



Annual Report 2017/18

Melaleuca Remand and Reintegration Facility Services Agreement

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Melaleuca Remand and Reintegration Facility Services Agreement

Annual Report 2017/18

TO THE MINISTER

Hon Francis Logan 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 2017/18 Annual Report for the Melaleuca Remand and Reintegration Facility Services Agreement (the Agreement).

This report presents an overview of services provided under the Agreement by Sodexo Australia Pty Ltd. Compliance and statistical information in the report is presented for an Operation Year, which operated from 1 July 2017 to 30 June 2018.

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Director General

September 2018

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1 Contract Background and History

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

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

2 Contract Management

2.1 Overview

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

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

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

2.2 Monitoring and Compliance

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

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

2.3 Performance Measures

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

- Operating Performance Incentives: A set of nine (9) performance measures, whereby the results determine the amount earned from the Operating Performance Incentive Adjustment (see 7 Contract Payments and Associated Financial Information).
- Performance Linked Payments: A set of seven (7) performance incentive payments for the provision of community re-entry and reintegration services.
- Performance Indicators: A set of eight (8) additional non-financially incentivised performance measures.

2.4 Corrective Measures

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

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

3 2017/18 Key Projects and Initiatives

3.1 Back capture of Performance Measures and Payment of SAPPs

The Agreement provides for the payment of Semi Annual Performance Payments (SAPPs) to Sodexo for meeting or exceeding performance measures within a period of six Operation Months.

To facilitate these payments, Sodexo reports on performance against the 24 performance measures each month. The criteria for assessing performance for some measures were not clearly established in the Agreement and, therefore, a SAPP document was initiated in May 2017 to finalise requirements. While approval of this document progressed, the PPCM branch undertook to assess all performance measures back to the commencement of Melaleuca operations on 15 December 2016.

The SAPP document was approved on 4 December 2017 and the process of back capture completed in January 2018. The SAPPs for the periods December 2016 to June 2017 and July 2017 to December 2017 were paid in February 2018. The SAPP for the period January 2018 to June 2018 was made outside of the 2017/18 Operation Year.

3.2 Implementation of Abridged IMP

In accordance with the Agreement, Sodexo is required to perform an Abridged Individual Management Plan (AIMP) within 24 hours of a remand prisoner being received. The Department advised Sodexo of their obligations with regard to the AIMP in a letter dated 15 March 2017. It was agreed the Department would not assess performance with regard to the AIMP, and would withhold payment for the related Operating Performance Incentive (OPI), directing Sodexo to continue to develop the AIMP over the next six months. The AIMP was implemented in November 2017.

3.3 Offender Management Framework and 7 Day IMP

The Department identified a number of shortcomings in offender management services at Melaleuca including the failure to complete Individual Management Plans (IMPs) and shortfalls in education, vocational training and offender behavior programs. This resulted the issuing of formal correspondence to Sodexo on 28 July 2018 regarding their obligations with regard to the assessment of sentenced prisoners. Furthermore a Performance Improvement Notice (PIN) was issued for education and vocational training in October 2017.

In response, Sodexo submitted an Offender Management Framework (OMF) to the Department for approval on 21 March 2018. The OMF also contained a revised 7 Day Individual Management Plan (7IMP) proposed to meet the provision under the Agreement for Sodexo to perform a 7IMP within 7 days of a prisoner being sentenced. The OMF was reviewed by the State and feedback provided. This feedback was incorporated in to the document and, as at 30 June 2018, the OMF continued to be subject to discussions with Sodexo and feedback from the State.

3.4 Interfacility Working Procedures (IWP)

The Department continues to work with Sodexo to finalise Interfacility Working Procedures (IWPs) between Melaleuca and Bandyup Women's Prison (Bandyup). The IWPs are intended to provide clarity between Melaleuca and Bandyup in the management of female prisoners. IWPs for punishment for prison offences and mental health have been completed with those for pregnancy, dental treatment and general transfers currently being finalised.

3.5 Prison Operating Manuals (POMs)

The Department issued a PIN on 18 December 2017 in response to the poor quality of Sodexo's Prison Operating Manuals (POMs) and the requirement for the submission of a number of POMs that appeared to have not been formally approved.

Sodexo commenced submitting POMs with the new format in April and, as at 30 June 2018, the Department was reviewing these and providing feedback to Sodexo.

