Annual Report 2016/17

Court Security and Custodial Services Contract

(Broad spectrum Australia – 24 March 2017 to 30 June 2017)
Contract for the Provision of Court Security and Custodial Services

Annual Report 2016/17

HON FRANCIS LOGAN MLA
MINISTER FOR CORRECTIVE SERVICES


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

This report presents an overview of services provided under the Contract by Broadspurtm (Australia) Pty Ltd (Broadspurt), from 24 March 2017 to 30 June 2017, when Broadspurt commenced service. For the commencement of the reporting period the service was provided by a separate contractor and a separate report has been submitted.

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27 September 2017

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1 Key Areas of Focus and Achievements 2016/17

24 March 2017 to 30 June 2017

On 31 August 2016, Broadspectrum (Australia) Pty Ltd (Broadspectrum) was announced as the preferred tenderer. The contract was signed on 27 October 2016.

The Department led the transition of services from the previous contractor, Serco to Broadspectrum, working closely with all affected agencies to minimise disruption to services and custodial operations. Broadspectrum commenced delivery of services on 24 March 2017.

This report includes information since the commencement of Broadspectrum on 24 March 2017, to the end of the reporting period on 30 June 2017.
2 Contract Background & History

This Annual Report of the Contract for the Provision of Court Security and Custodial Services ('the Contract') covers the period 24 March to 30 June 2017 inclusive.

A contract for the Provision of Court Security and Custodial Services has been in existence since January 2000.

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

Under the Contract, the Contractor is responsible for the provision, maintenance and replacement of the Secure Vehicle Fleet, as well as air and coach transportation of persons in custody across the State. Regional Police lock-ups are cleared within 24 hours and air transport is also used for regional prisoner movements. Contract officers are required to be trained to a specified level of proficiency in order to secure an improved quality of service.

The Contractor’s performance is measured against Key Performance indicators (KPIs) and Service requirements. The Contract allows for application of an Abatement Regime consisting of Specified Events and KPIs.

The Contract also provides for a Performance Incentive Payment which is calculated as a percentage of the monthly service fee. The monthly Performance Incentive Payment is reduced based on the total Performance Assessment Points the Contractor accumulates each month for failing to meet a KPI.

The Department monitors and reviews the Contractor’s provision of court security and custodial services State-wide. This has resulted in greater scrutiny of service delivery which enables the Department to identify issues in a timely manner, and seek prompt remedy from the Contractor when issues of concern arise.

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

In total, the cost of delivering the service during the period 24 March 2017 to 30 June 2017 was $12,890,007.

A breakdown of the Contract costs associated with the Court Security and Custodial Services Contract for the period 24 March 2017 to 30 June 2017 is below (rounded to the nearest dollar).

<table>
<thead>
<tr>
<th>Description</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custody Movement Services (metropolitan and regional areas)</td>
<td>$7,259,764</td>
</tr>
<tr>
<td>Court Custody and Court Security Services (metropolitan and regional courts)</td>
<td>$5,883,393</td>
</tr>
<tr>
<td><strong>Gross Total</strong></td>
<td><strong>$13,143,157</strong></td>
</tr>
<tr>
<td>Abatements applied</td>
<td>$256,150</td>
</tr>
<tr>
<td><strong>Net Total</strong></td>
<td><strong>$12,890,007</strong></td>
</tr>
</tbody>
</table>
4 Custody Movement Services

