Annual Report 2016/17

Court Security and Custodial Services Contract

(Serco Australia – 1 July 2016 to 24 March 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 Serco Australia Pty Limited (Serco) from the 1 July 2016 to 24 March 2017 when the contract with Serco ceased. For the remainder of the reporting period services were provided by a new contractor against a new contract, and a separate report has been submitted for these services.

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27 September 2017

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1 Key Areas of Focus and Achievements

1 July 2016 to 24 March 2017

This Annual Report for the Contract for the Provision of Court Security and Custodial Services (‘the Contract’) covers the period 1 July 2016 to 24 March 2017 inclusive.

Full court security services commenced at the new Supreme Court Civil Tower (namely the David Malcolm Justice Centre) on 11 July 2016.

Movement services to and from Melaleuca Remand and Reintegration Facility commenced on 19 January 2017 consistent with schedule 6 of the contract.

Services by Serco ceased on 24 March 2017 and court sites, the secure vehicle fleet and the Fiona Stanley Hospital Secure Unit were handed over to the Department as part of the Transition process and on the cessation of the contract.

The Department led the transition of services from Serco to the Contractor, Broadspectrum, working closely with all affected agencies to minimise disruption to services and custodial operations.
2 Contract Background & History

This Annual Report of the Contract for the Provision of Court Security and Custodial Services (‘the Contract’) covers the period 1 July 2016 to 24 June 2017 inclusive, when Serco ceased to provide service for the contract.

A contract for the Provision of Court Security and Custodial Services has been in existence since January 2000 when the then WA Department of Justice entered into a Contract with the Corrections Corporation of Australia (CCA) which began delivering services on 31 July 2000.

The Contract was publically tendered in 2010 and the successful respondent was Serco Australia Pty Ltd (Serco), which commenced transition in June 2011 and service delivery on 31 July 2011.

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

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

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

The 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 Costs

In total, the cost of delivering the service during the period 1 July 2016 to 24 March 2017 was $45,631,695.

A breakdown of the contract costs associated with the Court Security and Custodial Services Contract for the period 1 July 2016 to 24 March 2017 is provided below (rounded to the nearest dollar).

The cost of delivering services increased slightly during this financial year which was attributed to the commencement of services at the new David Malcolm Justice Centre and Melaleuca Remand and Reintegration Facility.

<table>
<thead>
<tr>
<th>Description</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custody Movement Services (metropolitan and regional areas)</td>
<td>$28,180,193</td>
</tr>
<tr>
<td>Court Custody and Court Security Services (metropolitan and regional courts)</td>
<td>$17,529,251</td>
</tr>
<tr>
<td><strong>Gross Total</strong></td>
<td><strong>$45,709,444</strong></td>
</tr>
<tr>
<td>Abatements applied</td>
<td>$77,749</td>
</tr>
<tr>
<td><strong>Net Total</strong></td>
<td><strong>$45,631,695</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 centers, prisons and remand centres.

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

Table 1. Individual Custody Movements Performed

<table>
<thead>
<tr>
<th>Services</th>
<th>Movements</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-prison Transfers</td>
<td>3717</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>4,815</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>5,875</td>
<td></td>
</tr>
<tr>
<td>Medical Appointments</td>
<td>3,542</td>
<td>Medical appointments include scheduled and unscheduled appointments in the metropolitan and regional areas.</td>
</tr>
<tr>
<td>Funerals</td>
<td>150</td>
<td>Funeral movements include movements to funeral services locations as approved.</td>
</tr>
<tr>
<td>Day Admissions</td>
<td>89</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>70</td>
<td>These movements are undertaken to facilitate hospital admissions for longer than a day.</td>
</tr>
<tr>
<td>Hospital to Prison</td>
<td>141</td>
<td></td>
</tr>
<tr>
<td>Lock-up Clearance (Metropolitan and Regional)</td>
<td>7,793</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>32</td>
<td>These services include visits to ill relatives and other approved escorts.</td>
</tr>
</tbody>
</table>

A total number of 26,224 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

Service Delivery - Adult Person in Custody Movements
1 July 2016 to 24 March 2017

Figure 2. Annual Service Delivery of Adult Contracted Transport Service

Services 1 July 2016 - 24 March 2017
4.1.2 Total Expenditure: Custody Movement Services

The cost of providing Custody Movement Services in between 1 July 2016 to 24 March 2017 for metropolitan and regional areas was $28,180,193.

The cost of Movement Services for the reporting period 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

Five deaths in custody occurred while the persons in custody were at hospital under guard between 1 July 2016 and 24 March 2017. The Coroner has yet to conduct inquests for the five deaths in custody.

