



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

Annual Report 2013/14

Contract for the Provision of
Court Security and Custodial Services

This report covers the operation of the
Contract for the Provision of Court Security and Custodial Services

30 September 2014





GOVERNMENT OF
WESTERN AUSTRALIA

Department of Corrective Services

Contract for the Provision of Court Security and Custodial Services

Annual Report 2013/14

TO THE MINISTER

Hon Joe Francis MLA
Minister for Corrective Services

In accordance with section 45 of the *Court Security and Custodial Services Act 1999*, I hereby submit for your information and presentation to Parliament the 2013/14 Annual Report of the Contract for the Provision of Court Security and Custodial Services.

Under section 45 of the Act, the Chief Executive Officer of the agency principally assisting the Minister for Corrective Services, is required to prepare a report on services provided by the Contractor for the preceding 12 months.

This report presents an overview of services provided under the Contract by Serco Australia Pty Limited. Compliance information and statistical information in the report are presented for a contract year, which operated from 31 July 2013 to 30 July 2014.

James McMahon
Commissioner
Department of Corrective Services

30 September 2014

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Contents

- 1. From the Commissioner..... 3
- 2. Executive Summary..... 4
- 3. Background – History of Contract 6
- 4. Transportation Services – Movement of Persons in Custody 7
- 5. Court Security and Court Custody 12
- 6. Contract Compliance and Contract Costs..... 13
- 7. Training..... 17
- 8. Contract Reviews..... 18
- 9. Achievements 2013/14 20
- 10. Challenges for 2014/15 – The Year Ahead..... 22
- 11. Conclusion 24

1. From the Commissioner

It has been a year of challenges for Serco, a service provider under the Court Security and Custodial Services (CS&CS) Contract (the Contract) following a number of escapes by prisoners. This in turn has seen deterioration in this key performance indicator for the Department, a matter I will be addressing over the course of the next year.

Of main concern and focus were:

- the escape of two prisoners while in custody at Geraldton Airport;
- the escape of four prisoners while attending hospital;
- the escape of one juvenile while in custody at the Perth Children's Court; and
- the escape of one prisoner from Court.

I am focussed on building a Department that learns, with improvements and benefits shared with Serco. Following these and a number of other incidents, the Department moved quickly to strengthen the security classification system, risk assessments, and enhanced intelligence and restraints procedures. These are changes and improvements that impact on the operations of Serco under the contract. The changes have resulted in a marked decrease in escapes from custody and improvements in prisoner security and community safety. Fourteen escapes occurred in the first eight months of 2013/14, with the majority of these under this contract, but only one in the remainder of that financial year.

Financial penalties have been applied for these incidents in accordance with the Contract. I expect improved performance under the Contract and a reduction in abatements for the 2014/15 financial year.

The reporting year focused on further improvements in the operation and management of the Contract, particularly in relation to monitoring and matters concerning security. I note gains in these areas, with specific areas of achievement are outlined in the Executive Summary following and, in greater detail, throughout this Annual Report.

During the year, the Department has taken the opportunity to look at the management of the contract and requested an independent review by the Department of Finance. The review found that the Contract is fit for purpose but that more focus could be placed on performance improvement activities. This work will continue and I look forward to working closely with Serco in the coming year to ensure value from the contract, performance and ultimately, community safety.

James McMahon
Commissioner

2. Executive Summary

This Annual Report of the Contract for the Provision of Court Security and Custodial Services ('the Contract') covers the period 31 July 2013 to 30 July 2014 inclusive, and it covers the third service year of the Contractor, Serco Australia Pty Ltd.

The current CS&CS Contract, which includes prisoner transport, commenced for an initial term to 30 June 2016, with extension options of up to five years. The previous Contract was cost-plus, while the current Contract is based on a fixed monthly service fee for delivering specified service volumes identified across 17 pricing tables that are subject to quarterly service volume band reviews. The current Contract allows flexibility for growth and reduction in demand, through the approved increase or decrease of specified service volumes. It also provides for greater price certainty despite demand variability.

Under the Contract the Contractor Serco, is now responsible for the provision, maintenance and replacement of the Secure Vehicle Fleet, as well as air and coach transportation of persons in custody across the State.

The Contract also provides for a greater number of high-level security officers to be deployed across Western Australia (WA). It is a requirement of the Contract that these officers be trained to a greater level of proficiency than stipulated under the previous Contract, in order to secure an improved quality of service. Major steps have been taken to achieve this requirement during 2013/14.

The current Contract includes an Abatement Regime based on the Contractor's service delivery performance measured against Key Performance Indicators. The Service Requirements under the current Contract have also been improved. The Contractor is expected to deliver 100% of all services in accordance with the contracted service requirements. The Abatement Regime applies if the Contractor fails to deliver services as required.

In addition to the above, regional Police lock-ups are cleared within 24 hours under the current Contract, an improvement upon the 72 hour clearing period that formerly applied. This has been implemented, and is working efficiently. Air transport is also used for regional prisoner movements.

