record is maintained of the number of claims received and at which stage of the claims’ management process they are resolved
- the Department’s Internal Audit branch conducts regular audits. An audit was conducted in 2002/03 “to review and report upon the adequacy of processes to ensure compliance with the standards in the areas of redeployment and grievances”. Specifically, it focussed on processes and controls in place to:
  - identify and monitor changes in requirements of the standards
  - ensure these requirements are addressed in operational processes
  - ensure relevant employees are aware of, and understand, the requirements
  - provide adequate structure, resources and support to implement requirements
  - monitor compliance with legislative requirements and manage instances of non-compliance.
Extent of compliance with the nine Public Sector Standards
Recruitment, Selection and Appointment Standard
The Department advertised 423 permanent and fixed-term vacancies of more than six months covered by the Recruitment, Selection and Appointment Standard. This included 390 full-time positions, 23 part-time and 10 appointment pools.

The Department maintained its excellent record in minimising the number of breaches found against the Recruitment, Selection and Appointment Standard. Only 14 claims (4%) were lodged against recruitment processes during the year. Two processes had two claims each, bringing the total to 16 claims. Of these, only one breach was upheld. This was despite the Department recognising that the claimant may have been disadvantaged during the original process and offering to recommence the selection process. Following a finding in the claimant’s favour, the original remedy was reoffered.

Of the 16 claims lodged with the Department during the financial year, seven (or 44%) were resolved during the internal resolution stage and were therefore not referred.

Other Standards
The Department received two claims against the Performance Management Standard, three against Temporary Deployment (Acting) and 23 claims against the Grievance Resolution Standard, of which all but two were resolved.

There were no claims lodged or breaches against the Secondment, Transfer, Redeployment or Termination Standards.

The Department’s internal audit of compliance with the Redeployment and Grievance Standards undertaken this year identified:

- No instances of non-compliance with the Grievance Resolution Standard. It found, however, the management of grievances could still be enhanced by improved documentation and record keeping of informal grievances, and by ensuring adequate training and support is provided to staff with grievance resolution responsibilities
- A well-managed redeployment process with no noted instances of non-compliance with the Redeployment Standard.
### Summary of breach of standard claims

#### (a) Total claims
(include all claims lodged whether resolved internally or referred to OPSSC)

<table>
<thead>
<tr>
<th>Claims lodged 2002/03</th>
<th>Recruitment, selection &amp; Appr</th>
<th>Transfer</th>
<th>Secondment</th>
<th>Performance Management</th>
<th>Redeployment</th>
<th>Termination</th>
<th>Temporary Deployment (Acting)</th>
<th>Grievance Resolution</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>23</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total claims handled in 2002/03</strong></td>
<td><strong>17</strong></td>
<td><strong>0</strong></td>
<td><strong>2</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>3</strong></td>
<td><strong>23</strong></td>
<td><strong>45</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### (b) Outcome of claims handled

<table>
<thead>
<tr>
<th>Withdrawn in agency</th>
<th>Recruitment, selection &amp; Appr</th>
<th>Transfer</th>
<th>Secondment</th>
<th>Performance Management</th>
<th>Redeployment</th>
<th>Termination</th>
<th>Temporary Deployment (Acting)</th>
<th>Grievance Resolution</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Resolved in agency</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Still pending in agency</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Referred to OPSSC</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total claims handled in 2002/03</strong></td>
<td><strong>17</strong></td>
<td><strong>0</strong></td>
<td><strong>2</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>3</strong></td>
<td><strong>23</strong></td>
<td><strong>45</strong></td>
<td></td>
</tr>
</tbody>
</table>
Monitoring and assessing extent of compliance with the Public Sector Code of Ethics

The Department currently has divisional codes of conduct that are consistent with the Public Sector Code of Ethics and reflect the individual business needs of divisions. These are made available to all staff on the Department's intranet site.

The codes were audited and reviewed in 2002/03, with a view to ensuring employees are aware of their responsibilities as public sector employee and relevant occupations. The audit found that managers and employees were aware of, and comply with, the respective codes of conduct, and the Public Sector Code of Ethics.

Extent of compliance with the Public Sector Code of Ethics

There were no complaints lodged in 2002/2003 relating to the Public Sector Code of Ethics.

Improving compliance

A number of initiatives were implemented or enhanced during the year to improve recruitment practices, and legislative and compliance requirements. These included:

- piloting software to better monitor and track legislative compliance
- establishing the Workforce Management branch to facilitate an integrated approach to workforce management
- restructuring of the Department's Employment section to facilitate a consultancy recruitment service while still administering the recruitment processes
- enhancing the recruitment processes to facilitate the recruitment, selection and appointment of the most suitable people.

Alan Piper
Director General
29 August 2003
ADVERTISING AND MARKETING EXPENDITURE

Recruitment advertising and advertising for tenders accounted for most of the Department's advertising expenditure, while the majority of costs related to direct mail were incurred by the Fines Enforcement Registry.

<table>
<thead>
<tr>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of The Premier and Cabinet</td>
</tr>
<tr>
<td>Law Society of Western Australia</td>
</tr>
<tr>
<td>Marketforce Productions</td>
</tr>
<tr>
<td>Media Decisions</td>
</tr>
<tr>
<td>MRG International</td>
</tr>
<tr>
<td>Salmark Promotions</td>
</tr>
<tr>
<td>State Law Publisher</td>
</tr>
<tr>
<td>West Australian Newspapers Ltd</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
</tr>
</tbody>
</table>

**Market research organisations**

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Analysis Australia Pty Ltd</td>
</tr>
<tr>
<td>Market Equity</td>
</tr>
<tr>
<td>Michael Boswell &amp; Associates</td>
</tr>
<tr>
<td>Patterson Market Research</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**Direct mail**

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hermes Precisa Pty Ltd (HPA)</td>
</tr>
<tr>
<td>Northside Distributors and Finishers</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
FREEDOM OF INFORMATION

A total of 270 freedom of information applications were received during the year and 273 were finalised, including several carried over from 2001/02. Of five internal reviews completed, all decisions were confirmed.

Three new external reviews were lodged with the Information Commissioner. Three external reviews were decided during the period, two were withdrawn following conciliation, and one decision was upheld.

<table>
<thead>
<tr>
<th></th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information requests</td>
<td>203</td>
<td>189</td>
<td>235</td>
</tr>
<tr>
<td>Non-personal information requests</td>
<td>19</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>Amendment of personal information</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Applications transferred in full</td>
<td>5</td>
<td>16</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total applications received</strong></td>
<td><strong>227</strong></td>
<td><strong>229</strong></td>
<td><strong>270</strong></td>
</tr>
<tr>
<td>Applications completed*</td>
<td>223</td>
<td>237</td>
<td>273</td>
</tr>
<tr>
<td>Internal reviews completed</td>
<td>11</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>External reviews completed</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Applications outstanding</td>
<td>18</td>
<td>11</td>
<td>5</td>
</tr>
</tbody>
</table>

* Includes 15 applications withdrawn in 2000/01 and 13 withdrawn in 2001/02 and 2002/03.

INFORMATION STATEMENT

The Freedom of Information Act 1992 requires the Department to publish an information statement.

The Department's information statement is published separately, in the form of a handbook. The Department of Justice Handbook is published annually and is also available online at www.justice.wa.gov.au.
Report on Operations
COURT SERVICES

THE SERVICE

Court Services provides administrative services and support for the management of courts and tribunals. This includes provision of accommodation, technical facilities, non-judicial staff support, registry, security and other administrative support services. Court Services also provides victim support and counselling services.

The Department’s vision is to provide a court system that is outcome focussed with an emphasis on justice services rather than legal services.

KEY ACHIEVEMENTS

Facilities

Improving and replacing ageing and inadequate court buildings is part of a long-term program to provide integrated justice services.

Central Business District Courts project

A detailed business case study for the proposed Central Business District Courts project on Hay Street, Perth, was completed during the year. The facility will bring together Supreme, Magistrates', District and criminal courts allowing all criminal trials in the central business district to be managed from the buildings. This will result in significant operational efficiencies.

The optimal solution includes the construction of a new District Court building and the refurbishment of the existing Central Law Court building as Magistrates' Courts. The new building will see the District Court move from Central Law Courts into the new complex. Central Law Courts will then house only the Magistrates' Courts. The buildings will be used by the Department until 2026 and beyond.

Supreme Court refurbishment

During the past year, the Supreme Court underwent major conservation works and refurbishment as part of the building’s centenary celebrations.

Conservation works to the exterior included cleaning masonry walls and repairing and repainting the windows. The interior refurbishment was designed to enhance the court’s decorative features as well as serve the court’s functional requirements. The refurbishment of the foyer, which began in 2002, involved restoration of the stained glass domes, painting, polishing and re-carpeting.
Four judicial chambers, as well as courtroom two, have been fully refurbished, revealing three original windows that were previously boarded up. An important aspect of the project was undertaking research of documentary evidence available in order to guide decisions on the refurbishment.

**Albany justice and police complex**

Funding for the $20m Albany Justice Complex and Great Southern District Police Complex was announced in October 2001 and will provide the Great Southern region with the most modern facility in the State. The project is a joint Department of Justice and WA Police Service development.

Combining justice and police services into one facility will result in operating efficiencies and benefit the community by providing all services in the one precinct. The development will preserve the historic value of the old court and lock-up, which are more than 100 years old.

Detailed planning and land acquisition progressed in the 2002/03 financial year, with construction due to be completed in 2004/05. Proposed design elevations were released to the public in May 2003.

**Services**

**State Administrative Tribunal**

In June 2003, the State Government introduced draft legislation into Parliament to establish the State Administrative Tribunal (SAT), a single independent appeal body to replace nearly 50 separate industry and public tribunals and boards. Extensive research and consultation was undertaken during 2002/03 to develop the business framework and processes for the proposed tribunal. If the legislation is passed, SAT will be the most comprehensive administrative appeals system of any State jurisdiction in Australia.

The proposed legislation forms the basis for the most significant reform of administrative law ever undertaken in any Australian State or Territory. As the single largest Bill ever tabled in the WA Parliament, the *State Administrative Tribunal (Conferral of Jurisdiction) Amendment and Repeal Bill 2003* covers amendments to some 144 Acts and is more than 630 pages and 1,402 clauses long, with a further 96 pages and 171 clauses making up the Principal Bill.

If the legislation is passed, it is expected the State Administrative Tribunal will open in January 2004. It will be presided over by a Supreme Court judge, appointed as president; two District Court judges, appointed as deputy presidents; and more than 200 non-judicial members. It is anticipated the new tribunal will hear between 8,000 and 10,000 matters each year.
Family Court
The Columbus project pilot continued in the Family Court through 2002/03, focusing on family law matters where domestic violence or child abuse is involved. The project is at the cutting edge of national court-based programs and applies a collaborative approach to case management. It involves Family Court registrars and counsellors working with legal representatives, health and welfare professionals, as well as community-based non-Government organisations, providing services in family law.

This approach is designed to address serious issues at the earliest possible time and to provide immediate contact with relevant services to assist parents and children in high-risk situations.

Initial results suggest the case management approach is having significant and positive impacts. The final evaluation report will be available next year.

Family Violence Court
During the year, the Family Violence Court at Joondalup assisted with 521 violence restraining orders.

Aspects of the operation of the court have been introduced or are now being considered for other courts. In most Courts of Petty Sessions throughout the State, applicants for ex-parte violence restraining orders may have their applications supported by affidavit evidence. This has reduced trauma for some applicants who had difficulty expressing themselves when confronted with giving verbal evidence of a personal nature in open court.

Drug Court
The Crime Research Centre at the University of Western Australia was commissioned in November 2002 to evaluate the operations of the Perth Drug Court, which continued its operations on a pilot basis in 2002/03.

The report on this evaluation was completed during the year and the findings and recommendations prepared for consideration by Government in the coming year.

Magistrates' Court of Western Australia
The drafting of legislation to restructure and amalgamate the existing Court of Petty Sessions and Local Courts into the Magistrates' Court of Western Australia continued in 2002/03. The changes will provide improved access to justice for lower courts users, uniform civil enforcement procedures in all jurisdictions, and improved procedures for the nomination, appointment, removal, powers, training and management of justices of the peace.
In line with the Department's commitment to provide integrated justice services, the proposed Civil Judgments (Enforcement) Bill 2002 will discontinue the current parallel systems of enforcement of civil judgments and establish a uniform system for all jurisdictions, including new more effective procedures.

**Bail holding facility at Central Law Courts**

A facility was established at the Central Law Courts to allow those surrendering from bail to be accommodated within a secure environment but without being placed in cells. This also allows unconvicted people to be better prepared for the trial process.

**Technology**

**Integrated Courts Management System (ICMS)**

The major technological focus over the past 12 months has been the work surrounding the development and implementation of the Integrated Courts Management System (ICMS). ICMS is a single information technology system to support court operations throughout WA. It will enable more effective and faster business processes across the justice system.

The ICMS project aims to:

- replace 14 existing legacy systems with one
- utilise contemporary architecture and software to deliver an application that is flexible and cheap to maintain
- facilitate secure messaging and information sharing.

The system was successfully implemented into the District Court in June 2003. Implementation for the Supreme Court is scheduled for August 2003 and ICMS will also be adopted as the case management system for the proposed State Administrative Tribunal.

The implementation of ICMS for the Magistrates' Courts is planned for early next year. This will allow for the introduction of:

- e-lodgement of documents
- electronic production of orders
- automatic updating of judicial officers' diaries
- lawyer access (via the internet) to view listings
- public access, also via the internet, to search listings
- electronic return of outcomes.
E-briefs
The e-briefs project started a six-month pilot in the Perth Court of Petty Sessions in February 2003. Using e-briefs, data is electronically transferred between the WA Police Service and the Department, greatly enhancing efficiencies and reducing costs.

From the start of the pilot to 30 June 2003, the Department received more than 35,000 briefs from the police. Phase two of the project will be implemented over the next 12 months.

Video link
In partnership with the State Forensic Mental Health Service, Magistrates’ Courts are developing protocols that will enable the preliminary assessment of defendants under the Criminal Law (Mentally Impaired Defendants) Act via video link. This will reduce the necessity to transfer defendants from regional areas to Perth for assessment.

People

Self-represented litigants
Self-represented litigants have been better supported through a project undertaken with law students from the University of Notre Dame in partnership with Magistrates’ Courts and the Legal Aid Commission. Cooperation and coordination between these parties resulted in the development of a series of fact sheets that provide useful and meaningful information for unrepresented litigants. The fact sheets are available at court offices and on the Department’s website.

Victim Support Service
The Victim Support Service received 8,406 referrals in 2002/03 – an increase of 263 on the previous year.

"I am writing to you on behalf of my family to express our sincere appreciation of the work done by the Victim Support Service... We found your staff very courteous, efficient, knowledgeable and gave good practical advice... We were all very impressed and would like to thank the [Department] of Justice for the Victim Support Service. It is most appreciated."

Name and details withheld

The Victim Support Service – which offers a confidential service for victims of crime, provides access to professional counsellors, trained volunteers and a network of information and service providers – received 8,406 referrals this year. The volunteer program was also expanded to service family violence matters and to support children required to give evidence in court.
A full-time volunteer coordinator was appointed to the volunteer program, enabling the Victim Support Service's volunteer program to be expanded to service family violence matters and, importantly, to children who are required to give evidence in court.

Demand for the Child Witness Service continued to grow, with 479 new cases taken on this year. The country caseload was 112, indicating the success of the Geraldton and Bunbury regional services and the integration with the Victim Support Service last year to deliver child witness preparation services in 11 other centres.

**Jury anonymity legislation**
In June 2003, legislative changes to the *Juries Act* were introduced to protect the anonymity of jurors. The legislation provides for the allocation of identification numbers to jurors, removing the need for jurors to be referred to by name. The Act makes it an offence for any officer taking part in, or present at the selection of a jury panel or a jury pool, to reveal the names of individuals except for the purposes of carrying out their duty under the Act.

**New court support program**
A new support program was established to help applicants obtain violence restraining orders in the Central Law Courts. Originally established as a pilot in March 2003, the program was made permanent in June.

Since it began, the service assisted 475 applicants or potential applicants. They were helped to fill out the paperwork relating to interim violence restraining orders, and prepared to give evidence in court, either orally or by affidavit. This reduces the stress of taking an application in the court on behalf of the applicant. The process can also reduce the time taken for applicants to have their matters heard.

**Advance program for women**
Participation in the Advance program for women in courts reached an all-time high of 26 participants in 2003, eight staff members greater than last year. The innovative program, which started in 2001, recognises that women are under-represented in Court Services' management. It seeks to develop and empower women so that they are capable, confident and successful, leading to a gradual but permanent increase in women at all levels of the division.
Revenue

Revenue collection
As part of the Department's drive to reduce costs and improve efficiencies, systems were implemented in 2002/03 to improve the collection and enforcement of fines, penalties and infringements through the Fines Enforcement Registry. These resulted in an 11% increase in fine collections in 2002/03, bringing the total amount collected to $32.7m.

Among the more flexible payment options introduced were:

- direct debit, EFTPOS and payment availability at more than 28 courts across the State, as well as access to credit card payment over the phone
- a new Enforcement Recovery Service to more proactively contact offenders
- an enhanced telephone system that allows a priority queuing
- wider time-to-pay options.

An initiative to encourage people to pay their fines was also introduced at the Perth Court of Petty Sessions' court 37. Instead of allowing people who have been given a fine to walk out of the court, they were immediately directed to a customer service officer to discuss payment options. Since this began, the number of time-to-pay applications submitted increased by more than 50% to 2,660 applications.

Further changes are expected in 2003/04, after the Minister for Justice has considered a review of Western Australia's fines system, also completed this year.

Record recoveries
The Office of Criminal Injuries Compensation Recoveries branch has achieved record recoveries of $1,007,536 this financial year, up from $585,898 last year, as a result of improved collection processes.
The Crown Solicitor's office provides a broad-based legal service to the Government, its departments, instrumentalities and agencies. This includes the conduct of litigation, the provision of legal advice, representation as counsel in courts and tribunals and preparation of legal documents.

KEY ACHIEVEMENTS

Native title
The Crown Solicitor's Office was involved in several native title negotiations during the financial year, including negotiating the successful agreement involving proposed industry on the Burrup Peninsula.

The agreement gives the necessary Native Title Act approvals for the development of the proposed industrial areas on the Burrup Peninsula and Maitland Estate, and for proposed new residential and commercial land in and around Karratha. Under the agreement, non-industrial land on the Burrup Peninsula will be granted in freehold to the native title claimants with a lease-back and joint management arrangement to manage non-industrial land for conservation and recreation purposes.

The agreement also provides other benefits including the granting of new residential and commercial land in and around Karratha to the native title claimants, monetary compensation and initiatives to facilitate employment and training for the native title claimants.

Hearings into some of the State's major native title claims also started or continued during the past 12 months, although there is now an emphasis by the State Government to seek a mediated outcome to native title claim litigation.

The High Court of Australia delivered its decision in the long-awaited Miruwung Gajerrong (Ward) matter, however, the decision did not conclusively determine the case and it was referred back to the Full Court of the Federal Court. The State Government is now seeking a mediated outcome for this matter, as well as other matters affecting the claim area.

Annual client survey
The seventh annual client survey was completed and the results showed that clients continue to be very satisfied with the work of the Crown Solicitor's Office. Results of the survey are included in the performance indicators recorded under ‘Output five - Legal Services’ in this report.
PARLIAMENTARY COUNSEL

THE SERVICE

The Parliamentary Counsel’s Office provides services, which include:

- Drafting of Bills for Ministers
- Drafting of subsidiary legislation for Ministers and Government agencies
- Maintaining and arranging publication of the legislative information tables which are published annually
- Completing and consolidating texts of Acts and subsidiary legislation
- Maintaining the SWANS database of WA legislation.

KEY ACHIEVEMENTS

Legislation

In 2002/03, Parliamentary Counsel completed the largest single legislative drafting exercise ever undertaken by the office. The State Administrative Tribunal Bill and the State Administrative Tribunal (Conferral of Jurisdiction) Amendment and Repeal Bill established a potential framework for the State Administration Tribunal to replace nearly 50 tribunals and boards. Together, the Bills contain over 780 pages and 1,573 clauses, repealing two Acts and amending 149 others.

Other legislation drafted during the year included:

- Sentence Administration Bill 2002
- Sentencing Legislation Amendment and Repeal Bill 2002
- Acts Amendment (Equality of Status) Bill 2003
- Legal Practice Bill 2002
- Contaminated Sites Bill 2002
- Public Transport Authority Bill 2003
- Racing and Gambling Legislation Amendment and Repeal Bill 2003
- Racing and Wagering Western Australia Bill 2003
- Racing and Wagering Western Australia Tax Bill 2003
- Prostitution Amendment Bill 2003
- Prostitution Control Bill 2003
Software enhancements
The databases used to store and report legislative information were reviewed and enhanced during the year in line with the Department’s commitment to improve efficiencies and drive down costs across all operations.

Service to clients
A commitment to client service remained a core priority for the office. A client survey for 2002/03 recorded an 88% positive satisfaction rating with the operations undertaken by Parliamentary Counsel. The results of this survey are included in the performance indicators, recorded under ‘Output six’ in this report.

In addition, a number of letters of appreciation were received from Ministers and senior Government officers during this year.
COMMUNITY AND JUVENILE JUSTICE AND PRISONS DIVISIONS

THE SERVICE

The Community and Juvenile Justice and Prisons divisions manage adult and juvenile offenders in custody and in the community. They aim to reduce re-offending, contribute to the protection of the community and direct offenders toward law-abiding lifestyles.

The Department is responsible for managing offenders from the time they are charged or sentenced in court until the completion of their sentences. Currently, some two-thirds of offenders are serving their sentences in the community while the rest are detained in prisons or juvenile detention centres. The divisions work together to facilitate a smooth transition for offenders re-entering the community.

KEY ACHIEVEMENTS

Reform

Community and Juvenile Justice and Prisons divisions have made significant steps toward addressing the Department's key offender priority areas – reducing imprisonment, community re-entry program for prisoners, women in prison and managing drugs in prisons.

Many initiatives were crystallised following the Attorney General's fact-finding trip with senior Departmental staff to Canada, UK and Europe in July/August 2002. The purpose of this trip was to examine strategies to reduce the rate of recidivism among prisoners. It identified a range of alternative options and services to help prisoners re-enter the community and prevent a return to crime.

A raft of initiatives and projects has since been undertaken, many of which have required extensive community consultation and collaborative efforts from other Government departments and agencies, as well as different divisions within the Department itself.

Reducing imprisonment strategy

During 2002/03, a review was initiated to examine the effectiveness of the Department's reducing imprisonment program, established in 2001 as a major reform to reduce the rate and cost of imprisonment.

The review is part of a plan to develop a mechanism for ongoing monitoring and future evaluation. It has four key areas – to develop:

- an evaluation framework to monitor how effective strategies are in reducing the rate of imprisonment
- a plan for future evaluation of the reducing imprisonment strategies
• an analysis of the impact of existing strategies on the rate of imprisonment
• a set of recommendations to enhance the effectiveness of the existing strategies.

This year, the review process included workshops with staff, individual consultation with project managers and the collection and analysis of baseline data relevant to each strategy.

**Community re-entry program**

A re-entry program to support prisoners in their return to the community has been developed to reduce recidivism and help prisoners adopt law-abiding lifestyles.

Consultation with community groups and organisations has been integral to this process, and communities in Albany, Bunbury, Pilbara, Kimberley, Gascoyne and Eastern Goldfields were involved in consultation.

Among the re-entry services progressed this year was the development of a re-entry accommodation service model. Developed in collaboration with the Department of Housing and Works, the service will ensure prisoners leaving custody are put in contact with community groups and organisations which provide case-managed re-entry support and mentoring services.

The accommodation service is a result of the State Homelessness Taskforce findings which identified transition from prison/detention into the community as a key area of concern in relation to homelessness. Some 30 dwellings – 22 in the metropolitan area and 11 in major country areas – will be made available by the Department of Housing and Works for ex-prisoners with identified high resettlement needs. The first of these are scheduled to be available in August 2003.
Managing adult offenders in custody

The prison population continued to fall this year. The average daily population was 2,843 compared with 2,923 in 2001/02. This reflects a continuing fall from the peak of 3,170 at the end of June 2001.

In addition to falling prisoner numbers, a reduction in the number of prisoners with shorter sentences has changed the profile of the prison population. Consequently, a number of changes were made, including:

- closure of a unit at Casuarina Prison, Hakea Prison and Greenough Regional Prison
- closure of minimum security facilities at Bunbury Regional Prison.

As a result of these adjustments, the number of uniformed positions in the public prison system reduced from 1,356 in December 2000 to 1,165 in June 2003.

Managing drugs in prisons

A major program was launched during the year to stop the use and trafficking of drugs in prisons. Research shows that drug use is one of the most prevalent risk factors contributing to re-offending. It also creates serious social and health problems in the community and has led to the increasing prevalence of Hepatitis C and other blood-borne viruses in prisons.

The Prisons division drew heavily on the ‘drugs roundtable’, hosted by the Department of Justice in February 2003, to develop a Justice Drug Plan that focuses on the prevention, early intervention and treatment of drug misuse by offenders in custody and in the community.

The key strategies of the Justice Drug Plan are to:

- increase drug testing of prisoners
- introduce a comprehensive pharmacotherapy program, including more than doubling the methadone program
- increase help for high-risk offenders, including expanded intensive treatment programs, and more drug education for prisoners and staff
- implement more 'drug-free' units in prisons
- provide comprehensive transition programs to ease prisoners' re-entry into the community
- increase the use of drug detection dogs to check visitors, staff and prisoners, including permanently basing the dogs at prisons where testing shows high levels of drug use.
These measures have been supported by legislation giving the Department the right to request evidence of visitors’ identities and, in some circumstances, ban individuals from visiting prisons. This will be implemented in 2003/04.

Increased gatehouse security measures were also introduced Statewide, and dedicated gatehouse staff were selected and trained for duties at the gatehouses of Hakea and Casuarina Prisons (see page 40).

Managing women offenders
The year marked a new era in the management of women in WA prisons. The Department’s new guiding philosophy will ensure that all initiatives and services for women prisoners are developed with a strong focus on their particular needs.

A report commissioned by the Department, Profile of Female Offenders, highlighted the need for change. The report showed that 96% of women prisoners in WA have had mental illness, or a history of physical or sexual abuse, or substance abuse. The rate of imprisonment of women has increased significantly in the past decade and many re-offend within two years of their release.

Throughout 2003, a policy review – the Thematic Review of Women, Young Women and Girls in Custody – was completed. The needs of both prison staff and women in prison, including the particular needs of Aboriginal women and women in regional prisons, have driven the direction of program, policy and operational development.

In May 2003, a new Women’s Custodial Services directorate was established. Services for women prisoners across the State will now be improved according to a common set of policies and standards under the leadership of the inaugural Director of Women’s Custodial Services.

Major capital investments are also being made in this area, principally:

- A $14m expansion of a low-security prison for women at the current Nyandi Prison site at Bentley. It is scheduled to be completed in 2003/04 and will be the first Western Australian prison designed specifically for women. It will have the capacity to house up to 70 prisoners in a residential-style environment where women prisoners can develop life skills, such as budgeting, cooking and parenting, to help equip them to break the cycle of re-offending.

- A $14.8m accommodation upgrade was completed at Bandyup Women’s Prison, including a new 64-bed accommodation unit, new crisis care facilities, and refurbished health and education facilities. A change management process also began to ensure that operational practice reflects the woman-centred approach.
**Integrated prison regime**
The integrated prison regime is the cornerstone of the public prisons improvement program.

The regime involves:

- The revitalisation of unit management – all public prisons have developed unit plans in a standardised format, which has been based on a high level of staff-prisoner interaction, encouraging prisoner input.

- The implementation of case management of prisoners integrated with assessment – case management have been developed to support individual management plans. These plans form the basis to manage a prisoner’s sentence, particularly their placement, scheduled treatment and educational interventions. More than 400 officers have now been trained in case management.

- Cognitive skills training for prisoners complemented by interpersonal skills training for prison officers – a reasoning and rehabilitation program for prisoners, introduced to WA public prisons in January 2001, was provided to 269 prisoners. To complement the program, an interpersonal skills training program was piloted at Albany Regional Prison in November and subsequently refined and delivered to officers at the prison.

The introduction of the new assessment and integrated prison regime (AIPR) has allowed the preparation of individual management plans for prisoners with sentences greater than six months. It allows prisoners to move through the prison system and be placed at their lowest possible security rating.

**Inspector of Custodial Services reports**
The Inspector of Custodial Services has completed inspections of all WA prisons.

Inspections provide an external insight and perspective on prison management and issues affecting prisoners. The Inspector’s recommendations are incorporated into existing change management processes wherever possible and serious issues are addressed as a matter of urgency. The Department monitors the implementation of recommendations contained in the Inspector’s reports (see page 49).

**Prisoner grievance procedures**
Implementation of a new prisoner grievance process was completed across the prison system. The focus of the process is on mediation, restoration and negotiation rather than arbitration and adjudication.
This focus has helped overcome problems that traditionally have resulted in prisoners going directly to the Ombudsman’s Office rather than trying to resolve the problem at prison unit level. A prisoner grievance review panel has been established to adjudicate any grievances that cannot be resolved at prison level. Implementation of these procedures in the past year led to a reduction in the number of complaints directed to the Ombudsmen from prisoners.

Custody and containment

Unlawful absences
Unlawful absences – or absconds or escapes from custody – have reduced significantly since 1998/99, when 100 unlawful absences occurred. In 2002/03 there were 53 cases. Only one of these unlawful absences was an escape from a maximum security facility – Bandyup Women’s Prison.

As a percent of the prison population, the rate of unlawful absences has reduced from 3.7% in 1998/99 to 1.86% during the past year.

Prison gatehouse project
The prison gatehouse project is part of the Department’s wider strategy to improve the security of the prisons, as well as enhancing professionalism and customer service at the prison gatehouses. It has involved modernising the processing of visitors and improving the detection and control of drugs and other contraband entering prisons.

In February 2003, dedicated and appropriately-trained staff were appointed to operate the gatehouses at the two metropolitan maximum-security prisons, Casuarina and Hakea. They received an intensive six-day training program, which focused on key aspects of customer relations.

The gatehouse project complements the new search procedures and security strategies implemented across all State prisons, including visitor and staff searches and the banning of mobile phones, briefcases and personal bags.

Recent feedback from senior administrators, various stakeholder groups and prison visitors reflect a positive result in relation to these new initiatives.
Acacia Prison

Acacia Prison is a medium-security facility for male prisoners located at Wooroloo, 60kms east of Perth. It is WA's only privately-operated prison and is managed under contract by Australian Integration Management Services Corporation (AIMS).

Acacia Prison is the State’s largest prison, accommodating around 700 prisoners, of which 200 are Aboriginal prisoners – the largest indigenous prisoner population in the State. It has the largest number of protection prisoners and a significant number of elderly prisoners.

Despite previous teething problems associated with opening the new facility in 2001, Acacia continued to meet its two key objectives defined in the contract – no escapes and no 'loss of control' incidents.

A full report on operations will be available through a separate annual report to Parliament made in accordance with the Prisons Act 1981.

Prisoner transport contract

The Court Security and Custodial Services contract, which includes prisoner transport, is also held by Australian Integration Management Services Corporation.

Since it began in 2000, the objectives of the contract have not been fully met, and services have not been provided under a cost structure that represents the best value for money. This has, unfortunately, overshadowed improvements made in the efficiency or quality of services. Contract monitoring and performance management has been in place to increase accountability. During the past 12 months, there has also been a lot of effort to improve the service.

In 2002/03, significant resources were expended by the State on developing the contractor’s information management systems, allowing detailed resource monitoring and management by the contractor. It is envisaged this will help improve service efficiencies to restrain growth in the contract price.

The Department has also been exploring better and more economical ways of delivering the services through a review of services under the Court Security and Custodial Services contract.

The review aims to identify ways the Department can improve the delivery of court security, court custody and prisoner transport services.

In accordance with the Court Security and Custodial Services Act 1999, the Director General will provide a separate annual report to Parliament.
Care and well-being

Health services
Health services have continued to be a key focus for the Department in 2002/03, with the aim of providing a comprehensive range of health services at a comparable standard to that in the community. The emphasis has been on implementing improvements in the management of high health risk prisoners.

There was a significant increase in the number if complaints made to the Office of Health Review about health services in prisons, rising from 72 in 2001/02 to 180 this year. This can be largely attributed to increased awareness about prisoners and prison staff about the services offered by the Office of Health Review.

During 2002/03, a new Director of Nursing was appointed and the training and development of staff continued to be a high priority. Extensive training was provided on a range of health issues. Prison health facilities were also improved at Bandyup Women’s Prison and Roebourne Regional Prison, resulting in major upgrades to their health centres.

The health services' facilities improvement program will continue through 2003/04.

Blood-borne viruses program
Blood-borne viruses are a significant health problem in WA prisons. During 2002/03 medical, nursing and custodial staff undertook training delivered by the WA AIDS Council and overseen by the Department's Health Services directorate. The original blood-borne viruses education program for prisoners was reviewed and updated and external funding was secured to develop a blood-borne viruses peer education pilot program targeting Aboriginal prisoners.

Women’s health
A project officer was appointed to develop a pilot public health program to address the need for increased sexual and drug-use safety among Aboriginal women prisoners. Extensive consultation was undertaken with health agencies, Aboriginal groups and regional communities throughout the State to develop the program, which has attracted significant support from Aboriginal people. It will be further developed in 2003/04.

Mental health
In February 2003, the Department demonstrated a renewed commitment to improving mental health treatment services in the justice system by forming a joint Mental Health Taskforce with the Department of Health.

Research indicates that successful treatment of mental health problems will have a significant impact on imprisonment and re-offending rates.
The taskforce has developed a strategy to coordinate a comprehensive forensic mental health service for offenders in WA. This will be presented to the cross-department Offender Health Council early next year.

**Drugs in prison**
In line with the Justice Drug Plan, which outlines the Department's commitment to reduce drug use in the community and in prisons, a prisoner addiction service team was established. The team's objective is to provide a comprehensive pharmacotherapies program to help offenders reduce drug use. A key focus of the new treatment service will be to coordinate the discharge management and community re-entry planning for prisoners to ensure continuity of care on their release.

**Prison Counselling Service**
In addition to providing a specialised counselling service for prisoners at-risk of suicide, the Prison Counselling Service established a development unit in 2002/03 to develop standards and procedures to ensure intervention and counselling.

Improvements to technology were also made which enabled counsellors' file notes to be stored electronically. Through the use of a shared computer drive, psychologists and social workers were able, for the first time, to access Prison Counselling Service prisoner information from any prison in WA. The system also enables data on counselling sessions to be collected. In the latter six months of 2002/03, 6,500 counselling sessions with 1,500 prisoners were recorded.

Due to the high demand for assessment, counselling and intervention, a priority system for referrals was established, focusing on the needs of prisoners under 22 years and on crisis intervention services.

**Suicide prevention**
The assessment and intervention provided by Prison Counselling Service psychologists and social workers, as well as the screening undertaken by the Department's Health Services staff, helps prison management monitor and assist prisoners identified at-risk of suicide, so potential deaths in custody can be averted.

Four of the seven deaths in custody in 2002/03 were by apparent suicide. This compares with four deaths by apparent suicide in both 2001/02 and 2000/01, and ten suicides in 1999/00.

A Suicide Prevention Project Manager was recruited this year to coordinate the implementation of 12 key recommendations made in the Department's Suicide in Prisons report, published in July 2002. These recommendations aim to improve the well-being of the entire prison population and support efforts made to identify and manage prisoners at-risk of suicide.
In conjunction with external stakeholders, including the Aboriginal Legal Service, the Department also started to develop a suicide prevention program for male indigenous prisoners.

**Health care accreditation standards**

The Australian Council on Healthcare Standards completed the accreditation of prison health services in June 2003. A report of findings is due to be published next year. The purpose of the accreditation is to review how health care in prisons interacts with other health care providers. The survey will allow for further improvement in the continuity of care for offenders.

