



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

ANNUAL REPORT 2010/11

Contract for the Provision of
Court Security and Custodial Services

This report covers the operation of the
Contract for the Provision of Court Security and Custodial Services

30 September 2011



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

Contract for the Provision of Court Security and Custodial Services

Annual Report 2010/11

TO THE MINISTER

Hon Terry Redman MLA
Minister for Corrective Services

In accordance with section 45 of the [Court Security and Custodial Services Act 1999](#), I hereby submit for your information and presentation to Parliament the 2010/11 Annual Report of the Contract for the Provision of Court Security and Custodial 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 G4S Custodial Services.

Compliance information and statistical information in the report are presented for a contract year, which operated from 31 July 2010 to 30 July 2011.

A handwritten signature in black ink, appearing to read 'Ian Johnson', with a large circular flourish underneath.

Ian Johnson
COMMISSIONER
DEPARTMENT OF CORRECTIVE SERVICES

30 September 2011

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CONTENTS

1.	Contents.....	3
2.	Foreword and Commissioner’s Message	4
3.	Executive Summary	6
4.	Background – History of Contract	8
5.	Transportation Services – Movement of Persons in Custody.....	9
6.	Court Security and Custodial Services.....	12
7.	Contract Compliance and Contract Costs.....	13
8.	Training	16
9.	Contract Reviews	17
10.	Achievements 2010/11.....	19
11.	Challenges for 2011/12 – the year ahead	20
12.	Conclusion	21

2. Foreword and Commissioner's Message

The 2010/11 reporting year saw the completion of initiatives that resulted in significant improvement in the area of offender transportation, particularly the funding and purchase of 42 new secure vehicles that were delivered by December 2010.

Furthermore, to improve the standard of custodial transport in Western Australia, the Department of Corrective Services implemented its own custodial transport policies. The Department ensured the quality of these policies equals or exceeds the newly created national standards.

I am pleased that the introduction of the use of coaches and aircraft for the movement of persons in custody over long distances (achieved through contractual arrangements put in place by the Department) has provided a more suitable transportation model and an enhanced value for money solution. These changes have greatly improved the safe, secure and humane manner in which prisoners are moved around Western Australia.

Monitoring resources were also increased, with six officers monitoring the Contract service delivery across the State, and in excess of 2,800 metropolitan Daily Reviews and 28 Process Audits conducted across regional and metropolitan locations.

The Department continues to examine ways to reduce the need for unnecessary prisoner transport. In conjunction with the Department of the Attorney General, the Department actively promotes the use of audio-visual technologies for court appearances. This effort has resulted in an increased use of such technology, with around 65% of all appearances now undertaken by video link.

The 2010/11 year has seen much work put into the development of a new Court Security and Custodial Services Contract to replace the original Contract, that expired in July 2011. The Department, in collaboration with the Department of the Attorney General and the Western Australian Police (WA Police), re-evaluated the service design and governance, performance objectives, and sourcing of the services provided. The Contract was advertised as a public tender in August 2010, and a new Contract was awarded to Serco Australia Pty Limited in June 2011, with services commencing from 31 July 2011.

The new Contract was designed with an emphasis on two key areas:

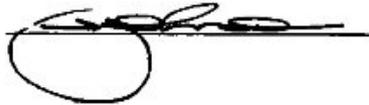
- an increased focus on duty of care in the provision of all services, particularly where persons in custody are concerned and
- a greater level of practical training for all contracted employees, with a requirement for every officer employed to have a minimum of a Certificate III by the end of the first year of the Contract.

A new Hub Clearance model was developed with the WA Police. It was designed to clear regional lock-ups within 24 hours, thereby releasing valuable Police resources back to frontline activities.

For the first time, the Contract will include a new online information system for the accurate collection and sharing of data. There will also be a specific requirement for tracking persons in custody and providing handover intelligence relating to each person, including any health and 'at risk' information.

The disengagement of G4S Custodial Services from the previous Contract was undertaken professionally and without incident, and the cooperation in assisting the new Contractor, Serco Australia, to transition into the new Contract was much appreciated. Serco Australia has taken over the new Contract and is implementing the service delivery program for which they successfully tendered.

I look forward to working with Serco Australia in ensuring the lessons learned over the past years are carried forward, and contribute to the delivery of a high level and quality of service under this Contract.

A handwritten signature in black ink, appearing to read 'Ian Johnson', written over a horizontal line. Below the line is a large, stylized circular flourish.

Ian Johnson
COMMISSIONER
DEPARTMENT OF CORRECTIVE SERVICES

3. Executive Summary

This Annual Report of the Contract for the Provision of Court Security and Custodial Services ('the Contract') covers the period 31 July 2010 to 30 July 2011 inclusive ('eleventh service year'). The previous Contract terminated on 30 July 2011.