In a further improvement to services, the Contractor, Serco, has implemented an electronic prisoner escort recording system (SERS) which records observations of a person in custody in the care of the Contractor. The resulting report is provided electronically to the receiving prison at the conclusion of the escort. Movement requests from the Department's Total Offender Management Solutions database (TOMS) are provided to the Contractor on a daily basis for scheduling purposes.

The Department has continued the work of the Monitoring Team with its reviews of court security and custodial services State-wide. This has resulted in greater scrutiny of service delivery which enables the Department to identify issues in a timely manner, and seek prompt remedy from the Contractor when issues of concern arise.

The Contract now has an even greater focus on services being carried out to the highest levels, within set timeframes, with a high degree of duty of care, and with greater security for persons in custody, staff, and the general public. The monitoring

processes developed, together with the Abatement Regime, will ensure these high levels of service delivery are maintained throughout the State.

Key Areas of Focus and Achievements for the Contract Management Team during the service year 2013/14 were:

- During 2013/14 there were seven incidents relating to escapes, which resulted in eight persons in custody escaping from the Contractor's direct supervision, two were apprehended by the Contractor prior to leaving the facility and six were subsequently apprehended by WA Police. As a consequence of these escapes, there was an increased focus by the Department on reviewing incidents and strengthening procedures relating to security and the application of restraints.
- On 15 October 2013, Serco commenced - on an interim basis - the State-wide provision of metropolitan and regional juvenile transport as well as custodial services for Perth Children's Court for an initial period of six months, which was further extended on 14 April 2014.
- On 9 June 2014, Serco commenced the provision of expanded juvenile services incorporating additional services for funeral escorts, medical appointments, release to freedom transfers, and hospital sits as requested.
- The application of SERS enables close monitoring of persons in custody during the period in which they are under Serco's care and supervision. Automated 'feeds' from the Department's TOMS ensures all transport requests are fed through to SERS to be actioned by Serco. Serco staff have access to SERS via personal computers, or tablets, and can record all interactions with each person in custody. On handover of custody the information, in the form of a person in custody event report, is issued to all prisons electronically.
- A review was undertaken by the Department of Finance, of the CS&CS Contract.
- The Contract variation for the temporary Kununurra Court for the provision of service for court custody, as well as the transportation of persons in custody, was undertaken.
- The Contract variation for the new Kalgoorlie Court House for the provision of service for court custody and security was made.
- Work commenced on implementing Sunday Magistrate's Courts at the new Perth Police Complex (PPC) in Northbridge, in collaboration with the Contractor. This service will ensure persons in custody are not held at PPC for extended periods of time pending court hearings. Daily transfers to metropolitan courts continue to be conducted by the Contractor from the complex.

The Department has worked on improving the way in which the Contractor Serco, provides and delivers Contract services. The 2014/15 reporting year will continue efforts to develop methods that are more efficient, and innovative, in the service delivery of the Contract for the Provision of Court Security and Custodial Services.

3. Background – History of Contract

In January 2000, the then WA Department of Justice entered into a Contract for the Provision of Court Security and Custodial Services with the Corrections Corporation of Australia (CCA) for a five year period, with options for two further three year contract extensions.

CCA, who later changed its name to Australian Integration Management Services (AIMS) Corporation, began delivering the services on 31 July 2000.

At the end of the first five year contract term in 2005, the first option to extend the Contract for three years was exercised, taking the Contract through to 2008. During the period of this first option, the then Department of Justice was split into two separate Departments – the Department of Corrective Services and DotAG – effective 1 February 2006. The change created a complex service delivery and contract management structure with services delivered to the two departments and a third agency, the WA Police.

Through a notation under the *Court Security and Custodial Services Act 1999*, in the Notice of Administration of Departments, Authority, Statutes and Notes, the Director General of DotAG had responsibility for the administration of the *Court Security and Custodial Services Act 1999*. Contract Management functions were undertaken by the Department of Corrective Services through a formal delegation by the Director General of DotAG.

The Department of Corrective Services provided overall contract management, while the management of the Contract's operations and services was undertaken by the Department of Corrective Services (particularly Custody Transport) and DotAG (particularly Court Security and Court Custody). The WA Police, while having no contract management role, is also a client agency making use of the custody movement services provided under the Contract.

In 2008, the Government Department responsible for assisting the Minister for Corrective Services in the administration of the *Court Services and Custodial Services Act 1999*, changed from DotAG to the Department of Corrective Services. As such, the Principal to the Contract for the Provision of Court Security and Custodial Services is now the Commissioner of the Department of Corrective Services.

In 2007, the Contract was novated from AIMS to Global Solutions Limited (GSL). The Department of Corrective Services also chose to exercise the final three year contract extension option, and extended the Contract to 2011.

In May 2008, GSL was acquired by Group4Securicor, an international security solutions group. In January 2009, GSL changed its Australian operating name to G4S Custodial Services to reflect the aforementioned change in ownership.

