



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

# **Annual Report 2014/15**

**Contract for the Provision of Court Security  
and Custodial Services**



**Department of Corrective Services**

## **Contract for the Provision of Court Security and Custodial Services**

Annual Report 2014/15

### **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 2014/15 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 2014 to 30 July 2015.

James McMahon  
Commissioner

30 September 2015

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## 1 From the Commissioner

During this service year 2014/15, 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 change and improvements, initiated since 2013/14.

The changes implemented by the Department during 2013/14 to strengthen risk assessments, and classifications and restraints procedures have had a demonstrated impact on the Contractor's operation of the contract within this operating period. This impact has been reflected in a service year during which there were no escapes and a reduction in financial penalties.

The Standing Committee on Public Administration Committee commenced its Inquiry into the transport of persons in custody in November 2014 and the Department made a submission and attended the hearing.

Following a mid-term evaluation and review of the Court Security and Custodial Services (CS&CS) Contract, the Minister for Corrective Services announced on 16 June 2015 that, *"the Government has now informed Serco that it does not intend rolling over the Contract."* This contract is valued at nearly \$60 million per annum and the re-tendering of these services is one of the Department's key priorities in 2015/16.

The Department with the Department of the Attorney General and WA Police, will lead the identification of future service delivery options.

James McMahon  
Commissioner

## 2 Key Areas of Focus and Achievements 2014/15

This Annual Report of the Contract for the Provision of Court Security and Custodial Services ('the Contract') covers the period 31 July 2014 to 30 July 2015 inclusive. It is the fourth service year under the current Contract for Serco Australia Pty Ltd. Key focus areas and achievements during this period included:

- Service provision during the operating year resulted in reduced service failures when compared to last year and lower financial penalties. No escapes occurred while under the Contractor's custody.
- The Sunday Court commenced operation at the Perth Police Complex at Northbridge on 6 July 2014. This service, which includes court security and movement services, ensures persons in custody are not held at the Complex for extended periods of time pending court hearings.
- DCS continued to promote the use of audio-visual links for court appearances to reduce the number of prisoners transported between regional and metropolitan locations. During 2014/15 there were 8,429 attendances at court and 24,451 video link appearances. This is an increase of 8.43% for warrants for attendance at court and an increase of 32.42% for warrants appearing via video link from the previous year.
- On 23 December 2014, DCS commenced planning for an interim operating model at the FSH SU by transferring the existing Serco service from Royal Perth Hospital (RPH) to FSH. On 16 March 2015, the Contractor commenced operation at the Fiona Stanley Hospital Secure Facility.
- During 2014/15, the Contractor progressed the chassis replacement program. The Contractor is required to have a secure escort vehicle replacement strategy and not use a secure escort vehicle (chassis) older than five (5) years. As at 30 June 2015, 10 vehicles have been completed and the remaining fleet is due for completion in November 2015.
- The annual independent audit of the Contractor's training showed the Contractor was providing training which increased the knowledge and skill level amongst Contract Workers. It also identified areas of non-compliance with the regulatory standards for the Vocational Education and Training (VET) sector. A Performance Improvement Notice was issued which resulted in the Contractor addressing all audit recommendations by the end of the operating period.

### 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 (the Contract) with the Corrections Corporation of Australia (CCA) for a five year period, with two extension options, each of three years. CCA, which later changed its name to Australian Integration Management Services (AIMS) Corporation, began delivering the services on 31 July 2000.

In 2005, the first option to extend the Contract was exercised, taking the Contract through to 2008. On 1 February 2006 the then Department of Justice separated to form the Department of Corrective Services (DCS) and Department of the Attorney General (DotAG). The change created a complex service delivery and contract management structure across the two departments as well as service provision to a third agency, the WA Police.

In 2007, the Contract was novated from AIMS to Global Solutions Limited (GSL) and DCS chose to exercise the final three year contract extension option extending the Contract to 2011.

In 2008, the Department of Corrective Services became responsible for assisting the Minister for Corrective Services in administering the Court Services and Custodial Services Act 1999. As such, the Commissioner of the Department of Corrective Services is the Principal to the Contract for the Provision of Court Security and Custodial Services.

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

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.

The current Contract, commenced for an initial term to 30 June 2016, with extension options of up to five years. On 16 June 2015, the Minister for Corrective Services announced that as a result of a review of the Contract, the Government does not intend to exercise these options.