4.3 Management of Persons in Custody

Serco Escort and Recording System (SERS), was developed by Serco to support the management of prisoner escort and court supervision duties. SERS was launched in the United Kingdom in 2011, and was further customised and refined in Australia as a key element of Serco’s WA CS&CS Contract.

The application of SERS enabled close monitoring of persons in custody during the period in which they were under Serco’s care and supervision. Automated ‘feeds’ from the Department’s Total Offender Management Solution (TOMS) ensure all transport requests are fed through to SERS to be actioned by Serco.

Serco staff had access to SERS via personal computers, or tablets to record all interactions with each person in custody. Serco staff utilised SERS when facilitating movements via commercial flights. This was due to the requirements to turn electrical devices off prior to take off and the time it takes for the system to reactivate. Handover of custody documentation, in the form of person in custody event reports, was electronically issued to all prisons to allow assessment of prisoners against identified risks.

4.4 Secure Vehicle Fleet

The Secure Vehicle Fleet was transferred to the Department as part of the transition and cessation of service under the Contract, and subsequently transferred to 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 Western Australia, 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 1 July 2016 and 24 March 2017, for metropolitan and regional courts was $17,529,251.
6 Contract Compliance

The Contract operated 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 coordination 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 compliance reviews.

Four compliance reviews were undertaken between 1 July 2016 and 24 March 2017 at South Hedland Court, Broome Court, Mandurah Court and Kalgoorlie Court.

Table 2 below, identifies the number of monitoring visits undertaken at each location at both metropolitan and regional sites during the reporting period.

**Table 2. Schedule of Monitoring Visits Completed**

<table>
<thead>
<tr>
<th>Location</th>
<th>Monitoring Visits Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport - Skippers</td>
<td>4</td>
</tr>
<tr>
<td>Armadale Court</td>
<td>7</td>
</tr>
<tr>
<td>District Court Building</td>
<td>3</td>
</tr>
<tr>
<td>Fremantle Court</td>
<td>9</td>
</tr>
<tr>
<td>Joondalup Court</td>
<td>7</td>
</tr>
<tr>
<td>Mandurah Court</td>
<td>5</td>
</tr>
<tr>
<td>Midland Court</td>
<td>9</td>
</tr>
<tr>
<td>Perth Children’s Court</td>
<td>8</td>
</tr>
<tr>
<td>Northbridge Court</td>
<td>4</td>
</tr>
<tr>
<td>Family Court</td>
<td>0</td>
</tr>
<tr>
<td>Rockingham Court</td>
<td>10</td>
</tr>
<tr>
<td>State Administrative Tribunal</td>
<td>0</td>
</tr>
<tr>
<td>Supreme Court AXA</td>
<td>0</td>
</tr>
<tr>
<td>Supreme Court &amp; Stirling Gardens</td>
<td>10</td>
</tr>
<tr>
<td>Fiona Stanley Hospital</td>
<td>2</td>
</tr>
<tr>
<td>Funerals</td>
<td>2</td>
</tr>
<tr>
<td>Armadale Hospital</td>
<td>0</td>
</tr>
<tr>
<td>Fiona Stanley Hospital</td>
<td>16</td>
</tr>
<tr>
<td>Fremantle Hospital</td>
<td>0</td>
</tr>
<tr>
<td>King Edward Memorial Hospital</td>
<td>3</td>
</tr>
<tr>
<td>Royal Perth Hospital</td>
<td>9</td>
</tr>
<tr>
<td>Sir Charles Gairdner Hospital</td>
<td>2</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>St John of God Hospital</td>
<td>3</td>
</tr>
<tr>
<td>Rockingham Hospital</td>
<td>0</td>
</tr>
<tr>
<td>Swan Districts Hospital</td>
<td>0</td>
</tr>
<tr>
<td>Northbridge PPC</td>
<td>4</td>
</tr>
<tr>
<td>Acacia Prison</td>
<td>0</td>
</tr>
<tr>
<td>Bandyup Women’s Prison</td>
<td>6</td>
</tr>
<tr>
<td>Casuarina Prison</td>
<td>6</td>
</tr>
<tr>
<td>Hakea Prison</td>
<td>10</td>
</tr>
<tr>
<td>Banksia Hill Detention Centre</td>
<td>0</td>
</tr>
<tr>
<td>Albany Prison</td>
<td>0</td>
</tr>
<tr>
<td>Serco Base</td>
<td>2</td>
</tr>
</tbody>
</table>

| Total                        | 141                         |
6.2 Key Performance Indicators (KPIs) and Abatement Regime

The Contract included KPIs and an Abatement Regime. The KPIs related to Specified Events referred to in the Contract as well as Performance Failures, including contractual, reporting and operational service failures by the Contractor. The Contractor could be abated for failing to meet a KPI, by being charged a fixed abatement amount in dollars, or by accumulating Abatement Points that are then converted into a dollar amount, which was calculated as a percentage of the monthly service fee. The precise amount of the abatement depended on the type and severity of the failure.

