
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 previous 12 months and submit the report to the Minister by 30 September each year.

This report presents an overview of services provided under the Contract by G4S Custodial Services (G4S).

Compliance information and statistical information in the report are presented for a contract year, which operated from 31 July 2009 to 30 July 2010.
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2. **FOREWORD AND COMMISSIONER’S MESSAGE**

The death of Mr Ward in 2008 was a tragedy that will always drive reform in the area of custodial transport. A subsequent coronial inquest resulted in wide ranging recommendations that make every effort to ensure this never happens again.

During 2008, 2009 and 2010, in addition to the Coroner’s recommendations, The Department of Corrective Services implemented a number of strategies and initiatives that have resulted in significant improvement in the area of custodial transportation.

In August 2008 Western Australia hosted the National Custodial Transport Forum - the first of its kind - which led to a national agreement by the Corrective Services Administrator’s Council to collaborate and design national standards for custodial transport. Positive endorsement was given by all Ministers in Perth in 2009 to the development of the changes to the *Standard Guidelines for Corrections in Australia (2004)*. These transport standards were officially approved by the Corrective Services Ministers of all Australian jurisdictions, at the 2010 Corrective Services Ministers’ Conference recently held in Canberra.

It is pleasing that the Western Australian Department of Corrective Services took the lead role in the design and development of these standards, and the process for approval and inclusion into the Standard Guidelines for Corrections in Australia.

Furthermore, to improve the standard of custodial transport in Western Australia, the Department of Corrective Services has implemented its own custodial transport policies which equal or exceed the newly created national standards.

It is also pleasing that during the past 12 months the Department of Corrective Services, in conjunction with G4S Custodial Services, has introduced the use of coaches and aircraft for the movement of persons in custody and is on schedule to replace the custodial transport fleet of vehicles by December 2010. These changes, and many others in accordance with the Coroner’s recommendations, have greatly improved the safe, secure and humane manner in which persons in custody are moved throughout Western Australia.

The Department of Corrective Services continues to examine ways of reducing the need for custodial transport and work completed during the past 12 months, in conjunction with the Department of the Attorney General, has seen an 80% increase in the use of audio-visual technologies for court appearances. The increase in the use of audio-visual technology highlights the need to constantly test alternatives. In the past, audio-visual technologies produced a poor quality interaction but recent advancements have seen the quality improve significantly, as well as a reduction in costs. Technology and other business reforms are constantly being explored in an effort to reduce the need for transportation and achieve greater efficiencies in the delivery of judicial services.

With the Contract due to expire in July 2011, the Department of Corrective Services in collaboration with the Department of the Attorney General and the Western Australian Police, has re-evaluated the service design and governance, performance objectives, and sourcing of the services provided. As a result, the Department has recently advertised a tender for court security and custodial services to commence from 31 July 2011.

It is also important to note the valuable contribution made by two people who have since moved to other roles. Mr John Hughes, G4S General Manager of the Contract, and Mr Brian
Lawrence, Contract Manager for the Department of Corrective Services. Both men made a tremendous contribution to the significant changes that have improved the delivery of services since 2008.

The Contract Management Team managing this Contract is dedicated in its efforts to develop and implement continuous improvements to the management, monitoring and operation of the Contract for the Provision of Court Security and Custodial Services, and continues to meet these challenges with a positive and forward-thinking approach.

Ian Johnson  
COMMISSIONER  
DEPARTMENT OF CORRECTIVE SERVICES
3. **EXECUTIVE SUMMARY**

As a result of the Coronial Inquest into the death of Mr Ward in 2008, the Department of Corrective Services implemented a number of new initiatives directed at improving and ensuring the safe, secure and humane transportation of persons in custody.

In addition to replacing the custodial transport fleet, which is due for completion in December 2010, the Department of Corrective Services has introduced other modes of transport for the movement of persons in custody. These include the use of aircraft and chartered coaches that deliver more safe and humane methods of transport when travelling over long distances - for reasons such as clearances from remote police stations, and the transfer of prisoners between prisons.

The Department of Corrective Services has also introduced vehicle specifications and transport guidelines in line with those developed for the Standard Guidelines for Corrections in Australia and these Departmental guidelines, in many instances, exceed the standards set by the national guidelines.

These are all significant improvements, and they reinforce the Department of Corrective Services' commitment to providing innovative change and continuous improvement to the transportation of persons in custody.

Monitoring of the services provided by G4S Custodial Services under the Contract for the Provision of Court Security and Custodial Services has also increased during the past service year. The Department of Corrective Services has appointed three additional Monitoring Officers and a Manager responsible for monitoring. This has led to greater scrutiny of the service and allowed the Department to identify concerns in a timely manner, and seek prompt remedy from the Contractor when matters arise.