4.1 Person in Custody Movement Services (Transport)

4.1.1 Description of Service

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

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

Table 1. Total Individual Custody Movements Performed

<table>
<thead>
<tr>
<th>Services</th>
<th>Movements</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-prison Transfers</td>
<td>1,583</td>
<td>Inter-prison movements include metropolitan to regional and vice versa, and within regional areas and the metropolitan area. Movements are conducted by coach, air or secure vehicle.</td>
</tr>
<tr>
<td>Court to Prison</td>
<td>1,993</td>
<td>Court to Prison and Prison to Court movements are from court and prison locations specified in the Contract.</td>
</tr>
<tr>
<td>Prison to Court</td>
<td>2,336</td>
<td></td>
</tr>
<tr>
<td>Medical Appointments</td>
<td>1,588</td>
<td>Medical appointments include scheduled and unscheduled appointments in the metropolitan and regional areas.</td>
</tr>
<tr>
<td>Funerals</td>
<td>56</td>
<td>Funeral movements include movements to funeral services locations as approved.</td>
</tr>
<tr>
<td>Day Admissions</td>
<td>24</td>
<td>These services are for prisoners who are admitted to hospital for surgical or other procedures.</td>
</tr>
<tr>
<td>Prison to Hospital</td>
<td>42</td>
<td>These movements are undertaken to facilitate hospital admissions for longer than a day.</td>
</tr>
<tr>
<td>Hospital to Prison</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Lock-up Clearance (Metropolitan and Regional)</td>
<td>2,840</td>
<td>For regional areas, this service clears persons in custody from 24 WA Police Hub locations to local regional prisons. This service requires persons in custody to be cleared within 24 hours’ notice. During this reporting period lock-up clearances from metropolitan areas for persons in custody were cleared from the Perth Police Complex (PPC) in Northbridge.</td>
</tr>
<tr>
<td>Visits</td>
<td>10</td>
<td>These services include visits to ill relatives and other approved escorts.</td>
</tr>
</tbody>
</table>

A total number of 10,494 person in custody movements occurred by various means (air, coach, secure vehicle, or other vehicles) for the reporting period.
Figure 1. Monthly Contracted Adult Transport Services

![Bar chart showing monthly contracted adult transport services from March to June 2017]

Figure 2. Service Delivery of Adult Contracted Transport Service

![Pie chart showing service delivery for various purposes from 24 March 2017 to 30 June 2017]

Services 24 March 2017 - 30 June 2017:
- Court to Prison: 22.1%
- Prison to Court: 18.9%
- Funerals: 0.5%
- Medical Appointments: 15.1%
- Medical Appointments: 15.1%
- Visits: 0.1%
- Prison to Hospital: 0.4%
- Unscheduled Medical: 0.5%
- Transfers: 15.0%
- Day Admissions: 0.2%
- Hospital to Prison: 0.2%
- Lock up Clearances: 26.9%
4.1.2 Total Expenditure: Custody Movement Services

The cost of providing Custody Movement Services between 24 March 2017 and 30 June 2017 for metropolitan and regional areas was $7,259,764.

The 2016/17 cost of Movement Services includes the provision of air charter, coach movements, Police lock-up Hub Clearances within 24 hours, and the cost of maintaining and managing the Secure Vehicle Fleet.

4.2 Persons in Custody who died while in hospital

Two deaths in custody occurred while the persons in custody were at hospital under guard between 24 March 2017 and 30 June 2017. The Coroner has yet to conduct inquests for the two deaths in custody.

4.3 Management of Persons in Custody

Broadspectrum utilises the electronic Prisoner Management System (ePEMS), a data collection management system, which has been built on a simple Microsoft database platform and operates on Windows compatible computers.

ePEMS is an ‘off-the-shelf’ software solution that has been specifically designed and developed to support the delivery of prisoner escort services and is configured to meet with Departmental standards.

Confidential and sensitive data and information created and held within the system is encrypted, and protected by strict access protocols. Only authorised users with explicit permissions are able to enter, view or amend records.

4.4 Secure Vehicle Fleet

The Secure Vehicle Fleet was transferred to the Department as part of the transition and cessation of service by the previous Contractor, and subsequently transferred to Broadspectrum, the successor Contractor.
5 Court Security and Court Custody

5.1 Description of Service

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

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

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

5.2 Court Custody and Court Security Costs

The cost of providing court custody and court security services between 24 March 2017 and 30 June 2017, for metropolitan and regional courts was $5,883,393.
6 Contract Compliance

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

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

6.1 Description of Service

Departmental staff monitor services provided by the Contractor through regular site visits as well as specific site reviews. Table 2 below, identifies the number of visits per location to undertake monitoring activities at both metropolitan and regional sites for Broadspectrum.

An increased number of monitoring visits were scheduled from 24 March to 30 June 2017 to monitor service delivery during the commencement of services under the Contract.