The Contract was publicly tendered in 2010 and the successful respondent was Serco Australia Pty Ltd. G4S Custodial Services continued to provide services under the Contract until the termination of the Contract on 30 July, 2011. Serco Australia Pty Ltd commenced transition in June, and commenced service delivery on 31 July 2011. Serco Australia Pty Ltd continues to carry out service delivery under the Contract.

4. Transportation Services – Movement of Persons in Custody

4.1 Persons in Custody Movement Services (Transport)

a. Description of Service

The provision of persons in custody movement services includes the transportation of such individuals between police lock-ups, courts, court custody centres, prisons, and remand centres.

Other movements include persons in custody attending funerals, medical appointments, or other locations for approved purposes as determined by the client agencies, and services whereby a person in custody is admitted to a hospital and requires security.

Table 1. Individual Custody Movements Performed

Services	Movements	Comments ¹
Inter-prison Transfers	6,539	Inter-prison movements include metropolitan to regional and vice versa, and within regional areas and the metropolitan area. Movements are conducted by coach, air or secure vehicle. There was an increase of 6.6% in movement of prisoners during 2013/14.
Court to Prison Prison to Court	6,450 7,774	Court to Prison movements have decreased by 4.4%. Prison to Court movements have decreased by 4.5% during 2013/14.
Medical Appointments	4,471	Scheduled and unscheduled medical appointments have decreased by 8.4% during 2013/14.
Funerals	149	Funeral movements have decreased by 43.3% during 2013/4.
Day Admissions	141	These services are for prisoners who are admitted to hospital for surgical or other procedures. This figure indicates a 14.5% decrease during 2013/2014.

¹Increases and decreases in percentages for Table 1 are calculated between the numbers provided for each service in the 2012-2013 Annual Report and the numbers provided for service in the 2013-2014 Annual Report. A small amount of movements may have been facilitated by prisons.

Prison to Hospital	197	Prison to Hospital movements have not changed during 2013/14.
Hospital to Prison	211	Hospital to Prison movements have decreased by 12.8% during 2013/14
Lock-up Clearance (Metropolitan and Regional)	9,314	<p>Using data provided by Serco, Lock-up clearance numbers have increased from the previous service year by 11.6%.</p> <p>For regional areas, this service clears persons in custody from 24 WA Police Hub locations to local regional prisons. This service requires persons in custody to be cleared within 24 hours' notice.</p> <p>During this period Lock-up clearances from metropolitan areas for persons in custody were cleared from the PPC (Northbridge).</p>
Visits	29	These services include visits to ill relatives and other approved escorts. This figure has decreased 25.6% during 2013/14.

A total of 35,275 persons in custody were transported by various means (air, coach, secure vehicle, or other vehicles) during the 2013/14 service year. This is a slight increase of 123 persons in custody or 0.3% movements on the previous year.

Daily transfers to metropolitan courts and Saturday Magistrates Court continue to be conducted by the Contractor from PPC, with the addition of Sunday Magistrates Court which commenced on 6 July 2014.

In addition, the provision of metropolitan and regional juvenile transport commenced as an interim variation in October 2013 and within this service year accounted for 1,578 movements of metropolitan and regional court movements, and regional lockup clearances.