3.6 Performance Measure Review

The Agreement provides for an annual review of all performance measures and this has been completed for the 2017/18 financial year, in conjunction with Sodexo. Changes to be implemented on 1 July 2018 include finalising requirements for OPI 8 (Constructive Activity) and replacing these original OPI 9 (Quality of Life Survey) with

a new prisoners at risk measure that assesses compliance with the Department's At Risk Management System (ARMS). Performance Indicator 2 (Custodial staff operational readiness) was strengthened via the inclusion of use of force training. The application of a number of other OPIs were clarified.

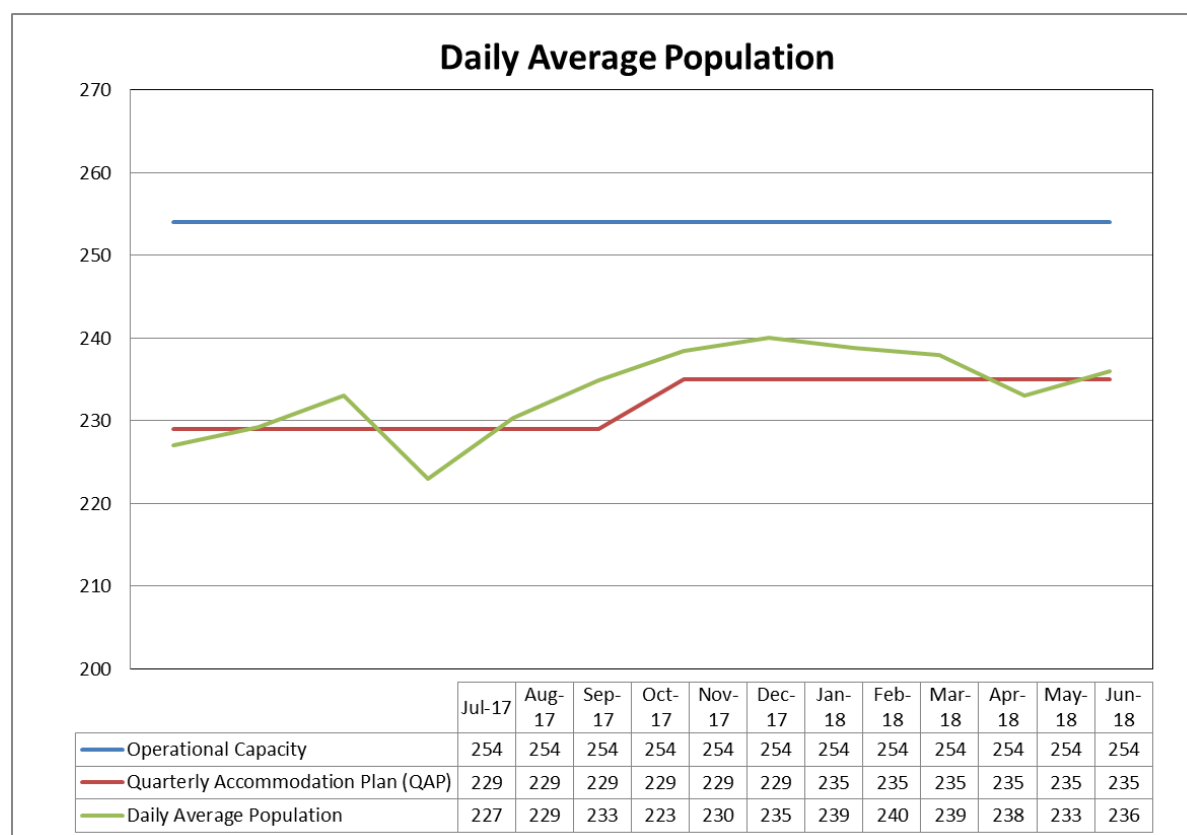
The revised Performance Measures are to be effective from 1 July 2018. The complete updated performance measures are attached to this report at Attachment C.

4 Prison Population

The operational capacity of Melaleuca is 254 beds. The operational capacity is managed by the State via the Quarterly Accommodation Plan (QAP). In accordance with the Agreement, the Department is required to notify Sodexo of the number of prisoner beds required to be made available three months in advance for the following quarter. This advice is known as the QAP and is currently 235 beds through to 31 December 2018. Sodexo is entitled to a Premium Availability Rate for each prisoner bed provided over the amount requested in the QAP up to the maximum capacity of 254 beds.

