



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

Annual Report 2018/19

Melaleuca Remand and Reintegration Facility Services Agreement

Document status:	Final approved
Date:	30 September 2019
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Approved by:	Tony Hassall Commissioner 30 September 2019
HPRM reference:	AD2019/095918

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1 Contract Background and History

The Melaleuca Remand and Reintegration Facility (Melaleuca) is a privately operated women's prison housed within the Hakea Prison Complex located on Nicholson Road in Canning Vale, Western Australia. The prison has an operational capacity of 254 prisoners.

The Melaleuca Remand and Reintegration Facility Services Agreement (the Agreement) between the Director General of the Department of Justice (the Department), on behalf of the State of Western Australia (the State) and Sodexo Pty Limited (Sodexo) was executed on 28 July 2016. Melaleuca commenced operations as a remand and reintegration facility on 15 December 2016. The Agreement was awarded as a five year contract with two extension options of up to five years each. The first five year term expires on 15 December 2021.

2 Contract Management

2.1 Overview

The Agreement is overseen and monitored by the Private Prison Contracts Management (PPCM) branch within Corrective Services.

Contractual performance and service delivery is overseen by a regular contract management meeting with the Contract Manager, the Contractor Superintendent and other Departmental and Sodexo representatives. This includes reviewing Performance Measures, Performance Improvement Notices, Specified Events and other contract management oversight mechanisms. It also provides a forum to discuss operational matters affecting Melaleuca.

An executive governance meeting was introduced in October 2017. The meetings are attended by the Commissioner of Corrective Services, the Director, Sodexo Justice Services Australia as well as other senior staff from the Department and Sodexo. The Contract Manager reports on Sodexo's performance at this meeting, which is also used to provide direction and advice on strategic and policy issues affecting the provision of services under the Agreement.

2.2 Monitoring and Compliance

Corrective Services operates a team of on-site compliance officers through its Monitoring and Compliance branch, who conduct compliance checks to ensure service delivery meets contractual requirements.

Feedback from the Monitoring and Compliance Officers assists in assessing compliance and performance, as well as ensuring continuous improvement by Sodexo.

2.3 Performance Measures

The Agreement provides for a suite of twenty four (24) performance measures that enable the State to assess compliance with service delivery requirements within the Agreement and comprise the following:

- Operating Performance Incentives: A set of nine (9) performance measures that enable the State to assess compliance with service delivery requirements within the Agreement. 10% of the Base Availability Payment, Premium Availability Payment and Service Linked Payment is withheld to allow for the payment of these incentives (the Operating Performance Incentive Adjustment) (see 7 *Contract Payments and Associated Financial Information*).
- Performance Linked Payments: A set of seven (7) performance incentive payments for the provision of community re-entry and reintegration services.
- Performance Indicators: A set of eight (8) additional non-financially incentivised performance measures.

A monthly report is completed by Sodexo indicating performance against each performance measure, which is reviewed and verified by PPCM.

2.4 Corrective Measures

In addition to the performance measures and incentives described above, the Agreement provides for several contractual sanctions that may be applied in the event of non-compliance with service delivery requirements. These corrective measures comprise the following:

- Performance Improvement Notice (PIN): A written notice by the State requesting the Contractor to improve its performance of the Contractor Services.
- Abatement Amount: An amount required to be paid as the result of a Specified Event as listed in Schedule 1 of the Agreement.
- Default Notice: A notice given by either party for any breach or default by the Contractor or the Contractor's Obligations.

3 2018/19 Key Projects and Initiatives

3.1 Interfacility Working Procedures (IWP)

A number of Interfacility Working Procedures (IWPs) between Melaleuca and Bandyup Women's Prison (Bandyup) were finalised and implemented in the 2018/19 Operation Year. The IWPs are intended to provide clarity between Melaleuca and Bandyup in the management of female prisoners. IWPs relating to pregnancy, dental treatment and general transfers were finalised and implemented.

3.2 Performance Measures Review

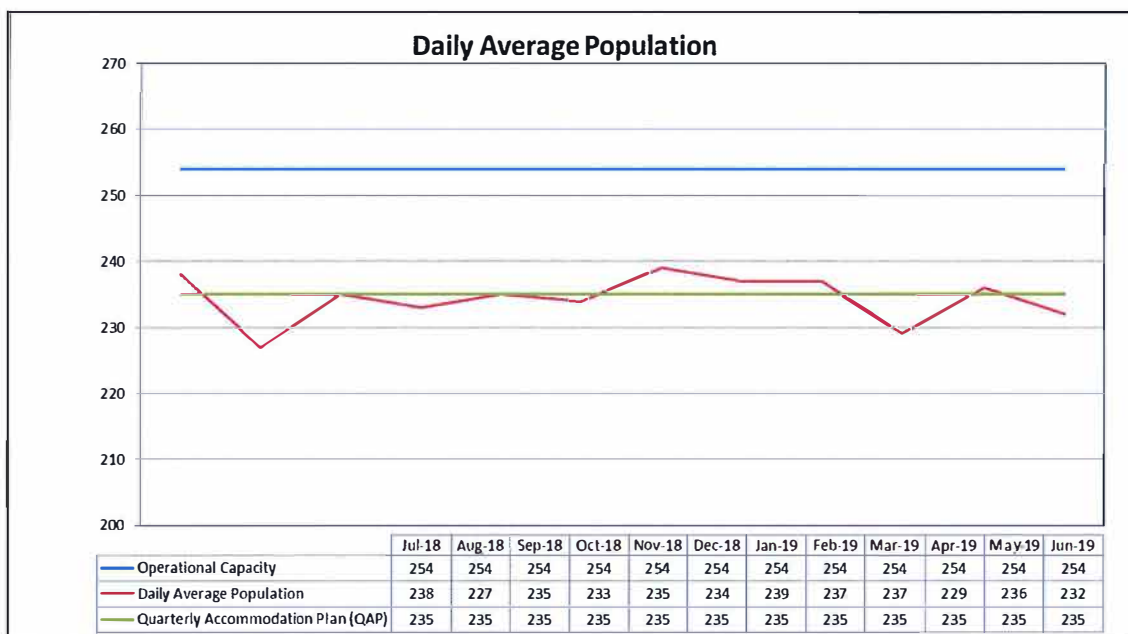
Between March and June 2019, a review of the Performance Measures was carried out in conjunction with Sodexo. This review strengthened benchmarks for OPI 1 (Serious Assaults) and OPI 9 (ARMS), added partial payment bands for OPI 4 (Drug Prevalence Testing) and PLP 6 (Accommodation Support), aligned the targets and payments for OPI 7 (Incident Reporting) with the Acacia Prison Services Agreement for consistency and extended the time period for PLP 1 and 2 (Same Day Bail and Fine Release) to be achieved.

The revised Performance Measures are effective 1 July 2019. The complete suite of updated Performance Measures are attached to this report at Attachment A.

4 Prison Population

The operational capacity of Melaleuca is 254 beds. The operational capacity is managed by the State via the Quarterly Accommodation Plan (QAP). In accordance with the Agreement, the Department is required to notify Sodexo of the number of prisoner beds required to be made available three months in advance for the following quarter. The QAP was maintained at 235 beds through the 2018/19 Operation Year. Sodexo is entitled to a Premium Availability Rate for each prisoner bed provided over the amount requested in the QAP up to the maximum capacity of 254 beds.

The graph below shows the Daily Average Population (DAP) against the QAP for the 2018/19 Operation Year.



5 Contractual Performance

5.1 Performance Measures

The PPCM branch reviews contractual performance on a monthly basis. Sodexo submits a Monthly Report that includes their performance against all performance measures. The performance report is reviewed by PPCM and a final report of the performance measures for the month is produced by the State.

During the 2018/19 Operation Year, Sodexo's overall performance against the Operating Performance Indicators (OPIs) remained consistent but did not meet the State's expectations. Sodexo achieved 71.2% of the available OPI payments in the July to December 2018 period and 69% in the January to June 2019 period.

Incident reporting remains a key area for improvement for Sodexo and the introduction of the At Risk Management System (ARMS) performance measure on 1 July 2018 identified further opportunities for improvement. The Abridged Individual Management Plans (IMPs) and the 7 day IMPs measures saw a significant improvement with 19 out of 24 months achieving a 100% completion rate during the 2018/19 Operation Year.

There was only one serious prisoner assault during the 2018/19 Operation Year compared to two in the 2017/18 Operation Year. There were five serious self-harm or attempted suicides during the 2018/19 Operation Year compared to four in the 2017/18 Operation Year. Furthermore, drug prevalence testing results met and/or exceeded the target benchmark in two quarters of the 2018/19 Operation Year.