**Dietary review**

A review of diets provided to prisoners was conducted in a joint project with the Department of Health. Recommendations from the review are being implemented across the entire prisons’ food service industry – from primary production to processing, catering and education – with the goal of providing prisoners with a superior, healthier diet, as well improving their knowledge and understanding of health-related issues.

**Reparation**

**Prison industries**

Prison industries provide opportunities for prisoners to learn vocational and work skills to help them gain and retain employment when released.

Close to 100 workshops are operated across 12 prisons, employing all available prisoners either full-time or part-time. Of the 1,700 prisoners employed in 2002/03, 200 work in commercial industries servicing external contracts which, together with internal supply work, helps to reduce the cost of prisons to the taxpayer.

The continued reduction of prisoners in the public prison system has been managed without serious disruption to internal supply or external commercial contracts.

During 2003, an industrial facility was built at Wooroloo Prison Farm providing additional prisoner employment opportunities, and strengthening the prison’s ability to prepare prisoners for release.

A review of prison industries was also undertaken by an external consultant during the year. A report of findings, Review of training and work experience provided to prisoners in WA custodial facilities, was presented to the Department in June 2003 and concluded that the direction being set for prison industries is appropriate. It also provided recommendations for further improvements. A steering committee has been formed to manage the implementation of these recommendations in 2003/04.
Prisoner work camps
A new work camp was opened in Wyndham in July 2002, bringing the total to six work camps operating around the State – Derby, Millstream, Kellerberrin, Pardelup and Walpole. An average of 67 prisoners were employed at these work camps producing more than 72,500 hours of reparation work. This equates to approximately $800,000 worth of work.

An extensive range of work was undertaken including painting, paving, the restoration of walk trails, maintenance of community facilities and historical sites, preparation for local community events and horticulture projects. Other work projects have also included the eradication of noxious weed, revegetation of native trees and coastal restoration.

“The Wyndham work camp has contributed a lot to the town of Wyndham. The amount of work that the work camp has put into the town is huge and the thanks they deserve is beyond words. Officers who work in the camp, however, are also worthy of many thanks as, without them, there would be no work camp and all of the work conducted around town – and even this very article – would be non-existent. So, on behalf of the Shire of Wyndham East Kimberley, the organisations you've helped out and the town of Wyndham as a whole, I say thank you to the Wyndham work camp.”
Kevin Forrest

The first prisoner work camp in Wyndham in the East Kimberley was opened by Attorney General Jim McGinty in July 2002. The Wyndham work camp is critical for returning indigenous prisoners to work on their traditional lands and keeping them close to their families and communities. The camp caters for up to 22 carefully selected, minimum-security prisoners under the supervision of a prison officer. It brings the number of work camps operating in WA to six.

Rehabilitation and reintegration
Prisoners are encouraged to engage in programs, education and activities that address offending behaviour and improve life and vocational skills. The overall aim is to reduce the risk of re-offending and increase the potential of prisoners for a successful transition back to the community.

Offender programs
Offender programs continued to target medium and high-risk offenders in accordance with best practice research.

During 2002/03, some 20 different programs were run at public prisons, including intensive sex offender treatment programs, managing anger and substance use programs and violent offending treatment programs for high-risk violent men. Overall 1,274 prisoners participated in these.
New programs introduced during the year included a managing and preventing relapse program, an intensive drug program and a domestic violence program – Building Better Relationships – that was developed and piloted successfully at Wooroloo Prison Farm and was subsequently run at Casuarina Prison.

Offender Programs’ staff were also engaged in 31 individual programs for offenders who were unable to attend group treatment.

**Education and vocational training**
A number of key initiatives were undertaken by the Education and Vocational Training Unit as a result of the Attorney General's fact-finding visit to Europe in July/August 2002. The unit aimed to improve the quality and purpose of education and training in prisons to facilitate greater employment opportunities for prisoners on release by:

- delivering more skills to gain and retain employment on release from prison
- increasing literacy and numeracy skills while in prison
- providing seamless and supported transition from prison to community mainstream educational settings or employment options.

There has been a focus on increasing industry training opportunities which are relevant to sustainable employment on release. The start of a new service to help prisoners find employment or training after release has enhanced the support to prisoners during the crucial phase of release from custody.

In the latest national reporting, WA’s prisoner education once again reported the highest level of eligible prisoners enrolled in education and training programs. The result was 57.6% enrolled, compared with the Australian national average of approximately 45%.

**Arts**
A variety of arts programs were developed and delivered during the year, and a series of performances, exhibitions and presentations were staged by the prisoners. The annual prisoner art exhibition was held in November 2002, showcasing around 1,000 prisoner art pieces.
"I attended the opening of the prisoner art exhibition at the Moores Building. The work was really engaging, diverse and compelling, and well presented in such a huge space."

Bec Dean
Perth Institute of Contemporary Arts' Exhibition Coordinator

This year's annual prisoner art exhibition, held at the Moores Building Fremantle in November 2002, was the most successful event ever held. Close to 200 people attended the exhibition on the first Sunday alone, four times the usual number for the venue on a Sunday. The aim of the exhibition is to bring prisoner art into the community so families, friends and the public can get a different view of prisoners.

Managing adult offenders in the community

Risk assessment model
In 2002/03, the Department won a prestigious Premier's Award in Management Improvement and Governance for a risk assessment model developed by Community Justice Services in conjunction with the University of Western Australia's Crime Research Centre. The model improves predictions of re-offending rates among supervised offenders. It is used by Community Justice Services, in combination with needs assessments made by community corrections officers, to reduce the identified risks of re-offending.

New Community Justice Services office
Planning for a new Community Justice Services office in Belmont was undertaken to meet the increased demands on community justice as a credible alternative option to imprisonment. An independent company was commissioned to examine current and future accommodation needs of Community Justice Services and identified Belmont as the preferred location.

The office will accommodate about 35 staff, many of whom were recruited this financial year. It is due to be opened in August 2003.

Community Work Support Unit
A Community Work Support Unit was established in October 2002 to develop current and future work ventures and coordinate work opportunities for adult offenders on community orders, in line with the prison reduction strategy and changes in legislation.

Tangible outcomes have already been achieved by the unit. A total of 171 projects were initiated in 2002/03, including restoration works with the City of Mandurah, revitalisation of the grounds at the Peel Horse and Pony Club and maintaining and clearing work for the Fremantle Cemetery Board.
Other unit outcomes included the:

- development of a memorandum of understanding with the Department of Housing and Works to undertake new projects in Geraldton, Albany, Bunbury and Victoria Park

- creation of the first overnight work project at the former Aboriginal mission at Mogumber, 150kms north of Perth. Offenders stay at the site for three days and complete their community work hours at an accelerated rate

- implementation of a communication plan to raise the profile of community work as a sentencing option across community organisations.

The unit is also collaborating with the Prisons division to provide a coordinated approach to community work and a more efficient service to the community.

**Programs to address offending behaviours**

Community Justice Services progressed planning for the reform of its therapeutic programmatic intervention services which address offending behaviours. In 2002/03, Warminda Intervention Centre in Victoria Park was expanded into a Community Justice Services programs branch with Statewide service responsibility.
Regional programs development officers
Recruitment for four new regional programs development officers, to deliver programs to remote communities, was undertaken in June 2003. These officers, who should be in place early next year, will travel throughout remote communities in the Pilbara, Kimberley, Murchison/Gascoyne and Eastern Goldfields regions and deliver programs addressing issues like violence, substance misuse and sexual offending, which are not currently available in most remote Aboriginal communities. The officers will also train local community members in program delivery.

Kimberley regional justice project
The findings of the research and consultation of the largest-ever research initiative – the Kimberley regional justice project – carried out by the Department among indigenous people in the Kimberley region was reported back to communities in 2002/03.

This report was based on face-to-face discussions made in the remotest areas of the Kimberley, involving personal interviews with 722 people living in 26 remote communities, from 27 language groups in six towns in the Kimberley.

This has been a valuable undertaking in dealing directly with the communities to determine the underlying issues and needs in relation to justice services. Regional and remote communities have posed a particular challenge for the Department in its efforts to provide appropriate services that contribute to reducing Aboriginal over-representation in the criminal justice system and enhancing community safety.

The completed research reveals key challenges for communities, Government and non-government organisations and will require sharing of resources, services and cooperative initiatives between Department of Justice and Kimberley communities, Aboriginal organisations, all tiers of Government, community organisations and the private sector.

Victim-offender Mediation Unit
In 2002/03, the Victim-offender Mediation Unit received additional staff and resources to raise the profile of mediation in the Court of Petty Sessions, and to explore ways in which the mediation service can be enhanced for both offenders and victims.

Mediation provides a way for victims and offenders to resolve issues relating to an offence through the assistance of a neutral person – a mediator. The unit facilitated protective mediation with 1,830 victims, involving 973 adult and 179 juvenile offenders. More than 132 reparative mediation cases were undertaken.
For the first time in WA, a mediator was placed inside the Court of Petty Sessions to take immediate referrals from the magistrate as part of a mediation pilot program. The three-month pilot, which started in May 2003, resulted in 20 referrals involving 27 victims to 30 June 2003. The referrals delivered tangible outcomes, including letters from offenders explaining their actions, a payment to upgrade a victim’s home security system, the return of stolen money and an attempt by an offender to locate stolen goods at second-hand shops.

The program will be extended into other metropolitan and regional courts early next year.

**Victim Notification Register**

The number of victims registered with Victim Notification Register grew from 231 last year to 418 as at 30 June 2003. Launched in 2001, the register provides a central contact point for victims of crime to receive information about the progress of an offender through the justice system. It includes details about the offender’s sentence, any escapes from custody and recapture, impending release dates and the results of any appeals against the sentence.

**Electronic monitoring**

A 12-month trial of new electronic monitoring technology for offenders was completed in November 2002. Following that, active electronic monitoring equipment was purchased to replace the former passive system. This will allow 24-hour monitoring of offenders' compliance with residential and curfew conditions of various community supervision orders. The new equipment has been installed and relevant staff will be trained in the operation of the equipment. The old system will be deactivated by mid-August 2003.

**Managing juvenile offenders in custody**

The Juvenile Custodial Services directorate manages young people between 10 and 17 years in custody, on arrest and remand, or sentenced to detention. It is also responsible for young people in the community on supervised bail.

The daily average population of juveniles in custody during 2002/03 was 114 compared with 122 in the previous year.

Rangeview Remand Centre had 1,364 unsentenced admissions, four more than the same period in 2001/02, while the daily average remand population was 34 juveniles compared to 39 in 2001/02. The average length of stay was 10 days.

The Banksia Hill Detention Centre received 229 sentenced juveniles, four less than in 2001/02. The daily average population was 79 and the average length of the custodial proportion of the sentence was 18 weeks.
Supervised bail program
The supervised bail program had 275 participants in the metropolitan area and 48 in regional areas. This represented an increase of 68 people compared with 2001/02. The average number of days on the program was 17, representing a saving of 4,916 custodial days in total.

The supervised bail program helps avoid unnecessary detention of juveniles who are eligible for bail but not able to access it, often because they don't have a responsible adult available to sign the bail undertaking. It operates in both metropolitan and regional areas.

In November 2002, the regional supervised bail facility program was extended, with a third facility opened at Yandeyarra in the Pilbara region. It accommodates up to eight young people and is jointly monitored by the Yandeyarra community.

In 2002/03, the three regional supervised bail facilities, including Yandeyarra, and Banana Well and Bell Springs in the Kimberley, accommodated 48 juveniles for an average of 16 days. As a result, the effects of social and cultural dislocation of young people were minimised and links to families, culture and the Aboriginal community maintained.

Young offender development
A variety of new programs were introduced into juvenile centres in 2002/03 including work skills programs, a social drama program, a parenting program and the Perth Zoo fodder project.

A protective behaviours program, often described as ‘anti victimisation training’, was also trialed at Banksia Hill Detention Centre. The program is relevant for young juvenile offenders who may come from a background of domestic or family abuse and/or have perpetrated abuse towards others and violated the rights of others.

Managing juvenile offenders in the community

Juvenile Justice Community Funding Program
The Juvenile Justice Community Funding Program provides funds to non-government agencies to provide preventative services for at-risk youth. Programs are funded on a three-year cycle, with further contracts subject to an independent performance review of the program and an analysis of relevant crime statistics, which determine areas of priority.
Court conferencing
The court conferencing program, operated by Juvenile Justice Teams at the Perth Children's Court, was expanded in 2002/03, resulting in an increased number of referrals to the program.

The program allows a wider range of offences to be referred to Juvenile Justice Teams, enabling young offenders to engage in restorative justice initiatives and accept responsibility for their actions.

Between 15 October 2002, when the court conferencing pilot started, and 30 June 2003, the six metropolitan Juvenile Justice Teams processed an extra 123 referrals from the court conferencing pilot that they would not normally have received. More than 80% of these completed referrals were dealt with successfully. In effect, this meant an extra 87 juveniles were diverted from the formal criminal justice system.

In 2002/03, plans were also progressed to expand the program beyond the metropolitan area.

Juvenile justice programs officers
Planning for the appointment of two new juvenile justice programs officers was undertaken to develop and deliver programs for juveniles who are serious and repeat offenders. These officers will explore the types of programs required and the methods for delivery across the State. The permanent appointments will be made in December 2003.

People

Prisons
During 2002/03, the Prisons division developed a strategic human resources plan to address the future needs of the workforce. This plan includes focus on training and development, career development, succession planning and career structures within the prison workforce.

Prison workforce management
As the overall prison population changes, there have been, and will continue to be, structural changes to the prison system. Effective planning and management of the workforce is important to achieve the correct alignment of staffing levels consistent with staff roles and responsibilities.

To facilitate the changes required, the prison's transfer system has been revamped to better allow the movement of staff at all ranks between prisons. A more flexible rostering arrangement has been introduced and prison officer selection criteria are being reviewed to ensure they reflect a service-based orientation that recognises the role of prison officers in the case management of prisoners.
Development of a new entry-level training course was also started in 2002/03, in anticipation of the recruitment of prison officers in 2003/04. The course recognises the broader role of prison officers and the special needs of women prisoners.

**Workforce demographics**

Extensive planning was undertaken to address the implications of an ageing prison workforce, with more than 50% of the public prison's workforce being over 45 years of age.

Another key area of focus was the disproportionate indigenous representation within the workforce. Currently 35% of the prison population is indigenous yet only 2% of the workforce is indigenous.

Recruitment planning in 2002/03 included developing specific strategies to increase the female and indigenous representation of prison staff.

**Award-winning staff**

The bravery and long service of more than 120 custodial staff was recognised at two award ceremonies held during the year.

A total of 22 people and the entire staff at Greenough Regional Prison, were acknowledged for the bravery and outstanding service at the Custodial Services Awards held in September 2002.

In June 2003, a joint Custodial Services Awards and National Medals award ceremony was held. More than 100 officers received National Medals and 1st and 2nd Clasps for their long and diligent service of 15 years or more. A dozen more received Custodial Services Awards.

**Community Justice Services**

As the credibility of community options has a direct relationship to the likelihood of courts using alternative options to imprisonment, resourcing continued to be a key issue for Community Justice Services.

During the year, 32 additional staff were appointed to address the workload of community corrections officers dealing with offenders on community-based orders.

A workforce plan was also implemented to meet the training needs of the community corrections workforce to enable community corrections officers to manage the increasing number of offenders sentenced to community-based orders.
**Juvenile Custodial Services**

**Group worker recruitment**
The first part-time course for a pool of prospective Juvenile Custodial Services employees was completed in August 2002. All of the successful participants were subsequently employed full-time as group workers.

The Juvenile Custodial Services' Indigenous Workforce Development Unit also worked with the Commonwealth Department of Employment and Workplace Relations to gain funding to recruit up to 18 indigenous people for a two-year group worker traineeship.

This program is designed to ensure greater representation of indigenous employees, particularly in regional areas, in order to deliver more culturally appropriate services to local communities.

More than 50% of detainees in custody come from regional areas, so a key focus has been on seeking regional applicants from the regions, in particular, the Pilbara and the Eastern Goldfields. Some 87 applications for the indigenous group worker intake were received.

**Policy and legislation**

**Research application framework**
In 2002/03, the Department developed and implemented a research framework and application process which removes coordination of research from business areas and places it under a central committee. The committee is responsible for:

- coordinating and prioritising the research agenda
- approving research projects
- coordinating approved research projects and disseminating the research findings.

The research application framework is accessible on the Department's internet site. It provides external researchers with clear directions on how to apply to undertake research for the Department, as well as the processes to be followed when conducting research.

**Prisons Amendment Act 2003**
Amendments to the *Prisons Act 1981* were developed this year to ban people from entering a prison or prisons, for a set period of time, for prescribed reasons detailed in regulations.
The 

Prisons Amendment Act 2003, which is expected to be proclaimed next year, will allow the Department to obtain visitors’ biometric identification, such as palm prints and eye prints, to achieve more accurate identification. It also provides an incentive for good behaviour and work in prison by extending the early discharge powers of the Director General from 10 to 30 days.

Sentence Administration Act 2003

The Sentence Administration Act 2003 and Sentencing Legislation Amendment and Repeal Act 2003 were passed by Parliament in June 2003 and are expected to be fully operational by early 2004.

The Sentence Administration Act 2003 was developed to replace the Administration Act 1995. It is consistent with current provisions but establishes a new regime for parole arising from recommendations of the 1998 Review of Remission and Parole. It will provide for:

- the Director General to make a parole order for prisoners serving terms of less than 12 months
- issues to be taken into account when considering release on parole
- any release on parole, by the Parole Board or Director General to be for the balance of the sentence.

The Sentencing Legislation Amendment and Repeal Act 2003 will make the sentencing process easier to understand both for the community and those people who are directly involved in the criminal justice system.

The Act will cover:

- prohibition on sentences of six months or less
- road Traffic Act reforms
- the adjournment of sentencing
- remission and parole
- repeal of the sentencing matrix legislation.
PUBLIC ADVOCATE

THE SERVICE

The Public Advocate is an independent statutory officer appointed under the Guardianship and Administration Act 1990 to protect the rights, dignity and autonomy of adults with decision-making disabilities and reduce the risk of their neglect, exploitation and abuse.

The Public Advocate provides three core services:

- Investigations – responding to complaints or allegations that the well-being of a person with a decision-making disability may be jeopardised. These complaints or allegations come from the general community, service providers or referral by the Guardianship and Administration Board.
- Guardianship – the Public Advocate may be appointed by the Guardianship and Administration Board as a guardian for adults with a decision-making disability who do not have family or friends who are able and/or willing to act as their legal guardian.
- Community education – conducts training and information sessions for key stakeholders to promote awareness of the services provided by the office. The office also operates a telephone advisory service for the public, professionals and service providers.

KEY ACHIEVEMENTS

Restructure

The Office of the Public Advocate has been re-structured within the existing budget to meet the increasing demands of the community. The office operates two specialist teams, one providing advocacy and investigation services and the other providing guardianship services.

Regional services

A Bunbury pilot project, launched in 2001/02, was established as a continuing program in 2003. Evaluation of the pilot through 2002 showed that it represented an important step toward achieving improved equity of service to customers in regional areas.

The aim of the program is to provide better local access to information, advice and assistance regarding guardianship and administration for adults with decision-making disabilities.

Community education

The Public Advocate's community education program was reviewed to ensure that it is well targeted and meets the needs of key stakeholders. An administrator's guide was also under development and should be
released next year. The guide is designed to assist administrators to carry out their responsibilities.

Some 25 community talks and 11 training sessions were conducted in 2002/03, covering topics including enduring powers of attorney and the guardianship and administration system in Western Australia.

The community education and training sessions were rated as very helpful by 92% of attendees.

**Indigenous services**
As a result of the report into the needs of indigenous people in the guardianship and administration system released last year, the Public Advocate has:

- engaged with community organisations and Government agencies to establish partnerships to identify and assist in cases of possible abuse
- drafted an information pamphlet detailing the services provided by the office
- continued to develop and provide training programs for key stakeholders.

**Impact of the State Administrative Tribunal**
The Guardianship and Administration Board is one of the 50 tribunals and boards proposed to be subsumed by the State Administrative Tribunal (SAT) in the year ahead. If established, the Public Advocate will appoint a duty officer in SAT to facilitate an effective working relationship.

**Review**
In line with the Department's commitment to customer service, the Public Advocate started to review its:

- complaints and grievance procedures, focusing on changes to ensure best practice for customer service
- the telephone advisory service, which receives over 4,000 enquiries each year, to identify ways to improve efficiency and service.
Extracts taken from the Public Advocate customer survey 2002/03

"I very much appreciated the understanding and approach of the representative of the Office of the Public Advocate who dealt with the parties fairly and openly but also with an understanding of the issues and motives of the various parties."

"I wish to congratulate the staff of the Office of the Public Advocate on the provision of quality service to my consumer. They are always approachable, ready to listen, and seek information from the people that really know - those on the ground. Calls are returned promptly and they have a genuine interest in our consumers' welfare. Well done."

Every year, the Office of the Public Advocate surveys customers about the advocacy and investigation services provided. In 2002/03, 88% of respondents indicated that they were satisfied or very satisfied with the advocacy and representation services provided.
PUBLICATION OFFICE

THE SERVICE

The Public Trust Office provides trustee services for Western Australians, delivering professional and independent trustee and management services. The Public Trust Office ensures that all Western Australians have equitable access to trustee services regardless of ability to pay.

The person appointed to administer the office is called the Public Trustee and is also a body corporate under that name. The Public Trustee is a statutory authority within the provisions of the Financial Administration and Audit Act and the Public Trust Office operates as a program of the Department of Justice.

The Public Trust Office offers the following services:

Trust management
The Public Trustee provides a comprehensive range of financial and asset management services for people who, through age or disability, are unable to manage their financial affairs.

Estate administration
The Public Trustee administers the estates of deceased people in the absence of an executor of a will, when an executor is unwilling to act, or when actually named as executor. The Public Trust office may also administer the estates of people who die intestate (without making a will).

Will drawing
The Public Trustee offers professional advice to those seeking to make a will or enduring power of attorney by appointing the Public Trustee as their executor or donee.

KEY ACHIEVEMENTS

Customer service
In line with a continuing Departmental focus on customer service, the client services section was restructured and three additional positions created to improve workloads and provide more comprehensive services to Public Trustee clients. The new positions were funded from efficiencies gained in other areas due to restructuring undertaken during the last two years.

Human resources and training
A new policy on recognising and dealing with aggressive behaviour was developed in 2002/03, and specific training was provided to help staff identify and deal effectively with the aggressive behaviour of customers. Staff feedback on the policy – based on the well-recognised policies of the New South Wales Ombudsman – was very positive.
New software enhancements
The final stage of the new software was implemented in March 2003. The software enables better management of the Public Trustee's core business services and processes. All users have received specific training in the application of the new system and an additional position has been created for a dedicated Application Support Manager to ensure further benefits are realised from the system.

Stakeholders
The Public Trustee has implemented a program to enhance the clarity and frequency of communications with stakeholders. Meetings with stakeholder groups including plaintiff lawyers, funeral directors and organisations representing client groups are being held regularly to improve knowledge and understanding of the Public Trustee's processes and the needs and expectations of each stakeholder group.

Sixtieth birthday
The Public Trust Office celebrated its sixtieth birthday on 1 July 2002. The Attorney General attended a morning tea to mark the occasion and throughout the year memorabilia was collected to reflect the developments and evolution of the Public Trust Office.

"On behalf of the rest of my family and myself, I wish to thank you for your sensitive and expeditious handling of the estate of my sister. We were appreciative of your support and advice both leading up to my sister's death and in dealing with subsequent legal requirements."

Name and details withheld
Some 1,965 estates were referred to the Public Trust Office in 2002/03. In total 17% of all estates of people who died in 2002/03 were referred to the Public Trustee, either as executor of the estate or the beneficiaries of the estate sought the assistance of the office. A customer survey of 1,481 randomly selected clients, who use various services provided by the Public Trustee, were surveyed to measure the satisfaction level. Those responses yielded a 80% satisfaction rating - up from 71% in 2001/02.
REGISTRY OF BIRTHS, DEATHS AND MARRIAGES

CORE SERVICES

The Registry of Births, Deaths and Marriages is responsible for:

- The creation and permanent storage of birth, death and marriage records, which enables the public to obtain documentary proof of these important life events
- Providing facilities for the conduct of civil marriages as an alternative to marriage by a minister of religion or other civil celebrant.

KEY ACHIEVEMENTS

Implementation of law reform legislation

This year, the registry implemented changes in policy and procedures to accommodate gay law reform legislation. This involved changes to official documents and computer systems to provide for the recording of same-sex parents on birth, death marriage and adoption registrations and certificates.

Software enhancements

In line with the Department's focus on achieving greater efficiencies and more responsive customer service, the electronic birth, death and marriage registration system (WARS2000), implemented in November 2001, underwent a series of enhancements to improve the system's operational efficiency.

WARS2000 provides a basis for the delivery of electronic services to customers and will allow the registry to link its regional agencies (courthouses) to records held on its central database.

Customer service

The registry's customer service charter and code of conduct was revised in line with the focus on customer service. The registry introduced a customer complaints management process and has implemented an on-line customer feedback system to improve response times to client email enquiries.
Extracts from the Registry of Births, Deaths and Marriages customer survey 2002/03

"Living in the country I have only ever written for certified copies and therefore haven’t visited your office. Your prompt replies to my requests have been very pleasing and appreciated. Thank you."

"We registered our daughter’s birth by mail on Monday 24/3/03. The birth certificate and extract were returned by 9am on Thursday 27/3/03. We thought it would take a few weeks!! 100% accuracy and very fast. Thank you!!"

As part of its progressive and customer-focused approach, the Registry of Births, Deaths and Marriages undertakes an annual survey to measure the percentage of customers who believe their needs have been met. During 2002/03, 2,150 randomly selected customers were surveyed by mail. Of those responses received, there was an 88% client satisfaction rate for registration services and an 89% satisfaction rate for civil marriages. The time taken to distribute birth, death and marriage certificates was also measured, with 96.5% of certificates being provided within set time standards.
Corporate Support Areas
ABORIGINAL POLICY AND SERVICES

THE SERVICE

The Aboriginal Policy and Services directorate provides strategic policy analysis and advice, as well as coordinating and facilitating consultation with the Aboriginal community for the Department.

The directorate also works with other divisions to assist them in developing culturally relevant services and programs for Aboriginal people.

It is also responsible for the administration of the:

- Aboriginal Alternative Dispute Resolution Service
- Aboriginal Visitors' Scheme.

KEY ACHIEVEMENTS

Throughout 2002/03, the directorate strengthened its strategic role as an internal advocate and point of coordination for Aboriginal policy and services throughout the Department.

The directorate provides advice and support to other divisions in ensuring their own strategic plans, services and programs reflect the needs of Aboriginal people throughout the Department and justice system.

Aboriginal Justice Agreement for Western Australia

Planning and development of the Aboriginal Justice Agreement started in 2002/03. A draft agreement containing strategies to include Aboriginal and Torres Strait Islander people in the policy development, planning, provision and monitoring of justice-related programs available to them is being prepared for presentation to the Indigenous Affairs Advisory Committee (IAAC).

Prison-to-work transition program

The prison-to-work transition program was made permanent in June 2003, following a two-year trial. The program assists Aboriginal people with the life and employment skills required to successfully make the transition into the community after prison. The program is designed to reduce the risk of participants' re-offending and returning to prison.

Aboriginal Alternative Dispute Resolution Service

The Aboriginal Alternative Dispute Resolution service trained facilitators working with Aboriginal communities to identify and resolve conflicts before they would ordinarily come to the attention of the justice system. In 2003, the service also delivered a number of community education workshops on conflict resolution.
Aboriginal Visitors' Scheme
Entering its fifteenth year of operation, the Aboriginal Visitors' Scheme made contact with 9,368 Aboriginal adults and juveniles in custody during 2002/03.

In October 2002, evaluation of the management and operational structure of the scheme was undertaken producing recommendations for the scheme’s ongoing operation. The recommendations of the evaluation, which address the management, service planning, process improvement and priority to improve operations, are being implemented.

Kimberley Interpreter Service
The Justice, Health and Indigenous Affairs departments provided $90,000 of funding for the continued operation of the Kimberley Interpreting Service (KIS), after funding ended in June 2002. The new allocation of funds was also used to develop a business case to secure longer term funding for the service.

Established in October 2000, KIS provides a credible Aboriginal languages interpreter service in WA. This includes raising awareness of the need for interpreters in local communities, matching interpreters to jobs and providing training and professional support to interpreters and their clients.

Indigenous family program
The Department of Justice committed to contribute up to $50,000 each year for the next three years towards the operations of the indigenous family program.

The program, established in 2000, supports the coordination and facilitation across Government and non-government agencies to better case manage the needs of Aboriginal families and individuals.

It helps Aboriginal families to effectively use community resources and encourages them to make their own decisions and develop skills and alternative patterns of behaviour, promoting self-worth and self-determination.

Independent review
During 2002/03 initial implementation of the recommendations from the review of the Aboriginal Policy and Services directorate (2001) started. This provided for additional resources to increase the directorate’s capacity to provide strategic leadership and policy advice, as well as continuing development of the directorate’s strategic direction.
CORPORATE SUPPORT AREAS

CORPORATE SERVICES

THE SERVICE

The Corporate Services division assists the Department in developing its overall strategic direction and manages the Department’s human, financial and physical resources.

The division also provides a corporate service to associated independent offices such as the Office of the Director of Public Prosecutions, Equal Opportunity Commission, Law Reform Commission and the Office of the Information Commissioner.

KEY ACHIEVEMENTS

Graduate program

The Department implemented its first agency-wide graduate recruitment drive in 2002, and a second of recruitment in 2003. Some 15 policy/project graduates were successfully recruited from universities across Perth to undertake a 24-month graduate program. The program involves six-month rotations through various business areas of the Department.

“All of the graduates have thoroughly enjoyed the experience. We appreciate having the opportunity work in different areas within the Department, as well as having excellent training and networking opportunities. I have now completed a placement in Court Services and am finishing up in Information Services. I am looking forward to meeting new people and expanding my feel for the Department through my next rotations.”

Sarah Gould, Graduate Policy/Projects Officer

The first round of graduates were inducted into the Department in August, followed by a second group in May 2003. The graduates work on a six-month rotation cycle in a variety of the Department’s business areas, including Human Resources, Internal Audit, Organisational Performance, Prisons, Community and Juvenile Justice, Court Services and the Registry of Births, Death and Marriages.

Staff research survey

In 2002, the Human Resources directorate, in partnership with the Centre for Organisational Research at the University of Western Australia, conducted the most comprehensive employee opinion survey ever conducted in the Department. Some 785 usable responses were received, representing 20% of the workforce, on management and workplace practices.
The Centre for Organisational Research analysed the data and provided an in-depth profile of employee’s opinions of the Department. This research and feedback provided a rich source of benchmarking data that will be used to develop and implement future human resource initiatives, which support the needs of all employees.

It is expected employees will be surveyed in successive years to establish the effectiveness of Human Resources programs implemented as a result of the feedback provided.

**Workforce management**
A new Workforce Management branch was established made up of three service areas – Classifications and Establishment, Workplace Change, and Mobility and Employment. The Classification and Establishment team implemented an audit and improvement process to facilitate the smooth rollout of employee-initiated transactions, such as booking leave on the human resources kiosk.

**Human resources kiosk**
The Department's online human resources tool, HR kiosk, continued to be enhanced during 2002/03.

Launched in October 2001, HR kiosk allows staff to access human resource information and ensures managers are responsible for many of the human resource processes relating to their staff.

Through HR kiosk, staff can access and update their personal details in the personnel database including home address, emergency contact details and next of kin. Staff can also access details on their current job, view their leave balance, apply and schedule leave and have it approved by their manager online. Managers can view employee details such as the list of team members, a team leave matrix, a range of reports on contract expiry dates, occupancy, increments due and salary reports.

**Strategic plan**
A 10-year Human Resources Strategic Plan was developed to guide the resource allocation for human resource development and recruitment through to 2012.
Indigenous workforce development
The Indigenous Workforce Unit successfully partnered with the Commonwealth Department of Employment and Workplace Relations (DEWR) to fund placements for 50 new indigenous traineeships throughout the Department. DEWR holds the contract for a Commonwealth-subsidised Structured Training and Employment Project (STEP), which aims to ensure:

- greater participation of indigenous staff in the development and implementation of the Department of Justice’s programs and services
- indigenous employees are evenly represented at all levels of the Department and the percentage of indigenous staff involved in service delivery reflects the indigenous client ratio.

The funded placements will be made during the coming two years and will include positions such as group workers, prison officers and graduate policy/projects officers. Trainees will be supported through an induction program, an indigenous mentor program and, initially, through culturally appropriate recruitment and selection processes.

By being actively involved in the strategic planning processes across the Department, the Indigenous Workforce Development Unit has ensured principles of the Department’s Indigenous Employment Strategy are included from planning stages to operational levels.

Financial management system
An enhanced internet-ready version of the Department’s corporate financial management system was implemented during the year to improve the flow of transactions between divisions and to enhance information management capabilities. This also aided the implementation of a restructured financial accounting program.

Planning framework
During 2002/03, the Department undertook a comprehensive review of its strategic directions. The review resulted in publication of the Department of Justice Planning Framework.

The framework captures the Department’s commitment to the community and the long-term vision of the Department as a complex and diverse organisation. The framework was developed to aid decision-making, planning and practice at all levels within the organisation. This work will be further developed in 2003/04 through a review of the Department’s corporate vision.

Compliance management system
The Department successfully piloted software to enable better monitoring and tracking of legislative compliance. This involved delegating responsibility for ensuring legislative requirements were identified, and
systems and processes established, to ensure these requirements were fulfilled. This information guides business planning and risk management, as well as supporting executive performance agreements. The pilot will be expanded to include the whole of the agency in 2003/04.

Information security management
During the year, the Department developed policies to support the Government's information security management framework, including:

- third-party access policy – establishing a process to consider applications for the interaction of the Department's computer and telecommunications facilities with third parties
- confidentiality and information privacy policy – establishing principles governing the use and disclosure of information in the possession of the Department and to protect against improper or inappropriate use
- backup and recovery policy – defining the policies, processes and procedures for the backup, archive and recovery of corporate data and the process for when backup procedures fail.

Technology
An inter-agency messaging system was implemented, in partnership with Court Services, to allow police charge briefs, ‘e-briefs’, to be electronically transmitted from the police to the courts. Since the system was implemented, around 35,000 briefs have been received.

During the year, a secure extranet was established to provide electronic-based services to external customers. The extranet is being used by a select number of legal practitioners to electronically lodge court documents.

Infrastructure was also been established within the Department to support the creation of an ‘enterprise directory service’ that will make common organisational information available to all network users. The infrastructure is already being used for organising and managing the Department's computer facilities.

A successful pilot of a Department portal, which will operate as a single access point for Departmental systems, was also implemented.

During 2002/03, the Department undertook a comprehensive tender evaluation to develop a new service contract under the Government's Strategic Partnering in Resourcing Technology (SPIRIT) framework.

Prisoner telephone system
The decision to replace the Arunta prisoner telephone system with a new prisoner telephone system resulted in cheaper telephone calls for prisoners. The contract rollout to all prisons is expected to be completed by September 2003.
PUBLICATIONS

THE SERVICE

The Public Affairs branch reports directly to the Director General and supports the Department's business areas with strategic communications advice and a broad range of services to help develop community, stakeholder and staff awareness of the Department's operations and achievements.

The branch plays an important role, internally and externally, in ensuring communication about the Department's plans and programs is an inherent part of operations.

KEY ACHIEVEMENTS

Public Affairs undertook a number of initiatives in line with its core service delivery.

**Issue management and communication strategies**

Public Affairs introduced a policy requiring formal communication and consultation plans be developed and included with all proposed project plans submitted for management endorsement. This ensures a strategic and coordinated approach to the Department's internal and external communications.