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 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 is 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. Regional Police lock-ups are cleared within

24 hours and air transport is also used for regional prisoner movements. Contract officers are required to be trained to a specified level of proficiency in order to secure an improved quality of service.

The Contractor's performance is measured against Key Performance Indicators and comprehensive Service Requirements. The Contractor is expected to deliver 100% of all services in accordance with the contracted service requirements. An Abatement Regime applies if the Contractor fails to deliver services as required.

The Department monitors and reviews the Contractor's provision 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 current Contract focuses on services being carried out with regard to the security of persons in custody, staff, and the general public at the highest levels, within set timeframes and with a high degree of duty of care. The monitoring processes developed, together with the Abatement Regime, support the provision of high levels of service delivery throughout the State.

## 4 Transportation Services: Movement of Persons in Custody

### 4.1 Person in Custody Movement Services (Transport)

#### 4.1.1 Description of Service

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

Movement services are also provided for persons in custody to attend medical appointments, funerals or other locations for approved purposes. The Contract also provides security services when a person in custody is admitted to a hospital.

**Table 1. Individual Custody Movements Performed**

Services	Movements	Comments <sup>1</sup>
Inter-prison Transfers	4,988	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 a decrease of 23.7% in movement of prisoners during 2014/15.
Court to Prison	6,452	Court to Prison movements have increased by 0.03%.
Prison to Court	7,797	Prison to Court movements have increased by 0.3% during 2014/15.
Medical Appointments	4,581	Scheduled and unscheduled medical appointments have increased by 2.5% during 2014/15.
Funerals	170	Funeral movements have increased by 14.1% during 2014/15.
Day Admissions	161	These services are for prisoners who are admitted to hospital for surgical or other procedures. This figure indicates a 14.2% increase during 2014/2015.
Prison to Hospital	117	Prison to Hospital movements have decreased by 40.6% during 2014/15.
Hospital to Prison	137	Hospital to Prison movements have decreased by 35% during 2014/15
Lock-up Clearance (Metropolitan and Regional)	10,117	Using data provided by Serco, lock-up clearance numbers have increased from the previous service year by 8.6%.

<sup>1</sup>Increases and decreases in percentages for Table 1 are calculated between the numbers provided for each service in the 2013-2014 Annual Report and the numbers provided for service in the 2014-2015 Annual Report. Movements are also facilitated by prisons.



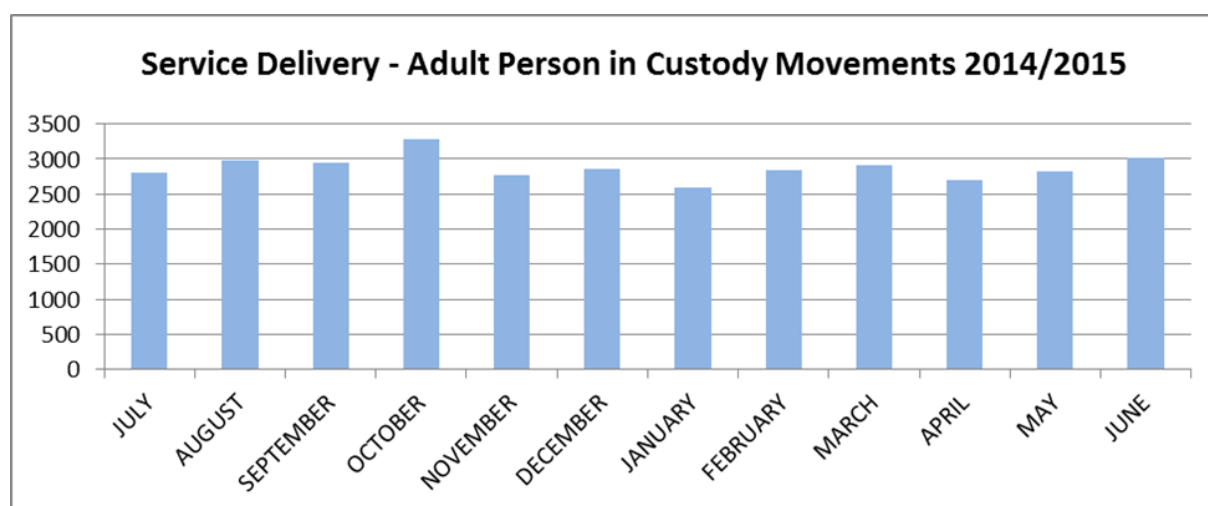
		<p>For regional areas, this service clears persons in custody from 24 WA Police Hub locations to local regional prisons. This service requires persons in custody to be cleared within 24 hours' notice.</p> <p>During this period Lock-up clearances from metropolitan areas for persons in custody were cleared from the PPC (Northbridge).</p>
Visits	23	These services include visits to ill relatives and other approved escorts. This figure has decreased by 20.7% during 2014/15.