Performance Indicator achievement in the 2018/19 Operation Year was satisfactory, with improvement performance in custodial staff training and operational readiness in comparison to the 2017/18 Operation Year.

The results of Sodexo's performance against performance measures for the 2018/19 Operation Year is shown in the attached Performance Measure Dashboard at Attachment B.

5.2 Corrective Measures Applied

Where service delivery is determined not to meet contractual requirements, the Agreement provides for several contractual provisions that may be applied (See 2.4 *Corrective Measures*). The following corrective measures were applied in the 2018/19 Operation Year:

5.2.1 Performance Improvement Notices (PINs)

In the 2018/19 Operation Year the State issued six Performance Improvement Notices (PINs). A summary of these PINs is below:

1. Searching (Mobile Telephone) (issued 17 May 2019).
2. Skype/Video Link (issued 11 September 2018).
3. Full (strip) searching (issued 4 September 2018).
4. Searching (issued 5 August 2018).
5. Training and qualification of contract workers (issued 5 August 2018).
6. Prisoner Property (issued 3 August 2018).

5.2.2 Abatement Amounts

In the 2018/19 Operation Year the State issued seven Abatement Amounts as a result of the occurrence of Specified Events. A summary of these Abatement Amounts is below, listed according to incident date (unless otherwise specified):

1. Unlawful detention of a prisoner: \$3,000 (\$3,038.70 including CPI) issued on 13 May 2019.
2. Failure to report: \$15,000 (\$15,193.50 including CPI) issued on 8 March 2019.
3. Unlawful detention of a prisoner: \$1,000 (\$1,012.90 including CPI) issued on 20 February 2019.

4. Unlawful detention of a prisoner: \$500 (\$506.45 including CPI) issued on 19 February 2019.
5. Unlawful detention of a prisoner: \$500 (\$506.45 including CPI) issued on 19 February 2019.
6. Unlawful release of a prisoner: \$25,000 (\$25,322.50 including CPI) issued on 19 December 2018.
7. Unlawful detention of a prisoner: \$2,000 (\$2,025.80 including CPI) issued on 8 October 2018.

In addition, there were five Abatement Amounts of \$20,304 for the 2017/18 Operation Year which were paid during the 2018/19 Operation Year.

In the 2017/18 Operation Year, there were five Abatement Amounts disputed by Sodexo. Formal dispute resolution proceedings occurred in the 2018/19 Operation Year and an in principal agreement for a commercial settlement was reached in June 2019. Settlement subsequently occurred in August 2019.

5.2.3 Default Notices

In the 2018/19 Operation Year there were no Default Notices issued by the State.

6 External Oversight

Sodexo's operations at Melaleuca are subject to a range of reviews by external bodies. During the 2018/19 Operation Year, reviews included:

6.1 Office of the Inspector of Custodial Services

The Office of the Inspector of Custodial Services (OICS) performed its first inspection of Melaleuca in November 2017. The report was released on 26 June 2018 and contained 25 recommendations.

Of the 25 recommendations, 12 recommendations are closed, three recommendations have been progressed for closure and 10 recommendations remain open. It is noted during the 2018/19 Operation Year, 10 of the 12 recommendations were closed.

6.2 Independent Visitors Service

The Independent Visitors Service (IVS) is managed by OICS, utilising persons appointed by the Minister for Corrective Services. It is an independent form of external scrutiny that monitors and inspects prisons across Western Australia.

The IVS visited Melaleuca on four occasions during the 2018/19 Operation Year. Issues raised by prisoners included medical and dental services, lack of variety of food, employment and meaningful activities complaints. Each complaint was responded to by Sodexo and responses were overseen by the State.

7 Contract Payments and Associated Financial Information

The costs associated with the Agreement for the 2018/19 Operation Year are below (rounded to the nearest dollar):

Monthly Service Payment	Payment
Base Availability Payment	\$13,033,938
Premium Prisoner Availability Payment	\$91,546
Service Linked Payment	\$1,729,576
Operating Performance Incentive Adjustment	(\$1,485,506)
Semi Annual Performance Payments	\$1,175,014
Direct Cost Reimbursement	\$403,840
Abatements	(\$67,910)
Gross Total:	\$14,880,498

Attachments:

Attachment A - Performance Measures Melaleuca Remand and Reintegration Services Agreement 2019/20

Attachment B - Performance Measure Dashboard 2018/19



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

Performance Measures

Melaleuca Remand Reintegration Facility Services Agreement 2019/20

Document status:	Final approved
Date:	9 September 2019
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CM reference:	AD2019/058164

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Document version history

Version no	Primary author(s)	Description of version	Date completed
2.1	Anne Bougourd	Incorporate annual review changes	
2.2	David Hughes	Included changes agreed with Sodexo	23 May 2019
2.3	David Hughes	Include clarifications agreed with Sodexo	28 May 2019
2.4	David Hughes	Final version including standardised terminology	24 June 2019
2.5	Filomena Piffaretti	Updates to OPI 1 definition, OP1 9 targets and PI 2 reporting frequency wording	27 August 2019

Related documents

Document title	Document reference no	Revision date
Melaleuca Remand and Reintegration Facility Services Agreement	AD2017/011952	28 July 2016
Request for Proposal to Manage and Operate the Women's Remand and Reintegration Facility (Volumes 3 and 4 or 5)	DCS0072015	15 March 2016
MRRF Contract Management Plan	Draft	17 May 2017

Document approval

Name	Position	Signature	Date
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3 September 2019	David Brampton Keith Thompson	Superintendent AD Compliance	Sodexo Sodexo

1 Introduction and Application

This document has been drafted to assist in the application of the Semi-Annual Performance Payment under the Melaleuca Remand and Reintegration Facility (Melaleuca) Services Agreement (the Agreement). The document is intended to supplement the Agreement only to the extent that the parties have determined that the Agreement requires. The document does not replace or override any provision in the Agreement, except by virtue of changes under Clause 13.5 of the Agreement. Where any inconsistency exists between the two, the Agreement will prevail.

Clause 13.5 of the Agreement provides that an annual performance review may be conducted by the State, including the continued appropriateness of the Operating Performance Indicators, Progressive Target Thresholds, Performance Indicators, Performance Linked Payments and Reintegration Service priorities.

This review for the 2019/20 operational year has been completed and the agreed changes are reflected in this document.

In addition to the annual review under Clause 13.5 the document may also be reviewed on an “as required” at the election of either party. This review is not intended to replace the Clause 13.5 provision, but rather to address any issues arising from the application of the document’s wording. Any such changes will be agreed between the parties to the Agreement. Where agreement cannot be reached the dispute resolution proceedings in the Agreement may be utilised by either party.

2 Definitions and Interpretation

In this document, unless the context otherwise requires, the following definitions and interpretations apply.

2.1 Semi-Annual Performance Payments

Semi-Annual Performance Payments (SAPP) means payments the Contractor is entitled to receive by meeting or exceeding performance measures, calculated in accordance with Item 1(b) of Schedule 2 of the Agreement, within a period of six Operation Months. The benchmarks and targets will be reviewed annually by the State of Western Australia, represented by the Chief Executive Officer of the Department of Justice Department and authorised representatives (the State). In general, payments will be subject to a Consumer Price Index Adjustment (CPIA) on an annual basis each financial year. However, Hospital Site Payments (HSPs) and Remand Premium Payments (RPPs) will also be subject an annual Wage Price Index Adjustment (WPIA).

The SAPP consist of four types of payments:

2.1.1 Operating Performance Incentive (OPI) Payments

The payments the Contractor is entitled to receive for meeting or exceeding Operating Performance Measures, as defined in Item 4 of Schedule 4, within a period of six Operation Months. The Contractor is required to report on performance against the targets each month. Calculations to determine performance will be made on a monthly or quarterly basis as indicated by the

'Calculation Frequency' for each individual Operating Performance Incentive (OPI). Payments will be made semi-annually (six monthly).

2.1.2 Performance Linked Payments (PLPs)

The Performance Linked Payments (PLPs) are payments the Contractor is entitled to receive for providing the community re-entry and reintegration services, as defined in Item 6 of Schedule 2, within a period of six Operation Months. The Contractor is required to report on performance against the targets each month and will be paid semi-annually (six monthly).

2.1.3 Hospital Sit Payments

The payments the Contractor is entitled to receive for hospital sits performed by the Contractor, as defined in Item 7 of Schedule 2, within a period of six Operation Months. The Contractor is required to report on the number of eligible hospital sits each month and will be paid semi-annually (six monthly).

