



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

Annual Report 2013/2014

Acacia Prison Services Agreement

Annual Report covering the operation of Acacia Prison from
1 July 2013 to 30 June 2014.



GOVERNMENT OF
WESTERN AUSTRALIA

Department of Corrective Services

Acacia Prison Services Agreement
Annual Report 2013/2014

**TO THE HON JOE FRANCIS MLA
MINISTER FOR CORRECTIVE SERVICES**

In accordance with section 15G of the *Prisons Act 1981*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Acacia Prison Services Agreement (the Agreement) for the year ended 30 June 2014.

This report presents an overview of services provided by Serco Australia Pty Ltd under the Agreement for the management of Acacia Prison, and the extent of compliance with the Contract.

James McMahon
Commissioner

30 September 2014

Department of Corrective Services
141 St Georges Terrace
PERTH WA 6000

Telephone (08) 9264 1711 or 13 12 17
www.correctiveservices.wa.gov.au

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From the Commissioner

This year has been the thirteenth year since the establishment of Acacia Prison, and the eighth of its operation under Serco Australia Pty Ltd (Serco). During the year, the Contractor continued to provide good quality and cost-effective services in accordance with the Acacia Prison Services Agreement (the Contract), highlighted by the recent report of the Office of the Inspector of Custodial Services.

The Acacia Prison Expansion Project achieved practical completion during the year and it is anticipated the new units and facilities will be operational in early 2015. The project forms part of the Government's commitment to cater for future demand in prisoner numbers in the Western Australian. At a total capacity of 1,400 prisoners Acacia will be the largest prison in Australia.

While outside of the reporting period of this Annual Report, it would be remiss not to mention the escape from Acacia Prison in July 2014. This is the first from this facility. I am very disappointed in the circumstances of this escape, which for me represents one of the most serious service provision failures under the contract. The Department and Serco are working together to ensure such incidents are not repeated.

The Department continues to work with Serco to ensure that the services being provided meet the appropriate standards to ensure community safety. I note recent work to strengthen the security classification system, risk assessments, and enhanced intelligence and restraints procedures.

The coming year will focus on increasing the number of prisoners at Acacia in a manner that ensures the safety of staff and prisoners and delivers value for money. Our contract monitoring program will ensure that the services provided by Serco in 2015/16 continue to meet or exceed targets within the contract.

James McMahon
Commissioner

Executive Summary

Acacia Prison (Acacia) is one of two privately operated prisons in Western Australia. It is a medium security facility and is located near Wooroloo, approximately 55km east of Perth. Opened in 2001, the land and buildings constituting the Prison are publicly owned.

The initial five-year Contract was awarded to AIMS Corporation to operate the facility from 16 May, 2001. The Contract was allowed to expire, prior to which a re-tendering process was undertaken. The subsequent Agreement, consisting of a five-year period with two five-year extension options was awarded to Serco in May 2006. The first of the two five-year extension options was exercised in May 2011.

The 2013/14 operational year saw the continuation of work on the Acacia Expansion Project, which will ultimately provide an additional 387 beds and supporting infrastructure. This project, being undertaken by Doric Constructions (Australia) Pty Ltd, is being completed whilst Acacia continues to operate as a fully functioning custodial facility. The Expansion Project has presented challenges and complexities hitherto unseen in custodial environments.

This year an Announced Inspection by the Office of the Inspector of Custodial Services (OICS) was undertaken and presented to Parliament. The report focused heavily on the Expansion Project and noted that there had been some 'slippage' from the extremely high standards identified in its previous report. This was, in part, attributed to the Expansion Project and the intense focus on the future of the site. Notwithstanding this slippage, OICS found that Acacia operations continued to be carried out to a high standard. 24 recommendations were made, many of which the Department and Serco have already made progress in addressing. These independent recommendations will assist the Department and Serco in continuing to drive excellent service delivery.