As a result, some 30 communication strategies were prepared and/or implemented for major projects across the Department, including:

- eight major projects as part of the community re-entry program for prisoners
- new security procedures at prison gatehouses across the State
- *Australian Standard Guidelines on Corrections* and the proposed privacy legislation
- expansion of community work projects
- *Functional Review of Government* recommendations for the closure of a regional prison and review of Court Security and Custodial Services contract
- new legislation affecting separating de facto couples, undertaken with the Family Court as part of changes to the *Family Court Amendment Act 2002*
- release of the seven reports tabled in Parliament by the Office of the Inspector of Custodial Services
- Nyandi Prison expansion project
- key changes to the Enterprise Bargaining Agreement for nurses and prison officers.
Stakeholder consultation
Public Affairs coordinated stakeholder consultation on the following projects to ensure input to the decision-making process:

- community re-entry program for prisoners
- Prisons division's gatehouse project
- implementation of the proposed State Administrative Tribunal
- Kimberley regional justice project
- Nyandi Prison expansion project – key stakeholders were given a voice in the planning of the expansion through the coordination of the a community advisory group
- Albany Justice Complex and Great Southern District Police Complex – a community advisory group coordinated by Public Affairs to guide the planning and development of the new complex.

Media liaison
The branch responded to more than 1,500 media inquiries, including managing the media during two of the longest Statewide strikes ever held by prison officers and prison nurses. Around 60 media releases were distributed during the year and media training was carried out with key metropolitan and regional staff.

Publication and video production
The branch coordinated the production of around 50 publications and posters, as well as two new videos. For a complete list of publications available, see appendix 3.

Internet and intranet site management
As part of the Department's commitment to stakeholder consultation, Public Affairs enhanced the Department's internet site, Justice Online, to
include a new community consultation section. The Justice Online newsroom was also improved to allow users to sort through media statements by month and year.

"I just applied online for a position with the Department of Justice and I wanted to compliment you on the ease of use of the application and the attaching of relevant documents. Beautiful. A true use of technology to facilitate communication. Thank you."

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Michael Sloan, Willetton

The Justice Online employment and online application sections received a considerable amount of favourable feedback during the year. Several other Government departments also contacted Public Affairs to investigate the operations of the online application system.

**Staff communication**

During the year, an independent research survey was commissioned to examine readership levels for the Department's three internal publications and its intranet site.

A telephone survey was conducted involving 467 employees across the State, and found that more than 60% of employees regularly read the staff publications. The value of JustUs as an important internal communication tool was highlighted with a 98% awareness rating among Department employees. The survey also showed high readership of intranet news on Justnet.

In addition, several improvements were made to Justnet – the Department’s intranet – to improve communication between staff, including a subscription tool for ‘business updates’, which allows subscribers to receive email alerts when relevant information is added to the system. A staff classifieds section was also added.

**Launch and event coordination**

To recognise and communicate the Department’s achievements and initiatives, Public Affairs organised eight launches and events.

**Award submissions**

Seven award submissions were written, including an award-winning entry for the annual Premier’s Awards.
The Ministerial Liaison Unit manages correspondence between the Department of Justice and the Attorney General’s Office. The unit ensures responses to ministerial enquiries are delivered in a timely and accurate manner. It is also responsible for tracking the progress of these responses.

The unit comprises three full-time staff and one trainee, and manages more than 4,500 ministerial requests each year.

**KEY ACHIEVEMENTS**

**Software enhancements**
In July 2002, the Ministerial Tracking System (MTS) was implemented to improve the efficiency and accuracy of correspondence between the Department and the Attorney General. The new system enables ministerial enquiries to be delivered to a division within two hours, compared with two days in the past. In addition, the system also enables divisions to self-generate reports to monitor performance.

The MTS streamlines the business processes involved in the transfer of correspondence and provides an audit trail that enhances individual accountability. Currently, there are over 200 users of the system. A training program in the application of the system has been rolled-out for all users.

Ongoing evaluation of the system will lead to further refinements in 2003/04, as well as wider deployment of the system throughout the Department.

"I would like to congratulate all those that have been involved in the development and implementation of the MTS system. Courts have been using it for a couple of weeks now and I have received positive feedback from all who are accessing it. I use the system throughout the day and it provides a quick method of reviewing the source request and tracking progress. It is a major improvement on the old system. Well done."

Gary Thompson, Executive Director, Court Services

The new Ministerial Tracking System was a finalist in the Infrastructure category of the prestigious WA Information Technology and Telecommunications Awards in 2003 for its streamlined approach to the dissemination of information. It scans and tracks all ministerial correspondence for the Department and is used by about 200 staff. The system makes it possible for ministerial correspondence to arrive at a responding officer’s desk within two hours of receiving the request.
INTERNAL AUDIT

THE SERVICE

The Internal Audit branch provides advice and conducts audits as outlined in the audit plan. The branch works in cooperation with the Risk Management and Audit Committee, made up of senior management of the Department and a representative from the Office of the Auditor General. The Internal Audit branch reports directly to the Director General.

The branch conducts comprehensive reviews that assist in maintaining effective corporate governance within the Department. Services provided by the branch contribute toward improved business practices within the organisation, including:

- Management accountability
- Compliance management
- Effectiveness of internal control processes.

KEY ACHIEVEMENTS

Department-wide audits
Internal Audit undertook 25 audits across the spectrum of the Department’s business areas.

Prisons quality assurance
In collaboration with the Prisons division, the Prisons division’s quality assurance package was re-written and renamed Prisons Self Assessment. The new package is designed to provide Prisons’ management with assurance that operational policy and procedures are being complied with. A similar review of the Court Services’ quality assurance package is underway and will be completed in 2003/04.

Risk management
In partnership with the Organisational Performance directorate, a Department-wide risk identification process was developed and trialed to raise risk management awareness in the Department.

The identification process was used by senior management to help prioritise audit resources and prepared a risk-based annual audit plan.

Progressive audits
The introduction of progressive audit concepts and practices continued, assisted by the co-sourcing arrangement with KPMG.
Reports on Customer Outcomes
DISABILITY SERVICES PLAN

People with a disability are a vulnerable group in the Western Australian community and, when they become involved with the justice system, their vulnerability can increase.

The Department of Justice is committed to ensuring the provision of professional and appropriate services to meet the needs of customers with physical, intellectual, sensory or cognitive disabilities, their carers and families to ensure they are able to fully access the range of Department services.

The Department has maintained its ongoing commitment to its Disability Services' policy and practical guidelines, which were developed in 2000/01.

In the past year, access to the Department’s services by people with disabilities has been enhanced through the following initiatives – reported under the Disability Service Plan key outcomes:

OUTCOME ONE: Existing services are adapted to ensure that they meet the needs of people with disabilities

Community and Juvenile Justice and Prisons divisions established an intellectual disabilities diversion pilot program in June 2003. The 15-month pilot, undertaken in conjunction with the Disability Services Commission, diverts people with intellectual disabilities away from the traditional court system into alternative and more appropriate support arrangements.

An Intellectual Disability Diversion Program Coordinator was appointed in June 2003. The coordinator liaises with agencies to identify people in the court system who have an intellectual disability, then assesses them prior to presentation in court and coordinates services for them. Education will be provided for court staff, police and other relevant staff about the needs of people with an intellectual disability in 2003/04.

In addition, the Department's internet site, Justice Online, was reviewed for compliance with World Wide Web Consortium (W3C) accessibility guidelines and the Guidelines for State Government Websites. Issues such as the use of colour, the use of simple and concise language and the addition of explanatory captions and descriptions on all non-text elements, were among many areas examined to ensure the site was more usable and accessible for all people but particularly those with disability.
OUTCOME TWO: Access to all buildings and facilities is improved

The independent Inspector of Custodial Services visited Bandyup Women's Prison during the year.

He invited the Commissioner of the Equal Opportunity Commission to be part of the inspection team. The commissioner raised some concerns about the prison's compliance with disability services access provisions.

Disabled access changes have since been made at the prison, including the installation of tactile paving, as well as additional handrails and kerbing to meet code requirements.

OUTCOME THREE: Information about services and programs in formats that enhance the communication needs of people with disabilities is supplied

Court Services provided bi-monthly public orientation seminars in select country regions to provide information about processes of the Guardian and Administration Board. This service assists disabled people by ensuring support services and individuals are well informed about the board's processes and procedures.

The Sheriff's Office also amplified its court proceedings during the year to assist hearing-impaired people.

OUTCOME FOUR: Advice and service is provided by staff who are aware of and understand the needs of people with disabilities

The Human Resources directorate developed several initiatives to educate staff about the needs of people with disabilities in 2002/03, including disability awareness-raising sessions for managers. This was designed to help to facilitate the recruitment, selection and appointment of people with disabilities.

OUTCOME FIVE: Opportunities are provided for people with disabilities to participate in public consultation, grievance mechanisms and decision-making processes

This year, consultation was undertaken with community groups regarding the design of the Nyandi Prison expansion in Bentley. Consultation sessions were held with groups able to provide advice regarding people with physical and sensory disabilities, such as the Association for the Blind, the Perth City Council Access Working Group and the Independent Living Centre.
EQUAL OPPORTUNITY AND DIVERSITY

The Department's Equal Opportunity and Diversity Plan 2001-2004 promotes a workforce that is free from racial, disability and sexual discrimination and harassment. The plan aims to promote workforce diversity through programs that develop and support the Department's diverse client and staff population, as well as adding value to service delivery.

The Equal Opportunity and Diversity Plan 2001-2004 plan emphasises fairness, non-discrimination and respect for the rights of fellow employees. It also emphasises programs that promote female and indigenous staff members into middle and senior management positions.

The Department's plan links its equity targets to the Western Australian State Government's Equity and Diversity Plan for 2002-2005.

The Equal Opportunity and Diversity Improvement Plan builds on the successful outcomes of the 1998-2001 Equity Plan and encompasses the broad view of diversity rather than focusing only on the groups nominated in the Equal Opportunity Act 1984. This demonstrates the Department's commitment to achieve best practice in the management of equal employment opportunity and diversity, rather than minimum compliance.

The plan sets the following outcomes:

- the work environment is free from racial, disability and sexual discrimination and harassment. The Department's culture is supportive of diversity and equal employment opportunity
- workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees
- employment programs and practices recognise and include strategies for equal employment opportunity groups to achieve workforce diversity.

CULTURAL DIVERSITY AND LANGUAGE SERVICES

In 2002/03, the Department reviewed its Language Services Policy. A major adjustment included the acknowledgement of the complexity and diversity of indigenous languages. It also recognised that, for many indigenous people, English is a second language.

The review resulted in an update of the Department's practical strategies to address any language barriers.
Between July 2002 and June 2003, a total of 1,482 translating and interpreting services were provided, primarily by Translating and Interpreting Services (TIS) and the On-Call Interpreters and Translators Agency (OCI). Some 44 languages were requested, with the greatest demand being for Vietnamese, Persian, Indonesian, Arabic and Sinhalese. Court Services was the major client for those services.

Other significant cultural and language services initiatives undertaken in 2002/03 included:

- the provision of an Aboriginal language speaker by the Aboriginal Visitors Scheme to assist Aboriginal prisoners at Acacia Prison with interpreter support services
- the translation of the Public Trustee document, *Who we are, what we do*, into the Cocos/Malay language. This was a collaborative project involving the Indian Ocean Territories (Cocos Island and Christmas Island) and the Commonwealth Government
- the production of birth registration certificates with information and contact details in eight languages. Information for people planning to marry is also available in brochures published in 13 different languages.

**YOUNG PEOPLE**

The Department of Justice is committed to achieving the outcomes for young people as identified in the *State Government Plan for Youth*. During 2002/03, the Department achieved significant outcomes in a number of programs, which are listed under the key priority areas developed by Government:

**PRIORITY ONE: CITIZENSHIP AND PARTICIPATION**

*Detainee committee*

The Banksia Hill Detention Centre Detainee Committee, made up of six detainees, a uniformed officer and the centre’s manager, helped to guide change at the detention centre.

Under the committee process, detainees receive feedback from their peers, then channel this back to management during the committee meetings. The committee then contributes to decision-making on operations of the centre, wherever possible.

This year, changes facilitated by the committee included introducing a new collared polo shirt ‘uniform’, allowing sole use of the gym two days a week for female detainees and changing the schedule for use and expenditure at the canteen.
PRIORITY TWO: JUSTICE AND LEGAL ISSUES

Court conferencing program
The court conferencing program, operated by Juvenile Justice Teams at the Perth Children's Court, was expanded this year and resulted in an increased number of referrals to the court conferencing program. It allows a wider range of offences to be referred to the Department’s Juvenile Justice Teams, which enables young people to engage in restorative justice initiatives and to accept responsibility for their actions.

Plans were undertaken during the year to expand the program beyond the metropolitan area in 2003/04.

Juvenile Justice Community Funding Program
Under the Juvenile Justice Community Funding Program, the following initiatives were funded:

- Regional areas received redirected funding to address the over-representation of Aboriginal youth involved in the justice system. In Kalgoorlie-Boulder, for example, a contract for services was established to provide young offenders with life skills programs and employability skills.
- Work began on the development of a joint contract with the Department for Community Development to provide services to Aboriginal youth and their families in Derby.
- An organisation in Joondalup was contracted to work with young people at-risk of offending who avoid contact with Government agencies. The organisation will provide assistance to the young people and their caregivers to help reduce crime in the community.

PRIORITY THREE: HEALTH AND WELL-BEING

Social drama program
Banksia Hill Detention Centre and Rangeview Remand Centre began a new social drama group to explore relevant youth issues such as friendship, trust, respect and relationships in 2002/03.

Protective behaviours program
This year, a protective behaviours program was trialed at Banksia Hill Detention Centre. This internationally recognised and acclaimed abuse-prevention program is often described as “anti-victimisation training”. It is particularly relevant for young juvenile offenders who themselves may come from a background of domestic or family abuse and/or have perpetrated abuse towards others and violated the rights of others.
PRIORITY FOUR: CULTURE, RECREATION AND LIFESTYLE

Sport initiatives
Players from several high-profile sporting clubs, including Subiaco Football Club and the Perth Wildcats, provided training sessions this year at Banksia Hill Detention Centre. The players provided excellent role models and assisted in providing team and leadership building exercises, as well as helping to build self-confidence among juvenile detainees.

Youth art program
The Perth Children's Court welcomed the artworks of more than 20 young offenders from Banksia Hill Detention Centre in December 2002. These artworks are now on permanent display at the Children's Court.

In addition, detainees undertook an art program for the City of Gosnells, developing murals to be placed at the Kenwick Youth Centre.

PRIORITY FIVE: EDUCATION, TRAINING AND EMPLOYMENT

Perth Zoo fodder project
A partnership project with the Perth Zoo was launched, providing horticultural training for juveniles at Banksia Hill Detention Centre. The young people grow plants, which are then supplied as fodder for animals at the Perth Zoo. This involves hands-on horticultural training as well as education in identifying different flora and fauna.

The officer responsible for developing this project was awarded the Attorney General's Certificate of Commendation at this year's Custodial Service Awards.

Manual skills development
Young detainees obtained skills in surveying, measuring, levels quantity and site preparation through a labouring project to build limestone retaining walls. Under the guidance of a professional bricklayer, detainees acquire skills in labouring.

Parenting program
A parenting program was reinitiated and restructured this year. Conducted by Family Planning Western Australia, the program is specific for young male and female detainees who have or are expecting children in order to build parenting and relationship skills.
PRIORITY SIX: LIVING IN THE COMMUNITY

Yandeyarra juvenile bail facility
A regional supervised bail facility was opened at Yandeyarra in the Pilbara in November 2002. Regional supervised bail facilities accommodate young people who are eligible for bail and may not be afforded the opportunity of bail due to the lack of suitable community options within the region. As a result of the program, the effects of social and cultural dislocation of young people are minimised and links to families, culture and the Aboriginal community maintained.

Children's Court
Video link facilities were installed at Rangeview Remand Centre to tie with development in the Children's Court, networked throughout the State in 2002.

Video link is now used for remandees who are at-risk of self-harm or for those juveniles located a long distances from their families.

ENVIRONMENTAL PROGRAMS

RECYCLING

The Department engages Specialised Security Shredding to collect and destroy confidential and other documents from its offices in the Perth metropolitan area. All of the Department’s business areas in the metropolitan region use this service, with about 42,420-litre bins used per month. The contents are sent for recycling.

In a new initiative this year, a contract was awarded for the collection of inkjet and toner cartridges for recycling. The collection service is being used at all metropolitan and regional locations and requires all divisions to recycle their empty cartridges.

ENERGY SAVINGS INITIATIVES

In accordance with the Energy Smart Government policy, the Department has committed to achieving a 12% reduction in non-transport related energy use by 2006/07, with a 5% reduction targeted for 2002/03.
Energy Smart Government program

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>2002/2003</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy consumption (MJ)</td>
<td>224,093,196</td>
<td>209,597,398</td>
<td>- 6.5</td>
</tr>
<tr>
<td>Energy cost ($)</td>
<td>5,433,434</td>
<td>4,959,213</td>
<td>- 8.7</td>
</tr>
<tr>
<td>Greenhouse gas (tonnes of CO₂)</td>
<td>42,523</td>
<td>38,645</td>
<td>- 9.1</td>
</tr>
</tbody>
</table>

**Performance indicators**

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>2002/2003</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MJ/sqm</td>
<td>968</td>
<td>905</td>
<td>- 6.5</td>
</tr>
<tr>
<td>MJ/FTE</td>
<td>13,709</td>
<td>12,978</td>
<td>- 5.3</td>
</tr>
</tbody>
</table>

* Please note that the MJ/FTE value is based on office buildings only.

The Department undertook a series of training workshops during the year to show staff how to reduce energy consumption using a web-based reporting tool. The Department gained access to the software in April to assist monitoring its Statewide energy use. Through the system, energy consumption can be more closely tracked.

Next year the Department will establish a new staff position to monitor and coordinate reporting, and progress energy saving initiatives across the Department.

**WATER CONSERVATION**

Following a letter sent by the Premier to agencies in February 2003, all water allocation licences were amended to include the same watering restrictions that apply to the public. The Department adhered to these good watering practice requirements by ensuring all prison and court reticulation systems were reprogrammed according to the restructure.

Greenough Regional Prison implemented a particularly innovative reticulation method, using a modified lawn-edging machine. This has resulted in water savings estimated at up to $12,000 a year.

WA prisons also continued an ongoing commitment to the conservation of water by continuing to use low-consumption shower-heads.

**OTHER INITIATIVES**

Prisoners from Greenough Regional Prison built environmentally-friendly toilets for the Department of Conservation and Land Management (CALM) using dry-composting technology that makes them ideal for remote sites.

Prisoners at work camps also contributed to a wide range of environmental and recreational projects in local parks and nature areas. At the Walpole work camp, for example, prisoners continued to work on
the award-winning nature trail, the Bibbulmun Track. Prisoners at the Millstream work camp in the Pilbara received a plaque from the Department of Conservation and Land Management acknowledging their efforts to protect the environment and improve recreation sites in the Millstream-Chichester National Park.

Offenders on community work orders also worked with local government authorities and non-profit organisations on a range of environmental initiatives, including sand dune restoration and bushland conservation. This year, offenders started work rehabilitating degraded areas in Bennett Brook in Perth by planting and mulching around native seedlings. Without this work, there would be a lower plant survival rate, which is significant as the site is the habitat for a species of bandicoot.

VOLUNTEERS

Volunteers continued to play an increasingly important part in the Department of Justice's service delivery throughout Western Australia. More than 3,500 volunteer workers were involved in a range of roles including justices of the peace, providing support to people appearing in court and victims of crime, as well as providing educational programs in prisons and supervision for offenders on community work. The Department acknowledges the invaluable contribution they make by donating their time, skills and knowledge. In particular, the Department acknowledges Victim Support Service volunteer Anne Murray who was presented with the Department of Justice's Bert Harris Award in 2002 for her commitment to service.

"Volunteers with the Victim Support Service have a special strength, a generosity of spirit that is so vital to the well being of our community. They are ready to help with information, a friendly face and a guiding hand, and to provide comfort to those who may find themselves feeling alone in times of despair. The court procedure and language is often difficult and confusing for those in a distress and volunteers such as Anne provide a valuable helping hand."

Jim McGinty
Attorney General

Victim Support Service volunteer, Anne Murray was presented the 2002 Bert Harris Award by the Attorney General in recognition of her outstanding service to victims of crime. As one of the service’s longest serving volunteers, Anne’s involvement extends back to 1999. Since that time she has been involved with the Joondalup Family Violence Court, the Coroner’s Court and has also assisted elderly victims of crime in the Town of Vincent. Anne was the third recipient of the Bert Harris Award, inaugurated in 2000 to keep alive the memory of former Victim Support Service volunteer, Mr Bert Harris, who passed away in 1999.
Key Performance Indicators
STATEMENT OF CERTIFICATION

I hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Department of Justice and fairly represent the performance of the Department of Justice for the financial year ended 30 June 2003.

Alan Piper
Director General
12 August 2003
INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia
DEPARTMENT OF JUSTICE
PERFORMANCE INDICATORS FOR THE YEAR ENDED JUNE 30, 2003

Audit Opinion

In my opinion, the key effectiveness and efficiency performance indicators of the Department of Justice are relevant and appropriate to help users assess the Department’s performance and fairly represent the indicated performance for the year ended June 30, 2003.

Scope

The Director General’s Role

The Director General is responsible for developing and maintaining proper records and systems for preparing performance indicators.

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

Summary of my Role

As required by the Financial Administration and Audit Act 1985, I have independently audited the performance indicators to express an opinion on them. This was done by looking at a sample of the evidence.

An audit does not guarantee that every amount and disclosure in the performance indicators is error free, nor does it examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the performance indicators.

D D R Pearson
Auditor General
October 10, 2003
Court Services play a crucial role in the Department's primary outcome of creating a safe and orderly environment for the Western Australian community. Its role is to instill and maintain community trust and confidence in the court system - to ensure access to justice, finalise disputes in an effective and efficient manner and ensure equality, equity and integrity in the court system.

Courts, boards and tribunals (referred to hereafter as courts) provide the community with a method to resolve disputes. Put simply, courts provide:

- A registry where disputes/cases are lodged and managed through to finalisation;
- A courtroom where cases are heard; and
- An independent 'judge' and rules that ensure parties' rights are protected.

In addition, once the dispute is resolved, courts provide:

- A method of enforcing the court's decision.

There are two distinct entities involved in administering courts in Western Australia; the independent judicial officers who preside over the various courts, and the Court Services division that provides the courts administrative services, support and infrastructure.

Together, their primary objective is to instill and maintain community trust and confidence in the court system by maintaining:

- Access to justice - the structure and machinery of courts must be accessible to the community;
- Expedition and timeliness - disputes must be effectively and efficiently finalised; and
- Equality, equity and integrity - due process must be followed and be consistent with established laws and procedures.

Driven by these elements, the Court Services division has identified three key outputs. These reflect the services provided and the framework in which the services are delivered:

**Output one**  Judiciary and judicial support services  
**Output two**  Case processing  
**Output three**  Enforcement of criminal and civil court orders

The Court Services division is also responsible for a fourth output - victim support and counselling services. This relates mainly to the services provided to victims of crime by the Victim Support Service and counselling services provided by the Coroner's Court.
OUTPUT 1 JUDICIARY AND JUDICIAL SUPPORT

Output description
A key task of the justice system in serving the community is the adjudication of cases brought before the court or tribunal. This output relates to financing the cost of judicial officers, including their support staff, to enable Court Services to undertake those determinations. This cost totalled $47.81 million in 2002/03.

Indicator
A performance indicator has not been produced for this output, as an exemption has been granted on the basis that the judiciary, by virtue of the doctrine of separation of powers, is independent of the executive arm of Government.

Note:
The liability for judges and judges’ pensions has increased by $7 million as at the end of June 2003. This amount is based on an actuary audit organised by Price Waterhouse Coopers.

Reasons for the increase are:

- The retirement and consequent replacement of two judges $3.5 million;
- An increase of 7.4% in the average salary of judges;
- Six judges had their commission dates revised $3.9 million; and
- An additional year of benefit accrued for all judges with less than 10 years of service.

NB: $6 million was accounted for during the year an additional $7 million accrued at year-end.

OUTPUT 2 CASE PROCESSING

Output description
This output relates to all of the resources and services provided by Court Services to advance cases from lodgement to finalisation.

It includes operational support activities related to the effective and efficient management of cases, claims and applications through the criminal and civil court process and through the various tribunals and boards administered by Court Services across the State. These activities include:

- Providing infrastructure (eg courtrooms, furniture and equipment) to assist in the proceedings of a trial or hearing;
- Providing registry services to accept and process legal documents and list cases for trial or hearing;
- Collecting (court) fees, as prescribed by legislation;
- Monitoring case-flow standards in the various jurisdictions; and
- Providing support services for non-judicial finalisation of matters.

Each jurisdiction provides separate performance information for this output as disputes are dealt with by different courts based on their seriousness in terms of the potential penalty (eg imprisonment) or in the value of the matter in dispute. There are also specialist jurisdictions, including the Family Court, Coroner’s Court, Children’s Court, the Guardianship and Administration Board and many tribunals.
Each indicator is explained below:

EFFECTIVENESS INDICATORS

2.1 Case finalisation ratio
This indicator is determined by calculating the proportion of cases finalised prior to and by trial, from the total number of cases finalised. It is a key indicator as it demonstrates the effectiveness of the courts processes in resolving disputes between parties both before and by trial.

Social and cost benefits achieved by the early finalisation of cases may include:

- An improvement in the proportion of cases finalised prior to trial, which indicates the courts case-management processes are effective in guiding parties to finalise cases in an expeditious and timely manner;
- An improvement in the community's capacity to access the court system. The sooner a case is finalised, the earlier the court can deal with the next case; and
- A decrease in the cost of litigation for both parties involved and the community.

2.2 Average length of trials
This indicator measures the average length of trials that are finalised. It is calculated by dividing the total length of actual trials by the number of trials finalised within each of the jurisdictions.

It is a key indicator because:

- It impacts on the community's ability to access the justice system. For example, if the average length of trials increases, the community may be subject to greater delays in cases coming to trial, impacting on the whole of Government outcome of a "safe and orderly community"; and
- It demonstrates that pre-trial systems are effective in advancing matters to trial according to established laws and procedures, and in reducing trial time to a minimum to ensure trials are finalised in an expeditious and timely manner.

It also reflects that jurisdictions deal with matters of differing complexity (demonstrated by the differing length of trials between the jurisdictions).

2.3 Percent of cases finalised within time standards
This indicator relates to the percent of cases finalised within timeframes set by the court, in consultation with key stakeholders, which vary for each court jurisdiction. It is a key indicator because it demonstrates that systems, procedures and resources are in place to:

- Provide the community with reasonable and acceptable standards to measure the performance of the courts. This provides an indication of the community's access to the courts; and
- Provide an indication of the expeditious and timely finalisation of a case.

These are achieved within a legal framework that advances matters to finalisation according to established laws and procedures that are based on equality, fairness and integrity.
This indicator is calculated by comparing the period taken from lodgement of a case to its finalisation, and the elapsed period against the time standard set by the court. The result is expressed as a percent of cases finalised for the year.

2.4 Backlog
This indicator relates to the number of cases still to be finalised at year end not already finalised within the timeframes set by the court. It is a key indicator because it provides the community with an indication of the courts capacity to:

- Provide access to the community; and
- Deal with case workloads within time standards. (For this reason some additional data has been provided to demonstrate the backlog in context of the overall work of the court).

There are numerous factors that have a bearing on a matter being finalised within the standards, not all of which are within the control of the court. The fact that parties to cases are in dispute suggests that, while one party may want the matter finalised at the earliest possible time, the other may not. Extensions of time can be granted for good reason and subsequently the standards can not always be met.

The backlog measure is calculated by counting the number of matters still to be finalised (on hand) that have exceeded the time frames for finalisation set by the court.

It is important to note the relevant workload data is also shown, so that backlog can be viewed in the context of each jurisdiction's annual workload.

2.5 The extent to which clients are satisfied with case processing services
The survey is usually conducted bi-annually, through telephone and face-to-face interviews. It includes randomly selected members of the judiciary, legal practitioners and both civil and criminal litigants across mainstream court services.

No survey was undertaken in 2002/03.

EFFICIENCY INDICATOR

2.6 Cost of case finalised
This indicator, which measures the average cost of finalising a case within each jurisdiction, is calculated by dividing the total cost of case processing services by the total number of cases finalised within each jurisdiction.
The following definitions explain the key terms used by each court jurisdiction:

- **Case (criminal)** – a matter involving one defendant with one or more charges carrying the same first date of registration.

- **Case (civil)** – a matter commenced on the first filing of an originating process.

- **Trial (Supreme, Family, District, Children's and Magistrates' Courts)** – a formal defended proceeding before a judicial officer/s. Note, in criminal cases, a plea of guilty by the accused does not constitute a defended proceeding.

- **Trial (Coroner's Court)** – an inquest.

- **Trial (Assessor of Criminal Injuries, and Boards and Tribunals)** – a case that proceeds to the tribunal resulting from contested proceedings that involve the taking of evidence and results in an order rendering the matter finalised as it relates to that tribunal.

- **Trial (Guardianship and Administration Board)** – a board hearing.

- **Finalised** – the date the case is finally determined. There are numerous methods by which a case may be finalised including sentence, withdrawal of the case, settlement of the case, delivery of the judgement by the court, etc.

Note:
Where no figures are shown against an indicator, the indicator was either not previously reported or available.
## KEY PERFORMANCE INDICATORS

### SUPREME COURT

<table>
<thead>
<tr>
<th>Civil</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>2.1 Case finalisation ratio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised before trial</td>
<td>93%</td>
<td>95%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>7%</td>
<td>5%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Civil</td>
<td>3 days</td>
<td>3 days</td>
<td>4 days</td>
<td></td>
</tr>
<tr>
<td>• Single judge appeal</td>
<td>0.4 days</td>
<td>0.4 days</td>
<td>0.4 days</td>
<td></td>
</tr>
<tr>
<td>• Full court appeal</td>
<td>0.5 days</td>
<td>0.6 days</td>
<td>0.6 days</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 78 weeks</td>
<td>91%</td>
<td>71%</td>
<td>85%</td>
<td></td>
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<tr>
<td>2.4 Backlog</td>
<td>947</td>
<td>1,533</td>
<td>1</td>
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<td>Additional case analysis information</td>
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<td></td>
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<tr>
<td>• Cases received</td>
<td>3,339</td>
<td>2,940</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases finalised</td>
<td>2,381</td>
<td>3,185</td>
<td>2,925</td>
<td></td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>3,559</td>
<td>2,945</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criminal</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Case finalisation ratio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised before trial</td>
<td>47%</td>
<td>52%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>53%</td>
<td>48%</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Criminal</td>
<td>4 days</td>
<td>4 days</td>
<td>4.5 days</td>
<td></td>
</tr>
<tr>
<td>• Criminal appeal</td>
<td>0.3 days</td>
<td>0.4 days</td>
<td>0.4 days</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 32 weeks</td>
<td>70%</td>
<td>55%</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>125</td>
<td>42</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases received</td>
<td>418</td>
<td>529</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases finalised</td>
<td>385</td>
<td>400</td>
<td>481</td>
<td></td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>323</td>
<td>335</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.6 Average cost per case finalised (criminal and civil combined)</th>
<th>$6,641</th>
<th>$5,350</th>
<th>$5,670</th>
<th>1, 2</th>
</tr>
</thead>
</table>

Notes:
1, 2 The court has initiated a system of removing inactive/dormant cases from its caseload to more properly reflect its actual ‘on hand’ workload. This process, in effect, finalises (in administrative terms) any case that is inactive/dormant and thereby increases the number of cases finalised. Conversely the process decreases the ‘timeliness’ rating and also affects the ‘cases still to be dealt with’ and backlog figures. This process mirrors procedures in other jurisdictions.
## District Court

### Civil

<table>
<thead>
<tr>
<th>2.1 Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>95%</td>
<td>96%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>5%</td>
<td>4%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td>3 days</td>
<td>2.5 days</td>
<td>3.5 days</td>
<td></td>
</tr>
<tr>
<td>Percent of cases finalised within the standard of 70 weeks</td>
<td>69%</td>
<td>75%</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>1,322</td>
<td>1,719</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Additional case analysis information**

- Cases received: 3,997 3,493 4,200
- Cases finalised: 3,742 3,485 4,000
- Cases still to be dealt with: 4,720 4,745 4,200

### Criminal

<table>
<thead>
<tr>
<th>2.1 Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>82%</td>
<td>81%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>18%</td>
<td>19%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td>3 days</td>
<td>3 days</td>
<td>3 days</td>
<td></td>
</tr>
<tr>
<td>Percent of cases finalised within the standard of 52 weeks</td>
<td>74%</td>
<td>75%</td>
<td>82%</td>
<td>4</td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>425</td>
<td>527</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Additional case analysis information**

- Cases received: 3,016 2,868
- Cases finalised: 2,987 2,868 3,300
- Cases still to be dealt with: 1,693 1,731 3,300

### 2.6 Average cost per case finalised (criminal and civil combined)

<table>
<thead>
<tr>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,463</td>
<td>$3,755</td>
<td>$3,258</td>
<td>3,4</td>
</tr>
</tbody>
</table>

### Notes:

3. Due to work demands associated with implementation of a new computing system into the court, the normal ‘housekeeping’ procedure of removing dormant/inactive cases from civil workload figures has not been undertaken in this financial year. This, in effect, reduces the number of cases finalised and increases the cases still on hand and backlog figures, as a consequence the cost per case also increases.

4. Variations between actual and targets for 2002/03 arise from the fact that the targets were based on an expectation that legislative adjustments would provide for the transfer of cases from the jurisdiction and additionally reduce the number of cases lodged into the jurisdiction. The legislation is awaiting passage through Parliament.
### FAMILY COURT

<table>
<thead>
<tr>
<th></th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civil</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Case finalisation ratio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Finalised before trial</td>
<td>95%</td>
<td>95%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Finalised by trial</td>
<td>5%</td>
<td>3%</td>
<td>4.5%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Direct track</td>
<td>0.3 days</td>
<td>0.3 days</td>
<td>0.7 days</td>
<td></td>
</tr>
<tr>
<td>- Standard track</td>
<td>1.7 days</td>
<td>1.7 days</td>
<td>2 days</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within time standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Dissolutions (10 weeks)</td>
<td>67%</td>
<td>54%</td>
<td>87%</td>
<td>5</td>
</tr>
<tr>
<td>- Direct track (26 weeks)</td>
<td>51%</td>
<td>57%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>- Standard track (44 weeks)</td>
<td>34%</td>
<td>39%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>247</td>
<td>393</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Cases received</td>
<td>14,454</td>
<td>14,164</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Cases finalised</td>
<td>13,098</td>
<td>14,528</td>
<td>14,500</td>
<td></td>
</tr>
<tr>
<td>- Cases still to be dealt with</td>
<td>2,233</td>
<td>1,869</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Average cost per case finalised</td>
<td>$879</td>
<td>$917</td>
<td>$833</td>
<td>6</td>
</tr>
</tbody>
</table>

**Notes:**

5 This figure is an estimate – an exact figure cannot be provided at present due to the inability of the courts’ new case management system to be able to derive the figure.

6 The increase in actual 2002/03 cost per case figures relates to:
- additional costs associated with implementation of de facto relationship legislation; and
- costs associated with implementing the Family Court of Australia CaseTrack computing system.
CHILDREN’S COURT

Civil/Care and Protection

2.1 Case finalisation ratio
   • Finalised before trial 52% 61% 7
   • Finalised by trial 48% 39% 55% 7

2.2 Average length of trials 1.1 days 1 day 2 days 7

2.3 Percent of cases finalised within the standard of 52 weeks 83% 87% 80% 7

2.4 Backlog 59 88
   Additional case analysis information
   • Cases received 336 352
   • Cases finalised 329 310 350
   • Cases still to be dealt with 193 234

Criminal

2.1 Case finalisation ratio
   • Finalised before trial 84% 85%
   • Finalised by trial 16% 15% 17%

2.2 Average length of trials 0.6 days 0.7 days 0.5 days

2.3 Percent of cases finalised within the standard of 26 weeks 91% 90% 93%

2.4 Backlog 168 128
   • Additional case analysis information
     • Cases received 7,709 8,119
     • Cases finalised 8,639 8,964 7,800
     • Cases still to be dealt with 1,571 1,669

2.6 Average cost per case finalised (criminal and civil combined) $364 $305 $360 8

Notes:
7 The variations in these results from previous years and target figures reflect the impact of an increasing improvement in negotiated settlements. In addition, WA Police Service have introduced brief managers resulting in better case management at the pre-trial stage, fewer witnesses appearing at trials, leading to shorter trial times.