2.1.4 Remand Premium Payments

The payments the Contractor is entitled to receive to cover increases in the Contractor's costs as a result of higher than expected remand Prisoner turn-over, as defined in Item 9 of Schedule 2, within a period of six Operation Months. The Contractor will be required to report on the RPPs monthly and will be paid semi-annually (six monthly).

2.2 Performance Indicators

Performance Indicators are performance measures the Contractor is required to adhere to, as defined in Schedule 4 of the Agreement. The Contractor is required to report on performance against the targets each month.

2.3 Other Definitions

The terms below have been referred to in the OPIs and PLPs have either not been defined in the Agreement or their definition is unclear. These terms are defined here for the purpose of clarity and/or assessment of performance against the relevant OPI or PLP:

2.3.1 Abridged Individual Management Plan (AIMP)

Individual plan which articulates the needs, goals and rehabilitation strategies for each Prisoner, completed by the Contractor for remand Prisoners with a length of stay longer than 24 hours, within one business day of receipt into Melaleuca, in accordance with Schedule 3, Item 3.1(e)(i) and (h).

2.3.2 7-Day Individual Management Plan (7IMP)

Individual plan which articulates the needs, goals and rehabilitation strategies for each Prisoner, completed by the Contractor for sentenced Prisoners for the purpose of reintegration, within seven days of receipt into Melaleuca, in accordance with Schedule 3: Items 3.1(e)(ii),(j)(i),(q)(vi),(u)(v); 3.5(c)(ii); 3.7(q),(r),(u); 3.11(h),(n)(ii); 3.13(e).

2.3.3 Individual Management Plan (IMP)

The approved plan developed in conjunction with treatment and education assessors and the Prisoner. The IMP spans the Prisoner's sentence through to release. It identifies Prisoner needs and contains recommendation for prison placements, security classification and interventions that will assist the Prisoner to live a pro-social life on release to the community. As specified in Adult Custodial Rule 18 – Assessment and Sentence Management of Prisoners.

2.3.4 Drug and/or Alcohol Programs (PLP 4)

An "offending behaviour program" and personal development intervention addressing substance misuse problems in accordance with the requirements of Schedule 3.

2.3.5 Suitable and Appropriate Temporary Accommodation (PLP 6)

Short-term or emergency accommodation that is safe, stable and meets the housing and social needs of the Prisoner, as identified in their Abridged or 7-Day IMP.

2.3.6 Suitable and Appropriate Accommodation (PLP 6)

Transitional or long-term accommodation that is safe, stable and meets the housing and social needs of the Prisoner, as identified in the Abridged or 7-Day IMP.

2.3.7 Performance Measures

Collective term that comprises the OPIs, PLPs and Performance Indicators.

2.4 Mitigation

Where any mitigation is accepted by the Department, the incident or occurrence will be removed from counting when determining the performance measure result. For example:

Performance Indicator: Officers Adequately Trained

- 50 Contract Workers are randomly selected,
- Mitigation is provided and accepted for two Contract Workers,
- The Performance Measure result will then be calculated on 48 Contract Workers.

2.5 Rounding Method for Performance Measure Results

Performance Measure results will either be increased or decreased to the nearest one decimal point. Numbers with half-way values and higher are rounded up to the nearest one decimal point. Numbers that are not half-way are rounded down to the nearest one decimal point. For example:

Number	Rounding	Number	Rounding
0.11	0.1	0.16	0.2
0.12	0.1	0.17	0.2
0.13	0.1	0.18	0.2
0.14	0.1	0.19	0.2
0.15	0.2		

2.6 Rounded Method for Sample Sizes

When establishing sample sizes, any number with decimals is to be increased to the greater whole number. For example:

Number	Rounding	Number	Rounding
0.1	1.0	0.6	1.0
0.2	1.0	0.7	1.0
0.3	1.0	0.8	1.0
0.4	1.0	0.9	1.0
0.5	1.0		

3 Operating Performance Incentive

3.1 Operating Performance Incentive 1: Serious Assaults

Operating Performance Incentive (OPI) 1	SERIOUS ASSAULTS The number of Prisoners who are seriously assaulted.	
Intent	To ensure strategies, processes and procedures are in place to reduce the likelihood and occurrence of serious assaults.	
Compliance	Legislation: Prisons Act 1981 s70(b) DCS Policy: Policy Directive 41: Reporting of Incidents and Additional Notifications Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	1 or less	100%
	2	50%
	3 or more	0%
Benchmark	2 incidents	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • PD41: Reporting of Incidents and additional notification • DCS Prisons Order – No 10/2016 Incident Notification • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all assaults occurring in the month, identifying those that were serious and those that were sexual (including allegations).	
	State to analyse the data against recorded information on TOMS and the OPI requirements. Contractor to submit mitigation for sexual assault allegations which were not substantiated.	
Calculation / Formula	Number of serious assaults in the reporting period, including any sexual assault allegations that are substantiated either by Western Australian Police Force or by a prison investigation.	
Exceptions	This measure does not include assaults on staff or assaults that lead to death.	
	Any changes to PD41 relating to definition of serious assault. All claims for mitigation provided by the Contractor will be considered.	

3.2 Operating Performance Incentive 2: Serious Self-Harm / Attempted Suicide

Operating Performance Incentive (OPI) 2	SERIOUS SELF-HARM / ATTEMPTED SUICIDE The number of occurrences of serious self-harm or attempted suicide.	
Intent	To ensure the effective management of prisoners at risk.	
Compliance	Legislation: Prisons Regulations 1982 s74 & 75 DCS Policy: Policy Directive 11: Prisoners placed in Observation and Medical Observation Policy Directive 30: Death of a Prisoner Policy Directive 32: Prisoners at Risk of Self Harm Policy Directive 41: Reporting of Incidents and Additional Notifications Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	0 1 or more	100% 0%
Benchmark	0 incidents	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • PD41: Critical Incident Notifications • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all self-harm attempts occurring in the month identifying those that were serious self-harm or attempted suicide in accordance with PD41 definitions.	
	State to analyse the data against recorded information on TOMS and the OPI requirements.	
Calculation / Formula	Number of instances of serious self-harm or attempted suicide in the reporting period.	
Exceptions	This measure does not include non-serious self-harm incidents or incidents resulting in death (suicides).	
	Any changes to PD41 relating to definition of serious self-harm. All claims for mitigation provided by the Contractor will be considered.	

3.3 Operating Performance Incentive 3: Use of Force

Operating Performance Incentive (OPI) 3	USE OF FORCE The number of occurrences of use of force by Melaleuca staff against Prisoners.	
Intent	To ensure strategies, processes and procedures are in place to reduce the likelihood and occurrence of use of force.	
Compliance	Legislation: Prisons Act 1981 s70(b) DCS Policy: Policy Directive 5: Use of Force Policy Directive 41: Reporting of Incidents and Additional Notifications Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 8.7, 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Item 1.14 of Schedule 3, Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	0 1 or more	100% 0%
Benchmark	0 incidents	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • PD 5: Use of Force • PD41: Critical Incident Notifications • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all instances of use of force. State to analyse the data against recorded information on TOMS and the OPI requirements.	
Calculation / Formula	Number of instances of use of force by Melaleuca staff against Prisoners in the reporting period. Any changes to PD5 and/or PD41 relating to definition of Use of Force.	
Exceptions	The State acknowledges that force may be required in extenuating circumstances. In those circumstances, the Contractor must demonstrate compliance with PD 5 - Use of Force (including all appendices) and the Women in Prison Standard. In each case, the State will determine whether the Contractor's Use of Force will impact on the payment of this OPI. The Contractor must demonstrate in each case that: <ul style="list-style-type: none"> • A real and imminent threat to safety was present; • De-escalation measures were followed and exhausted before force was applied; • De-escalation measures and use of force were appropriately documented or recorded; and • Proportionate and reasonable force was applied. 	