Serco's contractual performance was high during this year, as evidenced by its 94.7% PLF achievement. Four abatements and four Performance Improvement Requests (PIRs) were issued during the year. This represents an increase from the previous 2012/13 year. The increase in PIRs can be attributed to improved service monitoring by the Contract Management Team.

The 2013/14 operating year has seen a number of key achievements, including:

- Substantial compliance with the Contract, demonstrated by a very high level of performance against PLFs and an acceptable amount of PIRs and Abatements.
- The implementation of a new suite of Performance Measures to ensure the Contractor Serco continues to provide high quality services, in particular focusing on key areas such as prisoner education, employment, health and welfare.

- Ongoing partnership with a range of private sector companies and industry to improve the outcomes for prisoners.
- Successful implementation of projects to better prepare inmates for reintegration into the community post-release.
- No major disturbances or escapes during the reporting period 2013/14.
- Reinvestment of Prison Industry Amount (revenue) into the prison industry activities.

In summary, the 2013/14 period has been characterised by high operating standards, with a substantial focus on the future of the prison once the Expansion Project has been completed.

This Annual Report is divided into the following five sections:

- Section One. **Offering Value** – will outline those areas of the Contract where the State can obtain value for money in the expenditure of public funds.
- Section Two. **Quality Services** – will focus on the range and quality of services provided by the Contractor and its performance against Key Performance Measures.
- Section Three. **Transparent and Accountable Operations** – will provide a description of the probity, accountability and transparency in procurement operations.
- Section Four. **System-wide Learning** – will look at a number of initiatives developed by the Contractor and their applicability to other State public prisons.
- Section Five. **Future Initiatives: The Year Ahead** – will look to the next reporting period and potential opportunities for improvement in the governance and management of the Contract.

Section 1. Offering Value

1.1 Prison Population and Contract Payment

The table below identifies the Daily Average prison Population (DAP) for the period 2013/14, during which the population remained stable, with an average for the year of 991 prisoners.

DAILY AVERAGE POPULATION 2013/2014				
Month	Indigenous	Indigenous % of Total DAP	Non-Indigenous	Total DAP
July	390.3	39.3%	602.3	992.6
August	383.6	38.6%	610.4	993.9
September	383.8	38.7%	609.2	993.0
October	383.4	38.7%	608.1	991.5
November	386.0	39.0%	605.1	991.2
December	378.8	38.3%	610.8	989.6
January	382.5	38.5%	614.4	993.4
February	382.5	38.6%	609.1	991.6
March	384.3	38.9%	604.3	988.6
April	388.1	39.3%	599.8	987.9
May	392.1	39.6%	599.3	991.4
June	374.9	37.9%	615.3	990.2

Note: Numbers provided by the Department's reporting portal.

1.2 Contract Payments and Statement of Financial Performance

Monthly payments are calculated based on the DAP of the facility, per month, and paid in accordance with the Agreement. Five per cent of the monthly fee is withheld as a PLF and Innovation Bonus. At the end of the operating year, the Department remits the fees in accordance with the achievements made against the Performance Measures included in the Agreement, as well as any payments made under the Innovation Bonus provisions of the Agreement. In 2013/14, Serco achieved a PLF of \$2,050,052.89, equating to 94.7% of the available PLF¹. Further information on the PLF is contained within Section 2 of this Report.

The budget for the Acacia Services Agreement was overspent by \$1,217,123 in the 2011/12 financial year due to two factors. The first was as a result of a change in the way the Department accounted for the Wage Adjustment paid to the Contractor Serco. The second factor was a number of legacy Wages Adjustment claims relating to the 2010/11 and 2011/12 financial years. The amounts claimed were to correct previously incorrect calculations. The end of year financial results are reflected below.