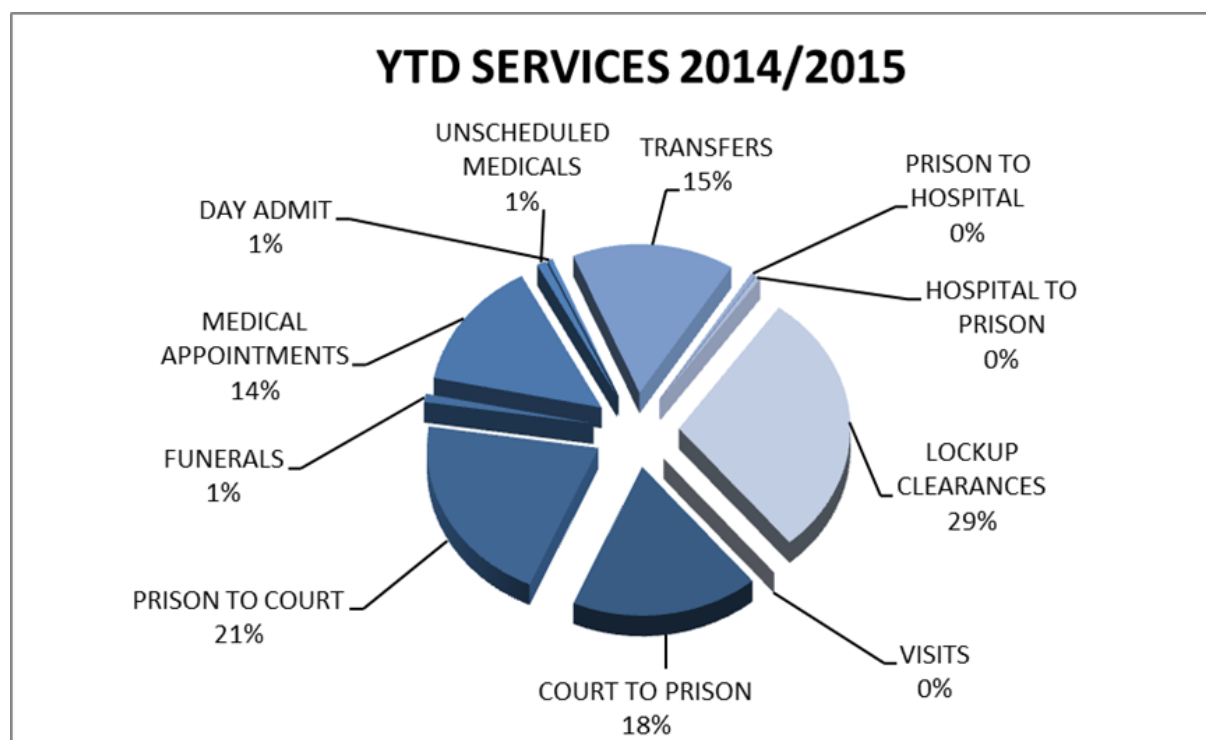
A total of 34,543 persons in custody movements occurred by various means (air, coach, secure vehicle, or other vehicles) during the 2014/15 service year. This is a decrease of 732 or 2.1% person in custody movements.

Daily transfers to metropolitan courts continue to be conducted by the Contractor from the Perth Police Complex (PCC) in Northbridge, as well as from the Saturday Magistrates court at the PCC to prisons. On 6 July 2014 this service was extended to include movement services from the Sunday Magistrates Court.

During 2014/15 Serco undertook 2,110 metropolitan and regional juvenile transport movements, consisting of metropolitan and regional court movements, regional lockup clearances and ad hoc movements such as medicals and funerals.