As a result of increasing female prisoner numbers, the QAP was increased from 229 to 235, effective 1 January 2018.

The graph below shows the Daily Average Population (DAP) against the QAP for the 2017/18 Operation Year.



5 Contractual Performance

5.1 Performance Measures

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

During the 2017/18 Operation Year, Sodexo's overall performance against the Operating Performance Indicators (OPIs) was unsatisfactory. The delay in implementing Abridged and 7 day IMPs, along with continued substandard incident reporting, substantially affected their OPI achievement. Sodexo achieved only 44% of the available OPI payments in the July to December 2017 period and 69% in the January to June 2018 period.

There were a number of OPIs where Sodexo performed well. There were only two serious prisoner assaults and four serious self-harm or attempted suicides during the Operation Year. Furthermore, drug prevalence testing results met and/or exceeded the target benchmark in the final two quarters.

Only a relatively small number of Performance Linked Payments were made to Sodexo in the 2017/18 Operation Year, primarily as a result of the delay in implementing the Abridged and 7 day IMPs. The absence of these case management assessments meant the State was unable to determine if persons receiving these services had an identified need as part of the case management processes.

Performance Indicator achievement in the 2017/18 Operation Year was generally satisfactory, although custodial staff training and operational readiness continued to be less than satisfactory.

The results of Sodexo's performance against performance measures for the 2017/18 Operation Year is shown in the attached Performance Measure Dashboard at Attachment A. A Performance Measure Dashboard for the 2016/17 contract year is also attached to show the results of the back capture of performance measure data, initiated by the State in September 2017 at Attachment B.

5.2 Corrective Measures Applied

Where service delivery is determined not to meet contractual requirements, the Agreement provides for several contractual provisions that may be applied (See 2.4 Corrective Measures). The following corrective measures were applied in the 2017/18 Operation Year:

5.2.1 Performance Improvement Notices (PINs)

In the 2017/18 Operation Year the State issued 12 Performance Improvement Notices (PINs). A summary of these PINs is below:

1. Staff sharing computer logins (issued 31 July 2017);
2. At Risk Management System (ARMS) (issued 13 September 2017);
3. Confidential mail envelopes (issued 13 September 2017);

4. Performance Management Systems (issued 18 September 2017);
5. Incident reporting (issued 20 October 2017);
6. Restraining Orders (issued 30 November 2017);
7. Education and Vocational Training (issued 22 December 2017);
8. Prison Operating Manuals (issued 18 December 2017);
9. Prisoner Property (issued 5 January 2018);
10. ARMS (issued 19 January 2018);
11. Key security (issued 28 February 2018); and
12. Family days (issued 14 June 2018).

5.2.2 Abatement Amounts

In the 2017/18 Operation Year the State issued eleven Abatement Amounts as a result of the occurrence of Specified Events. A number of these have been disputed by Sodexo and formal dispute resolution proceedings are underway. An update will be provided in relation to these matters (including any financial adjustments) in the 2018/19 Annual Report. A summary of these Abatement Amounts is below, listed according to incident date (unless otherwise specified):

1. Failure to report - \$15,000 (\$15,055.50 including CPI) (issued 31 January 2018);
2. Failure to report - \$15,000 (\$15,055.50 including CPI) (25 February 2018);
3. Failure to comply with PIN (Incident reporting) - \$15,000 (\$15,055.50 including CPI) (issued 6 March 2018) (Disputed);
4. Failure to report - \$15,000 (\$15,055.50 including CPI) (14 March 2018) (Disputed);
5. Failure to report - \$20,000 (\$20,074 including CPI) (25 March 2018);
6. Failure to report - \$20,000 (\$20,074 including CPI) (30 March 2018) (Disputed);
7. Failure to report - \$20,000 (\$20,074 including CPI) (3 April 2018);
8. Failure to report - \$10,000 (\$10,037 including CPI) (4 April 2018);
9. Failure to report - \$5,000 (\$5,018.50 including CPI) (12 May 2018);
10. Failure to comply with PIN (ARMS) - \$25,000 (\$25,092.50 including CPI) (Disputed)
11. Failure to comply with PIN (Incident Reporting) - \$50,000 (\$50,185 including CPI) (Disputed).