Table 2. Schedule of Monitoring Visits Completed

<table>
<thead>
<tr>
<th>Monitoring Visits Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport - Skippers</td>
</tr>
<tr>
<td>Armadale Court</td>
</tr>
<tr>
<td>District Court Building /Central Law Courts</td>
</tr>
<tr>
<td>Fremantle Court</td>
</tr>
<tr>
<td>Joondalup Court</td>
</tr>
<tr>
<td>Mandurah Court</td>
</tr>
<tr>
<td>Midland Court</td>
</tr>
<tr>
<td>Perth Children’s Court</td>
</tr>
<tr>
<td>Northbridge Court</td>
</tr>
<tr>
<td>Family Court</td>
</tr>
<tr>
<td>Rockingham Court</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
6.2 Specified Events and Key Performance Indicators (KPIs)

The Contract applies an Abatement Regime consisting of Specified Events and KPIs. Specific abatement amounts are provided for Specified Events referred to in the Contract. The Contract also provides for a Performance Incentive Payment which is calculated as a percentage of the monthly service fee. The monthly Performance Incentive Payment is reduced based on the total Performance Assessment Points the Contractor accumulates each month for failing to meet a KPI.

The Contract also provides an increase in Specified Event amounts and Performance Assessment Points for repeated occurrences of the same Specified Event or KPI failure.

An abatement waive period applied for the first three months of the contract, namely from 24 March to 24 June 2017. During this period KPIs nominated in the contract were not subject to Performance Assessment Points.

The total value of abatements applied for the period 24 March 2017 to 30 June 2017 was $256,150.02

The following incidents were subject to abatement during the reporting period with a total abatement amount of $107,750.00:

- 11 x Failure to provide a Service, each with a maximum abatement amount of $5,000. The maximum abatement amount was applied in eight instances, with a multiplication factor applied of 1.5 applied ($7,500) in two instances and a multiplication factor of 2.0 ($10,000) applied in one instance. Three partial abatements of $1,000, $2,500 and $3,250 (1.5 multiplication factor applied on $2,500) were applied;
- 1 x Unauthorised release of an unsecure person in custody, with a maximum abatement amount of $25,000. A partial abatement amount of $22,500 was applied in this instance;
- 1 x Unauthorised release of an unsecure person in custody, with a maximum abatement amount of $10,000. A partial abatement amount of $7,000 was applied in this instance;
- 1 x Escape of a Person in Custody, with a maximum abatement amount of $200,000. A partial abatement amount of $20,000 was applied in this instance; and
- 1 x Failure to treat all persons fairly and with respect for inherent dignity, with a maximum abatement amount of $10,000. A partial abatement of $1,000 was applied in this instance.

In addition, 32 Performance Failures were abated to a total of $148,400.02.
7 Training

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

During their period of service in this reporting period all staff met their requirements for Certificate III and Certificate IV.
8 Contract Reviews

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

The Department monitors and reviews the Contractor’s provision of court security and custodial services State-wide. This has resulted in greater scrutiny of service delivery which enables the Department to identify issues in a timely manner, and seek prompt remedy from the Contractor when issues of concern arise.

The Contract focuses on services being carried out with regard to the security of persons in custody, staff, and the general public at the highest levels, within set timeframes and with a high degree of duty of care. The monitoring processes developed, together with the Abatement Regime, support the provision of high levels of service delivery throughout the State. No reviews were conducted between 24 March 2017 and 30 June 2017.

8.1 Volume (Band) Changes

The Contract provides for variations to Pricing Tables to occur to reflect service volume, without the need of a formal contract variation. The Contractor must notify the Principal in writing within a determined timeframe where the service volume for a Service exceeds seventy-five percent (75%) or one hundred percent (100%) of the Baseline Volume Band for a Service in an Operating Month. The Principal determines the applicable Baseline Volume Band from the range of Volume Bands set out in the Pricing Tables, for each Service for each subsequent Operating Month.

No changes to the Volume Bands have occurred since the commencement of service by Broadspectrum.
9 2017/18: The Year Ahead

The Department will continue to closely monitor service deliverables throughout the first year of the contract in order to quickly identify areas of concern as they arise.

The Contractor has advised the Department of its plan to concentrate on the following areas in the third and fourth quarter of the next reporting period:

- Fleet utilisation, optimisation, and future replacement;
- Control and restraint training standards;
- Additional/optional contractual services;
- Review of ePEMS including usability fixes; and
- Review of key deliverables against bid.