¹ These figures are exclusive of the Innovation Bonus

End of Financial Year Results Taken from the Statement of Financial Performance June 2014	Budget	Actual	Variance
Acacia Prison Services Agreement	\$54,993,143.00	\$56,210,266.00	-\$1,217,123.00
Monthly Fee including Pharmacotherapy, Utilities less PLF	\$52,583,877.00	\$53,798,662.00	-\$1,214,785.00
PLF Allocation (accrued)	\$2,409,266.00	\$2,411,604.00	-\$2,338.00

Based on the Monthly payments and 2013/14 Wage Adjustment, the average cost of housing a prisoner at Acacia in this Operational Year was \$143 per day based on DAP of 980 prisoners.

The cost associated with the contract management of the Acacia Services Agreement was \$785,646 and includes wages and superannuation of the Contract Management Branch and Monitoring Officers.

1.3 Innovation Bonus

As indicated above, the Agreement provides for payments of up to \$250,000 per annum where Serco is able to propose an innovative system or procedure that will improve the services provided at Acacia and is transferable to other prisons operated by or on behalf of the State. The proposal must be supported by evidence before being approved for payment by the Department.

In the 2013/14 reporting period, no Innovation Bonus applications were made and therefore no such payment was made to the Contractor, Serco.

1.4 Prison Industry Payments

The Contractor Serco operates a range of prison industries at Acacia. These include metalwork shops (making car trailers), woodwork shops (producing a variety of woodwork items) and horticulture (growing vegetables). Prison industries provide meaningful work for prisoners as well as developing employment skills and trade qualifications to assist in reintegration into the community.

Under the Agreement, Serco is required to pay the State an amount equal to 10% of all Gross Prison Industry Revenue. In accordance with section 8.3 of the Agreement, the Department receives two payments per year, based on a calendar year rather than a financial year. This results in the actual income for the Department for the reporting period being different to the actual performance for the same reporting period.

In the 2013/14 reporting period, Acacia industries generated \$70,675 in revenue to the Department. The Department determines the way in which the revenue is expended and, in 2013/14, the Department approved the purchase of \$53,997 of industrial equipment for the industries workshops, assisting training of prisoners to gain employment on release.

Section 2. Quality Services

2.1 Operational Performance against the Performance Linked Fee (PLF)

The Performance of the Contractor Serco is assessed against specified Performance Measures included in the Agreement. The Department verifies information and statistics provided by the Contractor on the achievement of Performance Measures and scrutinises all supporting data prior to ascertaining, and paying, the PLF.

As reported in last year's Acacia Annual Report, a revised suite of 12 Performance Measures was developed, and has been used during 2013/14. These measures provided a greater focus on the provision of education, employment, training and welfare services at Acacia.

In 2013/14, eight performance measures achieved 100% of the PLF, while four failed to do so. This compares with three performance measures not fully achieved in the previous year 2012/13.

Most notably, Performance Measure 4 (urinalysis testing results) received partial PLF due to a high yearly average of positive tests. The 2013/14 average of 12.2% compared unfavourably against the 2012/13 average of 5.5% positive results.

The results of the Contractor's achievements against all the Performance Measures are identified in Table 1 (below), including the level of achievement for each period of PLF. The Contractor Serco achieved a total of 94.7% of the available PLF, which is comparable with the previous year's achievement of 94.5%.

A review of the Performance Measures will be undertaken in 2014/15 to ensure that the revised measures are operating as planned, and continuing to drive high level service delivery improvement.

2.2 Performance Improvement Requests (PIRs)

PIRs are used as an improvement tool when the Department believes the Contractor has breached a requirement as outlined in the Agreement, or failed to meet the requirements of an Operational Service Requirement. As a result of identifying this deficiency, the Agreement provides that the State may request the Contractor to improve its performance of the services. This takes the form of a Performance Improvement Request (PIR).