3.4 Operating Performance Incentive 4: Drug Prevalence Testing

Operating Performance Incentive (OPI) 4	DRUG PREVALENCE TESTING The percentage of urine sample tests taken for the purpose of Drug Prevalence Testing (DPT) identifying a positive urine sample test result.	
Intent	To ensure strategies, processes and procedures are in-place to minimise the supply of and demand for illicit substances in Melaleuca.	
Compliance	Legislation: Prisons Regulations 1982 Part IIIA DCS Policy: Policy Directive 26: Searches Operational Instructions 3, 17 & 18 Prisons Order 02/2015 Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Item 2.3.5 (f) of Schedule 3; Schedule 4; Annexure C	
Progressive Targets	Result	PLF Payment
	5% or less	100%
	Greater than 5% and equal or less than 7%	50%
	Greater than 7%	0%
Benchmark	≤7%	
Percentage of Total PLF	11.11%	
Reporting Frequency	Quarterly	
Calculation Frequency	Quarterly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • Laboratory Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	State to generate a random list of Prisoners' names from TOMS each quarter for the purpose of DPT. The Contractor to be provided with a list of Prisoner names for testing during the designated DPT period. Testing to be conducted in accordance with DCS Prisons Order 02/2015. DPT results from the relevant quarter will be used to calculate this OPI. When conducting its assessment, the State is to provide the Contractor with the opportunity to provide mitigation where applicable (see Exceptions). A positive test outcome includes where a Prisoner refused to supply a urine sample for testing.	
Calculation / Formula	Number of positive urine sample tests divided by the total number of DPT urine sample tests multiplied by 100.	
Exceptions	All claims for mitigation provided by the Contractor will be considered; particularly the following: <ul style="list-style-type: none"> • Positive test where the Contractor can satisfy the State that only residual effects are identified prior to the Prisoner coming into the Contractor's custody (eg 77 days for cannabinoids); and • Positive result is the effect of current legally prescribed medication which has been confirmed by a medical officer or laboratory certificate. 	

3.5 Operating Performance Incentive 5: Abridged Individual Management Plan

Operating Performance Incentive (OPI) 5	ABRIDGED INDIVIDUAL MANAGEMENT PLAN The percentage of Abridged Individual Management Plans (AIMPs) completed by the Contractor within one business day of receipt (for remand Prisoners with a length of stay longer than 24 hours) that conform to the State's standards.	
Intent	To ensure strategies, processes and procedures are in place to reduce recidivism.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Items 3.1(e) & (h) of Schedule 3; Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	100%	100%
	Less than 100% and equal to or greater than 95%	75%
	Less than 95%	0%
Benchmark	>95%	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Quarterly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	State to generate a list from TOMS of Prisoners remanded in the previous month, and review the AIMPs for these Prisoners to determine compliance and performance.	
Calculation / Formula	Number of conforming AIMPs checked by the Department divided by the total number of AIMPs checked by the Department multiplied by 100.	
Exceptions	Prisoners unable to immediately participate in their AIMP for medical reasons will be assessed from the date and time of medical clearance. All claims for mitigation provided by the Contractor will be considered.	

3.6 Operating Performance Incentive 6: 7-Day Individual Management Plan

Operating Performance Incentive (OPI) 6	7-DAY INDIVIDUAL MANAGEMENT PLAN The percentage of 7-Day Individual Management Plans (7IMPs) completed by the contractor within seven days of approval of a new term for sentenced Prisoners, that conform to the State's standards.	
Intent	To ensure strategies, processes and procedures are in place to reduce recidivism.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Schedule 3, 3.1(e)(h) Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	100%	100%
	Less than 100%, and equal to or greater than 95%	75%
	Less than 95%	0%
Benchmark	>95%	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Quarterly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	State to generate a list from TOMS of Prisoners with a new term approved in the previous month, and review the 7IMPs for these Prisoners to determine compliance and performance.	
Calculation / Formula	Number of conforming 7IMPs checked by the Department divided by the total number of 7IMPs checked by the Department multiplied by 100.	
Exceptions	<p>All claims for mitigation provided by the Contractor will be considered.</p> <p>Prisoners unable to immediately participate in their 7IMP for medical reasons will be assessed from the date and time of medical clearance.</p> <p>Prisoners that receive a backdated sentence and have a Parole review date (Earliest Eligibility Date) scheduled in 4 weeks (28 days) or less.</p> <p>Prisoners under parole suspension, returned to custody and have a parole review date scheduled in 4 weeks (28 days) or less.</p> <p>Prisoners requiring a 28 day IMP in accordance with Adult Custodial Rule (ACR) 18.</p> <p>Fine default only Prisoners.</p>	

3.7 Operating Performance Incentive 7: Incident Reporting

Operating Performance Incentive (OPI) 07	INCIDENT REPORTING The percentage of incident reports completed accurately and in accordance with the State's requirements.	
Intent	To ensure accurate, complete and timely incident reporting.	
Compliance	Legislation: Prisons Act 1981 s70(b) DCS Policy: Policy Directive 41: Reporting of Incidents and Additional Notifications Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3; Item 4 of Schedule 2; Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	95% or greater	100%
	Less than 95% and equal to or greater than 90%	90%
	Less than 90% and equal to or greater than 80%	60%
	Less than 80%	0%
Benchmark	>80%	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • PD41 Critical Incident Notifications • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	State to assess a sample of 25% of all Incident reports; made up of 100% of Critical Incident Reports and the remainder randomly selected from Non-Critical Incident Reports as defined by Policy Directive 41 and submitted on TOMS. Examples of non-compliance include but are not limited to: <ul style="list-style-type: none"> - Incorrect tagging of incidents and/or completion of incident statistics - Inconsistencies in dates between Prison Custodial Officer reports - Incomplete or missing outcomes - Incorrect classification of incident as critical/non-critical 	
Calculation / Formula	Divide the total number of incident reports assessed as being accurate and complete, by the total number of incidents assessed, and multiply by 100.	
Exceptions	All claims for mitigation will be considered; primarily the following: <ul style="list-style-type: none"> • Where the Department overrides the incident classification; and • Where the Department either upgrades or downgrades the incident type. 	

3.8 Operating Performance Incentive 8: Constructive Activity

Operating Performance Incentive (OPI) 08	CONSTRUCTIVE ACTIVITY The availability of constructive activity to Prisoners.	
Intent	To ensure strategies, processes and procedures are in place to reduce recidivism by delivering a structured day program which provides a minimum of 30 hours of constructive activity to each prisoner.	
Compliance	Request for Proposal DCS0072015 Volume 4, Section 2.2.1.c (viii) Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.3, Item 4 of Schedule 2; Item 2.3.3 Schedule 3; Schedule 4; Annexure C	
Progressive Targets	Result	OPI Payment
	30 hours or more per week Less than 30 hours per week	100% 0%
Benchmark	30 hours per prisoner per week	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	1 July 2018	
Data Source	Contractor report with supporting documentation available.	
General Reporting (Methodology)	<p>Contractor to provide information in a standard template for constructive activity opportunities. Constructive activity opportunities will include:</p> <ul style="list-style-type: none"> • Employment; • Education and training; • Case management; • Programs and interventions; • Approved external activities (Section 95 activities, Prisoner Employment Programs (PEP) and Reintegration Leave (RIL)); • Recreation; • Social visits (including family days); • Other structured activities as approved by the State. <p>For the purposes of this measure the following opportunities will not be included, as their uptake by Prisoners is in replacement of the above opportunities:</p> <ul style="list-style-type: none"> • Official visits. <p>Prisoners undertaking Court appearances and as such unable to be available to participate in constructive activity will be deducted from the Daily Average Population for the purposes of the Calculation/Formula noted below.</p> <p>State to analyse the data against recorded information on TOMS, Monitoring and Compliance Branch observations and the OPI requirements.</p> <p>Contractor to review uptake figures quarterly and to adjust constructive activities being offered to ensure Prisoner engagement with activities being offered.</p>	
Calculation / Formula	Total constructive activity hours offered divided by the Daily Average Population for the month divided by the number of weeks in the month.	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

3.9 Operating Performance Incentive 9: At Risk Management System

Operating Performance Incentive (OPI) 09	AT RISK MANAGEMENT SYSTEM The percentage of Prisoners identified as At Risk that are managed in accordance with the Department's At Risk Management System (ARMS) manual.	
Intent	To ensure those Prisoners identified as At Risk are managed in accordance with the Department's ARMS manual.	
Compliance	Legislation Prison Regulations 1982 s74 & 75 DCS Policy Policy Directive 11: Prisoners placed in Observation and Medical Observation Policy Directive 32: Prisoner at Risk of Self Harm At Risk Management System (ARMS) Manual Melaleuca Remand and Reintegration Facility Services Agreement: Schedule 3, Items 1.9(f)(iv), 1.12(d), 2.1.2(l)(j), 2.2.2(ee)(vi), 2.3.1(i)(i)(B), 2.3.4(g), 2.3.6, 2.3.7, 2.3.8(q)(iii), 2.3.10(d)(i)(g)(iv), 2.3.11(d)(i)(A), 3.5(n)(iii), 3.8(ix)(x), 3.10(o)(iii), 4.2.10(c)	
Progressive Targets	Result	OPI Payment
	95% or greater	100%
	Less than 95% and greater than or equal to 92%	80%
	Less than 92%	0%
Benchmark	>92%	
Percentage of Total OPI	11.11%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	1 July 2018	
Data Source	<ul style="list-style-type: none"> • TOMS • PRAG Notes • ARMS Manual 	
General Reporting (Methodology)	State to randomly select 50% of At Risk prisoners, subject to ARMS monitoring at any time during the month, from a report generated by TOMS. State will then analyse the data in the following key areas of ARMS: <ol style="list-style-type: none"> Interim Plans <ul style="list-style-type: none"> Reviewed within 24 hours (Monday to Friday) by PRAG Observations: <ul style="list-style-type: none"> Completed and recorded on the supervision log within the required timeframes as per the ARMS manual; and PRAG Meeting <ul style="list-style-type: none"> Minutes reflect the current, perceived well-being of the prisoner Meeting attendance is multi-disciplinary Meetings are held Monday to Friday (excluding public holidays) as required Meeting(s) are completed in accordance with risk levels (high, moderate and low). 	