The demand for service continues to be the other major focus for the management of the Contract for the Provision of Court Security and Custodial Services. The demands for custodial transport by WA Police, and an increase in the number of ad-hoc courts in regional areas, are a direct result of the Government's 'Frontline Policing' policy. This policy has impacted with an increase in the number of service hours delivered and on the cost of providing court security and custodial services.

Most major regional courts now operate 6 days per week with Justices of the Peace sitting on days that the Magistrates are on circuit and in addition, most regional courts operated on 9 of the 11 public holidays. Furthermore, those appearing before these additional courts require movement to and from the regional prisons in a timely manner. This has resulted in the introduction of an agreement with WA Police to move persons from police custody to a regional prison within 48 hours. This ensures arrestees are dealt with by a court as soon as practicable and where unable to obtain bail or are remanded in custody they are held in a prison rather than a Police Lock-up.

It is also significant that during the year, WA Police created the portfolio of Judicial Services and appointed an Assistant Commissioner to lead this portfolio. This has enabled a continuing focus on the improvement in delivery of services to WA Police.

As this Report is being tabled, the Department is currently tendering for a service provider to provide court security and custodial services beyond 31 July, 2011. The current Contract with G4S Custodial Services expires on 30 July 2011.
Key areas of focus for the Contract Management Team during the service year 2009/10 were:

1. Guidelines for Custodial Transport
2. Inter-prison transport
3. Coronial Inquiry into the death of Mr Ward
4. Monitoring Services
5. Reducing Unnecessary Prisoner Movement
6. Contractor's Guidelines
7. OICS Review
8. Prisoner Transport Model
9. Royal Perth Hospital Secure Facility
10. Services to WA Police
11. Demand Modelling and Value for Money

Major achievements for the year include:

- Implementing the recommendations resulting from the Coronial Inquest into the death of Mr Ward.
- Implementing air charters for the northern inter-prison transfer of persons in custody.
- Implementing air services for movement from police lock-ups in the Kimberley.
- Implementing coach service transport to Kalgoorlie and Albany, and return service.
- Ensuring delivery of the custodial transport fleet, on time.
- Increasing monitoring services.

The 2010/11 contract year heralds a period of transition and presents many opportunities to use lessons learned in recent years to develop a more focused service for future service years.
4. BACKGROUND — HISTORY OF CONTRACT

In January 2000, the then WA Department of Justice entered into a five year Contract for the Provision of Court Security and Custodial Services, including two further three year options, with the Corrections Corporation of Australia (CCA). CCA began delivering the required services on 31 July 2000. The company later changed its name to Australian Integration Management Services (AIMS) Corporation.

In 2005, at the end of the first five years of the Contract, the first option to extend the Contract for three years was exercised, thus taking the Contract through to 2008. During the period of this first option, the then Department of Justice was split into two separate Departments - the Department of Corrective Services and the Department of the Attorney General with effect from 1 February 2006. The change created a complex service delivery and contract management structure with services delivered to both Departments and, indeed, a third agency, the WA Police.

In the previous year, 2007, the Contract was novated to Global Solutions Limited (GSL). The State also chose to exercise the second and final three year option, and extended the Contract to 30 July 2011. In May 2008, Global Solutions Limited (GSL) was acquired by Group4Securicor, an international security solutions group. Although there was a change in ownership, the entity remained the same, as did the management structure and contract.

In January 2009, Global Solutions Limited (GSL) changed its name to G4S Custodial Services (G4S) to reflect the aforementioned change in ownership.

The Department is currently tendering for a service provider to provide court security and custodial services beyond 31 July 2011. The current Contract with G4S Custodial Services expires on 30 July 2011, and no further extensions of the Contract are available.
6. ACHIEVEMENTS AND ACTIVITIES 2009/10

1) Guidelines for Custodial Transport

The following guidelines were established during the service year for determining the most appropriate mode of transport to be used for custodial transport.

i) General

- A person in custody shall not be transported in a vehicle without a toilet for greater than 2 hours.
- A person in custody shall not be transported in a vehicle without the opportunity to alight from the vehicle for greater than 4 hours.
- A person in custody shall not be transported in a vehicle for greater than 8 hours in one day.
- The Contract Manager may approve variations to the above to take into consideration the vast geographic regions of Western Australia and that, at times, it may not be possible to comply with the 4 hour and 8 hour requirements.

ii) Bus and Coach

Bus and coach transport should be used in the following circumstances:

- Where the total road travel required in a single day is greater than 8 hours.
- Where the road travel required on any one leg would result in a person in custody being in a vehicle for greater than 4 hours.
- Where the number of persons requiring movement is likely to be greater than 14 persons in custody.
- Where coach travel is more cost effective than air travel.

iii) Air Services

Air services should be used in the following circumstances:

- Where the total road travel required in a single day is greater than 8 hours.
- Where the road travel required on any one leg would result in a person in custody being in a vehicle for greater than 4 hours.
- Where air travel is the only means of conducting the escort due to climatic conditions.
- Where air travel is a more cost effective option than road.
- Where urgency prevents the use of road travel.