5.2.3 Default Notices

In the 2017/18 Operation Year the State issued one Default Notice. This occurred on 21 June 2018 as a result of significant and sustained non-compliance by Sodexo with respect to incident reporting, specifically failures to correctly classify incidents occurring at Melaleuca, including incorrectly applying the verbal and written critical incident notification processes.

6 External Oversight

Sodexo's operations at Acacia Prison are subject to a range of reviews by external bodies. During the 2017/18 Operation Year, reviews included:

6.1 Office of the Inspector of Custodial Services

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

Corrective Services and Sodexo have responded to each recommendation and will work towards addressing those recommendations which were supported.

6.2 Independent Visitors Service

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

The IVS has undertaken monthly visits to Melaleuca since April 2017. Issues that were raised by prisoners were responded to by the Sodexo with all responses overseen by the Department.

7 Contract Payments and Associated Financial Information

The costs associated with the Agreement for the 2017/18 Operation Year are below (rounded to the nearest dollar):

Monthly Service Payment	Payment
Base Availability Payment	\$12,763,606
Premium Prisoner Availability Payment	\$124,566
Service Linked Payment	\$1,700,350
Operating Performance Incentive Adjustment	(\$1,458,852)
Semi Annual Performance Payments	\$1,290,929
Direct Cost Reimbursement	\$290,886
Abatements	(\$220,814)
Gross Total:	\$14,490,671

Note: The December 2016 to June 2017 SAPP (included in the above total) was made during the 2017/18 Operation Year, rather than the 2016/17 Operation Year.

Attachments:

Attachment A - Performance Measure Dashboard 2017/18

Attachment B – Performance Measure Dashboard 2016/17

Attachment C – Performance Measures Melaleuca Remand and Reintegration Services Agreement 2018/19