Figure 1. Monthly Contracted Adult Transport Services

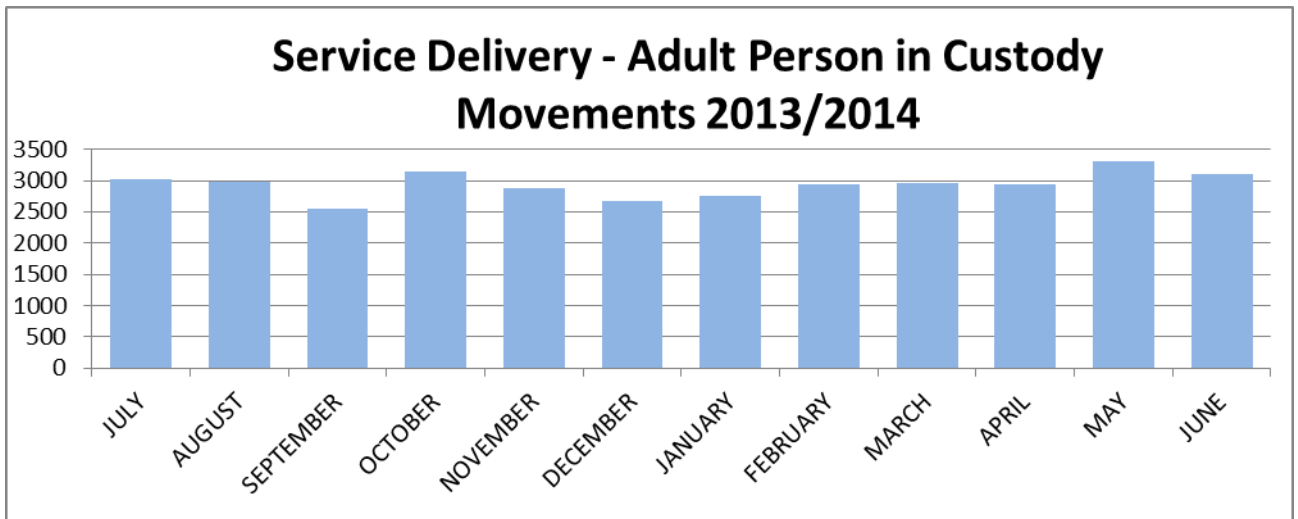
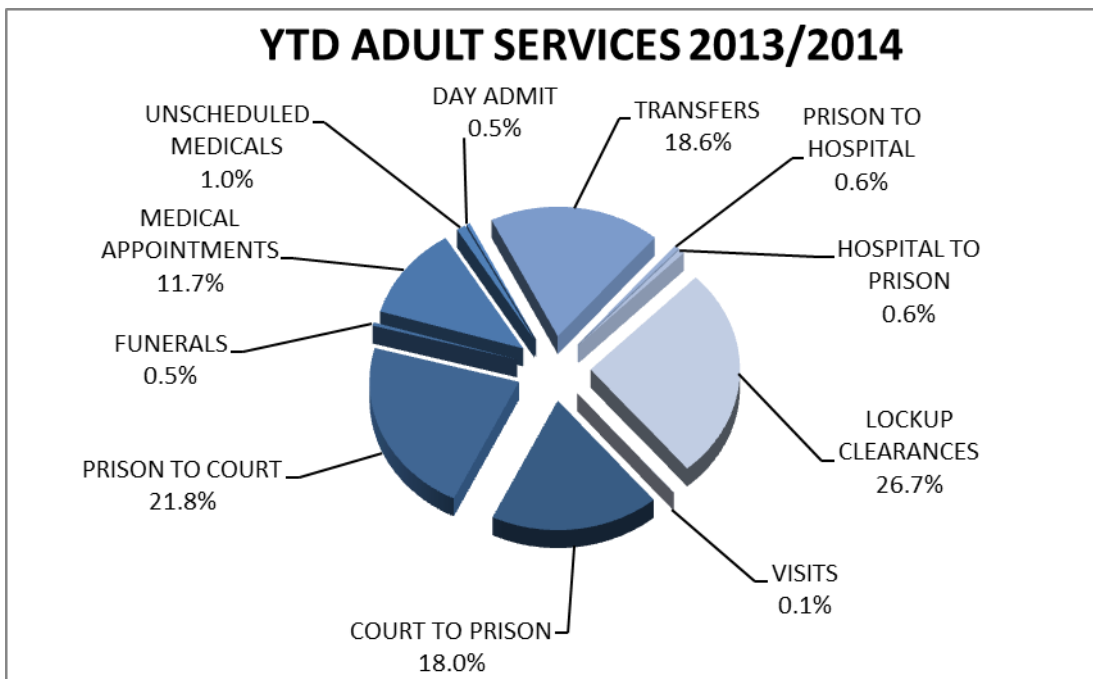


Figure 2. Annual Service Delivery of Adult Contracted Transport Service



b. Total Expenditure – Custody Movement Services

The total cost of providing Custody Movement Services in 2013/14 for metropolitan and regional areas was \$38,285,345.

The 2013/14 cost of Movement Services includes the provision of air charter, coach movements, Police Lock-up Hub Clearances within 24 hours, and the cost of maintaining and managing the Secure Vehicle Fleet.

4.2 Deaths of Persons in Custody

During 2013/14, four inquests were conducted into deaths in custody which occurred while under the supervision of the Contractor Serco, these all occurred in previous reporting periods. No recommendations were made as a result of these inquests.

There have been two deaths of persons in custody by natural causes (DIC) during the 2013/14 reporting period. The Department has completed the review of one of these incidents, and the other incident review is yet to be finalised. No recommendations have been raised in relation to the completed review

Of the two deaths in custody, both matters are yet to be addressed by the Coroner.

4.3 Serco Escort and Recording System (SERS)

Serco Escort and Recording System (SERS), has been developed by Serco to support the management of prisoner escort and court supervision duties. SERS was launched in the United Kingdom in 2011, and has been further customised and refined in Australia as a key element of Serco's WA CS&CS Contract.

The application of SERS enables close monitoring of persons in custody during the period in which they are under Serco's care and supervision. Automated 'feeds' from the Department's TOMS ensures all transport requests are fed through to SERS to be actioned by Serco. Serco staff has access to SERS via personal computers, or tablets, and can record all interactions with each person in custody. Serco staff are unable to utilise SERS when facilitating moments via commercial flights. This is due to the requirements to turn electrical devices off prior to take off and the time it takes for the system to reactivate. On handover of custody the information, in the form of person in custody event reports, is now issued to all prisons electronically and can be utilised to 'risk assess' prisoners.

Key Departmental staff will receive training and have access to custom reports and live data feeds via a portal which, it is anticipated, will be available during the first quarter of the 2014 financial year. Key DotAG staff have access to this portal and have been trained by Serco on how to access the reports.