2) Inter-Prison Transport

a. Coach Transport

In July 2009, the Department of Corrective Services entered into contracts with Adams Coachlines and Greyhound Australia for the provision of standard coaches to facilitate the inter-prison movement of prisoners between Perth metropolitan prisons and regional prisons to the north, east and south of Western Australia.

The coaches provide a greater level of comfort and address a number of care concerns, including access to ablutions during the movement of persons over long journeys.
Given that the coaches used had no specific additional security measures, additional strategies were established, including a detailed risk assessment of each prisoner prior to being moved on a coach.

The initial contracts were for a 12 month period, during which the Department evaluated the services both for suitability and value for money for the State.

In February 2010, the Department suspended the contract with Greyhound Australia for the provision of coaches that facilitated the inter-prison movement of prisoners between metropolitan prisons and regional prisons to the north of the State, as the Department commenced a trial of air services for this route.

In July 2010, the Department awarded the contracts for the provision of coaches to facilitate inter-prison movement of prisoners between Perth metropolitan prisons and regional prisons to the north of the State, as the Department determined that, taking into account the safety and welfare of the prisoners, an air service was the most appropriate mode of transport.

As a result, the Kimberley region posed a unique problem with regard to the distances over which persons in custody required prisoner movement.

In October 2009, the Department entered into a contract with Broome Air Services to provide a 7 seater aircraft and crew, at call, for the movement of persons in custody between the East Kimberley, North Pilbara, and Broome Regional Prison. The service will conduct approximately 145 flights in a 12 month period at a cost of $840,000.

Data to date shows that on a per movement basis the cost is $1800 per movement, compared to a cost of $1477 per movement using the previous truck-based system. While marginally more expensive, from a whole of Government view, the additional benefits are acquired in the provision of a more responsive service to WA Police, and a reduction in the time that Police have to hold persons in lock-ups. The Department is currently re-tendering this contract, as it expires 6 October 2010.

In February 2010, the Commissioner for Corrective Services determined that the Carnarvon Lock-up did not satisfactorily meet requirements for the provision of care to persons in custody for whom he was responsible. As a result, the Department identified alternatives to the use of coaches for the inter-prison movement of prisoners between metropolitan prisons and regional prisons to the north, as the coach service required an overnight stop at Carnarvon Lock-up.

Given the extreme distance between Greenough and Roebourne Regional Prisons, the Department determined that, taking into account the safety and welfare of the prisoners, an air service was the most appropriate mode of transport.

The Department entered into a contract with Skipper’s Aviation to provide a service between Perth and Broome via Geraldton and Karratha for a six-month trial period. This contract expires in November 2010 and the Department has assessed the cost of the service for value for money. The Department also considered that in response to Government funding in the May 2010 Budget for a new Justice Complex in Carnarvon, WA Police have indicated a
reluctance to upgrade or repair the current facility. Therefore, the Department has made a determination to continue to provide these escorts using aircraft.

Data to date shows the average cost per movement by aircraft is comparable to the average cost per movement by coach and the Department re-tendered the Contract to take these services through to July 2011.

c. Custodial Transport Fleet

The Department of Corrective Services has received thirty (30) out of forty (40) new vehicles for the Custodial Transport Fleet. In addition, the Department has purchased two (2) Volkswagen Crafter vehicles for use in the South West of the State, and a small coach to provide inter-prison movement between Perth and Bunbury. The Department anticipates having a fully refurbished fleet of new vehicles by the end of December 2010.

3) Coronial Inquiry into the Death of Mr Ward

As a result of the Coronial Inquiry, a series of recommendations were made. With regard to the Department of Corrective Services, these Coronial recommendations included:

* the replacement of the existing vehicle fleet with secure vehicles that ensure safety and humaneness in transporting persons in custody;
* ensuring there is an ongoing strategy and budget to confirm the timely replacement of secure vehicles;
* the Department ensuring that Contractor policies are subject to ongoing review; and,
* ensuring there is an ongoing strategy and budget to confirm the timely replacement of secure vehicles;

The Department has made significant progress in addressing the recommendations of the Coronial Inquest. This has included the replacement of the secure vehicle fleet, with all vehicles to be replaced by 31 December 2010.

The Department has also recruited and appointed additional staff to monitor services, and robust processes have been established to ensure the ongoing review of the procedures of the Contractor, G4S Custodial Services.

All recommendations made towards the Department have been implemented as at 30 July 2010.

In addition to addressing the recommendations of the Coronial Inquest, the Department implemented significant remedial actions immediately following the death of Mr Ward. The Department has continued to implement improvements over and above those suggested as a result of the Coronial Inquest.