8 Variation between 2002/03 actual and target cost per case figures is directly related to the increase in case finalisations in crime.
# Key Performance Indicators

## Magistrates' Court

<table>
<thead>
<tr>
<th>Case Finalisation Ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>93%</td>
<td>95%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>7%</td>
<td>5%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Percent of cases finalised within the standard of 52 weeks</td>
<td>94%</td>
<td>87%</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>Backlog</td>
<td>8,460</td>
<td>8,215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cases received</td>
<td>42,899</td>
<td>43,711</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cases finalised</td>
<td>17,960</td>
<td>20,499</td>
<td>23,000</td>
<td></td>
</tr>
<tr>
<td>Cases still to be dealt with</td>
<td>43,958</td>
<td>44,703</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Criminal

<table>
<thead>
<tr>
<th>Case Finalisation Ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>78%</td>
<td>79%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>22%</td>
<td>21%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Percent of cases finalised within the standard of 26 weeks</td>
<td>93%</td>
<td>92.5%</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>Backlog</td>
<td>6,968</td>
<td>6,696</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cases received</td>
<td>83,164</td>
<td>83,697</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cases finalised</td>
<td>83,158</td>
<td>84,093</td>
<td>80,000</td>
<td></td>
</tr>
<tr>
<td>Cases still to be dealt with</td>
<td>38,507</td>
<td>42,263</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.6 Average cost per case finalised (criminal and civil combined) | $393 | $320 | $416 | 9

Note:
9 Variation between 2002/03 actual and target cost per case figures is directly related to the increase in case finalisations in crime.
### CORONER'S COURT

<table>
<thead>
<tr>
<th>2.1 Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Finalised before trial</td>
<td>97%</td>
<td>98%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td>3.6 days</td>
<td>2.9 days</td>
<td>2.9 days</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 52 weeks</td>
<td>92%</td>
<td>92%</td>
<td>93%</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>140</td>
<td>183</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Additional case analysis information</td>
<td>2,038</td>
<td>1,897</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases received</td>
<td>1,958</td>
<td>1,775</td>
<td>2,200</td>
<td>10</td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>570</td>
<td>802</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Average cost per case finalised</td>
<td>$2,747</td>
<td>$3,147</td>
<td>$2,623</td>
<td>10</td>
</tr>
</tbody>
</table>

**Note:**
10 Reduction in cases finalised is relative to the reduction in cases received and additionally an ‘on hand’ case profile of cases requiring a longer time frame for completion. This has a consequential effect of increasing the cost per case.

### GUARDIANSHIP AND ADMINISTRATION BOARD

<table>
<thead>
<tr>
<th>2.1 Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Finalised before trial</td>
<td>13%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>87%</td>
<td>86%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 8 weeks</td>
<td>59%</td>
<td>62%</td>
<td>75%</td>
<td>11</td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>83</td>
<td>115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Additional case analysis information</td>
<td>1,522</td>
<td>1,694</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases received</td>
<td>1,490</td>
<td>1,576</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>226</td>
<td>286</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Average cost per case finalised</td>
<td>$1,409</td>
<td>$1,416</td>
<td>$1,470</td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
11 The target was an optimistic assessment based on the reallocation of resources within the board. Although some improvement has been noted from the 2001/02 results, the anticipated improvement was only partly achieved in the 2002/03 year.
## LIQUOR LICENSING COURT

<table>
<thead>
<tr>
<th>Civil</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Case finalisation ratio</td>
<td>Actual</td>
<td>Actual</td>
<td>Target</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2001/02</td>
<td>2002/03</td>
<td>2002/03</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised before trial</td>
<td>36%</td>
<td>34%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>64%</td>
<td>66%</td>
<td>96%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Average length of trials</td>
<td>1.5 days</td>
<td>2 days</td>
<td>1.6 days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 35 weeks</td>
<td>85%</td>
<td>77%</td>
<td>100%</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases received</td>
<td>46</td>
<td>37</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases finalised</td>
<td>33</td>
<td>44</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>23</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Average cost per case finalised</td>
<td>$13,886</td>
<td>$12,803</td>
<td>$9,625</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>

**Note:**
12 Reduction in finalisation rate is primarily a result of issues relating to:
• complexity of matters requiring additional time to hear the cases;
• the small numbers of cases in the jurisdiction; and
• the judicial commitment to the District Court civil registry roster of two weeks per month.
The reduction in cases finalised has a consequential effect of increasing the cost per case.

## ASSESSOR CRIMINAL INJURIES

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Actual</th>
<th>Target</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Case finalisation ratio</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2001/02</td>
<td>2002/03</td>
<td>2002/03</td>
<td></td>
</tr>
<tr>
<td>• Finalised before trial</td>
<td>97%</td>
<td>96%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Finalised by trial</td>
<td>3%</td>
<td>4%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2.3 Percent of cases finalised within the standard of 39 weeks</td>
<td>24%</td>
<td>35%</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>2.4 Backlog</td>
<td>443</td>
<td>458</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional case analysis information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases received</td>
<td>1,118</td>
<td>1,322</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cases finalised</td>
<td>1,098</td>
<td>1,119</td>
<td>1,050</td>
<td></td>
</tr>
<tr>
<td>• Cases still to be dealt with</td>
<td>1,293</td>
<td>1,496</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Average cost per case finalised</td>
<td>$1,527</td>
<td>$15,718</td>
<td>$15,281</td>
<td>13</td>
</tr>
</tbody>
</table>

**Note:**
13 Actual and target costs for 2002/03 include amounts made for awards.
### OTHER TRIBUNALS AND BOARDS

#### SMALL CLAIMS TRIBUNAL

<table>
<thead>
<tr>
<th>Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>30%</td>
<td>39%</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>70%</td>
<td>61%</td>
<td>80%</td>
<td>14</td>
</tr>
</tbody>
</table>

| Percent of cases finalised within the standard of 52 weeks | 98% | 95% | 93% |

| Backlog | 215 | 204 |       |

#### COMMERCIAL TRIBUNAL

<table>
<thead>
<tr>
<th>Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>99%</td>
<td>95%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>1%</td>
<td>5%</td>
<td>92%</td>
<td></td>
</tr>
</tbody>
</table>

| Percent of cases finalised within the standard of 52 weeks | 91% | 98% | 92% |

| Backlog | 19 | 25 |       |

#### EQUAL OPPORTUNITY TRIBUNAL

<table>
<thead>
<tr>
<th>Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>76%</td>
<td>85.5%</td>
<td>39%</td>
<td>15</td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>24%</td>
<td>14.5%</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

| Percent of cases finalised within the standard of 52 weeks | 77% | 70% | 70% |

| Backlog | 15 | 31 | 15  |

#### Additional case analysis information

- Cases received
- Cases finalised
- Cases still to be dealt with
KEY PERFORMANCE INDICATORS

PAROLE BOARD

<table>
<thead>
<tr>
<th>2.1 Case finalisation ratio</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised before trial</td>
<td>8%</td>
<td>9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalised by trial</td>
<td>92%</td>
<td>91%</td>
<td>89%</td>
<td></td>
</tr>
</tbody>
</table>

2.3 Percent of cases finalised within the standard of 14 weeks

100% 100% 100%

2.4 Backlog

0 0 0

Additional case analysis information

- Cases received: 4,049 4,033
- Cases finalised: 4,049 4,033 4,000
- Cases still to be dealt with: 0 0 0

2.6 Average cost per case finalised

$163 N/A N/A 16

Notes:

14 The change in percent between cases finalised before and by trial, results from the application of improved mediation techniques.
15 The reduction in throughput, decrease in timeliness and increase in cases on hand and backlog were caused by a reduction in available presiding officer sitting days.
16 The cost per case for the Parole Board is now rolled into a single cost for the various tribunals (below).

TRIBUNALS and BOARDS (Small Claims, Commercial, Equal Opportunity and Parole)

<table>
<thead>
<tr>
<th>2.6 Average cost per case finalised</th>
<th>Actual 2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$387</td>
<td>$433</td>
<td>$443</td>
<td></td>
</tr>
</tbody>
</table>

2.5 Client satisfaction with case processing services

Percentage of clients satisfied with case processing services

- Judiciary: No survey undertaken
- Practitioners: No survey undertaken in 2002/03
- Litigants: No survey undertaken in 2002/03

Note:
No surveys were undertaken in 2002/03.
KEY PERFORMANCE INDICATORS

OUTPUT 3 ENFORCEMENT OF CRIMINAL AND CIVIL COURT ORDERS

Output description
This output relates to all resources and services provided by the Court Services division to enforce orders handed down by a court.

It includes operational and support activities related to the effective and efficient enforcement of both criminal and civil court orders. These activities include the:

- Provision of infrastructure (e.g., accommodation, furniture, and equipment) to enable enforcement of orders;
- Provision of services to prepare, process, execute, and monitor enforcement orders; and
- Monitoring and auditing of bailiff and sheriff activities.

The following information shows how effectively and efficiently Court Services enforce court orders. The output demonstrates, to the community and the judiciary, the practical application of enforcing court orders to enhance their confidence in the enforcement process.

There are differences between criminal and civil enforcement. Criminal enforcement is administered and controlled by the courts by virtue of statute law. Civil enforcement is regulated by the courts, but is otherwise a matter between litigants where the creditor determines how vigorously to pursue the matter.

EFFECTIVENESS INDICATORS

3.1 Extent to which clients are satisfied with enforcement services
This is a key indicator because it provides the community with an overall measurement of the effectiveness of enforcement services. With effective enforcement services, a safe and orderly community can be expected.

The survey is usually conducted bi-annually, through telephone and face-to-face interviews. Survey clients are randomly selected Fines Enforcement Registry corporate clients, legal practitioners, and civil and criminal litigants.

There was no survey undertaken in 2002/03.
3.2 Percent of fines satisfied by Fines Enforcement Registry (FER)

- Fines and costs (satisfied within 12 months and 24 months)
- Infringements (satisfied within 12 months and 24 months)

This indicator measures the percent of satisfied fines, costs and infringements referred to FER by the courts and prosecuting authorities for enforcement within a timeframe. The Fines Enforcement Registry is the courts major arm for the recovery of unpaid fines and infringement notices. Satisfaction of the penalty can be made by various methods including full payment, sale of goods, community work and/or serving default penalties.

This measure is a key indicator because it demonstrates to the community and judiciary that the appropriate systems, procedures and resources are in place to enforce fines, costs and infringement penalties in an expeditious and timely manner; and it also demonstrates to the community that a court fine is a viable sentencing option.

The indicator is derived by measuring the rate of fines, costs and infringements recovered within 0 to 12 and 0 to 24 months of lodgement with the Fines Enforcement Registry, in percentage terms.

EFFICIENCY INDICATOR

3.3 Average cost per order (criminal and civil)

This measures the average cost associated with producing/actioning civil and criminal orders in various responsible jurisdictions. It is determined by dividing the cost of providing enforcement services within each discrete jurisdiction by the number of orders produced/actioned in the financial year.

Notes:
17 An incorrect allocation of expenditure between the enforcement and case processing outputs when calculating the 2002/03 target costs artificially deflated the target cost per case figures. A reduction in numbers for Higher Courts (civil sheriff enforcement) cases has also specifically increased their cost.

18 Statistic relates directly to civil orders for enforcement from the District and Supreme Courts.

19 Magistrates civil increase in finalisations due to move from manual to electronic collection of data.
OUTPUT 4 ADMINISTRATION OF VICTIM SUPPORT AND COUNSELLING SERVICES

Output description
The Victim Support Service and Coroner's Office counselling service contribute to the outcome of a safe and orderly community by supporting rights of victims of crime and bereaved people, and helping them to restore their well-being.

EFFECTIVENESS INDICATORS

4.1 Percent of clients satisfied with victim support and counselling services
This indicator measures the level of client satisfaction with the range of services provided by the Victim Support Service (VSS).

It is a key indicator because it measures satisfaction with the different levels of service provided by the VSS. These services include counselling, court support, information and assistance with victim impact statements and claims for criminal injury compensation. Although expressed in quantitative terms (percent of satisfaction), the survey is based on qualitative information collected by independent consultants.

The indicator is derived from a customer survey, administered by telephone, to victims of crime who had received information, support or counselling from VSS during the financial year.

There was no survey undertaken in 2002/03 and 2001/02 due to the restructure of the survey methodology and process. It is expected that survey results will be available in 2004/05.

4.2 Percent of victims of crime responded to within 72 hours
This indicator provides the community with a reasonable and acceptable time period/standard for a response to a referral to the Victim Support Service and demonstrates actual performance level.

It is calculated by comparing the elapsed time between receipt of the referral and the service's first contact with the client, within 72 hours.
EFFICIENCY INDICATOR

4.3 Cost per case to provide victim support and other counselling services

This indicator, which measures the average cost of providing counselling services, is calculated by dividing the total cost of victim support and counselling services by the total number of referrals received.

Note:
20 The increase in cost per case reflects the reduced number of referrals received. The reduction in referrals relates to a decision by the WA Police Service to withhold victim information pending privacy information protocols being put in place for part of the year. The significant variance from the target is due to over estimate of referrals that was submitted in the budget and a higher actual output cost compared to what was budgeted.

CROWN SOLICITOR’S OFFICE

Inherent in a safe and orderly community is the integrity of the Government’s legal dealings and the provision of first-class legal advice to all Government agencies.

OUTPUT 5 LEGAL SERVICES

Output description

The Crown Solicitor’s Office provides a broad-based legal service to Government, its departments, instrumentalities and agencies. This includes conducting litigation, providing legal advice, representation as counsel in courts and tribunals and preparing legal documents.
EFFECTIVENESS INDICATOR

5.1 Extent to which Government departments and agencies are satisfied with the legal services provided

This indicator measures client satisfaction with the quality of legal services provided. It is measured through client survey targeting chief executive officers (CEOs) from Government departments and agencies. Survey questions are forwarded in advance to CEOs and are followed by an interview conducted by the Crown Solicitor.

In 2002/2003 a total of 23 client agencies were surveyed.

The total number of agencies surveyed represented approximately 90% of the chargeable work of the Crown Solicitor's Office.

The criteria used to assess satisfaction with service included:

- Technical quality of work;
- Relevance of information provided to client's needs; and
- Timeliness of information provided.

The results are broken down into the percent of clients which provided a rating of greater than 80% (ie ratings of good to excellent) and a rating of greater than 60% (ie ratings of satisfactory to excellent).

In previous years, the survey was divided into 'major' client agencies and 'significant' client agencies. With the amalgamation of a number of departments, it was no longer necessary to make that distinction.

### Extent to which clients are satisfied with the legal services provided

<table>
<thead>
<tr>
<th></th>
<th>2000/01</th>
<th>2001/02</th>
<th>Actual 2002/03</th>
<th>Target 2002/03</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rating</td>
<td>Rating</td>
<td>Rating</td>
<td>Rating</td>
</tr>
<tr>
<td></td>
<td>&gt;60%</td>
<td>&gt;80%</td>
<td>&gt;60%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Technical quality of work</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Relevance of information</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
<td>98%</td>
</tr>
<tr>
<td>Timeliness of information</td>
<td>97%</td>
<td>93%</td>
<td>99%</td>
<td>93%</td>
</tr>
</tbody>
</table>

Note:
Survey results for 2002/03 were based on a total population size of 23, of which 23 client agencies were interviewed. In 2001/02 the total population size was 20, of which 20 client agencies were interviewed, and in 2000/01, the total population size was 20, of which 20 client agencies were interviewed.
EFFICIENCY INDICATOR

5.2 Cost per matter
A matter is defined as an initiating instruction from a client to provide legal services and includes work in progress. The services include providing legal advice, conducting litigation, representation as counsel in courts and tribunals, and preparing of legal documents.

This indicator measures the average cost of a legal matter. It is calculated by dividing the total cost of providing legal services by the number of matters dealt with during the financial year.

<table>
<thead>
<tr>
<th>Year</th>
<th>2000/01</th>
<th>2001/02</th>
<th>2002/03</th>
<th>Actual</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000/01</td>
<td>$1,947.80</td>
<td>$2,043.00</td>
<td>$1,919.51</td>
<td>$1,764.43</td>
<td>$2,043.00</td>
</tr>
<tr>
<td>2001/02</td>
<td>$1,947.80</td>
<td>$2,043.00</td>
<td>$1,919.51</td>
<td>$1,764.43</td>
<td>$2,043.00</td>
</tr>
<tr>
<td>2002/03</td>
<td>$1,947.80</td>
<td>$2,043.00</td>
<td>$1,919.51</td>
<td>$1,764.43</td>
<td>$2,043.00</td>
</tr>
<tr>
<td>Number of legal matters</td>
<td>11,220</td>
<td>10,639</td>
<td>10,380</td>
<td>10,000</td>
<td></td>
</tr>
</tbody>
</table>
UNAUDITED PERFORMANCE INFORMATION FOR THE CROWN SOLICITOR

Other clients
The Crown Solicitor also surveys other clients for internal management purposes.

Four agencies, from the balance of client agencies, were randomly selected and surveyed in the presence of an independent auditor.

The results follow:

<table>
<thead>
<tr>
<th>Extent to which 'other clients' were satisfied with the legal services provided</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td>Rating &gt;60%</td>
</tr>
<tr>
<td>Technical quality of work</td>
</tr>
<tr>
<td>Relevance of information</td>
</tr>
<tr>
<td>Timeliness of information</td>
</tr>
</tbody>
</table>
KEY PERFORMANCE INDICATORS

PARLIAMENTARY COUNSEL

The Parliamentary Counsel is responsible for ensuring Government policies are put into appropriate legislation in a timely manner, thereby contributing to a safe and orderly community.

As well as the preparation of legislation, the Parliamentary Counsel also ensures the public is given access to and information about existing legislation.

OUTPUT 6 PREPARATION OF LEGISLATION

Output description
To prepare legislation for the Government of Western Australia and its departments and agencies in order to affect to the Government's legislative program.

EFFECTIVENESS INDICATOR

6.1 Extent to which legislation was drafted in a timely manner to affect the Government's legislative program

To put Government policies into legislative form, the Government's legislative program must be met. This key indicator measures whether the program has been met by determining the extent to which Cabinet authorities, for the preparation of legislation, have been completed according to the priorities set out in the program.

The indicator represents the total number of Cabinet authorities of various priorities, for which legislation was completed by the relevant cut-off dates in a Parliamentary year. This is expressed as a percent of the total number of Cabinet authorities to which the legislative program relates. This calculation excludes matters which were not completed on time due to circumstances beyond the control of the Parliamentary Counsel’s Office, such as:

- Lack of action on the part of the instructing agency to progress a Bill; or
- Deferral of a Bill by the instructing agency.

Note:
This indicator is reported on a calendar year basis to directly align performance to the Parliamentary year, i.e., the 2002/03 figure represents the 2002 Parliamentary year. A precise method of assessment is used under which the history of each piece of priority legislation is analysed.
EFFICIENCY INDICATOR

6.2 Average cost per drafting service provided

The average cost per drafting service is calculated by dividing the total cost of the Parliamentary Counsel’s Office by the number of pages of Bills, subsidiary legislation and reprinted texts produced by the office each financial year.

These results will vary from one reporting period to another because of fluctuations in demands for the preparation of legislation. These variations may obscure changes in efficiency.

UNAUDITED PERFORMANCE INFORMATION

6.3 Extent to which clients are satisfied with drafting service

It is not currently possible to measure the quality of the actual output of the office — that is, the legislation it produces. In one sense, the quality of legislation — in terms of its expression, style and presentation — would depend on the particular likes and dislikes of different readers. In another sense, its quality — in terms of its effectiveness — might not be able to be judged for many years depending on how long it takes for all the various situations — a piece of legislation is designed to deal with to arise.

Accordingly, the Parliamentary Counsel’s Office surveys a random selection of instructing agencies for its own internal management purposes and uses this survey to measure quality in terms of the effectiveness of the interactive relationship it has with instructing agencies. This indicator is derived from a customer target survey sent to all instructing officers involved in drafting tasks over a two-week period.

Note:
The period selected for the year 2002 was 29 July to 2 August 2002 and 5 to 9 August 2002. There were 19 clients surveyed and 14 clients responded (74%).
KEY PERFORMANCE INDICATORS

ADULT OFFENDERS

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

OUTPUT 7 ADULT OFFENDERS MANAGED

Output description
This output includes the provision of remedial programs, further education and employment skills, sentencing reports, assessment reports outlining an offender’s suitability for release or their progress in the community to releasing authorities such as the parole board, providing policy and advice and collaborating with other agencies.

EFFECTIVENESS INDICATORS

7.1 Rate of re-offending
The rate of re-offending is defined as the rate of return to the offender management system, by distinct1 adult offenders within two years of release from custody or the termination of a community-based order. Changes in the rate of re-offending provide some indication of the effectiveness of personal development activities and rehabilitation programs but effectiveness is also dependent on other factors such as sentencing legislation, changes in the nature of offences committed and the rate at which community orders are breached for non-compliance.

Research has shown that offenders are most likely to re-offend within two years of their release from corrective services. The two-year cut-off period is consistent with standards developed by all national correctional jurisdictions and the Industry Commission.

To be consistent with national standards the rate of re-offending excludes fine default sentences, exits to and commencements of post-prison community-based orders, home detention/community bail orders and work and development orders.

Note:
1 Distinct offender means an offender is counted only once, even if the offender re-enters the system several times.

Comparative figures for prior years have changed to ensure consistency, with current year’s methodology. The target was developed using previously published information and does not reflect poorer than expected performance.
7.2 Escape rate, by security rating
This indicator measures the escape rate from custody and transport vehicles, by security rating - maximum, medium (including low-medium) and minimum. It is a measure of the protection provided to the community through safe and secure custodial systems. It is also indicative of effective management and assessment policies and practices. The indicator is derived by calculating the number of escapes, by security rating, as a percent of the daily average population.

Note:
Increase in escape rate for minimum security adult offenders is due to a high number of absconds at regional 'open' prisons.

7.3 Successful releases from custody at their earliest possible release date
This indicator measures the proportion of adult offenders released from custody at their earliest possible release date. This provides an indication of the percent of offenders that adopt a law-abiding lifestyle while in custody. It is also indicative of effective management policies and practices.

The indicator is derived by calculating the proportion of adult offenders released at their earliest possible release date without incurring additional sentences due to behaviour while in custody or without loss of remission. It is provided as a proportion of all total exits of sentenced offenders.
7.4 Successful completion of community corrections orders

This indicator measures the completion rate of community corrections orders and is an indicator of offenders responsible and law-abiding behaviour whilst they are under the supervision of the Department of Justice.

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;
- Parole;
- Work release;
- Home detention prison;
- Home detention bail; and
- Work and development orders.

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

7.5 Cost per day of keeping an offender in custody

This indicator measures the full accrual cost of managing an adult offender in custody per day. It is calculated by dividing the total accrual cost of managing an adult offender in custody by the daily average number of adult offenders, divided by 365 days.
7.6 Cost per day of managing an offender through community supervision

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

The increase in costs in this indicator is mainly attributable to a change in the weighting of costs between adults and juveniles. The re-apportionment has resulted in a higher weighting of costs towards adults in community supervision. The percentages were revised in line with the key cost driver, namely the percent of community corrections officers to juvenile justice officers. This accounts for 13% of the increase in the cost of the measure.

The remainder of the increase is due to the average number of adults on community orders of 5,216 being much lower than the forecasted figure of 6,106. The forecast was based on the implementation of sentencing legislation seeking to reduce the sentence length of offenders being in effect by 2002/03. The passing of this legislation has been delayed and is expected to come into effect in 2003/04.

Note:
A comparison of 2001/02 and 2002/03 costs with previous years cannot be made due to different accounting methodologies used to calculate the figures.

The cost per day of managing an adult offender through community supervision excludes the costs for the Release Planning Unit, Central Law Courts and Victim-offender Mediation Unit as their functions are not related to the supervision of adult offenders.
Juvenile offenders are managed in detention and in the community to fulfill the orders of the courts and through diversion from court programs. Juveniles participate in remedial, educational and rehabilitation programs that address their offending behaviour.

**OUTPUT 8 JUVENILE OFFENDERS MANAGED**

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

**EFFECTIVENESS INDICATORS**

**8.1 Rate of return to detention**
The rate of return to detention is defined as the percent of juvenile offenders who return to sentenced detention within two years of release from sentenced custody. This indicator is measured over two previous financial years.

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

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

**8.2 Escape rate**
This indicator measures the escape rate from all juvenile detention centres. It is a measure of the protection provided to the community through the provision of safe and secure custodial systems. It is also indicative of effective management and assessment policies and practices.

This indicator is derived by calculating the number of escapes as a percent of the daily average population.

Note:
The juvenile escape rate is reported according to adult correctional national standards.
**8.3 Successful releases from detention**
This indicator, which measures the proportion of juvenile offenders released from detention at their earliest possible release date, indicates whether detainees are adopting a law-abiding lifestyle while in custody. It is also indicative of effective management policies, practices and programs.

It is derived by calculating the number of juvenile detainees released at their earliest possible release date and incurring no additional sentences due to behaviour while in custody, as a proportion of all releases from detention.

**8.4 Successful completion of community corrections orders**
This indicator measures orders having run their full course without breach action finalised or pending. It provides an indication of the completion rate of community corrections orders and an offender’s responsible and law-abiding behaviour whilst under the supervision of the Department of Justice.

It is derived by calculating the number of orders successfully completed as a proportion of all orders validly terminated, completed or expired. The rate is also dependent on the rate at which offenders are breached for non-compliance to the conditions of their orders.

Types of community corrections orders include:

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

The percent of juvenile community-based orders successfully completed declined to 63% in 2002/03. This compares with 69% in 2001/02.

The number of juvenile community orders that terminated during the year increased marginally over the previous year. The number of these orders that were successfully completed however decreased by 6.5%. The decrease in the completion rate is attributable to a combination of factors. These include a more structured approach to breaching as part of the reducing imprisonment/detention program and a stricter management of the breaching process by Department of Justice officers.
8.5 Juvenile Justice Team action plans

The Juvenile Justice Teams are a pre-court diversionary program aimed at ensuring minor offences are dealt with in a manner commensurate with the offence and in a way that ensures young people are not drawn into the formal justice system unnecessarily.

An action plan is a contract established by a Juvenile Justice Team which requires a young person to undertake tasks to make up for an offence. For example, a juvenile who has graffitied a wall may be on an action plan that requires them to repaint the wall. The action plan has a due date on it, which specifies when the plan needs to be finalised.

The coordinator of the Juvenile Justice Team is required to record the outcomes of each referral. The referring authority (ie the court or police) is advised in writing when an action plan is either successfully completed or not. Juvenile Justice Teams attempt to encourage and support young people to complete their action plan. The matter only becomes a ‘failed action plan’ when the juvenile does not comply.

EFFICIENCY INDICATORS

The following efficiency indicators exclude costs associated with ‘prevention and diversion’ program of $6 million.

8.6 Cost per day of keeping a juvenile offender in detention

This indicator measures the unit cost of managing a juvenile offender in detention per day. It is calculated by dividing the total accrual cost of managing a juvenile offender in detention by the daily average population, divided by 365 days.

The increase in costs in this indicator is mainly attributable to a change in the method of allocating capital user charge from the depreciation method to the written down value of fixed assets method. This change in accounting policy has resulted in an increase of $30 per offender (5%).

The remainder of the increase in the average cost is attributable to a lower average number of juveniles in detention compared to the previous year.

Note:
A comparison of 2001/02 and 2002/03 costs with previous years cannot be made due to different accounting methodologies used to calculate the figures.
8.7 Cost per day of managing a juvenile offender through community supervision

This indicator is calculated by dividing the total accrual cost of managing a juvenile offender through community supervision by the daily average number of offenders supervised, divided by 365 days.

A reduction in the average cost of managing a juvenile through community supervision is mainly attributable to a change in the weighting of costs between adults and juveniles. The re-apportionment has resulted in lower weighting of costs towards juveniles in community supervision. The figures were revised in line with the ratio of community corrections officers to juvenile justice officers.

Note:
A comparison of 2001/02 and 2002/03 costs with previous years cannot be made due to different accounting methodologies used to calculate the figures.
Excludes action plans.

PUBLIC ADVOCATE

In any society, the ability for a community to care for those who are unable to care for themselves is a measure of its maturity. In Western Australia, the maintenance of a safe and orderly community requires that the State protects the rights of adults with reduced decision-making abilities and reduces the incidence of risk, neglect and exploitation. The Public Advocate represents and advances the best interests of people with decision-making disabilities both at hearings of the Guardianship and Administration Board, and within the community.
OUTPUT 9 ADVOCACY AND GUARDIANSHIP SERVICES

Output description
This output relates to the ability of the office of the Public Advocate to fulfill its role in:

- Advocating for the best interests of people with decision-making disabilities at hearings of the Guardianship and Administration Board, which decide the need for a guardian and/or administrator;
- Advocating for the best interests of people with decision-making disabilities in the community;
- Investigating complaints of allegations of abuse, exploitation or neglect; and
- Acting as guardian when appointed by the Guardianship and Administration Board.

EFFECTIVENESS INDICATORS

9.1 The proportion of customers provided with advocacy relative to the number of people in need of service
To 30 June 2002, this indicator comprised individuals who received advocacy services. However, as of this financial year (2002/03), this figure was brought into line with the reporting mechanism used by the Guardianship and Administration Board to reflect the total advocacy services provided. For example, in the past when one person had applications for both administration and guardianship services – and the office of the Public Advocate provided services for both applications – this would be recorded as one service. Now the two services are recorded separately, which is an accurate reflection of resources expended. This indicator measures the ability to service clients identified as requiring advocacy and is considered a key indicator because it indicates the extent to which the office is able to protect the rights of adults with decision-making disabilities and reduce the risk of neglect, exploitation or abuse. This measure is important as it demonstrates the extent to which the office is able to uphold the rights and dignity of those identified as being the most vulnerable.

The Manager Advocacy and Investigation identifies applications requiring advocacy. The manager assesses their priority and allocates the highest priority application to investigators. Applications that are not able to be allocated are placed on a waitlist.

Note:
There is a trend of an increasing demand for advocacy services.
9.2 Extent to which advocacy service recommendations are accepted by the Guardianship and Administration Board

Guardians and investigators advocate on behalf of 'proposed' represented persons or represented persons, by providing comprehensive information and recommendations to the Guardianship and Administration Board. This enables the board to make an informed decision in the best interests of the proposed represented person(s).

A key measure of the success of advocacy is the acceptance of the offices' recommendations because recommendations are based on best interest principles enshrined in the Guardianship and Administration Act.

This indicator measures the extent to which the advocacy service meets the needs of people with decision-making disabilities in determining their best interests.

EFFECTIVENESS INDICATORS

9.3 The extent to which the problem precipitating the need for the Public Advocate to be appointed as Guardian of Last Resort has been resolved

The Public Advocate is appointed by the Guardianship and Administration Board as Guardian of Last Resort when it is considered necessary and where no one else is suitable or available to take on the role of a substitute decision-maker for a person with a decision-making disability.

The outcome of applications where the Public Advocate has been appointed Guardian of Last Resort is measured by the extent to which autonomy and respect for the wishes of the proposed represented person is provided. Resolution of problems range from protecting the represented person from neglect, abuse or exploitation; resolving conflict over major lifestyle decisions; and providing legal consent.

This is derived by dividing the number of resolved Guardian of Last Resort (GLR) cases by the total number of cases, excluding those where the person died during the period of review. Resolution occurs when the Public Advocates guardianship services helped to resolve the problem that prompted the initial application.
9.4 Percent of advocacy applications and community referrals completed within eight weeks

This indicator measures the performance of the Public Advocate to complete advocacy applications and community referred investigations within eight weeks of being allocated.

It is consistent with the Guardianship and Administration Board’s best practice standard of finalising a matter in eight weeks from receipt of the application to the hearing.

This indicator is measured by dividing the number of advocacy applications and community referrals completed within eight weeks by the total number of advocacy applications and community referrals allocated.

9.5 Guardian of Last Resort appointments allocated within one working day

This indicator measures the timeliness of the Public Advocate in allocating a guardian to a represented person to make decisions on their behalf and to protect them from neglect, abuse or exploitation. A guardian is appointed only when considered necessary, and when there is no-one else suitable or available to take on this role.

This indicator is based on the Public Advocate's best practice to ensure the needs of the represented person are immediately met.

This indicator is measured by the number of appointments of Guardians of Last Resort made by the Guardianship and Administration Board at the hearing and accepted by the Public Advocate's delegate within one working day of receipt of the guardianship order.
EFFICIENCY INDICATOR

9.6 Average cost per case of providing advocacy and guardianship services

This indicator is calculated by dividing the total number of advocacy and guardianship services by the total accrual cost of providing the service.

This year’s figure is considerably lower than previous years because of the method used to calculate the number of advocacy services provided. The number of services provided before 30 June 2002, comprised all individuals who received advocacy services. However, as of this financial year (2002/03), the figure has been brought in line with the reporting mechanism used by the Guardianship and Administration Board to reflect the total advocacy services provided. For example, in the past when a proposed represented person had applications for administration and guardianship, and this office provided services for both applications, the services would be recorded as one service. Now the office reports the two services provided separately which is an accurate reflection of resources expended. For comparative purposes, we have included the indicator based on the old method of calculation.

This has resulted in a greater number of applications being advocated within the Public Advocate’s budget, therefore reducing the unit cost. This method is more accurate for reporting purposes. For comparative purposes, the average cost per case of providing advocacy and guardianship services from 2000/01 – 2001/02 is also provided.
TRUSTEE SERVICES

Outcome Equitable access to trustee services for all Western Australians

Equitable access to trustee services for all Western Australians is a crucial element in maintaining an orderly environment. Providing trustee services is the responsibility of the Public Trust Office.

The Public Trustee is a statutory authority within the provisions of the Financial Administration and Audit Act. It provides a funds management and investment service through the operations of the common fund, an at-call investment facility backed by the State – and acts as trustee or financial administrator pursuant to the orders of courts or tribunals. It also administers the estates of people who die with or without a will, in accordance with the terms of the will or the relevant law and under the authority of the Supreme Court.

The Public Trustee offers high quality, personalised trustee services to meet the needs of all sectors of the Western Australian community. Key performance indicators have been selected to measure the office’s effectiveness and efficiency in fulfilling the duties of the Public Trustee Act.

OUTPUT 10 TRUSTEE SERVICES

Output description
Trustee services include:

- Administering estates of people who die with or without a will (estate administration);
- Managing the financial affairs of people who are unable to manage their financial affairs (trust management); and
- Preparing wills and powers of attorney for people who wish to appoint the Public Trustee as their executor or donor (wills).

These services are available to all Western Australians irrespective of profitability or complexity.
EFFECTIVENESS INDICATORS

10.1 Extent to which trustee services meet the needs of clients

This indicator measures the level of client satisfaction with the quality of trustee services provided. In 2002/03 Australian Market Intelligence were engaged to conduct a telephone survey among a random sample of the Public Trustee client base. The sample client base parameters consisted of:

(a) Clients who are aged between 18 and 80 years;
(b) Clients who have an account that is current during the 2002/03 financial year; and
(c) Clients who are capable of making meaningful comment, i.e., those who are known not to be suffering from dementia or in a comatose state, etc.

Based on the above definition, a random sample of 1,616 clients generated, of which 1,481 were selected representing a cross-section of clients who use the various trustee services provided by the Public Trustee.