Calculation / Formula	Each At Risk prisoner will receive a point for each of the applicable three key areas of ARMS (as listed above). Divide the number of points achieved in the key areas the Contractor was compliant with, by the total number of points available (maximum of three points per prisoner) for all At Risk prisoners reviewed, then multiply by 100.
Exceptions	All claims for mitigation provided by the Contractor will be considered.

4 Performance Linked Payments

4.1 Performance Linked Payment 1: Bail Arrangement

Performance Linked Payment (PLP) 1	NON-CUSTODIAL JUSTICE OPTIONS – BAIL ARRANGEMENT The number of Prisoners who enter the Contractor's care and then the Contractor successfully arranges release within 24 hours through bail. This includes Prisoners who were granted bail at Court but were unable to meet the bail conditions prior to being transferred to Melaleuca.	
Intent	To reduce the number of Prisoners who enter custody for short periods when it could have been avoided.	
Compliance	Legislation: Bail Act 1982 Prisons Act 1981 DCS Policy: Policy Directive 37 Discharge of a Prisoner Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(a)(i) of Schedule 2; Item 3.2 of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Each occurrence	100%
Payment per Occurrence	\$250 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all releases within 24 hours of bail documentation being provided to Melaleuca from the court. State to analyse the data against recorded information on TOMS and the Performance Measure requirements.	
Calculation / Formula	Number of releases on bail within 24 hours for the six Operation Months multiplied by the payment per occurrence (\$250 x CPIA).	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.2 Performance Linked Payment 2: Fine Alternative Arrangement

Performance Linked Payment (PLP) 2	NON-CUSTODIAL JUSTICE OPTIONS – FINE ALTERNATIVE ARRANGEMENT The number of Prisoners who enter the Contractor's care and then the Contractor successfully arranges release within 24 hours through fine alternative arrangements available through the Fines Enforcement Registry, or community service orders or similar non-custodial justice options. This includes Prisoners who are entering custody only because they have defaulted on a fine and have not made alternative payment or community service arrangements prior to being transferred to Melaleuca.	
Intent	To reduce the number of Prisoners who enter custody for short periods when it could have been avoided.	
Compliance	Legislation: Fines, Penalties and Infringements Notices Enforcement Act 1994 Prisons Act 1981 DCS Policy: Policy Directive 82 Prisoner Movements Adult Custodial Rule 18 Assessment and Sentence Management of Prisoners Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(a)(ii) of Schedule 2; Item 3.3 of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Each occurrence	100%
Payment per Occurrence	\$250 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all releases due to fine alternative arrangements within 24 hours of fines documentation being provided to Melaleuca from the court. State to analyse the data against recorded information on TOMS and the Performance Measure requirements.	
Calculation / Formula	Number of occurrences of releases due to fine alternative arrangements within 24 hours for the six Operation Months multiplied by the payment per occurrence (\$250 x CPIA).	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.3 Performance Linked Payment 3: Early Release Incentive Payment

Performance Linked Payment (PLP) 3	EARLY RELEASE INCENTIVE PAYMENT The number of Prisoners over the Target Rate of 30% that obtain parole prior to the end of their sentence.	
Intent	To increase the rate at which women Prisoners are able to take up parole.	
Compliance	Legislation: Prisons Act 1981 Sentence Administration Act 2003 DCS Policy: Policy Directive 78 Parole Sentence Management Manual Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(b) of Schedule 2, Item 3.5 of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Each occurrence over target rate	100%
	Each occurrence equal to or less than target rate	0%
Target Rate	>30%	
Payment per Occurrence	\$280 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template for all Prisoners achieving parole prior to the end of their sentence compared to the total number of sentenced Prisoners released (excluding releases for fine defaults). State to analyse the data against recorded information on TOMS and the Performance Measure requirements.	
Calculation / Formula	Number of occurrences of Prisoners over the target rate (30%) that obtain parole prior to the end of their sentence for the six Operation Months multiplied by the payment per occurrence (\$280 x CPIA).	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.4 Performance Linked Payment 4: Drug and/or Alcohol Programs

Performance Linked Payment (PLP) 4	REINTEGRATION SERVICES – DRUG AND/OR ALCOHOL PROGRAMS The number of Prisoners identified in the Abridged Individual Management Plan (AIMP) for remand Prisoners, 7-day Individual Management Plan (7IMP) for sentenced Prisoners or subsequent case management meeting, as requiring Drug and/or Alcohol Programs, where the Prisoner has subsequently completed the Programs pre-release and/or in the community.	
Intent	To strengthen Individualised Integrated Offender Management (IIOM), ensuring that it extends post-release when necessary.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(c) of Schedule 2; Item 2.3.5 of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Drug and/or Alcohol Program identified in IMP, then started and completed: in Melaleuca pre-release;	50%
	started and completed in the community post-release	50%
	Drug and/or Alcohol Program identified in IMP, then started in Melaleuca pre-release and completed in the community post-release	100%
Payment per Occurrence	\$260 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template with supporting evidence for identification of requirement for Drug and/or Alcohol Program and subsequent completion. State to analyse the data against recorded information on TOMS and other evidence provided, against the requirements of the Performance Measure.	
Calculation / Formula	Number of Prisoners identified in IMP or subsequent TOMS case management note as requiring a Drug and/or Alcohol Program, that is subsequently started and completed in Melaleuca pre-release or started and completed in the community post-release, multiplied by 50% of the payment ($\$260 \times 50\% = \$130 \times \text{CPIA}$). Number of Prisoners identified in IMP as requiring a Drug and/or Alcohol Program that is subsequently started in Melaleuca pre-release and completed in the community post-release multiplied by 100% of the payment ($\$260 \times \text{CPIA}$).	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.5 Performance Linked Payment 5: Education, Training and Employment

Performance Linked Payment (PLP) 5	REINTEGRATION SERVICES – TRAINING, EDUCATION OR EMPLOYMENT The number of Prisoners identified in the Abridged Individual Management Plan (AIMP) for remand Prisoners or 7-day Individual Management Plan (7IMP) for sentenced Prisoner or subsequent case management meeting, as requiring Education, Training or Employment where the Contractor has subsequently arranged community based services prior to release and progress is sustained in the community post-release.	
Intent	To strengthen Individualised Integrated Offender Management (IIOM), ensuring that it extends post-release when necessary.	
Compliance	Legislation: Prisons Act 1981 Industrial Relations Act 1979 Workplace Relations Act 1996 DCS Policy: Policy Directive 68 Prisoner Employment Program Policy Directive 79 Resocialisation Programmes Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(c) of Schedule 2; Item 3.7. of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Identified in IMP as requiring community based Education, Training or Employment services and linked effectively in Melaleuca pre-release to these services; Required attendance is maintained until formal completion of program or for three months (whatever comes first) or Employment is obtained within three months of release and maintained for at least two consecutive months	50% Additional 50%
Payment per Occurrence	\$310 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template with supporting evidence for arrangement of all community based Training, Education or Employment services, subsequent attendance or employment obtained. State to analyse the data against recorded information on TOMS and other evidence provided, against the requirements of the Performance Measure.	

Calculation / Formula	<p>Number of Prisoners linked in Melaleuca pre-release to community based Education, Training or Employment services multiplied by 50% of the payment ($\\$310 \times 50\% = \\$155 \times \text{CPIA}$).</p> <p>Number of Prisoners where required attendance is maintained until formal completion of program or for three months (whichever comes first); or Number of Prisoners where employment is obtained within three months of release and maintained for at least two consecutive months, multiplied by an additional 50% of the payment ($\\$310 \times 50\% = \\$155 \times \text{CPIA}$).</p>
Exceptions	All claims for mitigation provided by the Contractor will be considered.