**Figure 1. Monthly Contracted Adult Transport Services**



**Figure 2. Annual Service Delivery of Adult Contracted Transport Service**

#### 4.1.2 Total Expenditure: Custody Movement Services

The total cost of providing Custody Movement Services in 2014/15 for metropolitan and regional areas was \$36,583,233.

The 2014/15 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 Person in Custody

During 2014/15, one death in custody occurred while the person was at hospital under guard by the Contractor, Serco. The Department has completed its review of this incident and no recommendations were made. An inquest has yet to be conducted in respect to this death.

Inquests for five deaths in custody which occurred while under the custody of the Contractor, Serco were conducted during the period. These persons died at hospital while under guard by the Contractor and the deaths occurred in previous reporting periods. No recommendations were made as a result of these inquests.

#### 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 Total Offender Management System (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. 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.

In July 2014, key Departmental staff received SERS training and gained access to custom reports and live data feeds via a portal. In June 2015, an additional two DotAG staff received SERS training and gained access to this portal.

#### **4.4 Secure Vehicle Fleet**

The Contract stipulates that '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.'

During 2014/15, the Contractor continued the chassis replacement program build schedule. As at 30 June 2015, 10 vehicles have been completed and the remaining fleet is due for completion in November 2015.

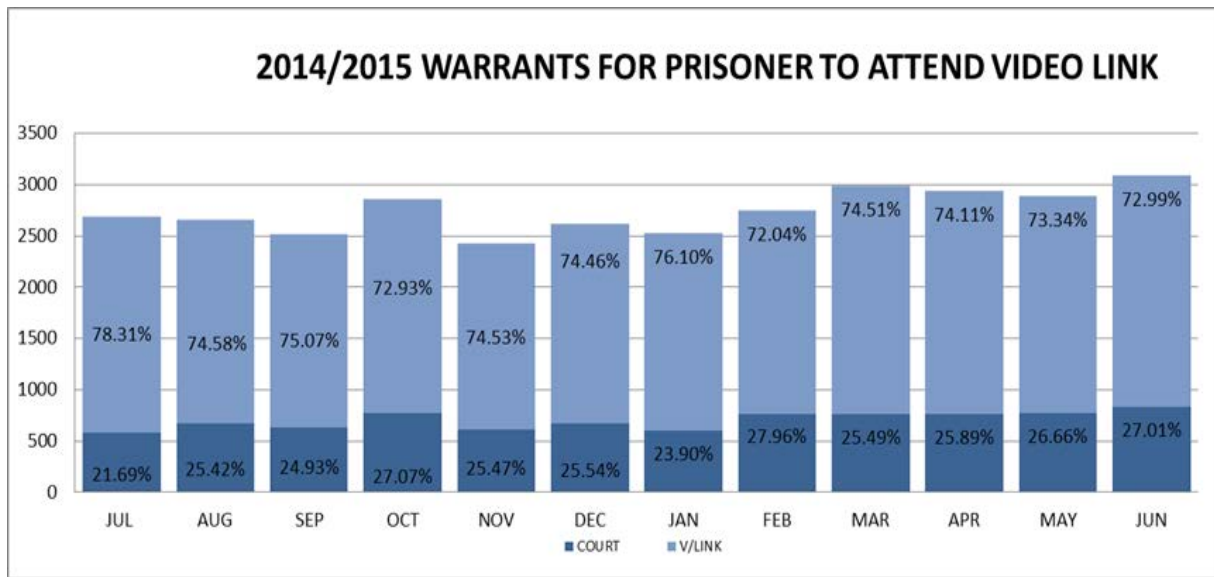
#### **4.5 Increased Use of Video Links to Courts**

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.

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 8,429 attendances at court and 24,451 video link appearances.

This is an increase of 8.43% for warrants for attendance at court and an increase of 32.42% for warrants appearing via video link from the previous year. The total overall person in custody movements for all services has decreased by 2.1% this year.

**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 2014/15 for metropolitan courts and for regional courts was, in total, \$21,508,090.

**Table 2. Court Sitting Days**

State Totals			
Month	Metropolitan	Regional	Total
July 2014	386	297	683
August 2014	370	300	670
September 2014	371	291	662
October 2014	362	298	660
November 2014	301	277	578
December 2014	321	256	577
January 2015	294	268	562
February 2015	344	279	623
March 2015	374	271	645
April 2015	*TBA	*TBA	*TBA
May 2015	*TBA	*TBA	*TBA
June 2015	*TBA	*TBA	*TBA
<b>Total</b>	<b>3123</b>	<b>2537</b>	<b>5660</b>

\*Note: Data for April, May and June 2015 is yet to be finalised and is subject to agreement between the Contractor and the Department of the Attorney General.