Notes:
1. The survey covered several criteria of customer satisfaction, including aspects of reliability and customer service attributes.
2. A total of 402 clients were surveyed yielding a sampling precision of +/- 4.7% at 95% confidence interval. The response rate, whilst similar to 2001/02, indicated increased percentages across all criteria.
10.2 Number of estates relative to the number of adult (18 years and over) deaths in Western Australia

This indicator measures the Public Trust Office’s performance in the market to monitor its success in providing an estate administration service for all Western Australians.

The Public Trustee administers estates regardless of whether it is appointed executor or not. Some estates do not require formal administration but still require work to get assets registered in the survivor or beneficiaries name, eg joint assets and/or nominal bank accounts.

This indicator represents the number of estates/deaths reported as a percent of the number of adult deaths in WA.

In 2002/03, 1,965 estates were referred to the office, and 17% of all estates of people who died in 2002/03 were referred to the Public Trustee, either as executor of the estate or the beneficiaries of the estate sought the assistance of the office. The Public Trust Office aimed to reach a target of 18%.

10.3 Extent to which the Public Trustee maintains a market share in drawing wills naming the Public Trustee as executor

The Public Trustee operates in a commercial environment offering services that can be provided by numerous professional service providers.

This indicator represents the number of people who died during the year who had a will prepared naming the Public Trustee as executor. It is shown as a percent of the total number of adult deaths in WA.

In 2002/03, the Public Trustee administered 1,621 estates that named the Public Trustee as executor. The Public Trustee's market share for this period was 14%.
10.4 Percent of estates finalised within 12 months of being reported

This indicator provides a measure of success, from a clients perspective, of the average time taken to administer an estate.

Issues such as life interests, taxation, family disputes and testator family maintenance actions contribute to the time taken to close an estate and these are outside the control of the Public Trust Office.

The average time taken to complete an estate, if completed within 12 months, was 6.88 months, based on the date of final completion.

In contrast to the previous year, there has been a marked improvement in the percentages for all three categories. The most significant improvement was experienced within the six months category predominantly due to the greater level of experienced staff in the use of the recently introduced MATE web enabled trust management system.

EFFICIENCY INDICATORS

10.5 Cost per trust managed

This indicator measures the cost of managing a trust, calculated by dividing the total cost of providing trust management services by the number of trusts under management.

This indicator is presented in an index format. The base year of 1994/95 was set at 100.
10.6 Cost per deceased estate administered and cost per will prepared

The deceased estate administration service comprises two main cost areas, which have been separated in this indicator to provide a clear indication of the costs involved.

It is presented in an index format. The base index of 100 was set in 1994/95.

Note:
1. The explanation for the variance in costs per deceased estate administered is due to the significant increase in the number of deceased estates administered compared to target.
KEY PERFORMANCE INDICATORS

REGISTRY SERVICES

The security, integrity and preservation of birth, death and marriage records is an essential component of an orderly community.

OUTPUT 11 REGISTRATION SERVICES

Output description
To create and ensure permanent storage of birth, death and marriage records to enable the public to obtain documentary proof of key life events for legal, personal and historical purposes and to enable approved organisations to obtain authorised information for research and records.

EFFECTIVENESS INDICATOR

11.1 Extent to which source information is recorded error-free
This indicator measures the percent of new registrations accurately recorded by the registry, excluding incorrect source information provided by customers. It is a key performance indicator because the registry is the creator and custodian of vital records and the public must have confidence that records are accurate and reliable.

Only the number of registry errors in death registrations is used to calculate this indicator because immediate feedback is provided if an error is evident in the death certificate which is always needed for estate settlement. Any errors made on birth or marriage certificates are not immediately detected as these certificates may not be requested for many years after registration. As the processes for recording births, deaths and marriages are identical; the number of errors in death registrations is considered representative of all three registration types.

The computerised registration system (WARS2000) counts the number of death registrations corrected as a result of staff data entry errors and divides this count by the total number of deaths registered for the year. The result (ie erroneous registrations) is expressed as a percentage. The percentage of death registrations for the year that were not corrected is displayed left.
EFFICIENCY INDICATOR

11.2 Average cost of creating, maintaining, issuing information from and storing each record

The registry has maintained a database of birth, death and marriage records since its establishment in 1841. These are either in paper registers, on microfilm or computer. This indicator measures the unit cost of creating, amending and issuing information and storing records indefinitely.

To obtain this measure, the total cost of registration services is divided by the total number of registration services provided added to the number of records in the database.

Note:
1. The increase from 2001/02 to 2002/03 is due to increased depreciation and capital works expenses associated with the new registration system (WARS2000) plus increased corporate overhead costs.
OUTPUT 12 CIVIL MARRIAGES

Output description
The provision of facilities for the conduct of marriage in a registry office as an alternative to marriage by other celebrants. This output contributes to an orderly community by offering marriage services performed in accordance with the Marriage Act 1961 (Commonwealth).

EFFECTIVENESS INDICATOR

12.1 Extent to which the registry provides an alternative to marriage by a minister of religion or other civil celebrant
This indicator identifies the percent of couples married in Western Australia who choose a ceremony performed in a registry office rather than a church or private venue.

It is a key performance indicator because it measures the extent to which the registry provides an alternative ceremony and venue. The registry's objective is not to generate market share, or to compete with other marriage celebrants. It exists only to provide an alternative marriage ceremony.

This indicator is calculated by dividing the number of marriages performed in all district registrar's offices by the total number of marriages performed by all types of celebrants. The result is expressed as a percent.

Notes:
Actual numbers:
2000/01 – Marriages registered 10,256; Registry ceremonies 811
2001/02 – Marriages registered 9,708; Registry ceremonies 824
2002/03 – Marriages registered 10,291; Registry ceremonies 809
EFFICIENCY INDICATOR

12.2 Average cost per marriage performed
This indicator provides a unit cost of performing each marriage in the Perth registry. Regional registrars rarely perform marriages and the office does not bear any costs associated with registry work in courthouses.

The total cost of providing civil marriage services is divided by the number of marriages performed. The number of marriages performed has been extracted from the registry’s computer database.

Notes:
1. Cost per marriage can vary considerably from year to year simply because of the relatively small number of marriages performed (i.e., small variation in the numbers can have a disproportionate effect on the performance indicator figure). Corporate costs and other overhead expenses that are not directly within the control of the registry can similarly affect the performance indicator outcome.
2. The actual result for 2001/02 was 16% under target as corporate service costs were lower than anticipated.
3. Increased depreciation and maintenance expenses associated with the new registration system (WARS2000) account for the increase in unit cost in 2002/03.
4. The difference between 2002/03 target and 2002/03 actual is largely due to an overstatement in the original budget settings.
The vision of the Registry of Births, Deaths and Marriages is to be a progressive, customer-focussed organisation that provides value-for-money products and services. This indicator measures the percent of registration services customers' who believe their needs have been met, by assessing its performance through a customer survey which is conducted annually.

Clients are randomly selected and asked to provide feedback on the quality of the registry’s services. They are asked to measure timeliness, accuracy, security, accessibility of staff, facilities, products and services, and to indicate the extent to which these factors are important to them.

During 2002/03, 2,150 randomly selected customers, out of approximately 124,000 customers, were surveyed by mail. The response rate was 17%.

The survey methodology is consistent with that used in previous years.

Note:
2001/02 performance was affected while the registry adapted to the implementation of a new computerised registration system (WARS2000).
11.2 **Extent to which registration and certificate services are provided within time standards**

This indicator measures the percent of births, deaths and marriages registered, and certificates issued, within a time standard measured from the creation of a customer service request. This provides an insight into the registry's capacity to satisfy the public's need for official and timely evidence of personally important events.

For registration services, the time standards for registering new births, deaths and marriages are four days, three days and six days respectively.

For certificate services, the indicator measures the percent of documents issued from the Perth registry within two days of request.

The indicator is derived from the registry's computer system, which keeps track of the date a customer's service request was created and the date the service request was completed. The calculated percentage of services that were provided within the four, three and six day time standards are shown left.

**Notes:**
1. 2001/02 performance was affected while the registry adapted to the implementation of a new births, deaths and marriages registration system (WARS2000).
2. Death registrations are always given first priority with staff resources and work scheduling. Minor enhancements to WARS2000 during the year resulted in better than expected performance in registering births and marriages.

11.3 **Extent to which confidentiality (privacy) of the records is preserved**

This indicator records the extent to which the registry keeps the personal records of individuals private, ie the extent to which proper discretion is exercised in the release of information. This is a key performance indicator because it allows the public to assess the degree of risk associated with the registry improperly releasing private information.

The ratio of complaints about such improper – mistaken or unauthorised – release of information to the total number of documents issued is expressed as a percentage.

Customer complaints are recorded in the registry's computer system and compared to the total number of electronically counted information issues. This provides a percent of incorrectly issued documents. The table below shows the opposite of that number, ie the percent of correctly issued documents.
KEY PERFORMANCE INDICATORS

OUTPUT 12 CIVIL MARRIAGES

12.1 Extent to which marriage services meet the needs of customers

This indicator measures the percent of customers who believe their needs are being met by the range of marriage services provided. As feedback is essential to ensure quality marriage services are being provided, the registry assesses its performance through a customer survey.

Clients are requested to provide feedback on the quality of the registry's services. This is measured by the timeliness, accuracy, security, accessibility of staff, facilities, products and services. Feedback is also given on the extent to which these factors are important to customers.

In 2002/03, 809 registry marriages were performed; 659 couples were surveyed by mail. Couples residing overseas were not included in the survey. The response rate was 34%.

The survey methodology is consistent with that used in previous years.

OUTPUT 13 SUPPORT TO OTHER GOVERNMENT AGENCIES

Output description

The Department's total costs in 2002/2003 were $558.6 million. This included $3.6 million (2001/02 $5.0 million) for services provided to other public agencies and payments made on behalf of the State (e.g., the payment of copyright fees on behalf of all public sector agencies). These costs do not relate to the outputs of the Department. Therefore, in calculating the efficiency indicators for each output, these costs have been excluded in order to fairly represent the cost of providing justice services.
OUTPUT 14 LEGAL AID ASSISTANCE

Output description
Legal Aid contributes to a safe and orderly community by ensuring that the community and target groups are provided with quality legal services. Legal advice, duty lawyer services and community legal education helps the wider community access fair solutions to legal problems at the earliest opportunity.

Services are provided through Legal Aid to ensure 'the community and target groups have access to, and are provided quality legal services'. This outcome is achieved through the provision of a range of services designed to meet the different needs of the community and specific target groups. Services include:

- general information and advice to the community, for example via a telephone information service or, where necessary, via a duty lawyer service;
- legal assistance, for example offering self-help advice to clients to help them resolve a legal problem or providing an out-reach preliminary consultation service; and
- legal representation where, in special circumstances and when no other solution is considered appropriate, a person may be recognised as in need of assistance.

The form and extent of assistance provided through Legal Aid is regulated by policies and procedures relating to clients means, the nature and seriousness of their legal problem and the availability of resources.

The following performance indicators have been provided by Legal Aid and are reported within the Commission's separate report to Parliament. The two key aspects of the outcome sought by Legal Aid as a result of the services provided are 'access to legal services' and 'service quality'.

The purpose of reporting the following performance indicators is to enable Government and the community to monitor the effectiveness and efficiency of Legal Aid WA in achieving its agreed outcomes.
14.1 The extent to which legal services are accessible to the general community and target groups

Access to legal services is measured by Legal Aid in terms of:

- The extent to which legal services are made available to the general community and to target groups; and
- The extent to which the general community and target groups use the available services.

The outcome of services provided through Legal Aid is to ensure the community and target groups have access to, and are provided, quality legal services.

<table>
<thead>
<tr>
<th></th>
<th>2002/03</th>
<th>2001/02</th>
<th>2000/01</th>
<th>1999/00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To indicate the extent to which legal services are accessible to the general community and target groups</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The extent to which legal services are made available to the general community and to target groups (based on occasions of service)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of all services where no eligibility restrictions apply to regulate access</td>
<td>71%</td>
<td>76%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Target group services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications approved for a grant of aid as a percent of all applications received</td>
<td>65%</td>
<td>65%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>Applications approved for a grant of aid to pursue non litigation resolution as a percent of all grants of aid approved (family law only)</td>
<td>23%**</td>
<td>13%***</td>
<td>18%***</td>
<td>4%***</td>
</tr>
<tr>
<td><strong>The extent to which the general community and target groups use the available services (based on occasions of service/ 1,000 pop.</strong>)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Usage rate for telephone information and community education services</td>
<td>34.6</td>
<td>37.0</td>
<td>37.7</td>
<td>35.0</td>
</tr>
<tr>
<td>Usage rate for duty lawyer services</td>
<td>14.4</td>
<td>15.5</td>
<td>15.8</td>
<td>14.8</td>
</tr>
<tr>
<td><strong>Target group services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Usage rate for legal advice services</td>
<td>13.8</td>
<td>13.0</td>
<td>13.2</td>
<td>12.3</td>
</tr>
<tr>
<td>Usage rate for legal representation services</td>
<td>4.2</td>
<td>4.8</td>
<td>4.7</td>
<td>4.7</td>
</tr>
</tbody>
</table>
KEY PERFORMANCE INDICATORS

*figures based on population estimates at December 2002, 2001, 2000 and 1999 respectively (source: ABS)
** figure does not include child support grants of aid
*** figure includes child support grants of aid

Explanatory notes for effectiveness indicators:
1 Services where no eligibility criteria apply to regulate access include telephone information services, community education services and duty lawyer services.
2 Applications for a grant of aid must satisfy certain criteria.
3 In areas of family law only, some applicants are assisted via a grant of aid to pursue a resolution through non-litigation options.
4 Telephone information and community education services include telephone information service both in Perth metropolitan and regional areas, policy advice sessions, community legal education and training, face-to-face consultation and Family Court information services.
5 Legal advice services include minor assistance where a solicitor or paralegal (under the supervision of a solicitor) provides personal assistance of up to three hours in drafting negotiation letters, applications and court documentation in most areas of law for non-complex matters.
6 Figures for legal representation services represent the number of cases where legal representation is supplied. A case is defined as an application for aid where a grant has been made.

14.2 Percent of clients satisfied with service provided

The quality of legal services is measured by Legal Aid in terms of client satisfaction with particular aspects of service delivery, for example the effect the assistance had in helping them understand their legal situation and how well they believed the lawyer represented them in court.

<table>
<thead>
<tr>
<th></th>
<th>2002/03</th>
<th>2001/02</th>
<th>2000/01</th>
<th>1999/00</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of clients satisfied with service provided</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criminal</td>
<td>71% (+/-4%)</td>
<td>- (-)</td>
<td>83% (+/-4%)</td>
<td>- (-)</td>
</tr>
<tr>
<td>Family</td>
<td>- (-)</td>
<td>74% (+/-4%)</td>
<td>- (-)</td>
<td>- (-)</td>
</tr>
<tr>
<td>Website</td>
<td>90% (+/-4%)</td>
<td>75% (+/-4%)</td>
<td>- (-)</td>
<td>- (-)</td>
</tr>
</tbody>
</table>

Technical notes for effectiveness indicators
Survey methodology
Where possible, the surveys were designed to allow meaningful comparisons to be made to the most recent family law customer satisfaction surveys, which were conducted for inclusion in the 2000/01 Annual Report.

Questionnaire
The questionnaires were designed to balance the conflicting needs of maintaining compatibility with previous years’ surveys and improving the questionnaire structure. This year’s surveys were heavily based on those used in previous years. One area in which the questionnaires were changed substantially was replacing four point scales of satisfaction with five point scales (with one being very negative responses, and five being very positive). This change was also made to the family law questionnaires last year.
This was the second year that the online and print publications users Community Legal Centres' survey was run. Last year's questionnaire was primarily aimed at the Legal Aid WA website, while this year it was expanded to cover print publications and to clearly differentiate between the website and the legal resource database, which has restricted access only. The additional questions were drafted by Legal Aid WA and were modified where appropriate by Data Analysis Australia with the agreement of Legal Aid WA. Although the changes mean that care must be taken when comparing this year's results to last year's, it was felt that the changes would provide more information and improve the interpretability of the results.

Survey population
The target populations for the duty lawyer, legal advice, grants of aid and Drug Court surveys were those clients who received these respective types of assistance for Legal Aid WA between 1 May 2002 and 30 April 2003. The target population sizes were 3,621 for duty lawyer, 712 for legal advice, 744 for grants of aid and 61 for the Drug Court.

The online and print publications users Community Legal Centres' survey was conducted as census of all Community Legal Centres in Western Australia. The list of the Community Legal Centres was provided by Legal Aid WA. For each centre, Legal Aid WA also provided a contact name of the most appropriate person to answer the questionnaire on the centre's behalf.

Sample sizes
The sample sizes for the four criminal law client groups' satisfaction surveys were designed to balance the requirements of obtaining accuracy to within about 5% and having sufficient sample sizes for each survey group to allow valid statistical analysis at the individual survey level and to make comparisons between the surveys. The requirements of surveying a target of 400 clients in total also had to be satisfied.

When examining the client lists for the surveys, it was found that the number of clients who appeared in the Drug Court in the last year was very small. There were only 33 clients of the Drug Court with valid phone numbers and so it was decided to include all 33 in the sample. The remainder of the sample of 400 was allocated proportional to the square root of the population size between duty lawyer, legal advice and grants of aid. Each of the samples was selected randomly. The in-scope clients for each survey were randomly ordered, and given an index of 1,...,N. The first n clients in each list were then selected to be included in the survey.

The following table shows the breakdown of the sample into the four survey areas, after adjusting for the low number of successful Drug Court interviews. As the number of interviews required was dependent on the number of Drug Court interviews, slightly more than 400 interviews were conducted to ensure that the minimum requirements were met.

<table>
<thead>
<tr>
<th>Client group</th>
<th>Population size (N)</th>
<th>Sample size (n)</th>
<th>Level of accuracy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty lawyer</td>
<td>3,621</td>
<td>207</td>
<td>6.1%</td>
</tr>
<tr>
<td>Legal advice</td>
<td>712</td>
<td>93</td>
<td>8.7%</td>
</tr>
<tr>
<td>Grants of aid</td>
<td>744</td>
<td>94</td>
<td>8.7%</td>
</tr>
<tr>
<td>Drug Court</td>
<td>61</td>
<td>10</td>
<td>26.0%</td>
</tr>
<tr>
<td>Total</td>
<td>5,077</td>
<td>404</td>
<td>5.4%</td>
</tr>
</tbody>
</table>
The estimated level of accuracy obtained from this design is 5.4%, assuming a satisfaction level of 70% for each client group. The accuracy levels for the individual surveys are higher, but still within acceptable error bounds. The achieved overall level was 4.8%.

There were 23 Community Legal Centres to be surveyed in the online and print publications users Community Legal Centres' survey.

Survey implementation
To sustain comparability in methodology to past client satisfaction surveys, telephone interviewing was used. Computer Aided Telephone Interviewing (CATI) was used to conduct the surveys. The CATI system is scripted to guide the interviewer through the interview so that interviewer bias is minimised and data quality is improved over paper-based alternatives. The interviewers were instructed to make three attempts to contact each client selected in the survey before deeming that client non-contactable and replacing them with the next client in the sampling list.

Since the online and print publications users questionnaire was targeted at agencies instead of individual respondents, pre-contact was made in the form of an email and fax which had an explanatory letter and a copy of the questionnaire. Nominated representatives from each of the surveyed Community Legal Centres were asked to corroborate with other staff at the center to obtain appropriate responses to the questions. Staff were asked not to fill in the questionnaires and return them but to have the answers ready for when a fieldworker contacted them to conduct a telephone interview. Centres which had not heard of the Legal Aid WA online and print publications were screened out of the survey. The CATI system was used to conduct this survey as well.

Estimation methodology
In the previous criminal law survey, satisfaction levels were calculated as the sum of responses on the positive side of neutral (that is, agree and strongly disagree), expressed as a percentage of the total number of responses including 'not applicables'. This year, satisfaction levels were calculated as the sum of the non-missing responses on the positive side of neutral (that is, agree and strongly agree), expressed as a percentage of the total number of responses excluding 'not applicables'. It was decided to exclude the 'not applicables' from the denominator because their inclusion can artificially deflate the observed satisfaction levels. This is the same method used in last year's family law survey.

The denominator in the percentage is not always equal to the sample size. This is because the denominator is calculated as the number of responses to that particular question, and each question could have different numbers of responses due to clients refusing to answer a particular question, or being skipped past the question due to an earlier response.

(a) Cost per advice

The efficiency of Legal Aid in providing services is measured in terms of the cost per occasion of service for each of the following business service outputs.

Business service outputs provided to the general community:

- Telephone advice line services;
- Face-to-face legal advisory services; and
- Duty lawyer services.
Business service outputs provided to specific target groups:

- Legal advice and minor assistance services;
- Assessment services for a grant of aid; and
- Legal representation.

### The cost per occasion of service for each business service output of Legal Aid

<table>
<thead>
<tr>
<th>Service Description</th>
<th>2002/03</th>
<th>2001/02</th>
<th>2000/01</th>
<th>1999/00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To indicate the extent to which legal services are provided in a cost efficient manner</strong>¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone information line services</td>
<td>14.51</td>
<td>17.54</td>
<td>18.95</td>
<td>19.33</td>
</tr>
<tr>
<td>2002/03 expenditure of $940,181 for 64,805 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Face-to-face advisory services</td>
<td>22.29</td>
<td>28.22</td>
<td>36.3</td>
<td>57.41</td>
</tr>
<tr>
<td>2002/03 expenditure of $171,286 for 7,684 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty lawyer services</td>
<td>69.38</td>
<td>61.10</td>
<td>56.67</td>
<td>54.23</td>
</tr>
<tr>
<td>2002/03 expenditure of $1,935,350 for 27,894 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost ($) per occasion of service for service outputs to the general community</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone information line services</td>
<td>14.51</td>
<td>17.54</td>
<td>18.95</td>
<td>19.33</td>
</tr>
<tr>
<td>2002/03 expenditure of $940,181 for 64,805 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Face-to-face advisory services</td>
<td>22.29</td>
<td>28.22</td>
<td>36.3</td>
<td>57.41</td>
</tr>
<tr>
<td>2002/03 expenditure of $171,286 for 7,684 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty lawyer services</td>
<td>69.38</td>
<td>61.10</td>
<td>56.67</td>
<td>54.23</td>
</tr>
<tr>
<td>2002/03 expenditure of $1,935,350 for 27,894 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost ($) per occasion of service for service outputs to specific target groups</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal advice and minor assistance services³</td>
<td>91.51</td>
<td>92.41</td>
<td>78.19</td>
<td>81.72</td>
</tr>
<tr>
<td>2002/03 expenditure of $2,449,373 for 26,766 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment and file management costs in terms of the number of applications for a grant of aid</td>
<td>286.28</td>
<td>215.9</td>
<td>191.6</td>
<td>195.82</td>
</tr>
<tr>
<td>2002/03 expenditure of $3,565,291 for 12,454 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment and file management costs in terms of the number of grants of aid</td>
<td>438.70</td>
<td>333.43</td>
<td>280.82</td>
<td>289.83</td>
</tr>
<tr>
<td>2002/03 expenditure of $3,565,291 for 8,127 occasions of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
<th>2002/03</th>
<th>2001/02</th>
<th>2000/01</th>
<th>1999/00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal representation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002/03 expenditure of $15,247,192 for 8,127 occasions of service</td>
<td>1,876.12</td>
<td>1,634.2</td>
<td>1,779.32</td>
<td>1,793.81</td>
</tr>
<tr>
<td>Expensive cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002/03 expenditure of $702,311 for 24 occasions of service</td>
<td>29,262.96</td>
<td>20,461.29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance brokers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002/03 expenditure of $351,755 for 36 occasions of service</td>
<td>9,770.97</td>
<td>998.61</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Explanatory notes for efficiency indicators**

1. Total expenditure for 2002/03 is $28,402,652. Of this, $2,259,517 could not be reliably attributed to specific service outputs. See table ‘Community service expenditure not attributed to specific outputs’.

2. Prior to 2000/01 indicator represents Perth only.

3. Representing 2002/03 legal advice expenditure of $1,599,461 for 21,892 occasions of service (cost per occasion of service $73.06), and 2002-03 minor assistance expenditure of $849,912 for 4,874 occasions of service (cost per occasion of service $174.38).
### KEY PERFORMANCE INDICATORS

#### Service costs according to State and Commonwealth law matters

<table>
<thead>
<tr>
<th>Service outputs to the general community</th>
<th>2002/03 State law matters</th>
<th>2002/03 Commonwealth law matters</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total cost</td>
<td>Occasions of service</td>
</tr>
<tr>
<td>Telephone information line services</td>
<td>432,206</td>
<td>34,121</td>
</tr>
<tr>
<td>Face-to-face advisory services</td>
<td>92,563</td>
<td>3,697</td>
</tr>
<tr>
<td>Duty lawyer services</td>
<td>1,904,841</td>
<td>27,364</td>
</tr>
</tbody>
</table>

#### Service outputs to specific target groups

<table>
<thead>
<tr>
<th></th>
<th>2002/03 Total cost</th>
<th>Occasions of service</th>
<th>Cost per occasion of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal advice and minor assistance services</td>
<td>1,165,270</td>
<td>10,882</td>
<td>107.08</td>
</tr>
<tr>
<td>Assessment and file management costs in terms of applications for a grant of legal aid</td>
<td>1,356,652</td>
<td>8,665</td>
<td>156.57</td>
</tr>
<tr>
<td>Assessment and file management costs in terms of grants of aid</td>
<td>1,356,652</td>
<td>6,112</td>
<td>221.97</td>
</tr>
<tr>
<td>Legal representation</td>
<td>9,521,457</td>
<td>6,112</td>
<td>1557.83</td>
</tr>
<tr>
<td>Child support assistance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expensive cases</td>
<td>702,311</td>
<td>24</td>
<td>29,262.96</td>
</tr>
<tr>
<td>Finance brokers</td>
<td>351,755</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:
4 Total expenditure for 2002/03 is $28,402,652, of this, $2,259,517 could not be reliably attributed to specific service outputs. See table ‘Community service expenditure not attributed to specific outputs’.

5 State law matters representing 2002/03 legal advice expenditure of $733,043 for 8,988 occasions of service (unit cost $81.56), and 2002/03 minor assistance expenditure of $432,227 for 1,894 occasions of service (unit cost $228.21).
Commonwealth law matters representing 2002/03 legal advice expenditure of $866,418 for 12,904 occasions of service (unit cost $67.14), and 2002/03 minor assistance expenditure of $417,685 for 2,980 occasions of service (unit cost $140.16).
Community service expenditure not attributed to specific service outputs

<table>
<thead>
<tr>
<th>Service</th>
<th>State law matters</th>
<th>Commonwealth law matters</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Dispute Resolution</td>
<td>4,191</td>
<td>11,088</td>
<td>15,279</td>
</tr>
<tr>
<td>Community legal education</td>
<td>138,619</td>
<td>117,624</td>
<td>256,243</td>
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<tr>
<td>Policy advice</td>
<td>74,868</td>
<td>26,989</td>
<td>101,857</td>
</tr>
<tr>
<td>Publications</td>
<td>164,411</td>
<td>99,835</td>
<td>264,246</td>
</tr>
<tr>
<td>Community development</td>
<td>179,666</td>
<td>157,547</td>
<td>337,213</td>
</tr>
<tr>
<td>Services to Indian Ocean territories</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refugee tenders</td>
<td>7,445</td>
<td></td>
<td>7,445</td>
</tr>
<tr>
<td>Community Legal Centres</td>
<td>31,000</td>
<td>147,035</td>
<td>178,035</td>
</tr>
<tr>
<td>Prison visiting</td>
<td>112,725</td>
<td>19,251</td>
<td>131,976</td>
</tr>
<tr>
<td>ADR program</td>
<td></td>
<td>515,226</td>
<td>515,226</td>
</tr>
<tr>
<td>Drug Court casework</td>
<td>247,615</td>
<td></td>
<td>247,615</td>
</tr>
<tr>
<td>Police Royal Commission – file management</td>
<td>41,637</td>
<td></td>
<td>41,637</td>
</tr>
</tbody>
</table>

Acknowledgements
Survey data used to access the quality of legal services were collected and analysed by Data Analysis Australia.
Financial Statements
STATEMENT OF CERTIFICATION

The accompanying financial statements of the Department of Justice have been prepared in compliance with the provisions of the Financial Administration and Audit Act 1985 from proper accounts and records to present fairly the financial transactions for the financial year ending 30 June 2003 and the financial position as at 30 June 2003.

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

Peter King
Director Financial Management
Principal Accounting Officer
12 August 2003

Alan Piper
Director General
Accountable Officer
12 August 2003
INDEPENDENT AUDIT OPINION

Audit Opinion

In my opinion,

(i) the controls exercised by the Department of Justice provide reasonable assurance that the receipt and expenditure of moneys, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and

(ii) the financial statements are based on proper accounts and present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia and the Treasurer’s Instructions, the financial position of the Department at June 30, 2003 and its financial performance and cash flows for the year ended on that date.

Scope

The Director General’s Role
The Director General is responsible for keeping proper accounts and maintaining adequate systems of internal control, preparing the financial statements, and complying with the Financial Administration and Audit Act 1985 (the Act) and other relevant written law.


Summary of my Role
As required by the Act, I have independently audited the accounts and financial statements to express an opinion on the controls and financial statements. This was done by looking at a sample of the evidence.

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

D D R Pearson
Auditor General
October 10, 2003
# STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Note</th>
<th>2003 $000</th>
<th>2002 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COST OF SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses from ordinary activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td>4</td>
<td>286,888</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>5</td>
<td>119,481</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>6</td>
<td>24,345</td>
</tr>
<tr>
<td>Borrowing costs expense</td>
<td>7</td>
<td>1,421</td>
</tr>
<tr>
<td>Accommodation expenses</td>
<td>8</td>
<td>17,178</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td>9</td>
<td>37,727</td>
</tr>
<tr>
<td>Capital user charge</td>
<td>10</td>
<td>47,379</td>
</tr>
<tr>
<td>Other expenses from ordinary activities</td>
<td>12</td>
<td>51,152</td>
</tr>
<tr>
<td><strong>Total cost of services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenues from ordinary activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User charges and fees</td>
<td>13</td>
<td>38,094</td>
</tr>
<tr>
<td>Commonwealth grants and contributions</td>
<td>14</td>
<td>10,579</td>
</tr>
<tr>
<td><strong>Revenue from non-operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from disposal of non-current assets</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Other revenues from ordinary activities</td>
<td>15</td>
<td>15,128</td>
</tr>
<tr>
<td><strong>Total revenues from ordinary activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET COST OF SERVICES</strong></td>
<td></td>
<td>521,701</td>
</tr>
<tr>
<td><strong>REVENUES FROM STATE GOVERNMENT</strong></td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Output appropriations</td>
<td></td>
<td>504,448</td>
</tr>
<tr>
<td>Liabilities assumed by the Treasurer</td>
<td></td>
<td>15,310</td>
</tr>
<tr>
<td>Resources received free of charge</td>
<td></td>
<td>3,411</td>
</tr>
<tr>
<td><strong>Total revenues from State Government</strong></td>
<td></td>
<td>523,169</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</strong></td>
<td></td>
<td>1,468</td>
</tr>
<tr>
<td>Net increase/(decrease) in asset revaluation reserve</td>
<td></td>
<td>41,558</td>
</tr>
<tr>
<td>Total revenues, expenses and valuation adjustments recognised directly in equity</td>
<td></td>
<td>41,558</td>
</tr>
<tr>
<td><strong>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH WA STATE GOVERNMENT AS OWNERS</strong></td>
<td></td>
<td>43,026</td>
</tr>
</tbody>
</table>

The Statement of Financial Performance should be read in conjunction with the accompanying notes.
<table>
<thead>
<tr>
<th>Note</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash assets</td>
<td>27</td>
<td>26,050</td>
</tr>
<tr>
<td>Restricted cash assets</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>Receivables</td>
<td>18</td>
<td>6,813</td>
</tr>
<tr>
<td>Amounts receivable for outputs</td>
<td>19</td>
<td>19,936</td>
</tr>
<tr>
<td>Other assets</td>
<td>20</td>
<td>716</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted cash assets</td>
<td>17</td>
<td>7,693</td>
</tr>
<tr>
<td>Amounts receivable for outputs</td>
<td>19</td>
<td>25,933</td>
</tr>
<tr>
<td>Property, plant, equipment and vehicles</td>
<td>21</td>
<td>661,483</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>22</td>
<td>22,938</td>
</tr>
<tr>
<td>Interest-bearing liabilities</td>
<td>23</td>
<td>154</td>
</tr>
<tr>
<td>Provisions</td>
<td>24</td>
<td>43,048</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>25</td>
<td>5,795</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest bearing liabilities</td>
<td>23</td>
<td>13,170</td>
</tr>
<tr>
<td>Provisions</td>
<td>24</td>
<td>25,238</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td></td>
<td>28,733</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td>495,204</td>
</tr>
<tr>
<td>Accumulated surplus</td>
<td></td>
<td>114,344</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND EQUITY</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Statement of Financial Position should be read in conjunction with the accompanying notes.
# STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Note</th>
<th>2003 $000</th>
<th>2002 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CASH FLOWS FROM STATE GOVERNMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output appropriations</td>
<td>475,410</td>
<td>461,201</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>6,880</td>
<td>21,853</td>
</tr>
<tr>
<td>Holding account drawdowns</td>
<td>11,361</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash provided by State Government</strong></td>
<td>493,651</td>
<td>483,054</td>
</tr>
</tbody>
</table>

Utilised as follows:

**CASH FLOWS FROM OPERATING ACTIVITIES**

**Payments**

<table>
<thead>
<tr>
<th>Description</th>
<th>2003 $000</th>
<th>2002 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments to employees</td>
<td>(225,278)</td>
<td>(216,909)</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>(261,000)</td>
<td>(243,690)</td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>(1,423)</td>
<td>(1,436)</td>
</tr>
<tr>
<td>Capital user charge</td>
<td>(47,379)</td>
<td>(45,898)</td>
</tr>
<tr>
<td>GST payments</td>
<td>(21,969)</td>
<td>(20,937)</td>
</tr>
</tbody>
</table>

**Receipts**

<table>
<thead>
<tr>
<th>Description</th>
<th>2003 $000</th>
<th>2002 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from services</td>
<td>66,434</td>
<td>60,818</td>
</tr>
<tr>
<td>GST receipts</td>
<td>21,488</td>
<td>22,197</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) operating activities</strong></td>
<td>27 (c)</td>
<td>(469,127)</td>
</tr>
</tbody>
</table>

**CASH FLOWS FROM INVESTING ACTIVITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of non-current physical assets</td>
<td>69</td>
<td>37</td>
</tr>
<tr>
<td>Purchase of non-current physical assets</td>
<td>(16,984)</td>
<td>(21,620)</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) investing activities</strong></td>
<td>(16,915)</td>
<td>(21,583)</td>
</tr>
</tbody>
</table>

**CASH FLOWS FROM FINANCING ACTIVITIES**

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease payments</td>
<td>(139)</td>
<td>(125)</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) financing activities</strong></td>
<td>(139)</td>
<td>(125)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net increase/(decrease) in cash held</td>
<td>7,470</td>
<td>15,491</td>
</tr>
</tbody>
</table>

Cash assets at the beginning of the financial year | 26,273 | 10,782 |
Cash assets transferred from other sources | - | - |
**CASH ASSETS AT THE END OF THE FINANCIAL YEAR** | 27 (a) | 33,743 | 26,273 |

The Statement of Cash Flows should be read in conjunction with the accompanying notes.
### OUTPUT SCHEDULE OF EXPENSES AND REVENUES

FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Output 1</th>
<th>Output 2</th>
<th>Output 3</th>
<th>Output 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial &amp; judicial support</td>
<td>Case processing</td>
<td>Enforcement of criminal &amp; civil court orders</td>
<td>Admin of victim support &amp; counselling services</td>
</tr>
<tr>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>45,110</td>
<td>32,898</td>
<td>45,110</td>
<td>32,898</td>
</tr>
<tr>
<td>30,191</td>
<td>29,734</td>
<td>30,191</td>
<td>29,734</td>
</tr>
<tr>
<td>3,698</td>
<td>3,023</td>
<td>3,698</td>
<td>3,023</td>
</tr>
<tr>
<td>1,836</td>
<td>1,029</td>
<td>1,836</td>
<td>1,029</td>
</tr>
<tr>
<td>6,703</td>
<td>6,537</td>
<td>6,703</td>
<td>6,537</td>
</tr>
<tr>
<td>322</td>
<td>3</td>
<td>322</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>1,307</td>
<td>1,321</td>
<td>1,307</td>
<td>1,321</td>
</tr>
<tr>
<td>114</td>
<td>114</td>
<td>114</td>
<td>114</td>
</tr>
<tr>
<td>716</td>
<td>58</td>
<td>716</td>
<td>58</td>
</tr>
<tr>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>62,055</td>
<td>58,828</td>
<td>62,055</td>
<td>58,828</td>
</tr>
<tr>
<td>4,646</td>
<td>4,142</td>
<td>4,646</td>
<td>4,142</td>
</tr>
<tr>
<td>1,334</td>
<td>1,015</td>
<td>1,334</td>
<td>1,015</td>
</tr>
<tr>
<td>37</td>
<td>46</td>
<td>9,053</td>
<td>11,624</td>
</tr>
<tr>
<td>12,420</td>
<td>11,305</td>
<td>12,420</td>
<td>11,305</td>
</tr>
<tr>
<td>1,307</td>
<td>1,321</td>
<td>1,307</td>
<td>1,321</td>
</tr>
<tr>
<td>716</td>
<td>58</td>
<td>716</td>
<td>58</td>
</tr>
<tr>
<td>37</td>
<td>46</td>
<td>9,053</td>
<td>11,624</td>
</tr>
<tr>
<td>12,420</td>
<td>11,305</td>
<td>12,420</td>
<td>11,305</td>
</tr>
<tr>
<td>1,307</td>
<td>1,321</td>
<td>1,307</td>
<td>1,321</td>
</tr>
<tr>
<td>716</td>
<td>58</td>
<td>716</td>
<td>58</td>
</tr>
</tbody>
</table>

#### COST OF SERVICES

**Expenses from ordinary activities**

- Employee expenses
- Depreciation and amortisation expense
- Borrowing costs expense
- Capital user charge
- Other expenses from ordinary activities
- Corporate overheads reallocated to outputs

#### Revenue from ordinary activities

- Revenues
- Corporate overheads reallocated to outputs
- Proceeds from disposal of non-current assets

#### Total cost of services

#### Total revenues from ordinary activities

#### NET COST OF SERVICES

#### REVENUES FROM STATE GOVERNMENT

- Output appropriations
- Liabilities assumed by the Treasurer
- Resources received free of charge
- Corporate overheads reallocated to outputs

#### Total revenues from State Government

#### Change in net assets resulting from operations

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.
## OUTPUT SCHEDULE OF EXPENSES AND REVENUES
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Output 5</th>
<th>Output 6</th>
<th>Output 7</th>
<th>Output 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Services</td>
<td>Preparation of legislation</td>
<td>Adult offenders managed</td>
<td>Juvenile offenders managed</td>
</tr>
<tr>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
</tbody>
</table>

### COST OF SERVICES

#### Expenses from ordinary activities

- **Employee expenses**
  - 2003: $13,117, 2002: $12,833
  - 2003: $2,854, 2002: $2,569
  - 2003: $26,488, 2002: $26,841

- **Depreciation and amortisation expense**
  - 2003: $36, 2002: $27
  - 2003: $9, 2002: $13
  - 2003: $13,582, 2002: $13,764

- **Borrowing costs expense**
  - 2003: $- , 2002: $- 
  - 2003: $- , 2002: $- 
  - 2003: $- , 2002: $- 
  - 2003: $- , 2002: $- 

- **Capital user charge**
  - 2003: $10, 2002: $52
  - 2003: $3, 2002: $26
  - 2003: $3,877, 2002: $3,315

- **Other expenses from ordinary activities**
  - 2003: $5,202, 2002: $5,826
  - 2003: $878, 2002: $775
  - 2003: $100,415, 2002: $90,444
  - 2003: $9,309, 2002: $8,245

- **Corporate overheads reallocated to outputs**
  - 2003: $1,560, 2002: $1,985
  - 2003: $20,600, 2002: $23,263

#### Total cost of services

- 2003: $19,925, 2002: $20,723
- 2003: $4,208, 2002: $3,977
- 2003: $44,923, 2002: $45,855

### Revenue from ordinary activities

- **Revenues**
  - 2003: $3,810, 2002: $3,874
  - 2003: $- , 2002: $- 
  - 2003: $8,059, 2002: $9,758
  - 2003: $946, 2002: $878

- **Corporate overheads reallocated to outputs**
  - 2003: $37, 2002: $266
  - 2003: $8, 2002: $47
  - 2003: $481, 2002: $2,900

- **Proceeds from disposal of non-current assets**
  - 2003: $12, 2002: $- 
  - 2003: $- , 2002: $- 
  - 2003: $29, 2002: $26
  - 2003: $18, 2002: $- 

#### Total revenues from ordinary activities

- 2003: $3,859, 2002: $4,140
- 2003: $8, 2002: $47
- 2003: $8,569, 2002: $12,684
- 2003: $1,056, 2002: $1,562

### NET COST OF SERVICES

- 2003: $4,200, 2002: $3,930
- 2003: $43,867, 2002: $44,293

### REVENUES FROM STATE GOVERNMENT

- **Output appropriations**
  - 2003: $18,431, 2002: $19,653

- **Liabilities assumed by the Treasurer**
  - 2003: $1,157, 2002: $1,095

- **Resources received free of charge**
  - 2003: $14, 2002: $11
  - 2003: $3, 2002: $2
  - 2003: $1,296, 2002: $1,276
  - 2003: $20, 2002: $31

- **Corporate overheads reallocated to outputs**
  - 2003: $1, 2002: $1
  - 2003: $112, 2002: $95

#### Total revenues from State Government

- 2003: $18,574, 2002: $19,772
- 2003: $4,014, 2002: $3,863

### Change in net assets resulting from operations

- 2003: $2,508, 2002: $3,189
- 2003: $(186), 2002: $(67)
- 2003: $1,885, 2002: $(2,306)
- 2003: $1,130, 2002: $877

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.
## OUTPUT SCHEDULE OF EXPENSES AND REVENUES

FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Output</th>
<th>Advocate and guardianship services</th>
<th>Trustee services</th>
<th>Registration services</th>
<th>Civil marriages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2003 $'000</td>
<td>2002 $'000</td>
<td>2003 $'000</td>
<td>2002 $'000</td>
</tr>
<tr>
<td><strong>COST OF SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses from ordinary activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td>1,328</td>
<td>1,295</td>
<td>7,225</td>
<td>7,487</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>31</td>
<td>30</td>
<td>261</td>
<td>147</td>
</tr>
<tr>
<td>Borrowing costs expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital user charge</td>
<td>5</td>
<td>56</td>
<td>76</td>
<td>84</td>
</tr>
<tr>
<td>Other expenses from ordinary activities</td>
<td>318</td>
<td>299</td>
<td>2,677</td>
<td>3,124</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>191</td>
<td>229</td>
<td>619</td>
<td>751</td>
</tr>
<tr>
<td><strong>Total cost of services</strong></td>
<td>1,873</td>
<td>1,909</td>
<td>10,858</td>
<td>11,593</td>
</tr>
<tr>
<td><strong>Revenue from ordinary activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>28</td>
<td>27</td>
<td>8,824</td>
<td>8,378</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>4</td>
<td>24</td>
<td>20</td>
<td>159</td>
</tr>
<tr>
<td>Proceeds from disposal of non-current assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total revenues from ordinary activities</strong></td>
<td>32</td>
<td>51</td>
<td>8,844</td>
<td>8,537</td>
</tr>
<tr>
<td><strong>NET COST OF SERVICES</strong></td>
<td>1,841</td>
<td>1,858</td>
<td>2,014</td>
<td>3,056</td>
</tr>
<tr>
<td><strong>REVENUES FROM STATE GOVERNMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output appropriations</td>
<td>1,903</td>
<td>1,831</td>
<td>2,962</td>
<td>2,714</td>
</tr>
<tr>
<td>Liabilities assumed by the Treasurer</td>
<td>13</td>
<td>11</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Resources received free of charge</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total revenues from State Government</strong></td>
<td>1,918</td>
<td>1,844</td>
<td>2,970</td>
<td>2,723</td>
</tr>
<tr>
<td><strong>Change in net assets resulting from operations</strong></td>
<td>77</td>
<td>(14)</td>
<td>956</td>
<td>(333)</td>
</tr>
</tbody>
</table>

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.
## Output Schedule of Expenses and Revenues

### For the Year Ended 30 June 2003

<table>
<thead>
<tr>
<th></th>
<th>Output 13</th>
<th>Output 14</th>
<th>Overheads</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Support services</td>
<td>Legal Aid</td>
<td>Corporate overheads</td>
<td></td>
</tr>
<tr>
<td></td>
<td>other Gov agencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenses from ordinary activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td>1,505</td>
<td>1,709</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation and amortisation expense</td>
<td>88</td>
<td>88</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Borrowing costs expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital user charge</td>
<td>17</td>
<td>148</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other expenses from ordinary activities</td>
<td>1,997</td>
<td>3,062</td>
<td>13,371</td>
<td>14,488</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total cost of services</td>
<td>3,607</td>
<td>5,007</td>
<td>13,371</td>
<td>14,488</td>
</tr>
<tr>
<td>Revenue from ordinary activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>13</td>
<td>12</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds from disposal of non-current assets</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenues from ordinary activities</td>
<td>13</td>
<td>14</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net cost of services</td>
<td>3,594</td>
<td>4,993</td>
<td>13,371</td>
<td>14,488</td>
</tr>
<tr>
<td>Revenues from State Government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output appropriations</td>
<td>-</td>
<td>-</td>
<td>13,360</td>
<td>13,831</td>
</tr>
<tr>
<td>Liabilities assumed by the Treasurer</td>
<td>3</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Resources received free of charge</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate overheads reallocated to outputs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenues from State Government</td>
<td>3</td>
<td>3</td>
<td>13,360</td>
<td>13,831</td>
</tr>
<tr>
<td>Change in net assets resulting from operations</td>
<td>(3,591)</td>
<td>(4,990)</td>
<td>(11)</td>
<td>(657)</td>
</tr>
</tbody>
</table>

The Output Schedule of Expenses and Revenues should be read in conjunction with the accompanying notes.
## SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND REVENUE ESTIMATES
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th>Item 61</th>
<th>Net amount appropriated to deliver outputs</th>
<th>Amount authorised by other statutes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td></td>
<td>Estimate</td>
<td>Actual</td>
</tr>
<tr>
<td></td>
<td>459,661</td>
<td>462,039</td>
</tr>
<tr>
<td></td>
<td>2,378</td>
<td>462,039</td>
</tr>
<tr>
<td></td>
<td>454,506</td>
<td>7,533</td>
</tr>
</tbody>
</table>

Amount authorised by other statutes:
- Salaries and Allowances Act 1975: 12,630 13,830 1,200 13,830 13,019 811
- Children's Court of Western Australia Act 1988: 231 231 - 231 206 25
- Criminal Injuries Compensation Act 1985: 5,690 16,690 1,000 16,690 11,070 5,620
- District Court of Western Australia Act 1969: 5,598 5,798 200 5,798 5,534 264
- Judge's Salaries and Pensions Act 1950: 4,802 5,502 700 5,502 4,815 687
- Solicitor General Act 1969: 228 328 100 328 228 100
- Suitors Fund Act 1964: 30 30 - 30 15 15

Total appropriations provided to deliver outputs:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>7,250</td>
<td>6,880</td>
<td>(370)</td>
</tr>
</tbody>
</table>

Grande total of Appropriations:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>506,120</td>
<td>511,328</td>
<td>5,208</td>
</tr>
</tbody>
</table>

Details of expenses by outputs:
- Output 1 - Judiciary and judicial support: 38,593 47,811 9,218 47,811 36,817 10,994
- Output 2 - Case processing: 130,515 121,729 (8,786) 121,729 119,349 2,380
- Output 3 - Enforcement of criminal and civil court orders: 6,639 10,317 3,678 10,317 8,030 2,287
- Output 4 - Administration of victim support and counselling services: 2,238 3,441 1,203 3,441 2,383 1,058
- Output 5 - Legal services: 20,433 19,925 (508) 19,925 20,723 (798)
- Output 6 - Preparation of legislation: 4,032 4,208 176 4,208 3,977 231
- Output 7 - Adult offenders managed: 284,864 299,339 14,475 299,339 286,104 13,235
- Output 8 - Juvenile offenders managed: 46,733 44,923 (910) 44,923 45,855 (932)
- Output 9 - Advocacy and guardianship services: 1,951 1,873 (78) 1,873 1,909 (36)
- Output 10 - Trustee services: 10,645 10,858 213 10,858 11,593 (735)
- Output 11 - Registration services: 4,287 4,014 (273) 4,014 3,698 316
- Output 12 - Civil marriages: 207 155 (52) 155 153 2
- Output 13 - Support services to other Govt. agencies: 3,469 3,607 138 3,607 5,007 (1,400)
- Output 14 - Legal Aid assistance: 13,370 13,371 1 13,371 14,488 (1,117)

Total cost of outputs:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>567,976</td>
<td>585,571</td>
<td>17,595</td>
</tr>
</tbody>
</table>

Less total revenues from ordinary activities:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>(58,673)</td>
<td>(63,870)</td>
<td>(5,197)</td>
</tr>
</tbody>
</table>

Net cost of outputs:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>509,303</td>
<td>521,701</td>
<td>12,398</td>
</tr>
</tbody>
</table>

Adjustments (I):

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>(10,433)</td>
<td>(17,253)</td>
<td>(6,820)</td>
</tr>
</tbody>
</table>

Total appropriations provided to purchase outputs:

<table>
<thead>
<tr>
<th>Item 139 Capital contribution</th>
<th>$'000</th>
<th>$'000</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>498,870</td>
<td>504,448</td>
<td>5,578</td>
</tr>
</tbody>
</table>
SUMMARY OF CONSOLIDATED FUND APPROPRIATIONS AND REVENUE ESTIMATES
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th></th>
<th>2003 Estimate</th>
<th>2003 Actual</th>
<th>Variation $'000</th>
<th>2002 Actual</th>
<th>Actual Variation $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPITAL EXPENDITURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of non-current assets</td>
<td>27,054</td>
<td>16,984</td>
<td>(10,070)</td>
<td>16,984</td>
<td>21,620 (4,636)</td>
</tr>
<tr>
<td>Adjustment for other funding sources</td>
<td>19,804</td>
<td>10,104</td>
<td>(9,700)</td>
<td>10,104</td>
<td>(233) 10,337</td>
</tr>
<tr>
<td>Capital contribution (appropriation)</td>
<td>7,250</td>
<td>6,880</td>
<td>(19,770)</td>
<td>6,880</td>
<td>21,853 5,701</td>
</tr>
<tr>
<td>DETAILS OF REVENUE ESTIMATES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Judicial fines and penalties</td>
<td>19,115</td>
<td>16,974</td>
<td>(2,141)</td>
<td>16,974</td>
<td>19,112 (2,138)</td>
</tr>
<tr>
<td>Infringement penalties</td>
<td>250</td>
<td>245</td>
<td>(5)</td>
<td>245</td>
<td>253 (8)</td>
</tr>
<tr>
<td>Total administered revenue estimates</td>
<td>19,365</td>
<td>17,219</td>
<td>(2,146)</td>
<td>17,219</td>
<td>19,365 (2,146)</td>
</tr>
</tbody>
</table>

(I) Adjustments related to movements in cash balances and other accrual items such as receivables, payables and superannuation

Explanations of variations between the current year estimates and actual results, and the actual results compared with the immediately preceding year, are set out in note 40.

The summary of Consolidated Fund Appropriations, Variance to Budget and Actual should be read in conjunction with the accompanying notes.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

1 DEPARTMENT OF JUSTICE MISSION AND FUNDING

The Department is responsible for the leadership, support and provision of a diverse range of justice services, including:

- Providing administrative and support services, technical facilities and accommodation to State courts and tribunals
- Providing support, assistance, advice and counselling to victims of crime
- Managing adult and juvenile offenders in custody and in the community
- Providing legal services to Government and its agencies
- Translating Government policy into laws that are easily understood
- Providing services to ensure that the best interests of people with decision-making disabilities are represented at hearings, and to promote and protect their rights in the community
- Making trustee services available
- Registering births, deaths and marriages
- Providing information and support to the Parole Board and Supervised Release Review Board
- Regulating State-based corporate bodies such as Friendly Societies.

The Department is predominantly funded by Parliamentary appropriations.

The Department’s financial statements encompass all funds through which the Department controls resources to carry on its functions.

2 SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been adopted in the preparation of the financial statements. Unless otherwise stated, these polices are consistent with those adopted in the previous year.

(a) General statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and Urgent Issues Group (UIG) consensus views as applied by the Treasurer’s Instructions. Several of these are modified by the Treasurer’s Instructions to vary application, disclosure, format and wording. The Financial Administration and Audit Act and the Treasurer’s Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board, and UIG consensus views. The modifications are intended to fulfil the requirements of general application to the public sector, together with the need for greater disclosure, and also to satisfy accountability requirements.
If any such modification has a material or significant financial effect upon the reported results, details of that modification and, where practicable, the resulting financial effect, is disclosed in individual notes to these financial statements.

(b) Basis of accounting

The financial statements have been prepared in accordance with Accounting Standard AAS 29, “Financial Reporting by Government Departments”.

The statements have been prepared on the accrual basis of accounting using the historical cost convention, except for certain assets and liabilities which, as noted, are measured at fair value.

(c) Administered transactions

Administered assets, liabilities, expenses and revenues are not integral to the Department in carrying out its functions and are disclosed in the Notes to the Financial Statements, forming part of the general purpose financial report of the Department. The administered items are disclosed on the same basis as is described above for the financial statements of the Department. The administered assets, liabilities, expenses and revenues are those which the Government requires the Department to administer on its behalf. The assets do not render any service potential or future economic benefits to the Department, the liabilities do not require any future sacrifice of service potential or future economic benefits of the Department, and the expenses and revenues are not attributable to the Department.

As the administered assets, liabilities, expenses and revenues are not recognised in the principal financial statements of the Department, the disclosure requirements of Accounting Standard AASB1033, "Presentation and Disclosure of Financial Instruments", are not applied to administered transactions.

Administered assets

Administered assets are not controlled by the Department but are administered on behalf of the Government.

These assets include receivables in relation to:

- Supreme and District Court fines and forfeitures
- Petty Sessions fines

Outstanding fines and costs include:

(a) District and Supreme Court and those which are referred to the Fines Enforcement Registry (FER) for action and are outstanding as at 30 June; and

(b) Petty Sessional fines which are outstanding in each court and have not been referred to FER as at 30 June.

Infringement penalty details are not included as the Crown Solicitor provided an opinion that infringements form no liability or obligation to pay until a court has ordered the offender to pay the penalty.
Provision for unrecoverable debts – administered transactions

The provision in respect of court fees and fines outstanding and referred to the FER, is based on the recovery history of court fees and fines managed by the FER.

(d) Output appropriations

Output appropriations are recognised as revenues in the period in which the Department gains control of the appropriated funds. The Department gains control of appropriated funds at the time those funds are deposited into the Department's bank account or credited to the holding account held at the Department of Treasury and Finance.

Refer to note 16 for further commentary on output appropriations.

(e) Contributed equity

Under UIG 38, “Contributions by Owners Made to Wholly-Owned Public Sector Entities”, transfers in the nature of equity contributions must be designated by the Government (owners) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions in the financial statements. Capital contributions (appropriations) have been designated as contributions by owners and have been credited directly to contributed equity in the Statement of Financial Position.

Capital appropriations, which are repayable to the Treasurer, are recognised as liabilities.

Refer to note 26 for further commentary on the application of UIG 38 and TI 955.

(f) Net appropriation determination

Pursuant to section 23A of the Financial Administration and Audit Act, the Department has entered into a net appropriation arrangement with the Treasurer, where the proceeds from services are retained by the Department. Items covered by the agreement include Commonwealth recoups, court fees, births deaths and marriage registration fees, sale of personal prisoner services, sale of prison produce surplus to requirements, proceeds from Public Trustee fees, Public Trust common fund interest revenues, legal services, workers compensation recoups, criminal injuries awards and other miscellaneous revenues.

In accordance with the determination, the Department retained $63.870 million in 2003 ($66.196 million in 2002). Retained revenues may only be applied to the outputs specified in the 2002/03 budget statements.

(g) Grants and other contributions revenue

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenue when the Department obtains control over the assets comprising the contributions. Control is normally obtained on their receipt. Contributions are recognised at fair value.

(h) Revenue recognition

Revenue is recognised where it can be reliably measured, in the period to which it relates. However, where there is not an established pattern of income flow, revenue is recognised on a cash receipts basis. Criminal injuries revenue is recognised at the time payment is received.
Outstanding criminal injuries recoveries are not recognised as debts, as the future economic benefits are minimal and cannot be reliably measured. Criminal injuries recoveries include awards pursuant to the Criminal Injuries Compensation Acts of 1970 and 1982 together with amounts recorded under the Criminal Injuries Compensation Act 1985. Recoveries pursued as at 30 June 2003 were $44.7 million (2002 - $36.4 million).

(i) Depreciation of non-current assets

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

Depreciation is calculated on the straight line basis, using rates which are reviewed annually. Expected useful lives for each class of depreciable assets are:

- Buildings 50 years
- Leasehold improvements 10 years
- Information technology systems 5 years
- Plant, equipment and vehicles 4-15 years

Building and information technology projects are reported as "works in progress" until commissioned.

(j) Revaluation of land, buildings and infrastructure

The Department has a policy of valuing land and buildings at fair value. The annual revaluations of the Department's land and buildings undertaken by the Valuer General's Office are recognised in the financial statements. Building infrastructure assets are being progressively revalued to fair value under the transitional provisions in AASB 1041 (8.12)(b).

Refer to notes 21 and 26.

(k) Leases

The Department's rights and obligations under finance leases, which are leases that effectively transfer to the Department substantially all of the risks and benefits incident to ownership of the leased items, are initially recognised as assets and liabilities equal to the present value of the minimum lease payments. The assets are disclosed as leased buildings and are depreciated to the Statement of Financial Performance over the period during which the Department is expected to benefit from the use of the leased assets. Minimum lease payments are allocated between interest expense and reduction of the lease liability, according to the interest rate implicit in the lease.

Finance lease liabilities are allocated between current and non-current components. The principal component of lease payments due on or before the end of the succeeding year is disclosed as a current liability, and the remainder of the lease liability is disclosed as a non-current liability.

The Department has entered into a number of operating lease arrangements, for buildings through the Department of Housing and Works, for passenger and light commercial motor vehicles through the State Supply Commission and for office equipment where the lessors effectively retain all of the risks and
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

benefits incidental to ownership of the items held under the operating leases. Equal instalments of the
lease payments are charged to the Statement of Financial Performance over the lease term as this is
representative of the pattern of benefits to be derived from the leased property.
Refer to notes 7, 23 and 29 (b).

(l) Cash

For the purposes of the Statement of Cash Flows, cash includes cash assets and restricted cash assets.

(m) Accrued salaries

The accrued salaries suspense account (refer note 17) consists of amounts paid annually into a suspense
account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh
year when 27 pays occur in that year instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 25) represent the amount due to staff but unpaid at the end of the financial
year, as the end of the last pay period for that financial year does not coincide with the end of the
financial year. Accrued salaries are settled within a few days of the financial year end. The Department
considers the carrying amount of accrued salaries to be equivalent to the net fair value.

(n) Receivables

Receivables are recognised at the amounts receivable as they are due for settlement no more than
30 days from the date of recognition.

Collectability of receivables are reviewed on an ongoing basis. Debts which are known to be
uncollectible are written off. A provision for doubtful debts is raised where some doubt as to collection
exists.

(o) Expenditure carried forward

(i) Software - Significant costs associated with the acquisition or development of computer software
are capitalised and amortised on a straight line basis over the periods of the expected benefit,
which is usually five years.

(ii) Website costs - Costs in relation to websites controlled by the Department are charged as
expenses in the period in which they are incurred.

(p) Payables

Payables, including accruals not yet billed, are recognised when the Department becomes obliged to
make future payments as a result of a purchase of assets or services. Payables are generally settled
within 30 days.
(q) **Employee entitlements**

**Annual leave**

This benefit is recognised at the reporting date in respect to employees' services up to that date and is measured at the anticipated amounts expected to be paid when the liabilities are settled.

**Long service leave**

A liability for long service leave is recognised, and is measured, as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given, when assessing expected future payments, to expected future wage and salary levels including relevant on costs, experience of employee departures and periods of service. Expected future payments are discounted using interest rates to obtain the estimated future cash outflows. The long service leave liability is based on a shorthand method provided by Price Waterhouse Coopers Actuaries in 2002. This was reviewed as adequate for 2003 by Price Waterhouse Coopers Actuaries.

The method of measurement of the liability is consistent with the requirements of Australian Accounting Standards Board AASB 1028 "Employee Benefits".

(r) **Superannuation**

Staff may contribute to the Superannuation and Family Benefits Act Scheme, a defined benefits pension scheme now closed to new members, or to the Gold State Superannuation Scheme, a defined benefit and lump sum scheme now also closed to new members. All staff who do not contribute to either of these schemes become non-contributory members of the West State Superannuation Scheme, an accumulation fund complying with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. All of these schemes are administered by the Government Employees Superannuation Board (GESB).

The superannuation expense is comprised of the following elements:

(i) change in the unfunded employer’s liability in respect of current employees who are members of the Superannuation and Family Benefits Act Scheme and current employees who accrued a benefit on transfer from that scheme to the Gold State Superannuation Scheme

(ii) employer contributions paid to the Gold State Superannuation Scheme and West State Superannuation Scheme.

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

A revenue, “Liabilities assumed by the Treasurer”, equivalent to (i) is recognised under “Revenues from Government” in the Statement of Financial Performance as the unfunded liability is assumed by the Treasurer. The GESB makes the benefit payments and is recouped by the Treasurer.

From 1 July 2001, employer contributions were paid to the GESB in respect of the Gold State Superannuation Scheme and the West State Superannuation Scheme. Prior to 1 July 2001, the unfunded
liability in respect of these schemes was assumed by the Treasurer. An amount equivalent to the employer contributions, which would have been paid to the Gold State Superannuation Scheme and the West State Superannuation Scheme if the Department had made concurrent employer contributions to those schemes, was included in superannuation expense. This amount was also included in the revenue item “Liabilities assumed by the Treasurer”.

(s) Judges' pensions

All judges' pension benefits are met by the Treasurer. Judges are entitled to pensions of 60% of their final salary after 10 years service and proportionate pensions for lesser service. Spouses of judges are entitled to pensions of five-eighths of the judge's pension entitlement on the judge's death. The liability for judges' pensions, as at 30 June 2003, was calculated by Price Waterhouse Coopers Actuaries.

The Government Employees Superannuation Board (GESB) have responsibility for the administration of the judges' pension scheme. GESB initially incur the cost of the pensions and then recoup the amount from the consolidated fund (Department of Treasury and Finance). The expense for judges' pensions is included as an employee expense of the Department with a corresponding liability assumed by the Treasurer.

The expense reflects the increase in the liability at the Department of Treasury and Finance.

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

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

(u) Comparative figures

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

(v) Rounding of amounts

Amounts in the financial statements have been rounded to the nearest thousand dollars or, in certain cases, to the nearest dollar.

3 OUTPUTS OF THE DEPARTMENT

Information about the Department's outputs, and the expenses and revenues which are reliably attributable to those outputs, is set out in the output schedule. Information about expenses, revenues, assets and liabilities administered by the Department, are given in notes 37 to 39.

The outputs of the Department are:

(1) Judiciary and judicial support

Output relates to financing the cost of judicial officers (including their support staff) to serve the community in the determination of cases brought before courts and tribunals.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

(2) Case processing
Case processing refers to all resources and services provided by the Court Services division (the
administrative arm of courts) to advance cases from lodgement to the point of finalisation. This includes
up to the point of trial before a judicial officer.

(3) Enforcement of criminal and civil court orders
The enforcement of criminal and civil orders demonstrates to the community and the judiciary, the
practical application of enforcing orders of the court. This allows clients and the community in general to
have confidence in Court Services to effectively and efficiently enforce orders made in criminal and civil
jurisdictions. This includes the services of the Fines Enforcement Registry, the Sheriff's Office and also
other jurisdictional enforcement officers.

(4) Administration of victim support and counselling services
The Court Services division has responsibility to the wider community for providing support and
counselling services through the Victim Support Service and the Coroner's Office. Counselling information
and support is provided to victims of crime who are traumatised by a criminal event that they have
experienced and to people who have experienced an unexpected loss of a loved one due to a sudden
death.

(5) Legal services
The Crown Solicitor's Office provides a broad-based legal service to the Government, its departments,
instrumentalities and agencies. This includes the conduct of litigation, the provision of legal advice,
representation as counsel in courts and tribunals and preparation of legal documents.

(6) Preparation of legislation
This output contributes to an orderly community through the preparation of legislation for the
Government of Western Australia and its departments and agencies in order to give effect to the
Government's legislative program.

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

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

(9) Advocacy and guardianship services
To advocate for the best interests of people with decision-making disabilities both at hearings of the
Guardianship and Administration Board to decide the need for a guardian and/or administrator and in
the community and to investigate complaints or allegations of abuse, exploitation or neglect. To act as
guardian, when appointed by the Guardianship and Administration Board.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

(10) Trustee services
The Public Trustee provides a fund management and investment service through the operations of the common fund, an at call investment facility which is backed by the State Government, and acts as financial administrator pursuant to the orders of courts and tribunals. It also administers the estates of people who die with or without a will, in accordance with the terms of the will or the relevant law and under the authority of the Supreme Court.

(11) Registration services
This involves the creation and permanent storage of birth, death and marriage records, which enables members of the public to obtain documentary proof of these events for legal, personal and historical records. Approved organisations are also able to obtain authorised information for research and records.

(12) Civil marriages
The provision of facilities for the conduct of civil marriages as an alternative to marriage by other celebrants.

(13) Support services to other Government agencies
This output specifies those services directly provided by the Department of Justice which support outcomes and outputs of other Government agencies.

(14) Legal aid assistance
The community and target groups require access to and the provision of quality legal services. This output contributes to an orderly community by regulating demand for legal assistance through the application of priority guidelines, eligibility and merit tests to enable legal representation to be provided to legally aided clients by grants of aid and assignment of cases to in-house or private practitioners. Legal advice, duty lawyer services and community education is provided to assist the wider community to access fair solutions to legal problems at the earliest opportunity.

Corporate services
Corporate services costs have been allocated on a proportional basis for services provided to outputs. Unallocated corporate services costs relate to services provided to other agencies (ie Office of the Director of Public Prosecutions, Commissioner for Equal Opportunity, Office of the Information Commissioner and the Law Reform Commission), and other operating costs incurred by the Department not directly related to outputs.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

4 EMPLOYEE EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>201,101</td>
<td>197,303</td>
</tr>
<tr>
<td>Superannuation</td>
<td>22,781</td>
<td>21,392</td>
</tr>
<tr>
<td>Long service leave</td>
<td>9,085</td>
<td>9,510</td>
</tr>
<tr>
<td>Annual leave</td>
<td>19,173</td>
<td>17,837</td>
</tr>
<tr>
<td>Judges’ pensions (liability assumed by the Treasurer)</td>
<td>13,002</td>
<td>5,039</td>
</tr>
<tr>
<td>Other related staff expenses (1)</td>
<td>21,746</td>
<td>20,040</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>286,888</td>
<td>271,121</td>
</tr>
</tbody>
</table>

(1) These employee expenses include superannuation, WorkCover premiums and other employment on-costs associated with the recognition of annual and long service leave liability. The related on-costs liability is included in employee entitlement liabilities at note 24.

5 SUPPLIES AND SERVICES

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services and contracts</td>
<td>91,696</td>
<td>87,913</td>
</tr>
<tr>
<td>Resources free of charge</td>
<td>3,411</td>
<td>3,114</td>
</tr>
<tr>
<td>Goods and supplies purchased</td>
<td>24,374</td>
<td>25,732</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>119,481</td>
<td>116,759</td>
</tr>
</tbody>
</table>

6 DEPRECIATION AND AMORTISATION

**Depreciation**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>15,990</td>
<td>15,816</td>
</tr>
<tr>
<td>IT systems</td>
<td>4,982</td>
<td>4,182</td>
</tr>
<tr>
<td>Plant, equipment and vehicles</td>
<td>2,173</td>
<td>2,277</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td>23,145</td>
<td>22,275</td>
</tr>
</tbody>
</table>

**Amortisation**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leased buildings</td>
<td>214</td>
<td>214</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>986</td>
<td>986</td>
</tr>
<tr>
<td><strong>Total amortisation</strong></td>
<td>1,200</td>
<td>1,200</td>
</tr>
</tbody>
</table>

**Total**                        | 24,345 | 23,475 |

7 BORROWING COSTS EXPENSE

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance lease finance charges</td>
<td>1,421</td>
<td>1,435</td>
</tr>
</tbody>
</table>

8 ACCOMMODATION EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building rental operating lease expenses</td>
<td>17,178</td>
<td>16,916</td>
</tr>
</tbody>
</table>
9 GRANTS AND SUBSIDIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal injuries</td>
<td>16,195</td>
<td>10,836</td>
</tr>
<tr>
<td>Offenders gratuities</td>
<td>3,747</td>
<td>4,034</td>
</tr>
<tr>
<td>Government organisations</td>
<td>13,530</td>
<td>14,603</td>
</tr>
<tr>
<td>Other grants and subsidies</td>
<td>4,255</td>
<td>6,881</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>37,727</td>
<td>36,354</td>
</tr>
</tbody>
</table>

10 CAPITAL USER CHARGE

Capital user charge expense for year

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>A capital user charge rate of 8% has been set by the Government and represents the opportunity cost of capital invested in the net assets of the Department used in the provision of outputs. The charge is calculated on the net assets adjusted to take account of exempt assets. Payments are made to the Department of Treasury and Finance on a quarterly basis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital user charge expense for year</td>
<td>47,379</td>
<td>45,898</td>
</tr>
</tbody>
</table>

11 NET GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain on disposal of non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Plant, equipment and vehicles</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss on disposal of non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Plant, equipment and vehicles</td>
<td>-</td>
<td>(8)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17</td>
<td>(8)</td>
</tr>
</tbody>
</table>
### 12 OTHER EXPENSES FROM ORDINARY ACTIVITIES

<table>
<thead>
<tr>
<th>Item</th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building repairs and maintenance</td>
<td>14,134</td>
<td>14,406</td>
</tr>
<tr>
<td>Electricity and water</td>
<td>5,079</td>
<td>5,073</td>
</tr>
<tr>
<td>Communication expenses</td>
<td>7,782</td>
<td>7,356</td>
</tr>
<tr>
<td>Plant, equipment and vehicle operating lease expenses</td>
<td>3,830</td>
<td>3,862</td>
</tr>
<tr>
<td>Plant, equipment and vehicle repairs and maintenance</td>
<td>4,475</td>
<td>1,599</td>
</tr>
<tr>
<td>Vehicle hire, fuel, registration and management fees</td>
<td>2,091</td>
<td>2,269</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,123</td>
<td>646</td>
</tr>
<tr>
<td>Carrying amount of disposed non-current assets</td>
<td>52</td>
<td>45</td>
</tr>
<tr>
<td>Other expenses</td>
<td>12,496</td>
<td>12,872</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,152</strong></td>
<td><strong>48,128</strong></td>
</tr>
</tbody>
</table>

### 13 USER CHARGES AND FEES

<table>
<thead>
<tr>
<th>Item</th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal services – Crown Solicitors Office</td>
<td>2,617</td>
<td>2,726</td>
</tr>
<tr>
<td>Public Trust Office fees</td>
<td>7,146</td>
<td>6,029</td>
</tr>
<tr>
<td>Births, deaths and marriage fees</td>
<td>3,531</td>
<td>3,614</td>
</tr>
<tr>
<td>Licenses</td>
<td>147</td>
<td>150</td>
</tr>
<tr>
<td>Court fees</td>
<td>24,452</td>
<td>21,461</td>
</tr>
<tr>
<td>Miscellaneous fees and charges</td>
<td>201</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38,094</strong></td>
<td><strong>34,130</strong></td>
</tr>
</tbody>
</table>

### 14 COMMONWEALTH GRANTS AND CONTRIBUTIONS

<table>
<thead>
<tr>
<th>Item</th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth recoup for Family Court and court fees</td>
<td>9,746</td>
<td>9,331</td>
</tr>
<tr>
<td>Commonwealth recoup other</td>
<td>833</td>
<td>1,863</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,579</strong></td>
<td><strong>11,194</strong></td>
</tr>
</tbody>
</table>

The Department received contributions from various sources for specific purposes. As at 30 June 2003, contributions of $320,000 recognised as revenues in the operating statement have yet to be spent in the manner specified by the contributor.