The total value of abatements applied for the period was $77,749.

The following 7 incidents were subject to abatement during the reporting period with a total abatement amount of $56,519:

- 1x Serious Failure to provide a Service, with a maximum abatement amount of $57,965. A partial payment of $5,797 was applied in one instance. The total abatement amount was $5,797;
- 1 x Failure to comply with the agreed actions of a Performance Improvement Notice (PIN), with a maximum abatement amount of $28,983. A maximum abatement amount of $28,983 was applied in one instance. The total abatement amount was $28,983;
- 2 x Failure to provide a Service, with a maximum abatement amount of $5,797. A maximum abatement amount of $5,797 was applied in one instance. A partial abatement of $4,347 was applied in one instance. The total abatement amount was $10,144;
- 2 x Unauthorised release of an Unsecure person in custody, with a maximum abatement amount of $2,899. A maximum abatement amount of $2,899 was applied in two instances. The total abatement amount was $5,798; and
- 1 x Escape of an Unsecure Person, with a maximum abatement amount of $5,797. A maximum abatement amount of $5,797 was applied in one instance. The total abatement amount was $5,797.

In addition, 23 Reporting, 22 Service and 1 Contractual Failure were abated to a total of $21,230.

6.3 Performance Improvement Notices

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

Contract Management issued one PIN for the period 1 July 2016 to 24 March 2017. On 21 November 2016, a PIN was issued in relation to issues regarding the provision of timely, relevant and accurate key risk related information regarding person’s in custody via TOMS and the Person In Custody Event Report (PER).

The Contractor responded to the PIN within the specified time and the Department continued to monitor Serco’s performance against this issue.
6.4 Customer Satisfaction Survey

The Customer Satisfaction Survey was an element of this Contract designed to encourage the maintenance of a high standard of delivery of services by the Contractor.

The Contract provided for the withholding of a percentage of the service fee. Based on the survey results a proportion of withheld fee was provided to the Contractor. Through the use of this mechanism, the Contractor was rewarded with an Incentive Payment.

The survey measured the Contractor’s performance with regard to establishing and maintaining effective relationships with the Client Agencies, to ensure efficient delivery of the services. The Contractor’s performance was subject to measurement through a customer satisfaction review based on the achievement of specific service objectives.

The survey was conducted for the first quarter of the 2016/17 operating period, and on completion of the survey, the Contractor achieved a Customer Satisfaction Measurement of 58.8%. Due to the forthcoming cessation of the contract no further survey was conducted.
7 Training

The Contract required 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 under Certificate III and IV, as well as of Cardio Pulmonary Resuscitation (CPR).
8 Contract Reviews

In addition to the Monitoring Reviews for compliance (as outlined in Section 6.1 Monitoring of Services), the following contract reviews were undertaken during the 2016/17 reporting period.

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

8.1 Review of Contractor’s Operational Instructions

An annual review of the Contractor’s Operational Instructions (OIs) was undertaken consistent with the requirements of the Contract. The review ensured all OIs complied with Departmental policy and legislation, and met all service requirements and contractual responsibilities (as per Section 10.3 of the Contract).

During 2016/17, the Contractor undertook its review of the OIs. The Contractor and the Department reviewed the OIs in relation to issues and incidents as they occurred.

8.2 Volume (Band) Changes

The Contract provided for regular increases and decreases for contractually specified service delivery to be reflected in specific price variations, without the requirement of formal contract variations. This allowed the State to receive the service required and make price variations, up or down, to reflect the changes in service demand.

The Contractor submitted Volume Band data and requests in accordance with the requirement for Quarterly Review of Baseline Volume Bands in Schedule 4, Clause 3.2.3 of the Contract for regional court transfers, regional lock-up clearance and metropolitan medical, funeral and other escorts for approved purposes. Volume Band reviews were finalised for each quarter for the period of 1 July 2016 to 24 March 2017.

8.3 Service Commencements

The following services commenced during this reporting period:

- The new Supreme Court Tower (namely the David Malcolm Justice Centre) was commissioned to provide improved court facilities and full court security services commenced on 11 July 2016.

- The Melaleuca Remand and Reintegration Facility commenced operation in December 2016. The Contractor commenced movement services to and from this facility on 19 January 2017 consistent with schedule 6 of the Contract.