4.4 Secure Vehicle Fleet

The agreement stipulates, 'The Contractor is contractually required to have a secure escort vehicle replacement strategy and shall not use a secure escort vehicle (chassis) older than five (5) years or greater than the manufacturer's warranty period or a secure escort vehicle pod older than ten (10) years old.'

The Contractor commenced chassis replacement in 2013/14 in accordance with the schedule in the Transport Management Strategy. The Contractor has hired two secure vehicles from the Department to ensure usual services are continued during the replacement process.

4.5 Increased Use of Video Links to Courts

The Department continues to focus on reducing unnecessary prisoner movements by collecting data, identifying strategies and managing the effects of new processes

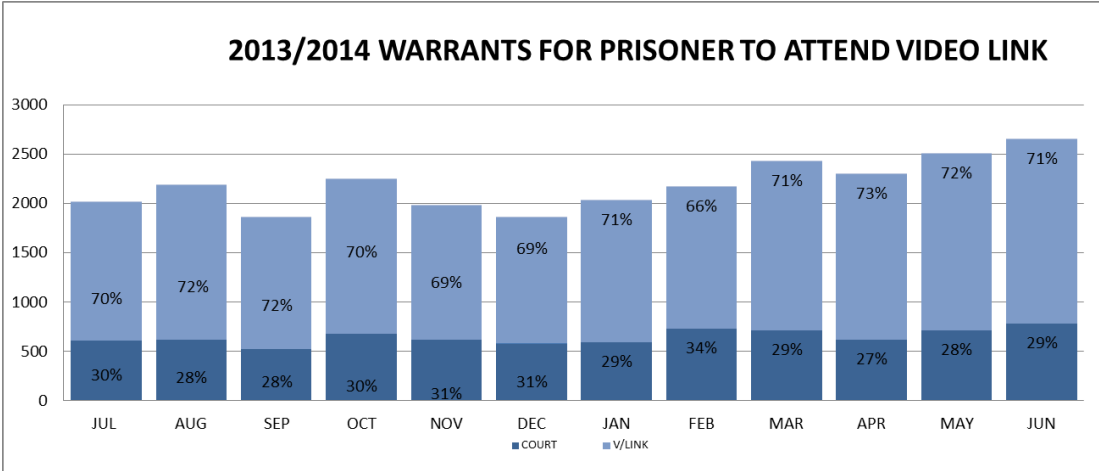
employed in this area. The Department has continued to promote the use of audio-visual links for court appearances, in order to successfully reduce the number of prisoners transported between regional and metropolitan locations.

The following Figure 3, outlines the number of warrants for persons in custody to appear in court and the number of warrants for persons in custody to attend via video link, and the percentages of those attendances that were facilitated by video link. There were 7,774 attendances at court and 18,465 video link appearances.

This is a decrease of 4.47% for warrants for attendance at court and an increase of 8.68% for warrants appearing via video link from the previous year. This decrease in attendances at court reflects the Department’s successful efforts to reduce unnecessary prisoner movements. The total overall person in custody movements for all services has however, due to demand, increased slightly by 0.3% this year.

There were a small number of occasions in which the programmed video link did not eventuate due to technology failure, or at the request of the judicial officer.

Figure 3. Warrants for Prisoners to Attend Video Link



5. Court Security and Court Custody

5.1 Description of Service

The Contract provides for court security and court custody services at major metropolitan and regional courts throughout WA and in designated jurisdictions.

Court security is the provision of security services (excluding custody) and generally includes court orderlies, gallery guards, perimeter security to external premises and internal security of public areas within major courts.

Court custody is the provision of security services within the court custody centre and the secure circulation paths leading to and from courtrooms. This includes dock guards in courtrooms for the management of persons in custody, and the management of custody centres where one forms part of a court complex.

5.2 Court Custody and Court Security Costs

The cost of providing court custody and court security services in 2013/14 for metropolitan courts and for regional courts was, in total, \$18,478,025.

Table 2: Court Sitting Days

State Totals			
Month	Metropolitan	Regional	Total
July 2013	401	258	659
August 2013	383	270	653
September 2013	339	242	581
October 2013	373	294	667
November 2013	360	297	657
December 2013	334	254	588
January 2014	344	272	616
February 2014	346	279	625
March 2014	366	303	669
April 2014	342	249	591
May 2014	372	315	687
June 2014	344	250	594
Total	4304	3283	7587

6. Contract Compliance and Contract Costs

The Contract operates under a defined governance framework that is overseen by the CS&CS Board. The purpose of the Board is to provide direction and advice on strategic and policy issues that affect the management and provision of services under the Contract. The Board is chaired by the Corrective Services Commissioner.

The objectives of the Board are to:

- Examine and resolve strategic issues that affect the Contract.
- Ensure compliance requirements are met.
- Facilitate improvements in the performance of the Contract.
- Review the ongoing relevance of aspects of the Contract.
- Provide a forum for co-ordination of relevant budget processes and to ensure that planning priorities inform the budget process.

6.1 Monitoring of Services

The CS&CS Contract Monitoring regime was reviewed during the reporting period and the resulting revised regime introduced.