4) Monitoring Services

The tenth service year of the Contract for the Provision of Court Security and Custodial Services saw an increase in monitoring activity following the appointment of additional Monitoring Officers in November 2009. This Team has, in turn, substantially increased overall monitoring activity across both courts and transport.
The monitoring role has also expanded, undertaking responsibility for monitoring the court custody and court security services in addition to transport services. During 2010, with the appointment of further Monitors, the Monitoring Team will expand its monitoring of court custody and court security at the District and Central Law Courts, which is provided under a different contract.

The Department has amended the Monitoring Plan to include Daily Compliance Tests and full Process Audits for all services provided by the Contractor, and a Schedule of Process Audits and Regional Operational Reviews is developed. The Schedule of audits and reviews allows for the monitoring of each location at least twice per year.

5) Reducing Unnecessary Prisoner Movement

The Department of Corrective Services has formed a joint working group with the Department of the Attorney General to develop strategies for reducing unnecessary prisoner movements. The working group has examined a range of State-wide issues relating to prisoner movements, including the movement to and from court, and the movement between prisons.

The initial primary focus was increasing the use of audio-visual (AV) technology for court appearances, and this has resulted in an increase from 30% of prisoner court appearances being held using AV to 60% at the end of July 2010.

While the use of AV for prisoner court appearances has increased, some other impacts have eventuated from this, which the joint working group is identifying and attempting to provide solutions.

The working group is also looking at strategic improvement in the movement of persons in custody and the management of the day to day coordination of this movement. The outcomes would result in:

- a reduction in prisoner movements;
- a reduction in costs related to prisoner movement;
- a reduction in associated risk to those being moved; and,
- a reduction in risk to the community of persons outside a secure environment.

6) Contractor Guidelines

Under the Contract for the Provision of Court Security and Custodial Services, the current contracted service provider, G4S Custodial Services, is responsible for providing the following three services:

- Court security services.
- Court custodial services.
- Prisoner movement services.

To assist the Contractor with these service requirements, the Department of Corrective Services is developing sixteen specific guidelines to clarify the expectations regarding the services to be delivered. They are not intended to be a fully comprehensive or all-inclusive service requirement but rather a general overview and aide-memoir. Each guideline covers one aspect of the required service with reference to authorising legislation. The guidelines are listed as below, and shall be completed by the conclusion of 2010.

- Custodial Transport – Fleet Management Guidelines
• Custodial Transport – Chartered Coach Services Guidelines
• Custodial Transport – Department of Corrective Services Coach Services Guidelines
• Custodial Transport – Kimberley Air Services Guidelines
• Custodial Transport – Inter-Prison Transport North – Air Services Guidelines
• Custodial Transport – Court to Prison Guidelines
• Custodial Transport – Prison to Court Guidelines
• Custodial Transport – Inter-Prison Transfer Guidelines
• Custodial Transport – Hospital Sit Guidelines
• Custodial Transport – Funerals and Visiting Graveyard Persons Guidelines
• Custodial Transport – Medical Appointment Guidelines
• Custodial Transport – Miscellaneous Transport Guidelines
• Court Custodial Services Guidelines
• Court Security Services Guidelines
• Lock-up Management Services Guidelines
• Royal Perth Hospital Secure Outpatients’ Facility Guidelines

The Contractor is expected to refer to the guidelines as a general aid when drafting its own procedures.

7) Office of the Inspector of Custodial Services (OICS) Review

In October 2008, the Department of Corrective Services was advised of the forthcoming Announced Inspection of Activities under the Court Security and Custodial Services Act 1999. The scope of this inspection included:

• Metropolitan court custody centre services operated by the Contractor under the Contract for the Provision of Court Security and Custodial Services.
• The new District Court Centre services operated by the Western Liberty Group under contract.
• Juvenile court custody and transport services.
• Regional court custody services operated by the Contractor.
• Custody services provided at the Royal Perth Hospital Secure Outpatients’ Unit.
• Custodial Transport services provided by both the Contractor and the Department.
• Departmental management and monitoring of the contracted services.

In July 2010, the Inspector of Custodial Services released its Report into Court Security and Custodial Services. The Report followed a thematic review of the services between January and April 2009. Unfortunately, the Report was outdated and did not reflect the achievements made in the previous 18-24 months. Nonetheless, the Department continues to review the Report to identify those aspects where opportunities exist for continuous improvement.

8) Prisoner Transport Model

In August 2008, the Department of Corrective Services commissioned an external organisation to undertake a study, and report on, the most appropriate means by which to move persons in custody. The Department received the final report in February 2010.

The Department is currently refining various custodial transport guidelines to incorporate the recommendations of the report. The Department is also utilising the Report to provide guidance in the development of re-tendering services for custodial transport beyond July 2011 when the existing Contract expires.
9) Royal Perth Hospital Secure Facility

In March 2009, the Department of Corrective Services commissioned an external organisation to undertake a Value for Money Review of the Secure Outpatients' Facility at Royal Perth Hospital. The Department received the final report in July 2009. Since, the Department has reviewed services and processes to improve the value for money aspect of the facility.