In the period 2013/14, the Contractor was issued with four PIRs. These related to the following issues:

- Access to the prison by official visitors (OSR 2.1 and 2.6)
- Management of Detention Unit prisoners (OSR 1.11)
- Management of prisoners Identified as 'at risk' (OSR 2.21)
- Incident reporting (OSR 5.4)

Access to the Prison by Official Visitors

On 13 September 2013, a PIR was issued in relation to external service providers being denied access to Acacia until they had completed a criminal records screening process. The Contractor Serco (Acacia) acknowledged this situation arose due to some ambiguity in policy wording within its Director's Rule. The Contractor undertook a review of the relevant Director's Rules, which improved clarity regarding access to the prison by external service providers. Since the positive Serco response, performance improved to the required standard.

Management of Detention Unit Prisoners

On 3 February 2014, a PIR was issued in relation to the management of prisoners within the detention unit. Serco had not conducted the necessary Director's review of prisoners held in the detention unit every seven days and the recording of this information on TOMS² in accordance with the Department's Policy. A response was provided on 21 February 2014, indicating that additional training had been completed to ensure staff were aware of their responsibilities and an improved audit process had been initiated. Since the positive Serco response, performance improved to the required standard.

Management of At Risk Management System (ARMS) Prisoners

On 14 March 2014, a PIR was issued in relation to the management of ARMS prisoners. This was as a result of the Department identifying non-compliance with ARMS requirements in the conducting of welfare checks within the required time period data entry on TOMS. On 4 April 2014, the Contractor Serco provided a response indicating the requirements of ARMS had been confirmed with Unit Managers, greater diligence would be applied, and future non-compliance by staff would be referred for disciplinary action. Following this response the Department unfortunately continued to identify deficiencies in this requirement and, on 24 April 2014, an Abatement of \$20,000 (\$25,458 including CPI) was issued. Since this abatement was issued, the Contractor Serco's performance has improved and succeeded in meeting the required standard.

Incident Reporting

On 24 April 2014, a PIR was issued in relation to incident reporting. Specifically, the Department identified that Acacia staff were not ensuring that incidents were accurately recorded on TOMS. Additional training was provided by the Contractor Serco to staff and it was noted by the Department that substantial improvement in this service requirement had occurred since the PIR was issued.

2.3 Abatements

Abatements are penalties imposed in accordance with Clause 15.4 of the Agreement when certain negative events occur, or where the Contractor does not comply with a Performance Improvement Request.

There were four Abatement Amounts applied during the 2013/14 period.

² Total Offender Management System – the Department's custodial management database.

These related to the following issues:

- Two breaches of the Contractor's obligation to report information;
- One death in custody other than through natural causes; and
- One failure to comply with a PIR.

Failure to provide information

An Abatement was issued on 8 October 2013, as a result of Serco not reporting a Critical Incident (a cell door being left unsecured overnight) within the requisite timeframe. An Abatement Amount of \$20,000 plus CPI (\$25,458) was applied.

An Abatement was issued on 4 November 2013, as a result of Serco not reporting a Critical Incident (keys being taken off site) within the requisite timeframe. An Abatement Amount of \$15,000 plus CPI (\$19,092) was applied.

Death in Custody

As reported in the 2012/13 Annual Report, a death in custody occurred during that Operational Year. On 11 December 2013, a retrospective Abatement Amount of \$100,000 plus CPI (\$124,307) was applied. The death in custody remains the subject of a Coronial Inquest. It should be noted that although the Abatement Amount was applied in this Operational Year, the death occurred in the previous reporting period 2012/13.

Failure to comply with a PIR

An Abatement was issued on 24 April 2014, for failing to comply with a PIR (Assessment and Management of 'at risk' prisoners – see above). An Abatement Amount of \$20,000 plus CPI (\$25,458) was applied. ARMS performance has since improved considerably, and now achieves the standard required.

A full summary of all Performance Measures (including PLFs), PIRs and Abatements may be found below in Table 1.

2.4 Notable Prison Initiatives and Operations

A range of innovative initiatives continued to be employed at Acacia during the 2013/14 reporting period.