MELALEUCA REMAND AND REINTEGRATION FACILITY SERVICE AGREEMENT PERFORMANCE MEASURE DASHBOARD AS AT 30 JUNE 2018																	
			2017/18 Quarter 1			2017/18 Quarter 2			6 month	2017/18 Quarter 3			2017/18 Quarter 4			6 month	
		Calculation frequency	Benchmark	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	PLP total	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	PLP Total
Operating Performance Incentives (OPIs)																	
1	Serious Assault (% of prisoner population)	Monthly	≤1.5%	0.0%	0.0%	0.4%	0.9%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
2	Serious Self-harm / Attempted Suicide (occurrences)	Monthly	0	0	0	0	0	0	0		0	1	0	0	0	3	
3	Use of force (occurrences)	Monthly	0	0	0	0	0	1	0		0	1	0	0	0	0	
4	Drug Prevalence Testing (positive percentage)	Quarterly	≤5%	N/A	N/A	N/A	N/A	6.30%	13.6%		N/A	5.0%	N/A	N/A	3.0%	N/A	
5	Abridged IMPs (remand prisoners) (completion %)	Monthly	≥95%	0%	0%	0%	0%	48.3%	96.7%		83.0%	93.0%	96.2%	97.6%	100.0%	98.6%	
6	7 day IMPs (sentenced prisoners) (completion %)	Monthly	≥95%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	100.0%	
7	Incident Reporting (accuracy %)	Monthly	≥90%	39.1%	61.5%	34.6%	52.8%	40.6%	43.1%		52.3%	40.5%	60.5%	30.0%	60.0%	57.9%	
8	Constructive Activity	TBD	TBD	Benchmark targets not defined							Benchmark targets not defined						
9	Prisoner quality of life survey	TBD	TBD	Not conducted							Conducted						
Performance Linked Payments (PLPs)																	
1	Prisoners achieving same day bail release (occurrences)	Monthly	N/A	14	9	7	9	16	19	74	8	13	15	8	15	15	74
2	Prisoners achieving same day fine release (occurrences)	Monthly	N/A	0	1	0	0	0	0	1	0	0	0	0	0	0	0
3	Prisoners achieving parole (% of total released - target 30%)	Six monthly	30%	N/A	N/A	N/A	N/A	N/A	N/A	25.5%	N/A	N/A	N/A	N/A	N/A	N/A	50% (4)
4	Alcohol/drug course completions	Monthly	N/A	0	0	0	0	0	0	0	0	0	7	23	14	1	45
5	Education/training/pre-employment program completions	Monthly	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Accommodation arrangements made	Monthly	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Decrease in recidivism rate (%)	Six monthly	N/A	N/A - Requires two years of reoffending data before calculation							N/A	N/A	N/A	N/A	N/A	N/A	
Specified Events																	
a	Death in Custody	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
b	Loss of control	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
c	Escape from prison	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
d	Escape from supervised external activities	Not yet commenced		N/A - External activities not being undertaken							N/A - External activities not being undertaken						
e	Escape from unsupervised external activities	Not yet commenced		N/A - External activities not being undertaken							N/A - External activities not being undertaken						
f	Breach of obligations to report/provide information	Monthly		0	0	0	0	0	1		0	1	3	2	1	0	
g	Failure to comply with PIN (1st occasion)	Monthly		0	0	0	0	0	0		0	0	1	0	0	1	
h	Failure to comply with PIN (2nd and subsequent)	Monthly		0	0	0	0	0	0		0	0	0	0	0	1	
i	Unlawful release of prisoner	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
j	Unlawful detention of prisoner	Monthly		0	0	0	0	0	0		0	0	0	0	0	0	
Performance Indicators (PIs)																	
1	Initial health assessments	Monthly	100%	91.0%	98.2%	96.7%	100.0%	96.3%	98.2%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
2	Custodial staff operational readiness	Quarterly	100%	N/A	N/A	87.2%	N/A	N/A	64.1%		N/A	N/A	83.8%	N/A	N/A	94.6%	
3	Food preparation hygiene	Annually (As inspected)		N/A	N/A	N/A	N/A	Passed	N/A		N/A	N/A	N/A	N/A	N/A	N/A	
4	Access to social visits (% of days 6 hours or more)	Monthly	100%	0%	0%	0%	0%	0%	0%		51.6%	96.4%	100.0%	100.0%	100.0%	100.0%	
5	Average out of cell hours	Monthly	10 hrs/day	Not defined							Not defined	10h29m	10h29m	10h19m	10h13m	10h11m	
6	Emergency management exercises performed	Annually (Minimum 6)		0	2	0	2	4	2		2	1	2	1	2	0	
7	Tools accounted for	Monthly	100%	Not measured		100.0%	100.0%	100.0%	100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
8	Prisoner readiness for external escort	Monthly	100%	Not measured							93.8%	95.0%	91.8%	95.5%	99.1%	98.9%	
Performance Improvement Notice (PIN)																	
	Performance Improvement Notice	Monthly		1	0	3	1	1	2		2	1	0	0	0	1	
Default Notice																	
	Default Notice	Monthly		0	0	0	0	0	0		0	0	0	0	0	2	
Performance Improvement Notices:		January 2018 - Prisoners at risk February 2018 - Key security control June 2018 - Family Days					Specified Events February 2018 - Failure to report - critical incident - \$15,055.50 March 2018 - Failure to remedy PIN - incident reporting - \$15,055.50 (D) March 2018 - Failure to report - TOMS/WAPOL - \$15,055.50 (D) March 2018 - Failure to report - assault - \$20,074 March 2018 - Failure to report - TOMS/WAPOL - \$20,074 (D) April 2018 - Failure to report - TOMS/WAPOL - \$25,092.50 April 2018 - Failure to report - TOMS/WAPOL - \$10,037 May 2018 - Failure to report - cell fire - \$5,018.50 June 2018 - Failure to remedy PIN - ARMS - \$25,092.50 (D) June 2018 - 2nd failure to remedy PIN - Incident reporting - \$50,185 (D)					Defaults: June 2018 - Incident reporting					
July 2017 - Staff sharing TOMS logins																	
September 2017 - Recording of ARMS checks																	
September 2017 - Confidential mail envelopes																	
September 2017 - Performance management																	
October 2017 - Incident classification and reporting																	
November 2017 - Restraining orders																	
December 2017 - Education and vocational training																	
December 2017 - Prison operating manuals																	
January 2018 - Prison property																	