Some of the key findings included:

- The facility at Royal Perth Hospital does enhance public safety;
- The facility's costs are largely fixed and high in comparison to the variable costs of direct escorts, but the facility will become more cost effective as staged escorts increase; and,
- Opportunities exist to increase demand for the facility, making its operational costs more acceptable.

The Report therefore highlighted significant qualitative benefits of the facility but, because the facility was under-utilised, it demonstrated there was scope to improve the value for money aspect. The Department has undertaken, and continues to undertake, initiatives that will ensure the facility is better occupied.

Royal Perth Hospital Secure Facility bookings have increased by 69.5%, and the attendance increased by 65.9%, on the previous contract service year. This can be attributed to the efficiencies achieved through the centralisation of the prison medical booking system.

10) WA Police Services

During the year the WA Police created the portfolio of Judicial Services and appointed an Assistant Commissioner to lead the portfolio. Part of the role of the Judicial Services portfolio was to address issues related to services provided under this contract.

The Government's 'Frontline Policing' policy has had a significant impact on the delivery of court security and custodial services, as WA Police withdraw from custodial and transport responsibilities.

Most major regional courts now operate 6 days per week (including 9 of 11 public holidays) with Magistrate Courts presided over by either a Magistrate or, on a number of occasions, by...
Justices of the Peace. The additional courts are a result of Police making greater use of Justices of the Peace in country areas to facilitate the remanding of persons in custody rather than waiting on a Magistrate's circuit.

This has also resulted in an increase demand for transport services to move persons from Police lock-ups to prisons following these additional courts. Previously, arrangements were determined and funded around the Magistrate’s Circuit.

The Department and WA Police have agreed that the movement of persons remanded in custody to a prison, would occur as soon as possible (but no greater than 48 hours), to reflect the Government’s priority (Frontline Policing) for police services.

The significant increase in use of Justices of the Peace for additional regional and country courts has therefore increased the service hours delivered and the cost of the Contract in both the provision of court services and custodial transport during 2009/10.

11) Demand Modelling and Value for Money

In 2009, the Department of Corrective Services developed a Demand Model to more accurately identify the level of service required of the contractor. While the primary purpose of the Demand Model was to establish a realistic budget setting framework, it also provided the Department with considerable information in regard to the services provided, and where actual demand was exceeding predicted demand. The Department has used the Demand Model, and monitoring process, to identify areas where both the State and the Contractor could improve performance in both delivery of services and in the areas of financial management.

In March 2010, the Department commissioned auditors to undertake an audit of the financial arrangements of the Contractor, G4S Custodial Services, to:

- ensure that the Contractor had adequate controls in place to demonstrate that only funded services are provided: and,

- report whether the invoices provided by G4S Custodial Services reflect the actual services provided.

The Department received the final Report in July 2010. The Department has requested G4S Custodial Services to address the 8 recommendations of the Report and establish appropriate controls. A follow-up audit is scheduled for November 2010.
6. CONTRACT COMPLIANCE.

1) Court Custody and Court Security

a. Description of Service

The Contract for the Provision of Court Security and Custodial Services provides for court security and court custodial services at major metropolitan and regional courts throughout Western Australia and in designated jurisdictions.

Court security is the provision of security services (excluding custody). Generally, it consists of the provision of 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 court rooms. This includes dock guards in court rooms for the management of persons in custody, and the management of custody centres where one forms part of a court complex.

b. Number of Service Hours Provided

In 2009/10, 308,000 resource hours were used in providing court related services. This represents an increase of 13% in resource hours during the year.

The increase in resource hours is attributed to additional courts (predominantly in regional areas) presided over by Justices of the Peace while Magistrates are on circuit. It also relates to additional Magistrate Courts on Saturdays and public holidays to provide for arrests and remands. In 2009/10, all major regional courts operated on 9 public holidays while, in previous years, courts other than East Perth did not sit during public holidays.

These additional court sessions are driven by the Government’s “Frontline Policing” policy and the intent of WA Police to withdraw from custody and custodial transport matters.

This service year 2009/10, 157,500 hours related to the provision of court custody services and 150,500 hours related to court security services.

Total Expenditure – Courts

The cost of providing court custody and security services in 2009/10 totalled $9,850,000, plus a contribution of $3,950,000 towards the Contractor’s overheads and fees in relation to providing services. This constitutes a total of $13,800,000.

This compares to a total cost of $13,450,000 in 2008/09 and represents a 2.6% increase.

2) Custody Movement Services

a. Description of Service

The provision of custody movement services includes the movement of all persons in custody between lock-ups, courts, court custody centres, prisons, remand centres, and other locations for approved purposes as determined by the client agencies.
b. **Number of Service Hours Provided**

In 2009/10, 274,000 resource hours were used in providing custody movement services. This is an increase of 15.7% and is due primarily to an increase in the demand for services by WA Police. This is primarily a result of the Government's "Frontline Policing" policy which has resulted in WA Police reducing their involvement in custodial transport; with the expectation the Contractor will fill the resulting void.