This included various Indigenous prison initiatives and activities. A luncheon was held on Sorry Day and included the signing of a pledge book, encouraging staff and prisoners to commit to the reconciliation process. NAIDOC week was celebrated through a number of activities, including kangaroo tail cook-ups, ceremonial dancing and football matches. A number of local Indigenous guest speakers attended the opening ceremony.

Noongar radio regularly visited the prison and assisted in many projects. A documentary was created and aired on Noongar Radio 100.9FM during Restorative Justice Week. This documentary linked with other non-Indigenous specific programs such as The Sycamore Tree Project, which brings prisoners

and victims of crime together so prisoners can understand the impact of their crimes.

Some funerals were streamed to the prison via Skype, allowing a large number of prisoners to 'attend' or feel present at the ceremonies, while maintaining the security of the prison. In a Department first, one funeral was streamed live to Albany Regional Prison, allowing extended family in Albany to also figuratively 'attend' the funeral.

The Clear Vision project (a prisoner initiative) continued this year, assisting those in the wider community and Third World countries, by providing reading glasses. This year almost 25,000 pairs of reading and sun glasses were cleaned, repaired and sorted by prisoners. These spectacles were sent to Madagascar, Mozambique, Nepal and other international destinations.

Custodial Management System (CMS) Kiosks continued to be used across the prison, providing prisoners with general information, as well as access to personal information such as visit details, canteen spends, and appointments. The CMS software has also been upgraded, allowing staff to be alerted if prisoners are attempting to gain access to areas of the prison to which they should not have access.

A revised system of packing and delivering prisoner spends was implemented this year. The revised system was developed to be similar to a retail pick and pack system, where prisoners package the goods, which are then delivered around the prison in a customised trailer. This has provided increased security and safety (as prisoners no longer need to congregate or queue for orders), as well as providing prisoners with experience in supply chain management.

Twilight visits continued to be held at Acacia throughout 2013/14. As a result, Acacia has received outstanding feedback from the Office of Inspector of Custodial Services in relation to its visitation program.

Acacia and Zimbulus still successfully operate an agreement for hydroponic plant growth at the Prison. Zimbulus has invested further in Acacia by financing the construction of a shed and the training of prisoners that will lead to recognised qualifications in the area of vegetable and fruit growing.

2.5 Staffing

Acacia has 219 custodial officers in charge of the everyday care and welfare of prisoners. It has a further 144 full time equivalent non-custodial staff in areas of industries, resettlement, psychology services, health, education and training, and management and administration. This year, 47 new custodial staff commenced employment at the prison.

The Contractor Serco has attained a staff retention figure of 92% this reporting period. This compares to 95% during the 2012/13 reporting period.

Serco continued to undertake staff training in the areas of pre-service induction, specific training programs and ongoing training programs as

required under the Contract. With the expansion of Acacia expected in January 2015, three Custodial Officer training courses will be required to run through Quarters 1 and 2 of the financial year to adequately staff the larger facility.

Section 3. Transparent and Accountable Operations

3.1 Contract Management

The Agreement continues to be overseen and monitored through the Department's Contracted Services Directorate. A Contract Manager, supported by a team of staff, is responsible for ensuring all aspects of the Contract are met. The management of the Contract is guided by a Contract Management Framework outlining legislative and policy requirements, contract governance, compliance and performance management.

On-site Monitoring Officers play a key role in maintaining the delivery of quality services in line with Contract requirements. Monitoring Officers are responsible for conducting scheduled and ad hoc compliance testing of the Operational Service Requirements specified in the Contract. The Acacia Site Monitoring Plan uses a risk management and business improvement approach. Feedback from the Monitoring Officers assists the Contract Manager in assessing compliance, performance, and ensuring continuous improvement by the Contractor Serco.

In 2013/14 the Acacia Contract Management Branch retained its Quality Management Standard AS/NZS ISO 9001:2008. The Standard was certified by SAI Global Audit and ensures compliance with customer, statutory and regulatory requirements.