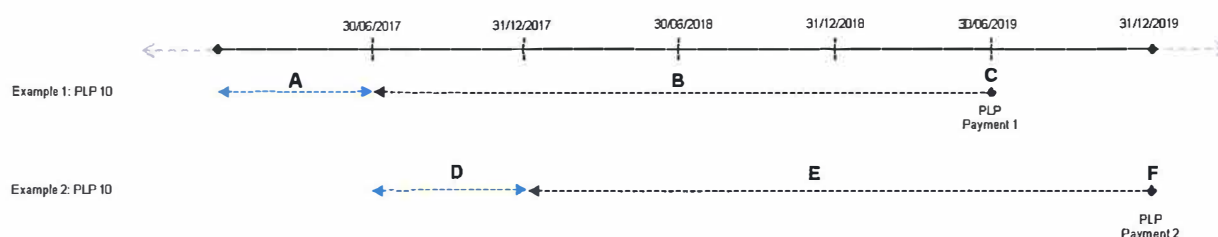
4.6 Performance Linked Payment 6: Accommodation

Performance Linked Payment (PLP) 6	REINTEGRATION SERVICES – ACCOMMODATION The number of Prisoners identified in the Abridged Individual Management Plan (AIMP) for remand Prisoners or 7-day Individual Management Plan (7IMP) for sentenced Prisoners, or subsequent case management meeting, as requiring assistance in obtaining suitable and appropriate accommodation post-release, arranging this accommodation prior to release, and sustaining progress in the community post-release.	
Intent	To strengthen Individualised Integrated Offender Management (IIOM), ensuring that it extends post-release when necessary.	
Compliance	DCS Policy: Policy Directive 79 Resocialisation Programmes Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(c) of Schedule 2; Item 3.7 of Schedule 3; Annexure C	
Progressive Targets	Result	PL Payment
	Suitable and appropriate temporary accommodation is obtained prior to release.	33.3%
	The Prisoner enters this accommodation upon release.	33.3%
	Suitable and appropriate accommodation that the Prisoner can independently sustain is obtained within three months of release and maintained for two consecutive months.	33.3%
Payment per Occurrence	\$260 x CPIA	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template with supporting evidence of suitable and appropriate accommodation. State to analyse the data against recorded information on TOMS and other evidence provided, against the requirements of the Performance Measure.	
Calculation / Formula	Number of Prisoners with suitable and appropriate temporary accommodation obtained prior to release multiplied by 33% of the payment (\$260 x 33.3% = \$86.67 x CPIA). Number of Prisoners entering the arranged accommodation upon release multiplied by 33.3% of the payment (\$260 x 33.3% = \$86.67 x CPIA). Number of Prisoners where suitable and appropriate accommodation that the Prisoner can independently sustain is obtained within three months of release and maintained for two consecutive months, multiplied by 33.3% of the payment (\$260 x 33.3% = \$86.67 x CPIA).	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.7 Performance Linked Payment 7: Reducing Reoffending

Performance Linked Payment (PLP) 7	REDUCING REOFFENDING Improvement on target benchmark of 27% related to reoffending and return to either prison or community corrections within 2 years, of sentenced Prisoners that have served 75% or more of their sentence at Melaleuca.	
Intent	To improve the long term outcomes for each Prisoner and reduce the likelihood of them offending.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Clauses 13.3(a), 13.5 & 16.4; Item 6 & 6(d) of Schedule 2; Annexure C	
Progressive Targets	Result	PL Payment
	Reoffending rate equal to or less than 27%	100%
	Reoffending rate between 27% and 30.5%	75%
	Reoffending rate between 30.6% and 34%	50%
	Reoffending rate greater than 34%	0%
Benchmark	≤27%	
Maximum Payment	\$15,000 x Consumer Price Index Adjustment (CPIA) per six Operation Months	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> TOMS Monitors' Reports Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	State to gather and analyse data required to measure the reoffending rate Contractor to provide a list of discharged sentenced Prisoners in a standard template that may be eligible for inclusion in this measure, having served 75% of their sentence at Melaleuca.	
Calculation / Formula	<p>The Reoffending Rate will be calculated over six Operation Months as the rate of return by sentenced Prisoners (who have served 75% of their sentence at Melaleuca) within two years of being released from Melaleuca who return to either prison or community corrections (Corrective Services). Please note, due to the requirement to measure after two years, there will be a two year lag before the first payment, resulting in payments continuing for two years after the initial five year contract term, or subsequent terms.</p> <p>If reoffending rate equal to or less than 27%: 100% of the maximum payment (\$15,000 x CPIA). If reoffending rate greater than 27% and less than or equal to 30.5%: 75% of the maximum payment (\$11,250 x CPIA). If reoffending rate greater than 30.5% and less than or equal to 34%: 50% of the maximum payment (\$7,500 x CPIA). If reoffending rate greater than 34%: No payment.</p> <p>Please refer 3.1.1 for worked examples of this PLP.</p>	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

4.7.1 Performance Linked Payment 7: Reduced Reoffending – Worked Examples



The reducing reoffending performance measure is required to be calculated over two years. Due to the time required to calculate this measure, there is a two year lag before the first payment, as shown in the diagram above.

Example Calculation of PLP 7: Reducing Reoffending

Payment Example 1					
		Dates		Calculations	
A	Total sentenced Prisoners that have served 75% or more of their sentence at Melaleuca who were released during the six month period	15 Dec 2016* – 30 Jun 2017 * From start date	<ul style="list-style-type: none">Assume 100 sentenced Prisoners were released during this period.		
B	2 year time period following prisoner release	1 July 2017 – 30 June 2019	<ul style="list-style-type: none">Assume 31 Prisoners reoffended during this period.	Reoffending rate = 31/100 = 31.0%	
C	Payment 1 Calculation	30 June 2019	Reoffending Rate	PLP (%)	Payment
			≤ 27%	100%	100% x \$15,000 x CPIA
			> 27% and ≤ 30.5%	75%	75% x \$15,000 x CPIA
			> 30.5% and ≤ 34%	50%	50% x \$15,000 x CPIA
			> 34%	0%	0% x \$15,000 x CPIA
	Payment 1 Amount			= \$7,500 x CPIA (up to 30 Jun 2019)	
Payment Example 2					
		Dates		Calculations	
D	Total sentenced Prisoners that have served 75% or more of their sentence at Melaleuca who were released during the six month period	1 July 2017 – 31 Dec 2017	<ul style="list-style-type: none">Assume 150 sentenced Prisoners were released during this period		
E	2 year time period following prisoner release	1 Jan 2018 – 31 Dec 2019	<ul style="list-style-type: none">Assume 31 Prisoners reoffended during this period	Reoffending rate = 31/150 = 20.7%	
F	Payment 2 Calculation	31 Dec 2019	Reoffending Rate	PLP (%)	Payment
			≤ 27%	100%	100% x \$15,000 x CPIA
			> 27% and ≤ 30.5%	75%	75% x \$15,000 x CPIA
			> 30.5% and ≤ 34%	50%	50% x \$15,000 x CPIA
			> 34%	0%	0% x \$15,000 x CPIA
	Payment 2 Amount			= \$15,000 x CPIA (up to 31 Dec 2019)	

5 Hospital Sit Payments

Hospital Sit Payments	HOSPITAL SIT PAYMENTS The payments for the hospital sits performed by the Contractor, and eligible for payment under Item 7 of Schedule 2, within a period of six Operation Months.	
Intent	To supervise and manage the security, safety, well-being and control of a Prisoner who has been escorted to a hospital external to Melaleuca.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Item 7 of Schedule 2; Item 1.10(c) of Schedule 3	
Progressive Targets	Result	Hospital Sit Payment
	Greater than four hours per hospital sit	\$50.54 per hour per guard
	Equal to or less than four hours per hospital sit	\$0
Payment per Hour	$\$50.54 \times (\text{CPIA} \times 20\% + \text{WPIA} \times 80\%)$	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template with hours and number of guards provided for hospital sits. State to analyse the data against recorded information on TOMS and other evidence provided, against the requirements of the Performance Measure.	
Calculation / Formula	Number of hours spent on hospital sits, in excess of the initial four hours for each hospital sit multiplied by the number of guards required for each hospital sit multiplied by the hospital sit rate per hour of $\$50.54 \times (\text{CPIA} \times 20\% + \text{WPIA} \times 80\%)$.	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