### 15 OTHER REVENUES FROM ORDINARY ACTIVITIES

<table>
<thead>
<tr>
<th>Item</th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of produce and goods</td>
<td>1,691</td>
<td>1,921</td>
</tr>
<tr>
<td>Canteen sales</td>
<td>3,213</td>
<td>3,376</td>
</tr>
<tr>
<td>Public Trust Office – common fund surplus</td>
<td>1,671</td>
<td>2,322</td>
</tr>
<tr>
<td>Recoup of salaries and workers compensation</td>
<td>3,391</td>
<td>3,372</td>
</tr>
<tr>
<td>Residential recoveries</td>
<td>1,061</td>
<td>1,004</td>
</tr>
<tr>
<td>Recoup of telephones, postage and other reimbursements</td>
<td>884</td>
<td>1,129</td>
</tr>
<tr>
<td>Criminal injuries – recoups</td>
<td>993</td>
<td>584</td>
</tr>
<tr>
<td>Recoup – Department of Housing and Works</td>
<td>-</td>
<td>3,410</td>
</tr>
<tr>
<td>Detainee recoups</td>
<td>32</td>
<td>1,274</td>
</tr>
<tr>
<td>Other miscellaneous revenue</td>
<td>2,192</td>
<td>2,443</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,128</strong></td>
<td><strong>20,835</strong></td>
</tr>
</tbody>
</table>
16 REVENUES FROM GOVERNMENT

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation revenue received during the year (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output appropriations</td>
<td>504,448</td>
<td>489,393</td>
</tr>
<tr>
<td>Liabilities assumed by the Treasurer during the financial year (2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Superannuation - employees</td>
<td>2,308</td>
<td>2,100</td>
</tr>
<tr>
<td>Judges’ pensions</td>
<td>13,002</td>
<td>5,039</td>
</tr>
<tr>
<td></td>
<td>15,310</td>
<td>7,139</td>
</tr>
<tr>
<td>Resources received free of charge (3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office of the Auditor General – notional audit fee</td>
<td>112</td>
<td>111</td>
</tr>
<tr>
<td>Treasury / Housing and Works (Commercial Property branch) – notional management fee</td>
<td>78</td>
<td>59</td>
</tr>
<tr>
<td>Department of Land Administration (includes Valuer General’s Office) – services for valuation services, land registration and information</td>
<td>135</td>
<td>128</td>
</tr>
<tr>
<td>Health Department of Western Australia – provision of medical, health, dental services and forensic services for post mortems</td>
<td>3,086</td>
<td>2,816</td>
</tr>
<tr>
<td></td>
<td>3,411</td>
<td>3,114</td>
</tr>
</tbody>
</table>

(1) Output appropriations are accrual amounts reflecting the full price cost of outputs delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(2) The assumption of the superannuation liability by the Treasurer is only a notional revenue to offset the notional superannuation expense reported in respect of current employees who are members of the pension scheme and current employees who have a transfer benefit entitlement.

(3) Where assets or services have been received free of charge or for nominal consideration, the Department recognises revenues equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.
17 **RESTRICTED CASH ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sheriff's assurance account</td>
<td>-</td>
<td>81</td>
</tr>
<tr>
<td>Receipts in advance account</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Juvenile justice trust account</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td><strong>Non-current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued salaries suspense (2)</td>
<td>7,693</td>
<td>6,185</td>
</tr>
<tr>
<td></td>
<td>7,693</td>
<td>6,267</td>
</tr>
</tbody>
</table>

(1) The details and purpose of each trust account is disclosed within Department’s Receipts and Payments Statements. Refer to note 41.

(2) Amount held in the salaries account is to be used only for the purpose of meeting the twenty-seventh pay in a financial year that occurs every 11 years.

18 **RECEIVABLES**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade debtors</td>
<td>4,027</td>
<td>6,591</td>
</tr>
<tr>
<td>GST receivable</td>
<td>2,786</td>
<td>2,305</td>
</tr>
<tr>
<td></td>
<td>6,813</td>
<td>8,896</td>
</tr>
<tr>
<td><strong>Non-current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

19 **AMOUNTS RECEIVABLE FOR OUTPUTS**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>19,936</td>
<td>14,304</td>
</tr>
<tr>
<td><strong>Non-current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>25,933</td>
<td>13,888</td>
</tr>
<tr>
<td></td>
<td>45,869</td>
<td>28,192</td>
</tr>
</tbody>
</table>

This asset represents the non-cash component of output appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

20 OTHER ASSETS

Current
Prepayments

716 594

21 PROPERTY, PLANT AND EQUIPMENT

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Land</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At fair value (1)</td>
<td>85,600</td>
<td>83,131</td>
</tr>
<tr>
<td>Buildings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At fair value (1)</td>
<td>802,066</td>
<td>801,104</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(274,456)</td>
<td>(300,563)</td>
</tr>
<tr>
<td></td>
<td>527,610</td>
<td>500,541</td>
</tr>
<tr>
<td>Leased buildings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>10,739</td>
<td>10,739</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(437)</td>
<td>(222)</td>
</tr>
<tr>
<td></td>
<td>10,302</td>
<td>10,517</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>9,950</td>
<td>9,950</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(5,289)</td>
<td>(4,303)</td>
</tr>
<tr>
<td></td>
<td>4,661</td>
<td>5,647</td>
</tr>
<tr>
<td>IT systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>28,761</td>
<td>28,054</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(16,311)</td>
<td>(11,330)</td>
</tr>
<tr>
<td></td>
<td>12,450</td>
<td>16,724</td>
</tr>
<tr>
<td>Plant, equipment and vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At cost</td>
<td>26,599</td>
<td>25,570</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(18,009)</td>
<td>(16,939)</td>
</tr>
<tr>
<td></td>
<td>8,590</td>
<td>8,631</td>
</tr>
<tr>
<td>Work in progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>9,855</td>
<td>770</td>
</tr>
<tr>
<td>IT systems</td>
<td>2,415</td>
<td>1,446</td>
</tr>
<tr>
<td></td>
<td>12,270</td>
<td>2,216</td>
</tr>
<tr>
<td>Total property, plant and equipment</td>
<td>661,483</td>
<td>627,407</td>
</tr>
</tbody>
</table>

(1) The revaluation of land and buildings was performed in June 2003 in accordance with an independent valuation by the Valuer General's Office. Fair value of land has been determined on the basis of current market buying values. The fair value of buildings has been determined by reference to the current replacement cost as the buildings are specialised and no market evidence is available. The valuations were made in accordance with a regular policy of annual revaluation.
Reconciliations
Reconciliations of the carrying amounts of property, plant, equipment and vehicles at the beginning and end of the current and previous financial year are set out below.

<table>
<thead>
<tr>
<th>Category</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Land</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>83,131</td>
<td>81,594</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revaluation increments</td>
<td>2,469</td>
<td>1,537</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>85,600</td>
<td>83,131</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>500,541</td>
<td>490,286</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>3,970</td>
<td>17,042</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revaluation increments</td>
<td>39,089</td>
<td>9,029</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(15,990)</td>
<td>(15,816)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>527,610</td>
<td>500,541</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leased buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>10,517</td>
<td>10,731</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(215)</td>
<td>(214)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>10,302</td>
<td>10,517</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leasehold improvements</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>5,647</td>
<td>6,633</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(986)</td>
<td>(986)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>4,661</td>
<td>5,647</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IT systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>16,724</td>
<td>11,115</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>708</td>
<td>9,791</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(4,982)</td>
<td>(4,182)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>12,450</td>
<td>16,724</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Plant, equipment and</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>vehicles</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrying amount at beginning</td>
<td>8,631</td>
<td>8,237</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions</td>
<td>2,184</td>
<td>2,716</td>
</tr>
<tr>
<td>Disposals</td>
<td>(52)</td>
<td>(45)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(2,173)</td>
<td>(2,277)</td>
</tr>
<tr>
<td><strong>Carrying amount at end of</strong></td>
<td>8,590</td>
<td>8,631</td>
</tr>
<tr>
<td><strong>year</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Work in progress

<table>
<thead>
<tr>
<th></th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount at beginning of year</td>
<td>2,216</td>
<td>10,145</td>
</tr>
<tr>
<td>Additions</td>
<td>14,354</td>
<td>19,571</td>
</tr>
<tr>
<td>Transfers to property plant and equipment</td>
<td>(4,300)</td>
<td>(27,500)</td>
</tr>
<tr>
<td>Carrying amount at end of year</td>
<td>12,270</td>
<td>2,216</td>
</tr>
</tbody>
</table>

## 22 PAYABLES

<table>
<thead>
<tr>
<th></th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and other creditors</td>
<td>22,938</td>
<td>19,521</td>
</tr>
</tbody>
</table>

## 23 INTEREST BEARING LIABILITIES

**Finance lease liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>154</td>
<td>139</td>
</tr>
<tr>
<td>Non-current</td>
<td>13,170</td>
<td>13,324</td>
</tr>
<tr>
<td></td>
<td>13,324</td>
<td>13,463</td>
</tr>
</tbody>
</table>

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

## 25 PROVISIONS

### Employee entitlements

<table>
<thead>
<tr>
<th></th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual leave</td>
<td>18,993</td>
<td>18,449</td>
</tr>
<tr>
<td>Long service leave</td>
<td>24,055</td>
<td>22,026</td>
</tr>
<tr>
<td></td>
<td>43,048</td>
<td>40,475</td>
</tr>
<tr>
<td>Non-current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long service leave</td>
<td>25,238</td>
<td>23,110</td>
</tr>
<tr>
<td></td>
<td>68,286</td>
<td>63,585</td>
</tr>
</tbody>
</table>

### Employee benefit liabilities

The aggregate employee benefit liability recognised and included in the financial statements as a provision is as follows:

**Provision for employee benefits**

<table>
<thead>
<tr>
<th></th>
<th>2003 ($000)</th>
<th>2002 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>43,048</td>
<td>40,475</td>
</tr>
<tr>
<td>Non-current</td>
<td>25,238</td>
<td>23,110</td>
</tr>
<tr>
<td></td>
<td>68,286</td>
<td>63,585</td>
</tr>
</tbody>
</table>
### 25 OTHER LIABILITIES

#### Current

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued salaries and wages</td>
<td>5,684</td>
<td>6,305</td>
</tr>
<tr>
<td>Accrued interest</td>
<td>111</td>
<td>113</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,795</td>
<td>6,418</td>
</tr>
</tbody>
</table>

Amount owing for salaries and wages the seven working days from 20 June to 30 June 2003 (2002 – six working days).

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.

### 26 EQUITY

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

#### Contributed equity

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>21,853</td>
<td>21,853</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>6,880</td>
<td>-</td>
</tr>
<tr>
<td>Closing balance</td>
<td>28,733</td>
<td>21,853</td>
</tr>
</tbody>
</table>

From 1 July 2001, capital appropriations, termed capital contributions, have been designated as contributions by owners and are credited straight to equity in the Statement of Financial Position.

#### Reserves

##### Asset revaluation reserve

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Land</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance</td>
<td>78,406</td>
<td>76,869</td>
</tr>
<tr>
<td>Net revaluation increment/(decrement)</td>
<td>2,469</td>
<td>1,537</td>
</tr>
<tr>
<td>Closing balance</td>
<td>80,875</td>
<td>78,406</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buildings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance</td>
<td>375,240</td>
<td>366,211</td>
</tr>
<tr>
<td>Net revaluation increment/(decrement)</td>
<td>39,089</td>
<td>9,029</td>
</tr>
<tr>
<td>Closing balance</td>
<td>414,329</td>
<td>375,240</td>
</tr>
</tbody>
</table>

The asset revaluation reserve is used to record increments and decrements on the revaluation on non-current assets, as described in accounting policy note 2 (i).
Accumulated surplus/(deficiency)

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>112,876</td>
<td>107,120</td>
</tr>
<tr>
<td>Operating surplus/(deficit)</td>
<td>1,468</td>
<td>5,756</td>
</tr>
<tr>
<td>Closing balance</td>
<td>114,344</td>
<td>112,876</td>
</tr>
</tbody>
</table>

Total asset revaluation reserve

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>495,204</td>
<td>453,646</td>
</tr>
</tbody>
</table>

TOTAL EQUITY

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>638,281</td>
<td>588,375</td>
</tr>
</tbody>
</table>

27 NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash assets - operating account</td>
<td>25,492</td>
<td>19,592</td>
</tr>
<tr>
<td>Cash assets - permanent and temporary advances</td>
<td>558</td>
<td>414</td>
</tr>
<tr>
<td>Restricted cash assets (note 17)</td>
<td>26,050</td>
<td>20,006</td>
</tr>
<tr>
<td></td>
<td>7,693</td>
<td>6,267</td>
</tr>
<tr>
<td></td>
<td>33,743</td>
<td>26,273</td>
</tr>
</tbody>
</table>

(b) Non-cash financing and investing activities

During the financial year, there were no assets/liabilities transferred/assumed from other government agencies not reflected in the Statement of Cash Flows.

From 1 July 2000, the Government Employees Superannuation Board (GESB) assumed responsibility for the administration of the Judges’ Pension Scheme. Under the new arrangement, the GESB initially incur the cost of the pensions and then recoup the amount from the consolidated fund (Treasury). The liability transferred to Treasury is not reflected in the Statement of Cash Flows.
### (c) Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cost of services (Statement of Financial Performance)</td>
<td>(521,701)</td>
<td>(493,890)</td>
</tr>
<tr>
<td><strong>Non-cash items</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>24,345</td>
<td>23,475</td>
</tr>
<tr>
<td>Superannuation and judges, pensions expense</td>
<td>15,310</td>
<td>7,139</td>
</tr>
<tr>
<td>Resources received free of charge</td>
<td>3,411</td>
<td>3,114</td>
</tr>
<tr>
<td>Carrying value on disposal of property, plant and equipment</td>
<td>52</td>
<td>8</td>
</tr>
<tr>
<td><strong>(Increase)/decrease in assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>2,564</td>
<td>(5,341)</td>
</tr>
<tr>
<td>Other current assets</td>
<td>(122)</td>
<td>3,573</td>
</tr>
<tr>
<td><strong>Increase/(decrease) in liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>3,417</td>
<td>7,067</td>
</tr>
<tr>
<td>Provisions</td>
<td>4,702</td>
<td>6,047</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(623)</td>
<td>1,693</td>
</tr>
<tr>
<td>Change in GST in receivables/payables</td>
<td>(481)</td>
<td>1,260</td>
</tr>
<tr>
<td><strong>Net cash used in operating activities</strong></td>
<td>(469,127)</td>
<td>(445,855)</td>
</tr>
</tbody>
</table>

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

### 28 RESOURCES PROVIDED FREE OF CHARGE

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

- **Corporate support provided by the Department to:**
  - Law Reform Commission: 156
  - Office of the Director of Public Prosecutions: 563
  - Equal Opportunity Commissioner: 65
  - Office of the Information Commissioner: 30

- **Legal services provided by the Crown Solicitor's Office to:**
  - Other Government agencies: 12,603

<table>
<thead>
<tr>
<th>Total</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate support provided by the Department to</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law Reform Commission</td>
<td>156</td>
<td>197</td>
</tr>
<tr>
<td>Office of the Director of Public Prosecutions</td>
<td>563</td>
<td>695</td>
</tr>
<tr>
<td>Equal Opportunity Commissioner</td>
<td>65</td>
<td>67</td>
</tr>
<tr>
<td>Office of the Information Commissioner</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td><strong>Legal services provided by the Crown Solicitor's Office to</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Government agencies</td>
<td>12,603</td>
<td>12,236</td>
</tr>
</tbody>
</table>
## COMMITMENTS FOR EXPENDITURE

### (a) Capital expenditure commitments

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

<table>
<thead>
<tr>
<th></th>
<th>2003 $'000</th>
<th>2002 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 1 year</td>
<td>11,020</td>
<td>5,671</td>
</tr>
<tr>
<td>Later than 1 year and not later than 5 years</td>
<td>3,000</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>14,020</strong></td>
<td><strong>5,671</strong></td>
</tr>
</tbody>
</table>

The capital commitments include amounts for:
- Land and buildings: 12,620 $'000, 5,671 $'000
- Other: 1,400 $'000, - $'000

### (b) Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:

<table>
<thead>
<tr>
<th></th>
<th>2003 $'000</th>
<th>2002 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 1 year</td>
<td>21,441</td>
<td>19,905</td>
</tr>
<tr>
<td>Later than 1 year and not later than 5 years</td>
<td>60,172</td>
<td>63,540</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>27,474</td>
<td>32,619</td>
</tr>
<tr>
<td></td>
<td><strong>109,087</strong></td>
<td><strong>116,064</strong></td>
</tr>
</tbody>
</table>

Representing:
- Operating leases: 73,959 $'000, 79,375 $'000
- Finance leases: 35,128 $'000, 36,689 $'000

### (i) Finance leases

The Department of Justice entered into a 25 year lease agreement for the development of the Fremantle Justice Complex. At the reporting date the Department had the following obligations for the financial lease:

<table>
<thead>
<tr>
<th></th>
<th>2003 $'000</th>
<th>2002 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 1 year</td>
<td>1,561</td>
<td>1,561</td>
</tr>
<tr>
<td>Later than 1 year and not later than 5 years</td>
<td>6,245</td>
<td>6,245</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>27,322</td>
<td>28,883</td>
</tr>
<tr>
<td>Minimum finance lease payments</td>
<td>35,128</td>
<td>36,689</td>
</tr>
<tr>
<td>Less future finance charges</td>
<td>(21,804)</td>
<td>(23,226)</td>
</tr>
<tr>
<td>Finance lease liability</td>
<td><strong>13,324</strong></td>
<td><strong>13,463</strong></td>
</tr>
</tbody>
</table>

Included in the financial statements as:
- Current: 154 $'000, 139 $'000
- Non-current: 13,170 $'000, 13,324 $'000

**Total included in financial statements: 13,324 $'000, 13,463 $'000**
(ii) Non cancellable operating leases
The Department leases certain premises, motor vehicles and items of plant and office equipment. The lease expenditure is expensed as it is incurred. At the reporting date the Department had the following obligations under operating leases.

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within 1 year</td>
<td>19,880</td>
<td>18,344</td>
</tr>
<tr>
<td>Later than 1 year and not later than 5 years</td>
<td>53,927</td>
<td>57,295</td>
</tr>
<tr>
<td>Later than 5 years</td>
<td>152</td>
<td>3,736</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>73,959</td>
<td>79,375</td>
</tr>
</tbody>
</table>

30 CONTINGENT LIABILITIES

In addition to the liabilities incorporated into the financial statements, the Department has the following contingent liabilities.

(a) Litigation in progress
Claims against the Department of Justice from the general public and offenders

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>611</td>
<td>685</td>
</tr>
</tbody>
</table>

None of the claims are covered by an insurance policy and any claims settled will have to be met by the Department.

(b) Disclosure regarding criminal injuries compensation
Claims yet to be assessed

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19,397</td>
<td>12,636</td>
</tr>
</tbody>
</table>
## 31 Remuneration and Retirement Benefits of Senior Officers

The number of senior officers whose total of fees, salaries, superannuation and other benefits received, or due and receivable, for the financial year, falls within the following bands:

<table>
<thead>
<tr>
<th>Band</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$90,001 - $100,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$100,001 - $110,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$110,001 - $120,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$120,001 - $130,000</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>$140,001 - $150,000</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>$180,001 - $190,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$220,001 - $230,000</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$230,001 - $240,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$240,001 - $250,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$250,001 - $260,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$270,001 - $280,000</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$280,001 - $290,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$290,001 - $300,000</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total remuneration of senior officers</strong></td>
<td><strong>9</strong></td>
<td><strong>10</strong></td>
</tr>
<tr>
<td><strong>$’000</strong></td>
<td><strong>1,562</strong></td>
<td><strong>1,681</strong></td>
</tr>
</tbody>
</table>

Senior officers are those who take part in the management of the organisation. Deemed to be the Director General, executive directors and other divisional heads.

The superannuation included here represents the superannuation expense incurred by the Department in respect of senior officers.

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

## 32 Related Bodies

The Department had no related bodies during the financial year.

## 33 Affiliated Bodies

The Department provided more than 50% of the total operational funds to the Legal Aid Commission of Western Australia during the 2003 financial year. The Commission is not subject to operational control by the Department and is therefore considered to be an affiliated body under the Financial Administration and Audit Act.
34 SUPPLEMENTARY FINANCIAL INFORMATION

Write-offs
Public and other property, revenue and debts to the State.
Written off in accordance with section 45 of the Financial Administration and Audit Act.

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountable officer</td>
<td>24,950</td>
<td>6,469</td>
</tr>
<tr>
<td>Minister</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total losses and write-offs</td>
<td>24,950</td>
<td>6,469</td>
</tr>
</tbody>
</table>

The Fines Enforcement Registry has written off a significantly higher amount of bad debts in the course of business for 2003. This has been due to a change in policy to reduce the time period of debts from two years to one year with the current contracted debt collector and previous debts initially passed onto the contractor have been assessed as uncollectible.

Losses through theft, defaults and other causes
Losses of public moneys and property through theft, default or otherwise not covered by insurance.

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts of public property provided by the Department.</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

35 REMUNERATION OF AUDITOR

It is not a requirement for the Department to pay audit fees to the Auditor General. However, the notional value of audit services by the Office of the Auditor General was estimated at $111,500 (2001/02 - $111,500). This amount is included in the Statement of Financial Performance.
FINANCIAL INSTRUMENTS

(a) Interest rate risk exposure
The Department's exposure to interest rate risk, repricing maturities and the weighted average interest rates on financial instruments at balance date are as follows:

<table>
<thead>
<tr>
<th>Weighted average interest rate</th>
<th>Floating interest rate</th>
<th>Fixed interest rate maturities</th>
<th>Non interest bearing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>%</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
</tbody>
</table>

2003
Financial assets
Cash assets                      - - - - 26,050 26,050
Restricted cash assets           - - - - 7,693 7,693
Receivables                     - - - - 6,813 6,813
Other assets                     - - - - 45,869 45,869
Total financial assets           - - - - 86,425 86,425

Liabilities
Payables                        - - - - 22,938 22,938
Finance lease liabilities       10.6 - 154 806 12,364 13,324
Provisions                      - - - - 68,286 68,286
Other liabilities               - - - - 5,795 5,795
Total financial liabilities     - 154 806 12,364 97,019 110,343

Net financial asset (liabilities) - (154) (806) (12,364) (10,594) (23,918)

2002
Financial assets                - - - - 63,955 63,955
Financial liabilities          - - - - 139 654 12,670 89,524 102,987

Net financial asset (liabilities) - (139) (654) (12,670) (25,569) (39,032)

(b) Credit risk exposure
All financial assets are unsecured.

Amounts owing by other Government agencies are guaranteed and therefore no credit risk exists in respect of those amounts. In respect of other financial assets, the carrying amounts represents the Department's maximum exposure to credit risk in relation to those assets.

(c) Net fair values
The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values, determined in accordance with the accounting policies disclosed in note 2 to the financial statements.
### 37 ADMINISTERED AND EXPENSES REVENUES

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer payments – Family Court</td>
<td>9,751</td>
<td>9,320</td>
</tr>
<tr>
<td>Transfer payments – other Government agencies</td>
<td>35,603</td>
<td>33,625</td>
</tr>
<tr>
<td>Doubtful debts</td>
<td></td>
<td>2,342</td>
</tr>
<tr>
<td>Other</td>
<td>103</td>
<td>201</td>
</tr>
<tr>
<td><strong>Total administered expenses</strong></td>
<td>45,457</td>
<td>45,488</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judicial fines and penalties</td>
<td>16,974</td>
<td>19,112</td>
</tr>
<tr>
<td>Infringement penalties</td>
<td>245</td>
<td>253</td>
</tr>
<tr>
<td>Revenue for transfer – Family Court</td>
<td>9,859</td>
<td>9,524</td>
</tr>
<tr>
<td>Revenue for transfer – other Government agencies</td>
<td>35,491</td>
<td>33,068</td>
</tr>
<tr>
<td>Other</td>
<td>64</td>
<td>116</td>
</tr>
<tr>
<td><strong>Total administered revenues</strong></td>
<td>62,633</td>
<td>62,073</td>
</tr>
</tbody>
</table>

### 38 ADMINISTERED ASSETS AND LIABILITIES

#### Current assets

Administered assets are not controlled by the Department but are administered by it on behalf of the Government.

<table>
<thead>
<tr>
<th>Cash and restricted cash assets</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating account</td>
<td>-</td>
<td>(130)</td>
</tr>
<tr>
<td>Suitors fund</td>
<td>67</td>
<td>15</td>
</tr>
<tr>
<td>Departmental receipts in suspense</td>
<td>1</td>
<td>420</td>
</tr>
<tr>
<td>Family Court</td>
<td>320</td>
<td>211</td>
</tr>
<tr>
<td><strong>Total administered current assets</strong></td>
<td>388</td>
<td>516</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Receivables</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petty Sessions – fines and costs</td>
<td>9,013</td>
<td>8,161</td>
</tr>
<tr>
<td>Supreme and District Court fines &amp; forfeitures</td>
<td>2,111</td>
<td>1,877</td>
</tr>
<tr>
<td>Fines Enforcement Registry</td>
<td>63,705</td>
<td>73,716</td>
</tr>
<tr>
<td>Children's Court</td>
<td>148</td>
<td>41</td>
</tr>
<tr>
<td><strong>Total administered current assets</strong></td>
<td>74,977</td>
<td>83,795</td>
</tr>
</tbody>
</table>

Less provision for doubtful debts

<table>
<thead>
<tr>
<th>Unrecoverable fees &amp; fines – note 2 (c)</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>(41,511)</td>
<td></td>
<td>(51,056)</td>
</tr>
<tr>
<td><strong>Total administered current assets</strong></td>
<td>33,466</td>
<td>32,739</td>
</tr>
</tbody>
</table>

#### Total administered current assets

<table>
<thead>
<tr>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>33,854</td>
<td>33,255</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2003

<table>
<thead>
<tr>
<th></th>
<th>2003 $000</th>
<th>2002 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables</td>
<td>23</td>
<td>264</td>
</tr>
<tr>
<td>Amounts due to the Treasurer (Appeals Cost Board)</td>
<td>850</td>
<td>850</td>
</tr>
<tr>
<td><strong>Total administered current liabilities</strong></td>
<td>873</td>
<td>1,114</td>
</tr>
<tr>
<td><strong>Net administered assets</strong></td>
<td>32,981</td>
<td>32,141</td>
</tr>
</tbody>
</table>

39 CASHFLOWS FROM ADMINISTERED TRANSACTIONS

**Cash inflows from administered transactions**
Administered revenues received | 61,905 | 60,695 |

**Cash outflows from administered transactions**
Transfer and other payments | (45,698) | (45,251) |
Administered revenues credited to consolidated fund | (16,335) | (16,015) |

**Net cash inflow/(outflow) from administered transactions** | (128) | (571) |
The Summary of Consolidated Fund Appropriations and Revenue Estimates discloses appropriations and other statutes expenditure estimates, the actual expenditure and revenue estimates and payments into the consolidated fund, on an accrual basis.

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

(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

Purchase of outputs
Capital contribution

Purchase of output appropriation limits were increased for:

Cost supplementation to cover RiskCover premium growth over the base funding provided in 2000/01
Additional costs incurred due to arbitration of the Court Security & Custodial Services contract
Payments made on behalf of the State for compensation under the “Button case”
Payments made on behalf of the State for mesothelioma settlements and other matters
Cabinet approved funding under the State Homelessness Taskforce strategy
Movement in Capital User Charge as a result of movements in capital balances

These increases were offset by:

Capital works program transfer of project costs from expensed to capital equity
Return of unused funding for the mortgage investment service
Reduction in funding for the State Administration Tribunal (SAT) as a result of delay in commencing the project team
Increase in appropriation for the purchase of outputs

<table>
<thead>
<tr>
<th>Output</th>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2003</td>
<td>$’000</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Judiciary and judicial support</td>
<td>(162)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Case processing</td>
<td>(160)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Enforcement of criminal and civil court orders</td>
<td>2,378</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Administration of victim support and counselling services</td>
<td>9,218</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Legal services</td>
<td>8,786</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Legal services</td>
<td>3,678</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Administration of victim support and counselling services</td>
<td>1,203</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Legal services</td>
<td>508</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Legal services</td>
<td>14,475</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Legal services</td>
<td>1,810</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Retained revenue
A variety of reasons account for the additional revenue in 2002/03. These include:
(a) Prison services sale of industry goods were above budget by 10% due to increased activity
(b) Public Trust fees were above budget by 6% due to increased activity
(c) Crown Solicitor legal fees were 30% above budget due to higher chargeable work business activity
(d) Court fees were 7% above the original budget due to court fee increases
(e) Family Court Grants from the Commonwealth were 6% higher than budget reflecting activity and cost increases
(f) Recoups of prisoner telephones (Arunta), salaries and wages, workers compensation, criminal injury, legal costs and residential recovery were above budget settings.

Capital
The capital works program budget was $41.8 million and was financed from:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation for outputs</td>
<td>31,641</td>
</tr>
<tr>
<td>Capital contribution</td>
<td>6,880</td>
</tr>
<tr>
<td>Internal funds and balances</td>
<td>3,313</td>
</tr>
<tr>
<td></td>
<td>41,834</td>
</tr>
</tbody>
</table>

Details of authorisation to expend in advance of appropriation

Capital contribution

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer of CBD courts planning project costs from expensed capital to capital equity</td>
<td>2,194</td>
</tr>
<tr>
<td>State Administrative Tribunal (SAT) additional accommodation fit out costs</td>
<td>514</td>
</tr>
<tr>
<td>Reflow of the capital works program to outyears. Reduction in the capital contribution for 2002/03</td>
<td>(3,078)</td>
</tr>
<tr>
<td>Total payments for 2002/03 were $38.1 million and this was financed from:</td>
<td>38,100</td>
</tr>
<tr>
<td>Appropriation for outputs</td>
<td>31,220</td>
</tr>
<tr>
<td>Capital Contribution</td>
<td>6,880</td>
</tr>
</tbody>
</table>
Prison refurbishment various (under spending $1.0 million)
The gatehouse technology project was endorsed December 2002. Delivery of infrastructure will be in September 2003.

Bandyup Prison extension (under spending $0.8 million)
De-commissioning of effluent ponds delayed due to inclement weather.

CBD courts complex - planning and management (under spending $0.8 million)
Due to the complexity in developing the business case analysis to support the partnerships for growth policy, there were delays in appointing consultants.

ICMS systems development (under spending $0.5 million)
Revised schedule of deliverables for this project due to technical issues and integration of State Administration Tribunals, resulted in a revised allocation of the remaining ICMS budget across 2002/03 and 2003/04.

WA registration system (Under spending $0.4 million)
The schedule of deliverables and the associated work required has been revised. The associated revised expenditure will result in a shift of costs from 2002/03 to 2003/04.

Juvenile accommodation strategy - formerly Banskia Hill Detention Centre (under spending $0.4 million)
Action and planning has been deferred pending further community research and consultation, the completion of research and philosophy development for the women's prison (re girls accommodation strategy) and due to prospective amendments to the Young Offenders Act which has been delayed in Parliament.

Financial Management Information System (under spending $0.4 million)
Delay in finalising contract arrangements for application support and in finalising strategy for FMIS enhancements.

Albany justice complex (excess $0.3 million)
Project required purchase of property adjacent to existing site resulting in accelerated land acquisition costs.
Administered revenues

Judicial fines and penalties
Under budget revenue reflects the current performance levels in fines enforcement.

<table>
<thead>
<tr>
<th>Year</th>
<th>Excess/Saving</th>
<th>$’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>Under 2,146</td>
<td></td>
</tr>
</tbody>
</table>

(c) Significant variations between actual outputs for the financial year and outputs for the immediately preceding financial year

Recurrent

Output 1 - Judiciary and judicial support
Increase in expenditure is due mainly in an increase in the provision for judicial pensions and also reflects judicial remuneration increases under the Salaries and Allowances Tribunal.

Output 2 - Case processing
Increase in expenditure is due mainly to costs associated with the SAT, increase in Criminal Injury Compensation payments and additional costs for the Court Security & Custodial Services (CSCS) contract.

Output 3 - Enforcement of criminal and civil court orders
Increase in expenditure is due to employee costs, capital user charges and depreciation for the ICMS system.

Output 4 - Administration of victim support & counselling services
Increase in expenditure is due to employee costs associated with staffing of the Counselling and Support Services for the Family Court which was transferred to the Department in January 2003.

Output 5 - Legal services
The saving is mainly due to the reduction in external services (legal briefs).

Output 6 - Adult offenders managed
The increase in expenditure is mainly due to additional costs for the private prison (Acacia), CSCS contract and private prison maintenance, additional workers compensation costs, increased contracted nursing services expenses and increased buildings maintenance charges.

Output 7 - Juvenile offenders managed
Reduction in expenditure is due mainly to the reduced number of detainees.
Output 10 - Trustee services
The reduction in expenditure is due mainly to savings in external services for computer services and contract staff following the implementation of the trust accounting system (MATE).

Output 11 - Registration services
The increased expenditure is due to employee cost increases and depreciation/capital user charge for the WARS 2000 system.

Output 13 - Support services to other Government agencies
The reduction in expenditure is due mainly to the reduction in payments on behalf of the State for mesothelioma settlements.

Output 14 - Legal Aid
The decrease in expenditure is due mainly to one-off funding for financing of investor legal actions (Finance Brokers Royal Commission) in 2001/02.

Capital
Variations between actual expenditure for the current financial year and previous year 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.