3.2 Independent Reviews and Accreditation

Serco's operations at Acacia are subject to a range of reviews by external bodies. During this reporting period, reviews have included:

3.2.1 Office of the Inspector of Custodial Services (OICS)

OICS conducted an announced inspection of Acacia in November 2013. This was the fourth inspection of Acacia since it opened and the third under Serco's management.

The report was made publicly available on 12 August 2014, and included the Department's and Serco's responses to the 24 recommendations made.

Some of the key areas included in the recommendations were:

- Maintaining focus on security, including dynamic security in the units;
- Increasing program delivery at Acacia;
- Resolving the high number of hospital cancellations from Acacia; and
- Progressing variations to the Maintenance Contract.

Overall, OICS found that Acacia was operating well, albeit not to the same high standard assessed in the previous 2010 report. The Expansion Project featured heavily in the report and the Inspector's Office indicated that it would

be undertaking a follow-up review in late 2015 to assess the operations of the expanded prison.

The Department and Contractor Serco will progress these recommendations in line with the responses provided to the Office of the Inspector of Custodial Services.

3.2.2 Independent Visitors Scheme (IVS)

The IVS is managed by OICs. It is an independent form of external scrutiny that monitors the standards of treatment and services to prisoners in Western Australian prisons.

During the 2013/14 period, the IVS undertook 12 visits to Acacia. Issues that were raised by prisoners included property and unit temperature complaints. Each complaint was responded to by the Contractor Serco and responses were overseen and quality assured by the Department.

3.2.3 Aboriginal Visitors Scheme (AVS)

The AVS is a State-wide service, funded by the Department and provided to all Aboriginal prisoners in Western Australian prisons.

During the 2013/14 period, the AVS attended Acacia three times per week and undertook approximately 1,248 interviews with prisoners. No trends or significant issues of concern were reported as a result of the interviews carried out by the Aboriginal Visitors Scheme.

3.2.4 Standards and Review Directorate Operational Compliance Review

An Operational Compliance Review was conducted at Acacia by the Standards and Review Directorate. The review commenced on 7 August 2013. The scope of the review focused on the following five compliance elements:

- Prisoner Reception and Orientation;
- Emergency Management;
- Staff Anti-Bullying;
- Staff Training; and
- Searching.

A total of 11 recommendations were made that were supported by Contract Management and the Contractor Serco. The categories the recommendations relate to are defined as:

- Records management;
- Certification/training compliance; and
- Policy Directive compliance.

The Contractor has advised the recommendations have all been addressed and completed and Serco is in the process of providing the evidence of completion to the Department.

3.2.5 Prison Counselling Service – Directed Review

On 23 August 2013, a directed review was conducted by the Clinical Governance Unit that oversees the provision of clinical services such as the Clinical Programs and Prison Counselling Services (PCS). The review was carried out in two parts (desktop and full review). The review was completed and provided to Acacia on 5 March 2014.

Recommendations include:

- Allocating additional resources to PCS to decrease the amount of outstanding urgent referrals; and
- Ensuring all staff involved in self-harm risk assessments are appropriately trained.

Serco provided a comprehensive response to the report on 5 May 2014. Many elements of remedial strategy were able to be undertaken internally by the Contractor, with others requiring negotiation with the Department. This work is ongoing and a follow-up review by PCS is currently being arranged for the 2014/15 reporting year.

3.2.6 Australian General Practice Accreditation Limited (AGPAL)

AGPAL is a not-for-profit organisation that provides independent accreditation to medical practitioners who comply with the Royal Australian College of General Practitioners Standards for general practices. AGPAL requires the renewal of accreditation on a three-yearly basis. The current accreditation attained in 2012 is valid until September 2015.

Practices accredited by AGPAL must meet a set of standards that ensure safe, high quality care is delivered to patients. To ensure this standard is maintained, Acacia has a Quality In Practice (QIP) team that conducts annual audits. This ensures the AGPAL standards are maintained at the prison until the next accreditation period.