Of the overall resource hours used to provide custodial transport, 216,000 hours relate to prisoner movement services to both the Department of Corrective Services and WA Police. The remaining 58,000 hours relate to static escorts in response to guarding prisoners in hospital.

The actual number of movements performed is recorded in Table 1 below.

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>2009/10</th>
<th>VARIANCE +/-</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court to Prison</td>
<td>13,697</td>
<td>-18.37%</td>
<td>Movement between court and prison accounts for 66% of all movements</td>
</tr>
<tr>
<td>Prison to Court</td>
<td>9,595</td>
<td>-21.66%</td>
<td>The increased use of Video Link has resulted in a decrease in the movement of individuals, mostly between Hakea Prison and Perth Courts. However, this decrease has not resulted in a corresponding reduction in the number of escorts provided by the Contractor. This is because the same number of escorts is required each day regardless of how many persons in custody are transported on each escort.</td>
</tr>
<tr>
<td>Funerals</td>
<td>&lt;86</td>
<td>-46.31%</td>
<td>This is a significant increase on last year's figures, with most of these funerals occurring in regional areas.</td>
</tr>
<tr>
<td>Visit to Ill Relative</td>
<td>93</td>
<td>-17.76%</td>
<td>This is only an increase of 9 additional visits, with most occurring in the metropolitan area.</td>
</tr>
<tr>
<td>Medical Appointments</td>
<td>3,364</td>
<td>16.85%</td>
<td>Following the opening of the Royal Perth Hospital Secure Outpatients' Facility, scheduled and unscheduled medical appointments have increased due to the improved facilitation of services. Medical cancellations have reduced by 22.62%.</td>
</tr>
<tr>
<td>Day Admits</td>
<td>151</td>
<td>36.04%</td>
<td></td>
</tr>
<tr>
<td>Unscheduled Medicals</td>
<td>610</td>
<td>2.52%</td>
<td></td>
</tr>
<tr>
<td>Prison to Hospital</td>
<td>235</td>
<td>2.17%</td>
<td></td>
</tr>
<tr>
<td>Hospital to Prison</td>
<td>229</td>
<td>-5.15%</td>
<td></td>
</tr>
<tr>
<td>Inter-Prison Transfers</td>
<td>6,842</td>
<td>-17.67%</td>
<td>The decrease can be attributed to the reduction in the number of prisoners that can be transferred either by air or coach charter and the limited accommodation in prisons.</td>
</tr>
<tr>
<td>Lockup Clearance</td>
<td>436</td>
<td>20.44%</td>
<td>With the introduction of the chartered flights, particularly in the East Kimberley and Eastern Goldfields regions, there has been a significant increase in the number of lockup clearances performed by the Contractor.</td>
</tr>
</tbody>
</table>

In total, 35,700 persons in custody were moved during the service year, 2009/10. This represents an overall 15.4% decrease in services delivered. The decline is related to greater
use of audio-visual technology for court appearances, thus reducing the number of prisoners moved between prisons and courts, as well as inter-prison transfers.

Total Expenditure – Custody Movement Services

The cost of providing custody movement services in 2009/10 totalled $11,191,000 plus a contribution of $3,713,000 towards G4S Custodial Service's overhead costs and contract fees. This provides a total of $14,904,000. In comparison to the previous year, 2008/09, this represents a cost increase of 23% and reflects both the increase in service hours, increased out of hours movement, and changes to the manner in which the Contract moves persons in custody.

3) Overview of Contract

a. Performance Linked Fee

G4S Custodial Services will receive 80% of the Performance Linked Fee, having failed to meet all the performance criteria of the Contract for the Provision of Court Security and Custodial Services during the service year. The available Performance Linked Fee for 2009/10 was $1,173,000 of which G4S Custodial Services received $938,000.

The areas where G4S Custodial Services failed to meet performance standards included 12 failures to report incidents affecting service delivery, and 3 breaches of legislation in relation to providing adequate care or security of a person in custody.

During the year, the Department of Corrective Services also adjusted the 2008/09 Performance Linked Fee by $100,000 in relation to the death in custody of Mr Ward

b. Abatements

G4S Custodial Services were abated $25,000 in response to an escape from custody of a juvenile at Geraldton Court in January 2009.
c. Other Financial Impacts

i. The Department of Corrective Services engaged external auditors to review the operations of G4S Custodial Services in February 2010. This was to identify whether the costs charged by G4S Custodial Services reflected those services actually provided to the Government, and whether G4S Custodial Services had sufficient controls in place to manage costs.