MELALEUCA REMAND AND REINTEGRATION FACILITY SERVICE AGREEMENT PERFORMANCE MEASURE DASHBOARD											
				2015/16 Quarter 3			2016/17 Quarter 4			6 month	
		Calculation frequency	Benchmark	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	PLP total
Operating Performance Incentives (OPIs)											
1	Serious Assault (% of prisoner population)	Monthly	≤1.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	
2	Serious Self-harm / Attempted Suicide (occurrences)	Monthly	0	0	0	0	0	0	0	0	
3	Use of force (unmitigated occurrences)	Monthly	0	0	1	0	1	0	0	0	
4	Drug Prevalence Testing (positive percentage)	Quarterly	≤5%	N/A	N/A	N/A	10.0%	N/A	N/A	Not conducted	
5	Abridged IMPs (remand prisoners) (completion %)	Monthly	≥95%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
6	7 day IMPs (sentenced prisoners) (completion %)	Monthly	≥95%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
7	Incident Reporting (accuracy %)	Monthly	≥90%	0.0%	0.0%	21.1%	23.3%	30.8%	51.6%	40.6%	
8	Constructive Activity	TBD	TBD	Not defined							
9	Prisoner quality of life survey	TBD	TBD	0	0	0	0	0	0	0	
Performance Linked Payments (PLPs)											
1	Prisoners achieving same day bail release (occurrences)	Monthly	N/A	0	0	5	13	3	10	10	41
2	Prisoners achieving same day fine release (occurrences)	Monthly	N/A	0	0	0	0	0	0	0	0
3	Prisoners achieving parole (% - target 30%)	Six monthly	30%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	31.1%
4	Alcohol/drug course completions	Monthly	N/A	0	0	0	0	0	0	0	0
5	Education/training/pre-employment program completions	Monthly	N/A	0	0	0	0	0	0	0	0
6	Accommodation arrangements made	Monthly	N/A	0	0	0	0	0	0	0	0
7	Decrease in recidivism rate (%)	Six monthly	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Specified Events											
a	Death in Custody (unnatural causes)	Monthly		0	0	TBD	0	0	0	0	
b	Loss of control	Monthly		0	0	0	0	0	0	0	
c	Escape from prison	Monthly		0	0	0	0	0	0	0	
d	Escape from supervised external activities	Not yet commenced		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
e	Escape from unsupervised external activities	Not yet commenced		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
f	Breach of obligations to report/provide information	Monthly		0	0	0	0	2	0	0	
g	Failure to comply with PIN (1st occasion)	Monthly		0	0	0	0	1	0	0	
h	Failure to comply with PIN (2nd and subsequent)	Monthly		0	0	0	0	0	0	0	
i	Unlawful release of prisoner	Monthly		0	0	1	0	0	0	0	
j	Unlawful detention of prisoner	Monthly		0	0	0	0	0	0	0	
Performance Indicators (PIs)											
1	Initial health assessments	Monthly	100%	Not measured	Not measured	Not measured	Not measured	Not measured	Not measured	87.3%	
2	Custodial staff operational readiness	Quarterly	100%	Not measured	N/A	N/A	Not measured	N/A	N/A	Not measured	
3	Food preparation hygiene	Annually (As inspected)		Passed	N/A	N/A	N/A	N/A	N/A	N/A	
4	Access to social visits (% of days 6 hours or more)	Monthly	100%	0%	0%	0%	0%	0%	0%	0%	
5	Average out of cell hours	Monthly	10 hrs/day	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
6	Emergency management exercises performed	Annually (Min 6)		1	0	0	0	0	0	0	
7	Tools accounted for	Monthly	100%	Not measured	Not measured	Not measured	Not measured	Not measured	Not measured	Not measured	
8	Prisoner readiness for external escort	Monthly	100%	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Performance Improvement Notice (PIN)											
	Performance Improvement Notice	Monthly		0	0	1	1	1	5	0	
Performance Improvement Notices: February 2017 - Prisoner gratuities March 2017 - Health policies and Echo April 2017 - Misconduct reporting May 2017 - Official visits bookings May 2017 - Visitor MDAS alarms May 2017 - Contacting prison by telephone May 2017 - Security/supervision of official visits May 2017 - Delays in processing official visitors				Specified Events: Feb 2017 - Unlawful release of prisoner - \$25,000 March 2017 - Failure to report critical incident - \$25,000 April 2017 - Failure to remedy PIN - \$25,000 April 2017 - Failure to report - \$17,500							