The consequence of this review has resulted in a model that provides a more fine-grained breakdown of services monitored, which then provides for improved trend analysis.

Table 3 below, identifies the Daily Operational Reviews undertaken at metropolitan sites, and Reviews of Transport and Escort services provided within the metropolitan area under the CS&CS Contract.

Table 3. Schedule of Daily Operational Reviews Completed

Transport/Escorts		Courts			
Hospital Sits	181	Armadale Court	133	Midland Court	135
Medical Escorts	70	Royal Perth Hospital Secure Facility	45	Perth Children's Court	137
Funeral Escorts	21	District Court Building and Central Law Courts	5	Rockingham Court	104
Inter-Prison Escorts	141	Northbridge Police Complex	15	State Administrative Tribunal – Family Court and AXA Buildings	29
Prison/Court/Prison Escorts	1251	Fremantle Court	114	Supreme Court	99
Vehicle Standards	73	Joondalup Court	25	Mandurah Court	101

Note: Monitoring services to Northbridge Police Complex commenced in August 2013.

During the reporting period, Process Reviews at Kalgoorlie, Albany, Bunbury, Carnarvon, Geraldton, Roebourne, South Hedland, Broome and Kununurra were undertaken. As a result, a number of recommendations were made to the Contractor and Stakeholders for service improvements, the resulting responses were provided to the Department.

6.2 Key Performance Indicators (KPIs) and Abatement Regime

The Contract includes KPIs and an Abatement Regime. The KPIs relate to Specified Events referred to in the Contract as well as Performance Failures, including contractual, reporting and operational service failures by the Contractor. The Contractor can be abated for failing to meet a KPI, by being charged a fixed abatement amount in dollars, or by accumulating Abatement Points that are then converted into a dollar amount, which is calculated as a percentage of the monthly service fee. The precise amount of the abatement depends on the type and severity of the failure.

The following incidents have been identified for abatement during the reporting period. The final abatement amounts of these matters are yet to be resolved however, the maximum penalty for each circumstance is as follows:

- 4x Escape of a secure person from an unsecure environment, each with a maximum abatement amount of \$33,156.
- 4x Secure Person in custody Escape, each with a maximum abatement amount of \$110,520. Two of these matters were concluded as part of a commercial settlement with the Contractor.
- 1x Serious Failure to provide a Service, with a maximum abatement amount of \$55,260.
- 3x Unsecure person in Custody unauthorised release, each with a maximum abatement amount of \$2,763.
- 6x Failure to provide a Service, each with a maximum abatement amount of \$5,526.

During the period late deliveries to court and late court clearances were due to a range of factors including impacts from prisons, scheduling issues, impact of increasing traffic congestion and later court conclusions. These matters have been the subject of significant and ongoing discussion by the Department, client agencies and the Contractor with ongoing oversight to resolve issues and reduce the impact on the courts. Given the volume of these matters, and the various factors which impact on the movements, the decisions and abatements are yet to be finalised.

During a three month period from January to March 2014, the maximum abatement amount for late deliveries to court and late court clearances after taking these factors into account is \$11,169.44.

6.3 Performance Improvement Notices

If the Contractor has breached an obligation specified in the Contract or has not sustained any service element, this may lead to a Performance Improvement Notice (PIN) being issued. This process is managed in a way that ensures a particular performance issue is specifically addressed and promptly remedied.

Contract Management issued one PIN this year, as follows:

- 24 February 2014 – Relating to the provision of senior first aid refresher training of contract workers within contractually specified time frames. The Contractor subsequently met the requirements of the PIN.

6.4 Customer Satisfaction Survey

A further element encouraging maintenance of a high standard of Contractor delivery of services is the Customer Satisfaction Survey. Through the use of this mechanism, the Contractor may be rewarded with an Incentive Payment.

The survey measures the Contractor's performance with regard to establishing and maintaining effective relationships with the Client Agencies to ensure efficient delivery of the services and the transitional services to the Principal. The Contractor's performance is subject to regular measurement through customer satisfaction reviews based on the achievement of specific service objectives.

On completion of the surveys, conducted quarterly, the Contractor Serco achieved an average Customer Satisfaction Measurement of 56.28% for this service year. This is a

decrease of 4.92% in Customer Satisfaction on the previous year. The Contractor has, however, managed to remain within the 'Meets Expectation' performance level.

The Department continues to assess the effectiveness of the Customer Satisfaction Survey, noting that the tool is potentially more effective as a form of customer feedback rather than a KPI. Work will continue this coming year 2014/15 to refine this survey.

6.5 Overview of Contract Cost of Service

Cost of Service

The cost of delivering services under the Contract increased significantly during this financial year. In previous years, a major cost driver was increasing demand from client agencies for services. This year's increase has been attributed to a number of contract variations for the Kalgoorlie Courthouse, Juvenile Services, extended services at the PPC and the temporary Court House at Kununurra.

In total, the cost of delivering the service during 2013/14 was \$56,763,370.