The audit determined that the monies charged accurately reflected the services provided by the Contractor, however, it also found that G4S Custodial Services did not have sufficient controls in relation to resource hours, overtime, and travel, to ensure that costs were appropriately managed.

In response, the Department issued a Performance Improvement Request to G4S Custodial Services directing that it establish appropriate controls in the areas identified in the Report. A follow up audit will occur in November 2010.

ii. The Enterprise Bargaining Agreement between G4S Custodial Services and the Transport Workers’ Union expired in July 2010 and, at the time of this report; the two parties had not reached agreement on a replacement instrument. Any new agreement that provides for wage rises, above that budgeted, could impact on the costs to the State in 2010/11.

d. Total Expenditure

Table 2: Total Contract Price 2009/10

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Services – Actual</td>
<td>$27,382,000</td>
</tr>
<tr>
<td>Administration Fee (1.5%)</td>
<td>$391,000</td>
</tr>
<tr>
<td>Performance Linked Fee (4.5%)</td>
<td>$1,173,000</td>
</tr>
<tr>
<td>Performance Linked Fee Reduction</td>
<td>-$235,000</td>
</tr>
<tr>
<td>Abatements (1 by escape)</td>
<td>-$25,000</td>
</tr>
<tr>
<td>Adjustment to 08/09 PLF</td>
<td>-$100,000</td>
</tr>
<tr>
<td><strong>Total Cost of CSCS Contract</strong></td>
<td><strong>$28,586,000</strong></td>
</tr>
</tbody>
</table>
Table 3: Cost of Service

| Service Year | Court Security and Court Custody Hours | Custody Movement Hours | Contractor Administration and Overheads Hours | Total Service Delivery Hours | Cost ($)  
|--------------|----------------------------------------|------------------------|-----------------------------------------------|-----------------------------|----------
| 1            | 2000/01                                | 293,720                | 137,741                                       | n/a                         | 431,461  | $16,170,010 |
| 2            | 2001/02                                | 271,513                | 126,037                                       | n/a                         | 397,550  | $17,409,990 |
| 3            | 2002/03                                | 299,031                | 122,950                                       | n/a                         | 421,981  | $17,352,587 |
| 4            | 2003/04                                | 307,835                | 116,047                                       | n/a                         | 423,882  | $18,361,675 |
| 5            | 2004/05                                | 333,687                | 126,149                                       | n/a                         | 459,836  | $20,971,714 |
| 6            | 2005/06                                | 320,124                | 164,034                                       | n/a                         | 484,193  | $20,372,111 |
| 7            | 2006/07                                | 313,877                | 119,252                                       | n/a                         | 433,129  | $22,186,912 |
| 8            | 2007/08                                | 379,757                | 185,316                                       | -51,857                     | 608,363  | $24,023,419 |
| 9            | 2008/09                                | 272,684                | 236,447                                       | 75,403                      | 584,534  | $25,459,632 |
| 10           | 2009/10*                               | 308,000                | 274,000                                       | 78,000                      | 660,000  | $28,586,000 |

* 2010/11 figures are rounded to the nearest 1,000.
7. **MAJOR CHALLENGES 2010/11**

1) **Maintaining Services**

As mentioned earlier in the Report, the Contract for the Provision of Court Security and Custodial Services is in its final year, therefore a re-tender process commenced during 2009/10, and the tender for future services is currently in the market.

A Contract in its final year poses significant challenges to those managing such a Contract. In particular, there is difficulty in maintaining the impetus to promote continuous improvement in the delivery of services, as well as being able to retain experienced staff.

In 2009/10 alone, the General Manager, Business Manager, and Transport Co-ordinator left the employ of the Contractor and, in developing the 2010/11 Budget, the Contractor highlighted an anticipated 25% staff turnover.

In delivering a service that needs to span the entire State of Western Australia, it is important to retain knowledge and experience as well as sufficient staff to provide the service required. With opportunities in other industry sectors of the Western Australian economy competing for workers, the effort to retain knowledgeable and experienced workers will be challenged. The Department is working with the Contractor to establish retention strategies, and to monitor the Contractor's Workforce Plan to ensure the ongoing provision of services at the required standards and levels.

2) **Transition to New Contract**

A new arrangement for services is required to be in place by 30 July 2011, when the existing Contract expires. The Department - together with other client agencies, the Department of the Attorney General and the WA Police - has commenced a process to consider future service delivery options and future service requirements. The request for tender was advertised on 25 August 2010.

Contingent upon the outcome of the request for tender, the service delivery model and a new Contract will be finalised in early 2011.

Should the outcome of the tender process result in transference to a new provider, the transition process will commence in March 2011 to ensure a smooth changeover between providers.

3) **Vehicle Fleet to be Fully Delivered by December 2010**

The Contract commenced in 2000 with a fleet of 38 vehicles, and the Department of Corrective Services is currently replacing the Custodial Transport Fleet with 40 Isuzu based vehicles.