## **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 Description of Service**

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**

<b>Transport/Escorts</b>			
Acacia Prison	12	Rockingham Hospital	1
Banksia Hill Prison	17	Royal Perth Hospital	48
Bandyup Prison	16	Sir Charles Gardiner Hospital	12
Casuarina Prison	62	Swan Districts Hospital	5
Hakea Prison	76	Fiona Stanley Hospital - Secure Unit	18
Karnet Prison	1	Royal Perth Hospital - Secure Unit	42
Fremantle Hospital	8	Airport - Skippers	45
Fiona Stanley Hospital	12	Funeral Escorts	15
Kelmscott Hospital	1	Northbridge - Lockup	28
King Edward Memorial Hospital	9	Serco Base	2
Private Clinics	2		
<b>Courts</b>			
Armadale Court	45	Perth Children's Court	41
District Court Building & Central Law Courts	64	Northbridge Court	10
Fremantle Court	36	Rockingham Court	40
Joondalup Court	33	State Administrative Tribunal	12
Mandurah Court	27	Supreme Court & Stirling Gardens	31
Midland Court	44	Supreme Court & AXA Buildings	18
Perth Family Court	13		

## 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 total value of abatements applied for the period was \$98,833.

The following 11 incidents were subject to an abatement during the reporting period with a total abatement amount of \$62,660.

- 2 x Serious Failure to provide a Service, with a maximum abatement amount of \$56,965. A partial abatement amount of \$14,241 was applied in each instance and the total abatement amount was \$28,482.
- 4 x Failure to provide a Service, each with a maximum abatement amount of \$5,696 (rounded). The maximum abatement amount was applied for each instance and the total abatement amount was \$22,786.
- 5 x Unsecure person in custody unauthorised release, each with a maximum abatement amount of \$2,848. The maximum abatement amount was applied in 3 instances, and a partial abatement of \$1,424 was applied in two instances. The total abatement amount was \$11,392.

In addition, 90 reporting and 28 service failures were abated to a total of \$36,173.

### **6.3 Performance Improvement Notices**

The Contract provides for the issue of a Performance Improvement Notice (PIN) in the event the Contractor has breached an obligation specified in the Contract or has not sustained any service element. This mechanism enables a specific performance issue to be addressed and promptly remedied.

Contract Management issued two PINs during the operating period.

On 3 July 2014 a PIN was issued following the release of an Audit Report for the Training Provided by Serco under the CS&CS Contract. The Notice was issued due to the issues of compliance and the lack of progress of the recommendations from the previous report. The Contractor subsequently fully met the requirements of the PIN.

On 3 June 2015 a PIN was issued in relation to the management of security control equipment. The Contractor responded to the Notice within the specified time and the Department continues to monitor performance against this issue.

### **6.4 Customer Satisfaction Survey**

The Customer Satisfaction Survey is a further element which encourages the maintenance of a high standard of Contractor delivery of services. The Contract provides for the withholding of a percentage of the service fee. Based on the survey results a proportion of withheld fee is provided to the Contractor. Through the use of this mechanism, the Contractor is 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 57.78% for this service year. This is an increase of 1.5% in Customer Satisfaction on the previous year.

The Department and client agencies continue to review the questions posed as part of the Customer Satisfaction Survey to improve the effectiveness of this mechanism.

## 6.5 Overview Contract 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 regional services. This year's increase has been attributed to an increase in Juvenile Services movements, extended services at the PCC as well as an increased number of regional lock-up clearances and medical movements.

In total, the cost of delivering the service during 2014/15 was \$58,091,323 compared to \$56,763,370 in 2013/14 largely due to an increase in juvenile regional transport services.

A breakdown of the contract costs associated with the Court Security and Custodial Services Contract is below (rounded to the nearest dollar).

Description	Payment
Custody Movement Services (metropolitan and regional areas)	\$36,583,233
Court Custody and Court Security Services (metropolitan and regional courts)	\$21,508,090
<b>Gross Total</b>	<b>\$58,091,323</b>
Abatements applied	\$98,833
<b>Net Total</b>	<b>\$57,992,490</b>

## 7 Training

### 7.1 Improved Training of Contract Workers

The Contract requires all Contract Workers to have successfully completed a Certificate III, or for Supervisors, Certificate IV in Correctional Services in their first year of employment.