6 Remand Premium Payments

Remand Premium Payments	REMAND PREMIUM PAYMENTS The payments for higher than expected remand Prisoner turn-over within a period of six Operation Months.	
Intent	To cover increases in the Contractor's costs as a result of higher than expected remand Prisoner turn-over.	
Compliance	Melaleuca Remand and Reintegration Facility Services Agreement: Item 9 of Schedule 2	
Progressive Targets	Result	Remand Premium Payment
	Greater than 2,000 remand receptions per six Operation Months	\$153.22 per prisoner over 2,000 remand Prisoner threshold
	Equal to or less than 2,000 remand receptions per six Operation Months	\$0
Payment per Prisoner	$\$153.22 \times (\text{CPIA} \times 20\% + \text{WPIA} \times 80\%)$	
Reporting Frequency	Monthly	
Calculation Frequency	Semi-Annually (Six Monthly)	
Data Source	<ul style="list-style-type: none"> • TOMS • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Contractor to provide information in a standard template with number of remand Prisoners received. State to analyse the data against recorded information on TOMS and other evidence provided, against the requirements of the Performance Measure.	
Calculation / Formula	Number of remand Prisoners received within six Operation Months in excess of the 2,000 threshold multiplied by the remand premium rate per Prisoner of $\$153.22 \times (\text{CPIA} \times 20\% + \text{WPIA} \times 80\%)$.	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

7 Performance Indicators

7.1 Performance Indicator 1: Initial Health Assessments Performed

Performance Indicator (PI) 1	INITIAL HEALTH ASSESSMENTS PERFORMED Percentage of Initial Health Assessments (IHAs) conducted within a specified time.	
Intent	To ensure Initial Health Assessments (IHAs) are conducted within 24 hours of Prisoner reception.	
Compliance	DCS Policy: Health Services Policy PM01: Adult Admission and Risk Assessment Melaleuca Remand and Reintegration Facility Services Agreement: Item 2.2.5 (h) of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	100%	Compliant
	Less than 100%	Non-Compliant
Benchmark	100%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Information Sources	<ul style="list-style-type: none"> Total Offender Management System (TOMS) Electronic Health Online (ECHO) 	
General Reporting (Methodology)	Contractor to provide the State with a record of all Prisoners received into the Melaleuca and evidence for each such Prisoner that an initial health assessment has been conducted within 24 hours.	
Calculation / Formula	Definitions: <ul style="list-style-type: none"> P_{Assessed} = Sum total of Prisoners receiving an initial health assessment within 24 hours of reception into the Melaleuca during the specified month. P_{Arrivals} = Sum total of Prisoners processed through reception during the specified month. Formula: <ul style="list-style-type: none"> Performance Indicator 1 Result = (P_{Assessed} / P_{Arrivals})*100 	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.2 Performance Indicator 2: Officers Adequately Trained

Performance Indicator (PI) 2	OFFICERS ADEQUATELY TRAINED Percentage of Contract Workers performing Custodial Functions meeting minimum training and qualification requirements.	
Intent	To ensure Contract Workers are adequately trained to carry out High Level Security Work at Melaleuca.	
Compliance	Legislation: Prisons Act 1981 s15 DCS Policy: Policy Directive 5: Use of Force (4.1.8) OSH Procedure: First Aid (4.2.1 & 4.3.1) Melaleuca Remand and Reintegration Facility Services Agreement: 5.1.2, 5.2.2, 5.2.3 and 5.2.5 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	100%	Compliant
	Less than 100%	Non-Compliant
Benchmark	100%	
Reporting Frequency	Quarterly – Measured on the last day of each quarter, or an agreed date each quarter.	
Calculation Frequency	Quarterly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • Register of Training • Permit Database • Training Certificates and Qualifications 	
General Reporting (Methodology)	<p>The State will randomly select 25% of active Contract Workers performing Custodial Functions (not on long-term absence, undergoing training or on their probationary period for their training) from the Permit Database and inform the Contractor of those officers selected.</p> <p>The Contractor will provide evidence of the following to the State for the selected Contract Workers performing Custodial Functions:</p> <ul style="list-style-type: none"> (i) Pre Service Induction Program; (ii) Certificate III in Correctional Practice (Custodial) for staff who have performed Custodial Functions for nine months or longer at Melaleuca; or (iii) Certificate IV in Correctional Practice (Custodial) for Supervisors for Contract Workers and Administrative Staff who have been performing the role for six months or longer at Melaleuca; (iv) First Aid and CPR training; (v) ARMS and SAMS training; (vi) Use of Force (DETT) training. 	
Calculation / Formula	<p>Definitions:</p> <ul style="list-style-type: none"> • CO_{Trained} = Sampled Contract Workers performing Custodial Functions that meet the minimum training and qualification requirements. • CO_{Sampled} = Sum total of sampled Contract Workers performing Custodial Functions. <p>Formula:</p> <ul style="list-style-type: none"> • Performance Indicator 2 Result = (CO_{Trained} / CO_{Sampled})*100 	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.3 Performance Indicator 3: Food Preparation Hygiene

Performance Indicator (PI) 3	FOOD PREPARATION HYGIENE Compliance with food safety legislation.	
Intent	To ensure the Contractor is compliant with applicable food safety legislation.	
Compliance	Legislation: Western Australian Food Act Melaleuca Remand and Reintegration Facility Services Agreement: Schedule 4	
Progressive Targets	Result	Compliance
	City of Gosnells Assessment = Compliant City of Gosnells Assessment = Non-Compliant	Compliant Non-Compliant
Benchmark	100%	
Reporting Frequency	As inspected by the Local Government Authority (City of Gosnells)	
Calculation Frequency	As inspected by the Local Government Authority (City of Gosnells)	
Effective Date	Contract commencement	
Data Source	City of Gosnells assessment of food preparation area	
General Reporting (Methodology)	The City of Gosnells will undertake periodic inspections of the food preparation area(s) within Melaleuca to assess compliance with applicable legislation. Upon completion of each food safety inspection by the City of Gosnells, the Contractor will provide the result (report) to the State.	
Calculation / Formula	Compliance with food safety legislation as assessed by the City of Gosnells during food safety inspection.	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.4 Performance Indicator 4: Access to Daily Social Visits

Performance Indicator (PI) 4	ACCESS TO DAILY SOCIAL VISITS Percentage of Prisoners' with access to daily social visits.	
Intent	To ensure Prisoners have access to 6 hours of social visits 6 per day.	
Compliance	Legislation: Prisons Act 1981 s 59 DCS Policy: Adult Custodial Rule 7: Communication - Visits Melaleuca Remand and Reintegration Facility Services Agreement: Items 1.5 and 2.2.9 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	100%	Compliant
	0%	Non-Compliant
Benchmark	100%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> • TOMS • Social visits attendance sheet 	
General Reporting (Methodology)	Contractor to provide the State with a record of social visits sessions available and held each day for the previous month. The Contractor must provide 6 or more visiting hours in each day.	
Calculation / Formula	Definitions: <ul style="list-style-type: none"> • V_{hours} = Sum total of days of which 6 or more social visiting hours were made available to Prisoners. • V_{month} = Sum total of days in the month. Formula: <ul style="list-style-type: none"> • Performance Indicator 4 Result = $(V_{\text{hours}} / V_{\text{month}}) * 100$ 	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.5 Performance Indicator 5: Average Out of Cell Hours

Performance Indicator (PI) 5	AVERAGE OUT OF CELL HOURS Average daily number of out-of-cell hours available to Prisoners (other than a Prisoner under disciplinary management in accordance with applicable Legislative Requirements or in crisis care).	
Intent	To ensure Prisoners have access to an average of 10 out of cell hours each month.	
Compliance	Legislation: Prisons Act 1981 s 95 Melaleuca Remand and Reintegration Facility Services Agreement: Item 2.3.3 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	10 hours or more Less than 10 hours	Compliant Non-Compliant
Benchmark	Average of 10 out-of-cell hours a day available to Prisoners (other than a Prisoner under disciplinary management in accordance with applicable Legislative Requirements or in crisis care)	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	TOMS	
General Reporting (Methodology)	Contractor to provide the State with a record of out of cell hours for the preceding month.	
Calculation / Formula	TOMS average out-of-cell hours reporting for specified month for all Prisoners (other than a Prisoner under disciplinary management in accordance with applicable Legislative Requirements or in crisis care).	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.6 Performance Indicator 6: Emergency Management Exercises Performed