This includes the following types of vehicle:

- A fourteen seat long-haul, inter-prison vehicle with toilets;
- A twelve seat vehicle for metropolitan use;
- An eight seat 4x4 vehicle designed for use in the regional areas;
- An eight seat dual cab vehicle; and,
An eight seat vehicle with toilet.

As at 31 July 2010, the Department has received 30 vehicles and will receive the remaining 10 vehicles prior to 31 December 2010.

As the vehicles arrive, the Department is withdrawing from service the previous Mazda (fully withdrawn by September 2010) and Mercedes (fully withdrawn by December 2010) fleet vehicles. As of 31 July 2010, the Department had 4 Mazda and 8 Mercedes vehicles remaining in service, and they are all based in the metropolitan area.

During 2009/10, the Department also acquired 2 Volkswagen Crafter vehicles, described by the Office of the Inspector of Custodial Services (OICS) as being a superior model for prisoner transport, and a 27-seater coach. These additional vehicles will take the fleet to 43 vehicles by 31 December 2010.

The Department is also looking to purchase special purpose vehicles to transport medically ill, disabled and other prisoners with special needs.

4) Strategies to Reduce Unnecessary Prisoner Movement

The Department will continue the focus to reduce unnecessary prisoner movement by collecting relevant data, identifying strategies and managing the impacts of new processes. A major component is the analysis of data to identify the reasons that persons in custody are moved. In addition, strategic initiatives will be established to reduce prisoner movements to that which are fully justified.

The Department will also continue to promote the use of audio-visual technology (AV) for court appearances in order to reduce the number of prisoners transported between regional and metropolitan locations for this purpose. With this comes the need to address external impacts such as the dislocation of persons in custody from their home territory and ensuring the use of AV does not impact on their access to justice.

These initiatives are being developed and carried out in conjunction with the Department of the Attorney General and Aboriginal Legal Service.

5) Information and Data Sharing

The Department of Corrective Services continues to have difficulty in obtaining meaningful data with regard to movement from the Total Offender Management (TOMS) systems. Primarily, problems are due to the non-compatibility of information stored between the agencies of Corrective Services, Courts and WA Police systems.

As part of the re-tender process for Court Security and Custodial Services, the Department of Corrective Services – in conjunction with other agencies – is looking at improved data sharing to provide greater accessibility, and compatibility, in the sharing of information and data across all relevant agencies.

6) Re-Defining Service Delivery

In identifying areas for continuous improvement, the Department of Corrective Services has determined that particular locations in Western Australia are proving not conducive to the provision of services through a contract arrangement. Primarily, the levels of demand for
services is significantly low and are therefore insufficient to maintain a workforce needed to deliver the required service.

The Department is, therefore, working with the Contractor, G4S Custodial Services, to identify ways to ensure that staff are retained in these areas, in a cost effective manner, to provide these services.

Possible solutions include:
- Salary instead of wages
- retention payments; and,
- increasing District Allowances to match those currently being offered to public servants.

7) Carnarvon Lock-up

In February 2010, the Commissioner for Corrective Services determined that the Police Lock-up at Carnarvon was not suitable for housing persons for whom he has responsibility under both the Prisons Act 1981 or the Court Security and Custodial Services Act 1999.

The Carnarvon Lock-up is a gazetted lock-up under the Court Security and Custodial Services Act 1999, to enable the use of the lock-up as an overnight stay during escorts between Greenough and Roebourne Regional Prison.

WA Police have advised that they are unlikely to upgrade the lock-up as funding has been provided by Government for a new Justice Complex in Carnarvon.

The Department, in turn, while willing to contribute some funds towards an upgrade, recognises the upgrade is not entirely consistent with the capital works planning of WA Police.

It appears, therefore, that the use of the Carnarvon Lock-Up to facilitate prisoner movements will remain suspended for the foreseeable future.

Nonetheless, a court service exists and therefore both transport and custody services are still required. Discussions are occurring between the Department and WA Police to make minor upgrades for the safe and humane holding of persons in custody during court processes. The Department is also looking at the greater use of small aircraft, similar to the service in Broome, to move persons in custody to and from Carnarvon for court purposes.
8. CONCLUSION

During the tenth service year, G4S Custodial Services satisfactorily provided the services required by the State. The service year has provided significant challenges, particularly with changes to the modes of moving persons in custody via coaches and aircraft, as well as accommodating increases in both demand and responsiveness from WA Police.

Matters concerning the cost of the Contract and the retention of staff to provide the required services remain the major challenges for the next service year.

With the Contract for the Provision of Court Security and Custodial Services now entering its eleventh service year, and due to expire in July 2011, the Department advertised a tender for the services on 25 August 2010. It is anticipated that following the tender and evaluation process, the Government will announce the successful respondent in early 2011.

The challenge will then become the movement to a new Contract which is significantly different to the current Contract in services required, administration of the Contract and potentially the provider of the services.