3.2.7 SAI Global Quality Management System Accreditation

In 2013/14 the Contractor Serco maintained its Quality Management Standard AS/NZS ISO 9001:2008. The Standard was certified by SAI Global Audit and ensures continual compliance with customer, statutory and regulatory requirements. This is in line with the accreditation held by the Acacia Contract Management Branch.

Section 4. System-wide Learning

The contractual model used at Acacia promotes innovation and provides financial incentives for the Contractor to innovate. Serco develops and implements a range of initiatives that not only bring benefits to the Acacia population, but that can also be applied to those in other prisons across the State.

Many of the initiatives outlined throughout this report that have been developed and implemented by Serco at Acacia, can be considered transferable to other facilities across the Department's estate. This fosters innovation, and results in the securing of cost efficiencies for Government.

During the year, the Contractor Serco assisted South Australian Corrections by providing information on its 'Storybook Dads Project.' This project commenced in the United Kingdom and has been adopted by Acacia. It allows fathers to record audio of themselves reading story books, which is then provided to their children and families. The project allows imprisoned parents to maintain meaningful contact with their children and improves literacy for both father and child. During the year the program was extended to Wandoo Reintegration Facility and Acacia has also offered to assist the Department in trialling a similar program in public prisons.

System-wide learning was facilitated through attendance of the Acacia Director at Superintendent's Conferences and other collaborative forums. This provided an opportunity for the two-way exchange of information and ideas between the publicly and privately operated prisons.

During the year Serco Security and Intelligence staff attended an information and liaison forum held by the Department's Intelligence Branch. This provided a forum for discussion of intelligence systems and processes and the two-way exchange of information. Department and Serco staff held a follow up session on site at Acacia.

Section 5. Future Initiatives: The Year Ahead

The Acacia Services Agreement with the Contractor Serco has been operating for eight years with the State benefitting from improvements made in the quality and cost-effectiveness of the services provided. The Department is continually looking for ways to encourage and foster such improvements in the long-term future.

Key Areas of Focus

Some of the major initiatives and challenges for 2014/15 include:

- Operationalising the additional 387 beds delivered by the Acacia Expansion project. Commencement in utilising the new facilities for the existing prisoners is proposed for October this year, 2014, to ensure they are fit for purpose, with an increase in prisoner numbers commencing in January 2015.
- Undertaking recommendations outlined in the OICS Announced Inspection Report.
- Undertaking actions identified in the Report completed following the escape from Acacia on 28 July 2014, to ensure lessons learned from the incident are implemented immediately, and in the future.
- A review of the Acacia Contract Management Framework to ensure appropriate allocation of resources in overseeing and managing the Contract.
- Continued collaborative work between the Department and Acacia to improve reintegration outcomes for prisoners due for release. This includes improving education and training opportunities with a particular focus on Indigenous prisoners.
- Development and implementation of a new Acacia Maintenance Agreement that captures the existing infrastructure and assets as well as the new buildings within the prison as a result of the Acacia Expansion Project.