During 2014/15, all staff met their required certification in Certificate III within the 12 months specified. Of the 363 Serco Contract Workers, 305 (or 84%) have completed Certificate III qualifications, and 58 (or 16%) are currently completing their Certificate III qualifications, and are doing so within the 12 months specified.

Sixteen Serco staff also completed Certificate IV. All client service managers are required to have Certificate IV in Correctional Practice completed within 12 months of being appointed. Two client service managers who were appointed in the past 12 months are in the process of Certificate IV training. Two client service managers did not complete Certificate IV in Correctional Practice within 12 months of being appointed however, each completed their certification by the end of August 2015.

During this service year the Contractor maintained its certification rate of Contract Workers in respect of Cardio Pulmonary Resuscitation (CPR) training at 98 percent. The Contract Workers who do not have current CPR training are not currently in active roles 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 Persons.<sup>2</sup>

In June 2014, an independent consultant undertook an audit to assess progress of the recommendations of the previous independent audit. The audit made 12 recommendations, 10 specifically related to matters of compliance and two identified opportunities for improvement, which were forwarded to the Contractor. The results of the audit resulted in the issue of a PIN which is referred to in section 6.3 of this report.

On 3 July 2014, a PIN was issued to the Contractor relating to compliance and the lack of progress of the recommendations from the previous report. The Contractor was requested to provide a rectification plan for all recommendations provided in the report. This plan was subsequently provided.

The progress of the recommendations was overseen by the Department through a follow-up audit and on-site monitoring by the Department's Monitoring Officers. In

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<sup>2</sup> *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

June 2015 the Department assessed that the requirements referred to in the recommendations had been met.

## 8 Contract Reviews

In addition to the Monitoring Reviews for compliance (as outlined in Section 6.1 Monitoring of Services), the following contract reviews were undertaken during the 2014/15 reporting period.

The reviews are conducted across a range of contractual activities aimed at improving service provision to ensure a secure, safe and value-for-money service.

### 8.1 Review of Contractor's Operational Instructions

An annual review of the Contractor's Operational Instructions (OIs) was undertaken consistent with the requirements of the Contract. The review ensures 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 2014/15, the Contractor provided its initial review of OIs. Contract Management reviewed the Contractor's input in consultation with DotAG, WA Police and operational and security services within the Department. The Contractor and the Department finalised the review of these OIs in February 2015.

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 Service Commencements

The following services commenced during this reporting period:

- Sunday Court commenced at the Perth Police Complex at Northbridge on 6 July 2014 for the operation of court security and movement services. This service will ensure persons in custody are not held at the Complex for extended periods of time pending court hearings. Daily transfers to metropolitan courts continue to be conducted by the Contractor from the Complex.
- A new court complex at 565 Hay Street, Perth has been commissioned to replace the existing court complex and includes the new State Administrative Tribunal. On 19 June 2015, a Contract Variation was implemented to facilitate

the provision of court security services at the new State Administrative Tribunal from 20 July 2015.

- On 26 October 2014, the new Kununurra Courthouse was opened and the new courthouse commenced operations on 3 November 2014.
- On 16 March 2015, Serco commenced operation at the Fiona Stanley Hospital Secure Facility and ceased operation at the Royal Perth Hospital Secure Unit. On 23 December 2014, the Department commenced planning for an interim operating model at the FSH SU by transferring the existing Serco service from Royal Perth Hospital (RPH) to FSH.

## **9 2015/16: The Year Ahead**

### **9.1 Proposed Service Commencement**

The Cathedral and Treasury precinct which is currently being built will include civil courts and judicial chambers for the Supreme Court of Western Australia. The new Supreme Court tower is expected to be finalised by mid-2016. The extension of service provision will be finalised in consultation with the Department of the Attorney General.

### **9.2 Contract Recall**

The Court Security and Custodial Services (CS&CS) Contract will be re-tendered in 2016. In consultation with the Department of the Attorney General and the WA Police, the Department will advise the Government on a preferred service delivery model which will inform a Request for Tender for the CS&CS Contract.

### **9.3 Increased Use of Technology**

The Department will continue to explore the use of technology to further reduce the number of prisoners transported within and between regional and metropolitan locations.