7. Training

7.1 Improved Training of Contract Workers

A focus of the Contract is on the requirement for a higher level of training of Contract Workers. In this regard, the Contract requires all employees to have successfully completed a Certificate III in Correctional Services in their first year of employment and, for Supervisors, a Certificate IV in their first year of employment.

During 2013/14 only two staff did not meet their required certification in Certificate III within the 12 months specified, as they were unable to complete the required module.

Of the 364 Serco Contract Workers, 302 (or 83%) have completed Certificate III qualifications, and 62 (or 17%) are currently completing their Certificate III qualifications, and are doing so within the 12 months specified. In addition, 16 of these staff have also completed Certificate IV. All client service managers are required to have Certificate IV in Correctional Practice completed within 12 months of being appointed. There are five new client service managers who were appointed in the past 12 months who are in the process of Certificate IV training and there are no client service managers that have not completed Certificate IV in Correctional Practice within 12 months of being appointed.

As at 30 June 2014, the Contractor has overseen a slight decrease in the certification rate of Contract Workers in respect of Cardio Pulmonary Resuscitation (CPR) training this service year, a fall from 98% to 96% of staff due in part to long term absences from work. This is reported on regularly by the Contractor. The High Level Security Permits of staff who have not completed their required certification within 12 months, or do not have current CPR training, have been suspended and these staff are not currently in an active role as Contract Workers.

7.2 Training Audit

The Department engages an independent consultant to evaluate the training made available by the Contractor to officers employed in services provided under the CS&CS Contract. This is consistent with the requirements of the recommendations arising from the Parliamentary Review Committee's Report on the Transportation of Detained Persons².

The audit to assess progress of the recommendations of the previous independent audit undertaken in June 2014, made 12 recommendations; 10 specifically related to matters of compliance and two for opportunities for improvement, which were then passed on to the Contractor. Subsequently, within the 2014/15 financial year period, a PIN was issued on 3 July 2014. The Contractor Serco was requested to provide a rectification plan for all recommendations provided in the report.

² *Inquiry into the Transportation of Detained Persons: The Implementation of the Coroner's Recommendations in Relation to the Death of Mr Ward and Related Matters* conducted by the Environment and Public Affairs Committee

8. Contract Reviews

In addition to the monitoring Reviews for compliance (as outlined in Section 6.1 Monitoring of Services), several other contract reviews were undertaken during the 2013/14 reporting period.

This Annual Report outlines the reviews being carried out into a range of contractual activities aimed at securing increased efficiencies in service provision. Importantly, the Department is cognisant of the fact that these efficiencies must be achieved while also providing an efficient, secure, safe and value-for-money service.

8.1 Review of Contractor's Operational Instructions

The Department ensures that an annual review of Operational Instructions (OIs) is undertaken by the Contractor. This is to make sure all Instructions comply with Departmental policy and legislation, and meet all service requirements and contractual responsibilities (as per Section 10.3 of the Contract).

During 2013/14, the Contractor provided its initial review of OIs. Contract Management has facilitated the initial review of these OIs which has included input from Adult Justice, DotAG, and Police. The Contractor and the Department are finalising the review of the OIs.

The Contractor and the Department will continue to review OIs in relation to issues and incidents as they occur.

8.2 Volume (Band) Changes

The Contract provides for regular increases and decreases for contractually specified service delivery to be reflected in specific price variations, without the requirement of formal contract variations. This allows the State to only receive the service required and make price variations, up or down, to reflect the changes in service demand.

The Contractor submitted Volume Band data and requests in accordance with the requirement for Quarterly Review of Baseline Volume Bands in Schedule 4, Clause 3.2.3, of the CS&CS Contract for regional court transfers, regional lock-up clearances and metropolitan medical, funeral and other escorts for approved purposes. Volume Band reviews were finalised for each quarter of the financial year during this reporting period.

8.3 Contract Variations

During this reporting period 2013/14, Contract Variations were initiated for services relating to:

- Temporary Kununurra Court for the operation of court custody, as well as the transportation of persons in custody.
- Juveniles and the provision of metropolitan and regional juvenile transport, as well as custodial services for Perth Children's Court for a period of six months, another contract variation was initiated extending this period.
- New Kalgoorlie Court House for the operation of court custody and security

During this service period, work also commenced on proposed variations for the new Kununurra Court and Carnarvon Court for the service provision of custody and security and Sunday Magistrates Court at PPC Northbridge.

9. Achievements 2013/14

The 2013/2014 service year has seen a number of strategic and operational improvements introduced and successfully implemented.

Major achievements secured during this reporting period include:

9.1 Secure Escort Vehicle Modifications.

As a result of the review process, undertaken after two prisoners escaped from a secure vehicle in January 2014, a security assessment was conducted on the actual vehicle involved in the escape. A number of recommendations were made following this assessment, forming the minimum standard requirements for secure vehicle pods. Prior to all modifications to the secure vehicle pods an interim solution was implemented for additional security. This ensured vehicles being used prior to the completion of the pod modification, were secure. All secure vehicle modifications to pod have been completed.