ACACIA PRISON PERFORMANCE REPORT

ACACIA PRISON PERFORMANCE REPORT																		
						2013						2014						
KPI No.	Type	Performance Measure	Maximum Abatement Amount (exclusive of CPI increase)		Abatement Frequency	July	August	September	October	November	December	January	February	March	April	May	June	Overall Annual
SPECIFIED EVENTS																		
a	SE	An Escape	\$100,000 per escape		As required	0	0	0	0	0	0	0	0	0	0	0	0	0
b	SE	A Loss of Control	\$100,000 per loss of control		As required	0	0	0	0	0	0	0	0	0	0	0	0	0
c	SE	A Death in Custody (other than through natural causes)	\$100,000 per death		As required	0	0	0	0	0	0	1	0	0	0	0	0	1
d	SE	A Breach of Contractor's obligations to report or provide information	\$20,000 per incident		As required	0	0	0	1	1	0	0	0	0	0	0	0	2
e	SE	A failure to comply with a Performance Improvement Request (PIR)	\$20,000 per occurrence		As required	0	0	0	0	0	0	0	0	0	1	0	0	1
PERFORMANCE MEASURES																		
			Baseline Target	Percentage Weighting of Total PLF	Calculation Frequency													
1	PM	Number of serious assaults on staff, prisoners and others	Less than 6	10	Annual	0	0	0	0	0	0	0	2	2	0	0	1	5
2	PM	Number of prisoners committing one or more acts of serious self harm or attempted suicide	Less than 6	10	Annual	0	2	1	0	0	0	1	0	0	0	0	0	4
3	PM	The percentage of Incident Reports completed accurately and in accordance with Departmental requirements	95% or higher	10	Monthly	90.54%	98.67%	93.50%	92.42%	97.26%	96.92%	96.30%	95.06%	92.59%	91.08%	94.87%	94.40%	94.47%

4	PM	Percentage of random urine sample tests identified as Positive	Less than 10%	10	Annual	6.0%	12.0%	8.0%	10.0%	16.0%	10.0%	12.0%	12.0%	20.0%	20.0%	12.0%	8.0%	12.20%	
5	PM	Percentage of prisoners providing positive urine samples who are offered support within one week of being found guilty of testing positive to an illicit substance	95% or higher	8	Monthly	100%	100%	71.87%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	97.66%
6	PM	Percentage of prisoners Sentence Planning documents reviewed in accordance with the current Department of Corrective Services requirements	95% or higher	8	Monthly	100%	100%	99.26%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.50%	99.81%
7	PM	Percentage of prisoners whose program requirements as approved in the Prisoners Individual Management Plans (IMP's) are delivered as scheduled and Program Treatment Reports completed within six weeks of the course completion	95% or higher	8	Quarterly	NA	NA	98.55%	NA	NA	100%	NA	NA	100%	NA	NA	100%	100%	100%
8	PM	Percentage of prisoners employed compared to employment positions	95% or higher	7	Monthly	99.68%	98.05%	98.68%	98.92%	98.08%	97.78%	99.03%	100%	100%	99.24%	98.68%	98.56%	98.89%	
9	PM	Percentage of prisoners who have engaged in a Department of Corrective Services Adult Basic Education (ABE) course after receiving 'C' or 'D' score on their literacy assessment following their sentencing	95% or higher	7	Quarterly	NA	NA	100%	NA	NA	100%	NA	NA	100%	NA	NA	100%	100%	

10	PM	Percentage of total number of Traineeships filled	95% or higher	7	Quarterly	NA	NA	100%	100%									
11	PM	Percentage of prisoners identified with chronic disease, substance dependency or mental health issues who are provided with a relevant medical discharge plan prior to release	95% or higher	7	Monthly	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
12	PM	Percentage of prisoners identified at risk that are managed by PRAG in accordance with the Department of Corrective Services At Risk Management System (ARMS) Manual	100%	8	Monthly	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PERFORMANCE IMPROVEMENT REQUEST (PIR) ISSUED																		
Performance Improvement Requests (PIR) Issued						0	0	1	0	0	0	0	1	1	1	0	0	4

Please Note- Key

100% payment applied/No penalty applied

Partial payment applied

No payment applied/ Penalty applied/ PIR issued

Specified events:

- October 2013 - Fail to report critical incident
 - November 2013 - Failed to report critical incident
 - January 2014 - Abatement applied for DIC in March 2013
 - April 2014 - Failure to comply with PIR
- PIRs:**
- September 2013 - Official visitor access to facility
 - February 2014 - Mangement of Prisoners - Prisoner discipline
 - March 2014 - Compliance with the At Risk Mangement System - ARMS
 - April 2014 - Failure to comply with Incident Reporting