Performance Indicator (PI) 6	EMERGENCY MANAGEMENT EXERCISES PERFORMED Number of emergency management exercises performed.	
Intent	To ensure minimum emergency management exercises are performed each year.	
Compliance	DCS Policy: Policy Directive 72: Emergency Management Melaleuca Remand and Reintegration Facility Services Agreement: Item 1.1 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	Minimum exercises performed Minimum exercises not performed	Compliant Non-Compliant
Benchmark	A minimum of one emergency management exercise every two months. The following exercises require mandatory completion at a minimum of once every calendar year: <ul style="list-style-type: none"> • Death of a prisoner in custody; • Escape from a prison; • Fire; • Hostage; • Major disturbance (active or passive); and • Medical Emergency (either injury or illness) One exercise is to be live. The remainder may be performed at a desktop level.	
Reporting Frequency	Annual	
Calculation Frequency	Annual	
Effective Date	Contract commencement	
Data Source	Record of emergency management exercises, including any proposed changes to Prison Emergency Management Plan.	
General Reporting (Methodology)	Contractor to provide the State with a record of the emergency management exercises conducted within the previous reporting year.	
Calculation / Formula	Performance of minimum emergency management exercises within the specified year.	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.7 Performance Indicator 7: Tools Accounted For

Performance Indicator (PI) 7	TOOLS ACCOUNTED FOR Percentage of Prisoner activity checklists in which all tools have been accounted for.	
Intent	To ensure tool checklists have all tools accounted for each month.	
Compliance	DCS Policy: DCS Prisons Order No 05/2015 Melaleuca Remand and Reintegration Facility Services Agreement: Item 1.8 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	100% Less than 100%	Compliant Non-Compliant
Benchmark	100% of tool checklists have all tools accounted for each month	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	Tool inventory and checklist	
General Reporting (Methodology)	Contractor to provide the State with a completed tool register and checklist for each Prisoner activity area. Each completed tool checklist will be reviewed to establish the percentage of tools that have been accounted for. The accounting of tools used by the State's facility maintenance team will be the responsibility of the State and not the Contractor.	
Calculation / Formula	Definitions: • T _{Accounted} = Sum of completed tool checklists in which all tools are accounted for within the specified month. • T _{Total} = Sum of all completed tool checklists in the specified month. Formula • Performance Indicator 7 Result = (T _{Accounted} / T _{Total}) * 100	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

7.8 Performance Indicator 8: Prisoner Readiness for External Escort

Performance Indicator (PI) 8	PRISONER READINESS FOR EXTERNAL ESCORT Percentage of Prisoners ready to leave Melaleuca in time for external escort.	
Intent	To ensure Prisoners are in reception prior to the scheduled time for external escort.	
Compliance	DCS Policy: Policy Directive 82 - Movements Melaleuca Remand and Reintegration Facility Services Agreement: Item 1.5 of Schedule 3, Schedule 4	
Progressive Targets	Result	Compliance
	100% Less than 100%	Compliant Non-Compliant
Benchmark	100%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Effective Date	Contract commencement	
Data Source	<ul style="list-style-type: none"> TOMS - Transfer and discharge sheet Reception and escort handover records 	
General Reporting (Methodology)	Performance Indicator to include all scheduled external escorts. Contractor to provide the State with completed records that demonstrate the time at which Prisoners were: 1. Scheduled for departure as set out within the transfer and discharge sheet; and 2. Available in reception prior to scheduled external escort departure time.	
Calculation / Formula	Definitions: <ul style="list-style-type: none"> P_{Ready} = Sum of Prisoners available in reception prior to scheduled external escort departure time during the specified month. P_{Total} = Sum of all Prisoners required for Scheduled external escort during the specified month. Formula: <ul style="list-style-type: none"> Performance Indicator 8 Result = (P_{Ready} / P_{Total}) * 100 	
Exceptions	Claims for mitigation provided by the Contractor will be considered by the State.	

MELALEUCA REMAND AND REINTEGRATION FACILITY SERVICE AGREEMENT PERFORMANCE MEASURE DASHBOARD AS AT 15 AUGUST 2019

			2018/19 Quarter 1			2018/19 Quarter 2			6 month	2018/19 Quarter 3			2018/19 Quarter 4			6 month	
		Calculation frequency	Benchmark	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	PLP total	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	PLP total
Operating Performance Incentives (OPIs)																	
1	Serious Assault (% of prisoner population)	Monthly	≤1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
2	Serious Self-harm / Attempted Suicide (occurrences)	Monthly	0	0	1	2	0	0	0		0	1	0	1	0	0	
3	Use of force (occurrences)	Monthly	0	0	0	0	0	0	0		0	1	1	0	0	1	
4	Drug Prevalence Testing (positive percentage)	Quarterly	≤5%	6.5%	N/A	N/A	N/A	0%	N/A		N/A	9.4%	N/A	N/A	3.0%	N/A	
5	Abridged IMPs (remand prisoners) (completion %)	Monthly	≥95%	100.0%	100.0%	100.0%	100.0%	98.4%	100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
6	7 day IMPs (sentenced prisoners) (completion %)	Monthly	≥95%	92.0%	100.0%	93.8%	85.7%	95.0%	100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
7	Incident Reporting (accuracy %)	Monthly	≥90%	50.0%	66.7%	65.2%	66.4%	85.7%	91.3%		95.5%	85.2%	60.0%	48.0%	76.9%	81.8%	
8	Constructive Activity	Monthly	30 hrs/week	34h20m	34h55m	30h7m	21h5m	30h55m	31h12m		29h52m	31h44m	33h30m	32h45m	31h46m	30h42m	
9	At Risk Management System (ARMS)	Monthly	≥90%	90.5%	92.0%	93.8%	95.2%	93.3%	97.4%		90.1%	97.2%	93.5%	89.2%	93.1%	88.2%	
Performance Linked Payments (PLPs)																	
1	Prisoners achieving same day bail release (occurrences)	Monthly	N/A	6	15	10	12	18	19	80	9	10	17	16	10	12	
2	Prisoners achieving same day fine release (occurrences)	Monthly	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	Prisoners achieving parole	Six monthly	≥30%	N/A	N/A	N/A	N/A	N/A	N/A	39.4%	N/A	N/A	N/A	N/A	N/A	N/A	41.7%
4	Alcohol/drug course completions	Monthly	N/A	11	7	9	13	18	2	60	7	7	11	33	5	7	
5	Education/training/pre-employment program completions	Monthly	N/A	0	0	0	0	0	0	0	0	0	0	1	0	0	
6	Accommodation arrangements made	Monthly	N/A	0	0	0	1	0	0	1	0	0	3	1	0	0	
7	Decrease in recidivism rate (%)	Six monthly	≤27%	N/A - Requires two years of reoffending data before calculation					N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50.0%
Specified Events																	
a	Death in Custody	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
b	Loss of control	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
c	Escape from prison	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
d	Escape from supervised external activities	Not yet commenced		N/A - External activities not being undertaken						N/A - External activities not being undertaken							
e	Escape from unsupervised external activities	Not yet commenced		N/A - External activities not being undertaken						N/A - External activities not being undertaken							
f	Breach of obligations to report/provide information	Monthly		0	0	0	0	0	0		0	0	1	0	0	0	
g	Failure to comply with PIN (1st occasion)	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
h	Failure to comply with PIN (2nd and subsequent)	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
i	Unlawful release of prisoner	Monthly		0	0	0	0	0	1		0	0	0	0	0	0	
j	Unlawful detention of prisoner	Monthly		0	0	0	1	0	0		0	3	0	0	1	0	
Performance Indicators (PIs)																	
1	Initial health assessments	Monthly	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%	100.0%	100.0%	100.0%	99.2%	100.0%	
2	Custodial staff operational readiness	Quarterly	100%	N/A	N/A	100.0%	N/A	N/A	100.0%		N/A	N/A	95.0%	N/A	N/A	100.0%	
3	Food preparation hygiene	Annually (As inspected)		N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	Compliant	N/A	
4	Access to social visits (% of days 6 hours or more)	Monthly	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%	100.0%	100.0%	99.3%	96.8%	100.0%	
5	Average out of cell hours	Monthly	10 hrs/day	10h15m	10h7m	10h14m	10h18m	10h16m	10h27m		10h09m	10h12m	10h14m	10h12m	10h10m	10h13m	
6	Emergency management exercises performed	Annually (Min 6, 1 live)		0	1	1	0	1	2		0	2	1	1	1	0	
7	Tools accounted for	Monthly	100%	100.0%	100.0%	100.0%	100.0%	95.9%	100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	97.4%	
8	Prisoner readiness for external escort	Monthly	100%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%	100.0%	93.5%	100.0%	100.0%	100.0%	
Performance Improvement Notice (PIN)																	
	Performance Improvement Notice	Monthly		0	3	2	0	0	0		0	0	0	0	1	0	