9.2 Increased Use of Video Links to Courts

The Department continues to focus on reducing unnecessary prisoner movements by promoting the use of audio-visual links for court appearances. This method significantly reduces the number of prisoners transported between regional and metropolitan locations. This financial year there was a decrease of 4.47% for warrants for attendance at court and an increase of 8.68% for warrants appearing via video link from the previous year. This decrease in attendances at court reflects the Department's efforts in reducing unnecessary prisoner movements.

9.3 Regional Police Station Hubs

Consistent with the current contractual requirements, the Contractor has continued to provide 24 hour clearances for persons in custody from regional Police Station Hubs during the 2013/14 reporting period, thus achieving a 100% success rate in the provision of this service.

9.4 Electronic Handover of Custody Information to Prisons.

The successful application of SERS enables close monitoring of persons in custody during the period in which they are under Serco's care and supervision. Automated 'feeds' from the Department's TOMS ensures all transport requests are fed through to SERS to be actioned by Serco. Serco staff have access to SERS via personal computers, or tablets, and can record all interactions with each person in custody. On handover of custody the information, in the form of person in custody event reports, is now issued to all prisons electronically and can be utilised by prisons to 'risk assess' prisoners.

9.5 Approval for (SERS) to be utilised on Chartered Flights

Serco staff were previously unable to utilise SERS when facilitating movements via flights. This was due to requirements to turn electrical devices off prior to take-off and landing. The time engaged for staff to re-establish connectivity to the portal and the time engaged for automated feeds to be updated made the use of SERS impractical. The Contractor has negotiated with the providers of chartered flights and obtained approval

for electronic tablets to remain on at all times, allowing SERS to be utilised effectively. The Contractor Serco is still unable, however, to utilise SERS when facilitating movements via commercial flights.

9.6 Commencement of Juvenile Transport State-wide

On 15 October 2014, Serco commenced - on an interim basis - the State-wide provision of metropolitan and regional juvenile transport for an initial period of six months, which was further extended on 14 April 2014.

9.7 Expansion of Services Provided to Juveniles

On 9 June 2014, Serco commenced the provision of expanded juvenile services incorporating additional services for funeral escorts, medical appointments, release to freedom transfers, and hospital sits as requested, for an initial period of four weeks.

10. Challenges for 2014/15 – The Year Ahead

10.1 New Kununurra Court

A new courthouse is currently being constructed in Kununurra. The new facility will be larger in size and will require the provision of Prisoner Transport Services, and CS&CS. A Contract Variation was implemented to allow the Contractor to provide services for the temporary Court at Kununurra while the new courthouse is being constructed.

10.2 Fitzroy Crossing Police Station

The Contractor Serco is contracted to facilitate Lock-up Clearances of persons in custody from agreed regional Police Station Hubs to prisons. In collaboration with the WA Police, the Department is seeking agreement for the inclusion of Fitzroy Crossing as a designated Hub, subject to funding. This will allow persons in custody to remain on-site overnight before being transported to prison.

10.3 Late Deliveries to and Late Clearances from Court

The Contract Management Team in collaboration with the Contractor Serco, Adult Justice, WA Police, and DotAG is seeking to achieve improvements in this area through the Vehicle Turnaround Project. The project is identifying how improvements can be achieved by changes to processes in the delivery of persons in custody to court and the late collection of prisoners from court. Processes during 2013/14 reviewed were:

- the scheduling of secure vehicles;
- client agencies ensuring persons in custody are ready for transportation when secure fleet vehicles arrive; and,
- improvements in the searching process during handover of persons in custody from client agencies to ensure movements are facilitated in a more expeditious manner.

The Department continues to monitor late deliveries to, and late clearances from, court by regular monitoring.

10.4 Secure Vehicle Fleet Replacement Strategy

The Contract (*Schedule 6, Para 4.7*) states, 'The Contractor is required to have a secure escort vehicle replacement strategy and shall not use a secure escort vehicle (chassis) older than five (5) years or greater than the manufacturer's warranty period or a secure escort vehicle pod older than ten (10) years old.'

The Contractor commenced chassis replacement in 2013/14 in accordance with the schedule in the Transport Management Strategy.

10.5 Fiona Stanley Hospital Secure Facility

The new Fiona Stanley Secure Prisoner Unit is separate to the main hospital and is utilised to process prisoners entering the hospital. The secure ward contains a clinic and treatment rooms as well as a number of beds for persons in custody requiring long term

hospital stays. The service, which is to be provided by the Contractor, will be subject to available funding.

11. Conclusion

During the reporting period 2013/14 there was a significant number of escapes. As a consequence, there has been an increased focus by the Department upon procedures relating to security and the application of restraints. The Contractor, Serco Australia Pty Ltd, has also faced significant challenges relating to the number of contract variations made during this reporting period.

During this service year 2013/14, the Contractor Serco Australia Pty Ltd, continued to deliver the services required by the CS&CS Contract to Government and the State to the standards required. The year was characterised by consolidation of the significant changes, and improvements, devised in recent years.