Administered revenues

Judicial fines and penalties
Current year’s actual result reflects the current performance levels in fines enforcement.
### Trust and Treasurer's Advance Accounts

<table>
<thead>
<tr>
<th>Account</th>
<th>Opening Balance</th>
<th>2002/03</th>
<th>Payments</th>
<th>Closing Balance</th>
<th>Opening Balance</th>
<th>2001/02</th>
<th>Payments</th>
<th>Closing Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
<td>$000s</td>
</tr>
<tr>
<td>1 Insurance - sheriff's assurance account</td>
<td>79</td>
<td>-</td>
<td>79</td>
<td>-</td>
<td>76</td>
<td>3</td>
<td>-</td>
<td>79</td>
</tr>
<tr>
<td>2 Department of Justice receipts in advance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7</td>
<td>11,070</td>
<td>25</td>
<td>11,052</td>
</tr>
<tr>
<td>3 Juvenile justice trust account</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>33</td>
<td>5</td>
<td>37</td>
<td>1</td>
</tr>
<tr>
<td>4 Civil court judgement - Government account</td>
<td>-</td>
<td>163</td>
<td>111</td>
<td>52</td>
<td>6</td>
<td>220</td>
<td>226</td>
<td>-</td>
</tr>
<tr>
<td>5 Land acquisition account</td>
<td>4,514</td>
<td>75,488</td>
<td>65,289</td>
<td>14,713</td>
<td>953</td>
<td>64,212</td>
<td>60,651</td>
<td>4,514</td>
</tr>
<tr>
<td>6 Suitor's fund account</td>
<td>15</td>
<td>64</td>
<td>78</td>
<td>1</td>
<td>-</td>
<td>119</td>
<td>104</td>
<td>15</td>
</tr>
<tr>
<td>7 Clerk of courts trust account</td>
<td>2,807</td>
<td>35,498</td>
<td>35,153</td>
<td>3,152</td>
<td>2,572</td>
<td>33,953</td>
<td>33,718</td>
<td>2,807</td>
</tr>
<tr>
<td>8 Departmental receipts in suspense</td>
<td>157</td>
<td>35,927</td>
<td>36,040</td>
<td>44</td>
<td>714</td>
<td>34,734</td>
<td>35,291</td>
<td>157</td>
</tr>
<tr>
<td>9 Sheriff's and District Court bailiffs trust account</td>
<td>295</td>
<td>1,189</td>
<td>1,303</td>
<td>181</td>
<td>60</td>
<td>1,873</td>
<td>1,638</td>
<td>295</td>
</tr>
<tr>
<td>10 Civil action - Supreme and District Courts account</td>
<td>2,428</td>
<td>2,477</td>
<td>2,389</td>
<td>2,516</td>
<td>2,266</td>
<td>2,190</td>
<td>2,028</td>
<td>2,428</td>
</tr>
<tr>
<td>11 Companies liquidation account</td>
<td>725</td>
<td>9</td>
<td>2</td>
<td>732</td>
<td>725</td>
<td>-</td>
<td>-</td>
<td>725</td>
</tr>
<tr>
<td>12 Prisoners private cash trust fund</td>
<td>37</td>
<td>1,987</td>
<td>2,014</td>
<td>10</td>
<td>152</td>
<td>2,157</td>
<td>2,272</td>
<td>37</td>
</tr>
<tr>
<td>13 Department of Justice - settlement payments account</td>
<td>9</td>
<td>13</td>
<td>19</td>
<td>3</td>
<td>9</td>
<td>13</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>14 Family Court - C'Wealth advance account</td>
<td>211</td>
<td>9,859</td>
<td>9,750</td>
<td>320</td>
<td>7</td>
<td>9,524</td>
<td>9,320</td>
<td>211</td>
</tr>
<tr>
<td>15 Appeal Costs Board - Treasurer's advance account</td>
<td>(825)</td>
<td>-</td>
<td>25</td>
<td>(850)</td>
<td>(725)</td>
<td>-</td>
<td>100</td>
<td>(825)</td>
</tr>
</tbody>
</table>
STATEMENT OF RECEIPTS AND PAYMENTS
FOR THE YEAR ENDED 30 JUNE 2003

1 Insurance - sheriff's assurance account
To hold moneys to finance public and professional indemnity insurance for the sheriff of Western Australia while on official duties.

2 Department of Justice - receipts in advance
To hold monies lodged as a prepayment by clients upon satisfactory completion of a service or supply of goods.

3 Juvenile justice trust account
To hold monies in trust for children under the care of the juvenile justice program and such other monies as are received from any person or organisation for the provision of amenities in program facilities which house children, and for such other specific purposes as directed by the donors.

4 Civil court judgements - Government account
To hold monies arising from civil court judgements made in favour of Government departments and authorities.

5 Land acquisition account
To hold moneys for and on behalf of Government departments and authorities pending settlement of land acquisition.

6 Suitor's fund account
To hold funds, in accordance with section 4 of the Suitor's Fund Act (the Act), to meet the liability for costs of certain litigation and for incidental and other purposes pursuant to the Act.

7 Clerk of courts trust account
To hold moneys, collected in the course of court activities at Courts of Petty Sessions and Local Courts throughout the State, for the disbursement to other parties.

8 Departmental receipts in suspense
To hold funds pending identification of the purpose for which those monies were received pursuant to section 9(2)(c)(iv) of the Financial Administration and Audit Act.

9 Sheriff and District Court bailiffs trust account
To hold monies collected or realised from the execution, by the sheriff, Supreme Court or Bailiff, District Court of Writs of fieri facias against judgement debtors in civil actions in the Supreme or District Courts of Western Australia.

10 Civil action - Supreme and District Courts account
To hold monies paid into the Supreme and District Courts in civil actions as ordered by the Supreme Court of Western Australia or District Court.

11 Companies liquidation account
To hold funds received by the Director General, Department of Justice, from the Commissioner for Corporate Affairs pending payment pursuant to section 427 of the Companies (Western Australia) Code.

12 Prisoners private cash fund
To hold moneys for and on behalf of prisoners.

13 Department of Justice - settlement payments account
To hold monies received by the Department of Justice and Small Claims Tribunal as a consequence of actions to resolve disputes.

14 Family Court - Commonwealth advance account
To hold funds received from the Commonwealth for the establishment and administration of the Family Court of Western Australia, in accordance with an agreement pursuant to section 41 (1) of the Family Law Act, pending transfer to the consolidated revenue fund.

15 Appeal Costs Board - Treasurer's advance account
A maximum expenditure advance of $850,000 was approved by the Treasurer to provide a temporary advance for funding of the Suitor's Fund Act. The expenditures are subject to reimbursement from the consolidated fund via the Suitor's fund account.
### 43 COMMONWEALTH GRANT - CHRISTMAS AND COCOS ISLAND

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening Balance</strong></td>
<td>278,383</td>
<td>295,585</td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth reimbursements</td>
<td>-</td>
<td>192,598</td>
</tr>
<tr>
<td>Court fees</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total receipts</strong></td>
<td>-</td>
<td>192,598</td>
</tr>
<tr>
<td><strong>Payments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td>259,269</td>
<td>209,800</td>
</tr>
<tr>
<td>Additional services for prisoner costs</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total payments</strong></td>
<td>259,269</td>
<td>209,800</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>19,114</td>
<td>278,383</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.
CONTRACTS

Contracts awarded between 1 July 2002 and 30 June 2003.

<table>
<thead>
<tr>
<th>Value</th>
<th>Number of contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 - $19,999</td>
<td>52</td>
</tr>
<tr>
<td>$20,000 - $49,999</td>
<td>58</td>
</tr>
<tr>
<td>$50,000 - $99,999</td>
<td>15</td>
</tr>
<tr>
<td>$100,000 - $499,999</td>
<td>22</td>
</tr>
<tr>
<td>$500,000 - $999,999</td>
<td>1</td>
</tr>
<tr>
<td>$1,000,000 +</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No</th>
<th>Yr</th>
<th>Contract description</th>
<th>Vendors recommended</th>
<th>Contract value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1844</td>
<td>2003</td>
<td>Public relations consultancy services for the State Administrative Tribunal</td>
<td>Ward Holt Public Relations Pty Ltd</td>
<td>$100,000</td>
</tr>
<tr>
<td>1577</td>
<td>2001</td>
<td>Provision of waste removal for Karnet Prison</td>
<td>Cleanaway</td>
<td>$100,672</td>
</tr>
<tr>
<td>1738</td>
<td>2002</td>
<td>Communications server for PABX at Central Law Court</td>
<td>NEC Business Solutions</td>
<td>$101,000</td>
</tr>
<tr>
<td>1740</td>
<td>2002</td>
<td>Provision of Child Witness Support Services for Geraldton</td>
<td>Centacare Family Services</td>
<td>$115,830</td>
</tr>
<tr>
<td>1301</td>
<td>2001</td>
<td>Cleaning services for Kalgoorlie courthouse</td>
<td>Airlite Cleaning Pty Ltd</td>
<td>$116,700</td>
</tr>
<tr>
<td>1894</td>
<td>2003</td>
<td>Accommodation &amp; related services for juvenile custodial services</td>
<td>Drug Arm WA Inc</td>
<td>$120,120</td>
</tr>
<tr>
<td>1663</td>
<td>2002</td>
<td>Victim support services for Karratha</td>
<td>Anglicare Health And Welfare And Services</td>
<td>$136,047</td>
</tr>
<tr>
<td>1681</td>
<td>2002</td>
<td>Victim support services Broome</td>
<td>Anglicare WA Inc</td>
<td>$136,047</td>
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<tr>
<td>1698</td>
<td>2002</td>
<td>Procurement manager for community business information system</td>
<td>Quadrant Group</td>
<td>$160,000</td>
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<td>1691</td>
<td>2002</td>
<td>Supply of clothing for Juvenile Custodial Services</td>
<td>Raylex (Australia) Pty Ltd</td>
<td>$180,000</td>
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<tr>
<td>1829</td>
<td>2002</td>
<td>Preparation and dispatch of enforcement notices</td>
<td>HPA</td>
<td>$203,164</td>
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<td>1692</td>
<td>2002</td>
<td>Removal of bodies to the nearest morgue in country areas</td>
<td>A Dawson &amp; Son Pty Ltd</td>
<td>$210,000</td>
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<td>Albany Funeral Directors Pty Ltd</td>
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<td>Archer &amp; Sons Funeral Homes</td>
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<td>B D Coventry &amp; Sons</td>
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<td>Bethany Funeral Home</td>
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<td>C.T. &amp; D.S Howe</td>
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<td>Darungunaya Funeral Service</td>
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<td>Derby Funeral Services</td>
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<td>Esperance Funeral Services</td>
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<td>Gascoyne Funeral Directors</td>
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<td>Giudice &amp; Barndon</td>
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<td>Goldfields Funeral Directors Pty Ltd</td>
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<td>Hedland Funeral Services</td>
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<td>J &amp; L Enterprises (Aust) Pty Ltd T/As</td>
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## APPENDICES

<table>
<thead>
<tr>
<th>No</th>
<th>Yr</th>
<th>Contract description</th>
<th>Vendors recommended</th>
<th>Contract value</th>
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<tr>
<td>1746</td>
<td>2002</td>
<td>Provision of a youth outreach and individual support service</td>
<td>Kaspians, J Keenan &amp; C0, Karratha Funeral Directors, Laverton Undertakers, Leonora Funerals, Mt Magnet United Funeral Services, Newman Funeral Service, Okuri Funeral Service, P &amp; L Hogan Funeral Directors, Peter J Jackson Funeral Directors, Pilbara Funeral Services, Purslowe Funeral Homes, R Falkingham &amp; Son, Richard Edward Daniels, William Barrett &amp; Sons, Centrecare Incorporated</td>
<td>$210,000</td>
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<td>1816</td>
<td>2002</td>
<td>Youth employment and life skills program for Kalgoorlie/Boulder area</td>
<td>Aurora Consulting Pty Ltd, Alphawest 6 Frank Trobe Software</td>
<td>$240,000</td>
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<td>1715</td>
<td>2002</td>
<td>Maintenance and support of the corporate data warehouse</td>
<td>J &amp; L Enterprises (Aust) Pty Ltd T/As Kaspians, Quadrant Group</td>
<td>$249,000</td>
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<td>1826</td>
<td>2002</td>
<td>Analyst programmer for Crown Solicitor’s Office</td>
<td>QSP Asia Pacific Pty Ltd, Comsat Security, Audio Visual Imagination Pty Ltd, Memo Communications, Company Pty Ltd</td>
<td>$231,000</td>
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<td>1857</td>
<td>2003</td>
<td>Removal of bodies to morgues in the Perth metropolitan area</td>
<td>J &amp; L Enterprises (Aust) Pty Ltd T/As Kaspians, Quadrant Group</td>
<td>$302,061</td>
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<td>1850</td>
<td>2003</td>
<td>Consultancy support to community and juvenile justice services</td>
<td>Comsat Security, Audio Visual Imagination Pty Ltd, Memo Communications, Company Pty Ltd</td>
<td>$470,000</td>
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<td>1726</td>
<td>2002</td>
<td>Corporate business performance and financial planning system</td>
<td>Computer Corp, Lexisnexis Butterworths, Thomson Legal And Regulatory, Optus Networks Pty Ltd</td>
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<td>RFP96302</td>
<td>2003</td>
<td>Active electronic monitoring</td>
<td>Comsat Security, Audio Visual Imagination Pty Ltd, Memo Communications, Company Pty Ltd</td>
<td>$556,150</td>
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<td>1909</td>
<td>2003</td>
<td>Audio visual equipment</td>
<td>Comsat Security, Audio Visual Imagination Pty Ltd, Memo Communications, Company Pty Ltd</td>
<td>$1,601,044</td>
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<td>RFT99102</td>
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<td>Trunk radio maintenance</td>
<td>Computer Corp, Lexisnexis Butterworths, Thomson Legal And Regulatory, Optus Networks Pty Ltd</td>
<td>$5,000,000</td>
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<td>RFT41302</td>
<td>2002</td>
<td>Microsoft software licences</td>
<td>Computer Corp, Lexisnexis Butterworths, Thomson Legal And Regulatory, Optus Networks Pty Ltd</td>
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<td>1770</td>
<td>2002</td>
<td>Supply of legal publications</td>
<td>IPEX</td>
<td>$7,500,000</td>
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<td>RFP8202</td>
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<td>Supply, installation and maintenance of prisoner telephone system</td>
<td>IPEX</td>
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<td>RFT64802</td>
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<td>Intel based servers for Microsoft operating systems</td>
<td>IPEX</td>
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</table>
LEGISLATION

Administered by the Department of Justice

Companies (Acquisition of Shares) (Application of Laws) Act 1981
Companies (Acquisition of Shares) (Western Australia) Code
Companies (Administration) Act 1982
Companies (Application of Laws) Act 1981
Companies (Western Australia) Code
Companies Act 1961
Companies and Securities (Interpretation and Miscellaneous Provisions) (Western Australia) Code
Co-operative and Provident Societies Act 1903
Corporations (Administrative Actions) Act
Corporations (ancillary Provisions) Act
Corporations (Commonwealth Powers) Act
Corporations (Consequential Amendments) Act
Corporations (Taxing) Act 1990
Corporations (Western Australia) Act 1990
Declarations and Attestations Act 1913 (3)
Foreign Judgments Act 1963 (1)
Professional Standards Act 1997
Sale of Land Act 1970 (Part IVA)
Securities Industry (Release of Sureties) Act 1977
Securities Industry (Western Australia) Code
Securities Industry Act 1975
Statutory Corporations (Liability of Directors) Act 1996
Stipendiary Magistrates Act 1957 (4)
Trustee Companies Act 1987
Western Australian Trustees Limited (Mergers) Act 1989

Administer and comply with

Births, Deaths And Marriages Registration Act 1998
Children's Court of Western Australia Act 1988 (4)
Coroners Act 1996 (4)
Court Security and Custodial Services Act 1999 (6)
District Court of Western Australia Act 1969 (1)
Family Court Act 1997 (1)
Fines, Penalties & Infringement Notices Enforcement Act 1994 (3)
Guardianship & Administration Act 1990 (1)
Interpretation Act 1984
Juries Act 1957 (3)
Justices Act 1902 (3)
Liquor Licensing Act 1988 (part of) (1)
Local Courts Act 1904 (4)
Magisterial Districts Act 1886 (4)
Married Women's Property Act 1892 (1)
Offenders (Legal Action) Act 2000
Offenders Community Corrections Act
Prisoners (International Transfer) Act 2000 (2)
Prisoners (Interstate Transfer) Act 1983 (2)
Prisoners (Release for Deportation Act) 1989 (4)
Prisons Act 1981
Prisons Act 1981 (1)
Prostitution Act 2000 (part of) (1)
Public Trustee Act 1941
Recording of Evidence Act 1975 (2)
Recording of Proceedings Act 1980 (2)
Reprints Act 1984
Restraining Orders Act 1997 (4)
Restraint of Debtors Act 1984 (3)
Sentence Administration Act 1995
Slander of Women Act 1900 (1)
Small Claims Tribunals Act 1974 (4)
Spent Convictions Act 1988
Spent Convictions Act 1988 (1)
Suitors Fund Act 1964 (1)
Young Offenders Act 1994

Comply with only

Aboriginal Affairs Planning Authority Act 1972
Administration Act 1903
Adoption Act 1994
Age of Majority Act 1972
Anatomy Act 1930
Anglican Church of Australia (Diocesan Trustees) Act 1888
Anglican Church of Australia (Northern Diocese) Act 1961
Anglican Church of Australia (Swanleigh Land and Endowments) Act 1979
Anglican Church of Australia Act 1976
Anglican Church of Australia Constitution Act 1960
Anglican Church of Australia Lands Act 1914
Artificial Conception Act 1985
Associations Incorporations Act 1987
Auction Sales Act 1973
Australia Acts (Request) Act 1987
Bail Act 1982 (1)
Bills of Sale Act 1899
Births Deaths and Marriages Registration Act 1998
Business Names Act 1962
Commonwealth Administrative Decisions (Judicial Review) Act 1977
Commonwealth Bankruptcy Act 1988 (3)
Commonwealth Bankruptcy Act 1966
APPENDICES

C'wealth Cheques Act 1986
C'wealth Child Support (Assessment) Act 1989
C'wealth Child Support (Registration and Collection) Act 1988 (1)
C'wealth Corporations Law (to Feb 2001)
C'wealth Crimes Act 1914 (2)
C'wealth Currency Act 1965
C'wealth Disabilities Discrimination Act (5)
C'wealth Electronic Transactions Act 1999
C'wealth Family Law Act 1975 (1)
C'wealth Fringe Benefits Tax Act 1986 (1)
C'wealth GST Act (1)
C'wealth GST Act and Regulations
C'wealth Income Tax Assessment Act 1936 (4)
C'wealth Insurance Act 1973
C'wealth International Transfer Of Prisoners Act 1997 (2)
C'wealth Life Insurance Act 1995
C'wealth Marriage Act 1961 (1)
C'wealth Migration Act 1958 (1)
C'wealth Native Title Act 1993
C'wealth Patents Act 1990
C'wealth Racial Discrimination Act 1975 (5)
C'wealth Trade Practices Act 1974
C'wealth Transfer Of Prisoners Act 1983 (2)
C'wealth Veterans Entitlements
C'wealth Witness Protection
C'wealth Workplace Relations Act 1996 (5)
C'wealth/Int'l Chemical Munitions Treaty 1997 (4)
Censorship Act 1996
Charitable Trusts Act 1962 (1)
Chattel Securities Act 1987
Child Support (Adoption of Laws) Act 1990
Child Welfare Act 1947 (4)
Choice of Law (Limitation Periods) Act 1994 (1)
Commercial Arbitration Act 1985 (1)
Commercial Tenancy (Retail Shops) Agreements Act 1985 (4)
Commercial Tribunal Act 1984 (4)
Commonwealth Places (Administration of Laws) Act 1970
Companies (Acquisition of Shares) (Application of Laws) Act 1981
Companies (Application of Laws) Act 1981
Companies (Co-operative) Act 1943
Companies (Western Australia) Code Companies Act 1961
Competition Policy
Confederation of Western Australia Industry (Inc.) Act 1976
Constitutional Powers (Coastal Waters) Act 1979
Control of Vehicles (Off-road Areas) Act 1978
Coroners Act 1996 (1)
Cremation Act 1929
Crime (Serious & Repeat Offenders) Sentencing Act 1992
Crimes (Confiscation of Profits) Act 1988
Crimes at Sea Act 2000
Criminal Code
Criminal Code Amendment Act (No. 2)
Criminal Injuries Compensation Act 1985 (4)
Criminal Investigations (Extra Terrestrial Offences) Act (4)
Criminal Law (Mentally Impaired Defendants) Act 1996 (1)
Criminal Property Confiscation (Consequential Provisions) Act 2000
Criminal Property Confiscation Act 2000
Debits Tax Act 1990
Debts Tax Assessment Act 1990
Debtors Act 1871
Declarations and Attestations Act 1913
Dental Act 1939 (3)
Diesel and Alternative Fuels Grant Scheme 1999 (1a)
Disability Services Act 1993 (7)
Dog Act 1976 (4)
Electoral Act 1907 (1)
Equal Opportunity Act 1984 (5)
Evidence Act 1906 (2)
Family Court (Orders of Registrars) Act 1997 (1)
Federal Courts (State Jurisdiction) Act 1999 (1)
Financial Administration and Audit Act 1985 - 1b
Financial Transaction Reports Act 1995 CS
Firearms Act 1973 (1)
Freedom of Information Act 1992 (2)
Futures Industry (Application of Laws) Act 1986
Gender Reassignment Act 2000 (4)
Goldfields Tattersalls Club (Inc.) Act 1986
GST Act (1999)
Guardianship and Administration Act 1990 (1)
Health Act 1981 (3)
Health Services (Conciliation and Review) Act 1995 (3)
Health Services (Quality Improvement) Act 1994 (3)
Heritage of WA Act 1990 (6)
Highways (Liability for Straying Animals) Act 1983
Hospitals and Health Services Act 1927 (3)
Industrial Relations Act 1979 (3)
Inspector of Custodial Services Act 2003 (1)
Interpretation Act 1984
Judges Retirement Act 1937 (1)
Jurisdiction of Courts (Cross-Vesting) Act 1987 (1)
Land Administration Act 1997 (6)
Law Reform (Contributory Negligence and Tortfeasors' Contribution) Act 1947
Law Reform (Miscellaneous Provisions) Act 1947
Law Reform (State of Frauds) Act 1962
Law Reform Commission Act
Law Reporting Act 1981 (1)
Law Society Public Purposes Trust Act 1985
Legal Aid Commission Act
Legal Contribution Trust Act 1967
Legal Practitioners Act 1893 (1)
Legal Representation of Infants Act 1977 (1)
APPENDICES

Library Board of Western Australia Act 1951 (2)
Limitations Act 1935 (1)
Local Government Act 1995 (6)
 Marketable Securities Transfer Act 1970
Medical Act 1894 (3)
Mental Health Act 1996 (3)
Metropolitan Region Town Planning Scheme
   Act 1959 (6)
Minimum Conditions of Employment Act 1993 (3)
Misuse Of Drugs Act 1981 (3)
Native Title (State Provisions) Act 1999 (6)
Newspaper Libel and Registration Act 1884
Newspaper Libel and Registration Act 1884 Amendment
   Act 1888
Nurses Act 1992 (3)
Occupational Safety and Health Act 1984 (5)
Occupational Therapists Registration Act 1980 (3)
Occupiers' Liability Act 1985
Offenders (Legal Action) Act 2000
Official Prosecutions (Defendants' Costs)
   Act 1973 (1)
Off-Shore (Application of Laws) Act 1982
Optical Dispensers Act 1966 (3)
Parliamentary Commissioner Act 1971 (1)
Parole Orders (Transfer) Act 1984
Partnership Act 1895
Payroll Tax Assessment Act - (5)
Perth and Tattersall's Bowling & Recreation Club
   (Inc.) Act 1979
Perth Anglican Church of Australia Collegiate School Act
   1885
Pharmacy Act 1964 (3)
Physiotherapists Act 1950
Poisons Act 1964 (1)
Presbyterian Church Act 1976
Presbyterian Church of Australia Act 1970
Prisoners (International Transfer) Act 2000
Prisoners (Interstate Transfer) Act 1983
Prisoners (Release for Deportation) Act 1989 (4)
Property Law Act 1969
Property Law Act 1969 (1)
Psychologists Registration Act 1976 (1)
Public and Bank Holidays Act 1972 (2)
Public Notaries Act 1979
Public Sector Management Act 1994 (2)
Public Sector Standards (5)
Public Works Act 1902 (6)
Radiation Safety Act 1975 (3)
Registration of Deeds Act 1856
Residential Tenancies Act 1987 (4)
Retirement Villages Act 1992 (4)
Salaries and Allowances Act 1975 (4)
Sale of Land Act 1970
Sea-Carriage Documents Act 1997
Sentence Administration Act 1995 (1)
Sentencing (Consequential Provisions)
   Act 1995 (1)
Sentencing Act 1995 (2)
Service and Execution of Process (Harbours) Ordinance
   1855
Solicitor-General Act 1969
Special Investigation (Coal Contract) Act 1994
Stamp Act 1921
State Records Act 2000 (2)
State Superannuation Act 2000 (4)
State Supply Commission Act 1991 (1)
Strata Titles Act 1985 (4)
Supreme Court Act (1)
Supreme Court Act 1935 and Rules
Surveillance Devices Act 1998 (5)
Tax Administration Act 1953 (1a)
Town Planning and Development Act 1928 (6)
Transfer of Land Act 1893
Trustee Ordinance 17 Vict No 10
Trustee Ordinance 1854
Trustees Act 1962
Trustees of Western Australia Ltd (Transfer of
   Business) Act
Unclaimed Money Act 1990
Uniting Church in Australia Act 1976
Victims of Crime Act 1994 (3)
Warehousemen's Liens Act 1952
Warrants for Goods Endorsement Act 1898
Weapons Act 1999 (4)
Wills Act 1970
Workers Compensation and Rehabilitation
   Act 1981 (4)
Workplace Agreements Act 1993 (3)
Young Offenders Act 1994 (4)
The Department of Justice has developed a comprehensive collection of publications, brochures and videos. These are available from the Department at no cost unless otherwise stated, or can be downloaded from Justice Online at www.justice.wa.gov.au.

- Disability services policy and guidelines
- Information on prisons (online only)
- Justice reform issues papers
  - Community re-entry program for prisoners
  - Managing drugs in prisons
  - Reducing imprisonment program
  - Women in prison Language services policy
- Department of Justice annual reports (online only)
- Department of Justice handbook: a practical guide to using the Department’s services
- Quarterly court statistics report
- Reform of adult justice
- Sentencing statistics
- Adult offender statistical reports (yearly reports)

The comprehensive list orders publications according to subject. When requesting copies of the publications, please contact the appropriate contact number.

**ABORIGINAL SERVICES**

- Aboriginal Alternative Dispute Resolution Service – helping to heal the conflict
- Registration for training in mediation and conflict resolution – helping to heal the conflict
- Aboriginal Visitors Scheme

**BIRTHS, DEATHS AND MARRIAGES**

**General**

- Changing your name
- Customer service charter
- Tracing your family tree
- Western Australian pioneers index on CD-Rom or microfiche. A consolidated index of 210,000 birth, death and marriage records registered between 1841 and 1905 ($205 and $140 respectively)
- Western Australian death and marriage indexes on microfiche. A year-by-year index of deaths between 1906 and 1980 and marriages from 1906 to 1965 (from $35-$100)

**Births**

- Commemorative birth certificates for Western Australians young and old

**Marriages**

- Happily ever…before and after
- Your registry wedding
APPENDICES

COURTS

General court information.......................................................................................................................... 9264 1547
• About jury service
• Application for appointment as a justice of the peace
• Being a witness in court
• Commissioner for declarations
• Court child-minding
• Court video-link service
• Courtrooms of the future - May Holman Courts
• Customer Service Charter
• Intelligent courtroom
• Interpreters for court clients
• Jury duty
• Law almanac (online)
• Remand court appearances by video
• Restraining orders

The following information sheets are available on Justice Online or at any WA court:
• Applying for an extraordinary driver's licence
• Court etiquette
• Cross examination for unrepresented litigants
• Enforcement process
• Misconduct restraining orders
• Pre-trial conferences
• Process flow chart
• Rehearing applications
• Residential tenancy - form 6 (disposal of bond money)
• Residential tenancy - form 12
• Seizure of goods
• Serving a summons - information for plaintiff/applicant
• Spent conviction order at time of sentencing
• Spent conviction order old convictions
• Summonsing a witness - Local Court
• Summonsing a witness - Magistrates' Court
• Violence restraining orders
• Warrant of possession - information for occupant
• Warrant of possession - information for property owner
• When a summons has been served - information for plaintiff/applicant
• When served with a summons - information for defendant/respondent

Children's Court........................................................................................................................................... 9218 0100
• Children's Court - important information for parents and guardians
• 'Keep Your Head' video and resource book. The consequences of breaking the law, going to court and taking responsibility for one's actions ($40)
• Perth Children's Court - what you need to know
APPENDICES

Commercial Tribunal......................................................................................................................... 9425 2773
- Annual report of the Commercial Registrar under the Commercial Tenancy (Retail Shops) Agreement Act 1985
- Annual report of the Commercial Tribunal
- Information and resource kit - Commercial Tribunal explanatory publication

Coroner’s Court................................................................................................................................. 9321 2491
- Annual report
- Coroner’s Court of WA - important information about inquests
- When a person dies suddenly - information for the family

Criminal injuries compensation......................................................................................................... 9425 2730
- Compensation for victims of crime
- Criminal injuries compensation application form, incorporating guidelines and procedures
- Chief Assessor’s annual report

Drug Court........................................................................................................................................... 9425 2391
- Drug Courts in Western Australia - the positive choice

Equal Opportunity Tribunal............................................................................................................... 9425 2773
- Equal Opportunity Tribunal
- Guidelines for settlement of disputes by agreement

Family Court...................................................................................................................................... 9224 8222
- Costs of family law proceedings
- Family Court Counselling Services
- Family Court handbook
- Family Court of WA - conciliation conference kit
- Family Court of WA - order contravention kit
- Family Court of WA - divorce kit
- Forms prescribed under Family Law Act 1975 and Family Court Act 1995 and relevant instructions
- Guide to serving an application for divorce
- Handbook for self-represented litigants preparing for trial in the Family Court of WA
- Introduction to the Family Court
- Marriage, families and separation
- Me and my kids - parenting from a distance
- Mediation services - pathway to agreement
- Notice of rights - disputed costs
- Parental responsibility and parenting orders
- Practice directions and case management guidelines ($5)

Fines and infringement notices......................................................................................................... 1300 650 235
- Application for revocation
- Application for revocation by a prosecuting authority
- Fines Enforcement Registry direct debit request
- Information about court fines
- Information about infringement notices
- License suspension certificate request form
APPENDICES

- Request to lift or not impose a licence suspension order - time to pay application
- Seizure of goods (online factsheet)
- Statutory declaration in support of request not to impose or to cancel a licence suspension order and time to pay

Gender Reassignment Board........................................................................................................ 9425 2742
  - Application forms
  - Information brochure

Guardianship and Administration Board......................................................................................... 9278 7350
  - See also "Guardianship and Advocacy" section page 114
  - An introduction to guardianship and administration in WA
  - Annual report

Justices of the peace......................................................................................................................... 9425 2896
  - Application for appointment as a justice of the peace
  - Commissioners for declarations - application form and guide to the powers, duties and responsibilities
  - Justices of the peace brochure

Magistrates' Courts......................................................................................................................... 9425 2222
  - Understanding the Court of Petty Sessions
  - Understanding the Local Court

Retirement Villages Disputes Tribunal............................................................................................... 9425 2773
  - Retirement Villages Disputes Tribunal application form

Sheriff's Office................................................................................................................................. 9425 2481
  - About jury service
  - Jury duty
  - Annual jurors' book (available only on request)
  - Weekly juror lists (available as a computer print-out, subject to legislation)

Small Claims Tribunal..................................................................................................................... 9426 2670
  - Claim form with guide
  - Information for consumers
  - Information for traders

Strata Titles Referee........................................................................................................................ 9425 2773
  - Applications to the Strata Titles Referee handbook

Supreme Court................................................................................................................................. 9421 5333
  - Mediation at the Supreme Court
  - The Supreme Court of Western Australia
GUARDIANSHIP AND ADVOCACY

Office of the Public Advocate................................................................. 9278 7300
- Annual report
- Customer service standards and grievances procedures
- Office of the Public Advocate (general introductory brochure)
- Office of the Public Advocate newsletter (published twice a year)
- Guardianship and administration video ($22)

Guardianship and administration brochure series
- An introduction to guardianship and administration in Western Australia
- Before you apply for an appointment of a guardian or administrator
- An application has been made for appointment of a guardian or administrator
- You have been appointed to make decisions on behalf of a person with a decision-making disability

Enduring power of attorney
- Enduring power of attorney - making a decision to safeguard your own financial security
- Enduring power of attorney information kit (available for sale at the State Law Publisher, Newspower newsagents and Sands & McDougall stationery stores)

Professional guides
- A guide for service providers - practice manual ($38.50)
- The practical guide to enduring powers of attorney in Western Australia - professional guide ($38.50)

Research reports
- Safeguarding the financial interests of vulnerable seniors
- Needs of Indigenous people in guardianship and administration system in Western Australia ($16.50)

OFFENDER MANAGEMENT (Community-based and prisons)
Adults.............................................................................................................. 9264 6152
- Aboriginal Visitors Scheme
- Community bail
- Community-based order
- Community corrections officer/ juvenile justice officer recruitment information
- Conditional release order
- Home detention for prisoners
- Integrated prison regime
- Intensive supervision order
- Mediation - information for offenders (Magistrates’ Court 37 only)
- Offender community work projects - partnerships that work
- Pre-sentence report
- Prisons division strategic plan for Aboriginal services 2002-2005
- Reparation order
- Sentencing options
- Suspended imprisonment
- Victim-offender mediation (information for victims and offenders)
- What does community work mean?
APPENDICES

- Work and development order
- Work release order
- Work camps - real benefits for communities

Juveniles in the community ................................................................................................................................. 9264 1069
  - Aboriginal family supervision program - taking responsibility for your own kin
  - Juvenile Education Services - education and vocational training for the future
  - Juvenile Justice Teams - a chance for offenders to set things straight; giving victims a voice
  - Juvenile supervision orders
  - Killara Youth Support Service - helping families keep their children out of trouble
  - Mentor program - giving young offenders a helping hand
  - Psychological services - assessment and counselling for young people and their families
  - Rehabilitation programs for prisoners
  - Supervised bail program - an alternative to being locked up
  - Supervised release program - after detention, getting back on track in the community
  - Warminda Intensive Intervention Centre - a chance for young offenders to go straight

Juveniles in detention or custody ............................................................................................................................ 9264 1065
  - Banksia Hill Detention Centre - an opportunity for a new beginning
  - Children's Court - a guide for those appearing before the court
  - Children's Court - after conviction, what next?
  - Rangeview Remand Centre - what being remanded in custody means

Parole Board, Mentally Impaired Defendants Review Board
and Supervised Release Review Board .................................................................................................................... 9229 1100
  - Mentally Impaired Defendants Review Board annual report
  - Parole Board annual report
  - Supervised Release Review Board annual report

PUBLIC TRUSTEE .................................................................................................................................................. 9222 6777
  - About our charges
  - Protecting your trust
  - Public Trustee annual report
  - Who we are, what we do

VICTIM SERVICES
Child Witness Service ............................................................................................................................................... 9425 2165
  - Child Witness Service
  - Information sheets
  - Court procedures involving children - a general introduction
  - Matters heard within the Court of Petty Sessions
  - Matters heard within the Children's Court
  - Matters heard within the Supreme and District Courts
  - Information for parents
  - Information for parents - what can I do to help my child get ready to give evidence?
  - Information for parents - what happens at trial?
APPENDICES

Victim-offender mediation service
- Contact between victims and offenders - information for victims
- Contact between victims and offenders - information for community offenders
- Contact between victims and offenders - information for prisoners/detainees
- Mediation - information for victims (Magistrates' Court 37 only)
- Victim-offender mediation - information for the community
- Victim-offender reparative mediation - information for victims and offenders
- Victim Notification Registry

Victim Support Service
- Coping with trauma
- Court support
- Directory of services for victims of crime
- How can I help?
- Information sheet for victims
- Preparing a victim impact statement
- Sentencing Act extracts relating to victims of crime
- Taking the stand - victim witness preparation video
- Taking the stand - version for the Indigenous community
- Taking the stand - information booklet
- Victim Support Services
- What about me, the victim?
- What do I do now
The Department of Justice welcomes your feedback about the 2002/03 annual report. This feedback will help us to continually improve our report for readers.

How would you rate this annual report overall?

☐ Excellent  ☐ Very good  ☐ Good  ☐ Average  ☐ Poor

How would you rate the style of writing and content of report?

☐ Excellent  ☐ Very good  ☐ Good  ☐ Average  ☐ Poor

How would you rate the overall structure and design?

☐ Excellent  ☐ Very good  ☐ Good  ☐ Average  ☐ Poor

Did you find any aspects particularly good? Please list and/or suggest changes

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Did you find any aspects particularly poor? Please list and/or suggest changes

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Other comments. How could we improve this report?

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