The 2010/11 service year for the Contract has seen the implementation of a number of initiatives that have been developed and established as a result of the findings of the Coronial Inquiry into the tragic death of a person in custody in 2008.

The Department of Corrective Services worked with G4S Custodial Services to address the Coroner's recommendations to secure improvements, particularly in the following areas:

- Ensuring the Contractor's Policies and Procedures are maintained, particularly those relating to Duty of Care
- Finalising the secure vehicle fleet replacement program, and ensuring ongoing fleet maintenance and management
- Providing alternative modes of transportation for persons in custody
- Reducing the need for unnecessary transportation of persons in custody
- Improving the training of contracted custodial officers and
- Actively monitoring service delivery to ensure it is being implemented in accordance with both contractual requirements and the standards expected by the community.

In addition to replacing the 42 vehicle custodial transport fleet, which was completed in December 2010, the Department awarded contracts for the use of chartered aircraft and coaches. It was felt that these would deliver more safe and humane modes of transport when travelling over long distances. These methods of transport are used for clearances of people in custody from remote police stations, and the transfer of prisoners between prisons.

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

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

In previous annual reports, the development of reliable data was identified as being paramount to managing the Contract. While significant progress has occurred in the collection and analysis of data, further improvements are needed, particularly as the current Contract has drawn to its conclusion and a new Contract commenced in July 2011.

The Department tendered for a service provider to provide court security and custodial services beyond 31 July, 2011. The successful applicant was Serco Australia Pty Ltd. The Contract with G4S Custodial Services expired on 31 July, 2011. The transition from one Contractor to the other was handled smoothly, and without incident.

Key Areas of Focus and achievements for the Contract Management Team during the service year 2010/11 were:

1. Finalising the Coroner's recommendations resulting from the Coronial Inquest into the death of Mr Ward in 2008.
2. Extending the coverage of new modes of transport, air charters and coach services.
3. Ensuring delivery of the new secure custodial transport fleet, on time.
4. Monitoring and further enhancing standards for the delivery of duty of care.
5. Reviewing all G4S Custodial Services' Policies and Procedures.
6. Increasing the monitoring presence in the metropolitan and regional centres.
7. Managing the 'cost plus' budget, given the increased level of demand.
8. Development, tendering, negotiating and awarding the new Contract.
9. Managing the Transition of a new Contract and Contractor.

Despite many challenges, much work has gone into securing continual improvement in the way the Contract is governed and the manner in which services are provided and delivered. The Contract Management Team has met these challenges with a positive and forward-looking approach.

The 2011/12 Contract year heralds a period of transition and presents many opportunities to apply lessons learned from the previous Contract to develop a more focused Contract for the Provision of Court Security and Custodial Services, and more efficient methods of service delivery through a new improved approach.

4. Background – History of Contract

In January 2000, the then WA Department of Justice entered into a Contract for the Provision of Court Security and Custodial Services with the Corrections Corporation of Australia (CCA) for a five year period, with options for two further three year contract extensions.

CCA, who later changed its name to Australian Integration Management Services (AIMS) Corporation, began delivering the services on 31 July, 2000.

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

Through a notation under the [Court Security and Custodial Services Act 1999](#), in the Notice of Administration of Departments, Authority, Statutes and Notes, the Director General of the Department of the Attorney General had responsibility for the administration of the [Court Security and Custodial Services Act 1999](#). Contract Management functions were undertaken by the Department of Corrective Services through a formal delegation by the Director General of the Department of the Attorney General.

The Department of Corrective Services provided overall contract management, while the management of the Contract's operations and services was undertaken by the Department of Corrective Services (particularly Custody Transport) and the Department of the Attorney General (particularly Court Security and Court Custody). The WA Police, while having no contract management role, is also a client agency making use of the custody movement services provided under the Contract.

In 2008, the Government Department responsible for assisting the Minister for Corrective Services in the administration of the [Court Services and Custodial Services Act 1999](#), changed from the Department of the Attorney General to the Department of Corrective Services. As such, the Principal to the Contract for the Provision of Court Security and Custodial Services is now the Commissioner of the Department of Corrective Services.

In 2007, the Contract was novated from AIMS to Global Solutions Limited (GSL). The Department of Corrective Services also chose to exercise the final three year contract extension option, and extended the Contract to 2011.

In May 2008, GSL was acquired by Group4Securicor, an international security solutions group. In January 2009, GSL changed its Australian operating name to G4S Custodial Services to reflect the aforementioned change in ownership.

The Contract was publicly tendered in 2010, and the successful respondent was Serco Australia Pty Limited. G4S Custodial Services continued to provide services under the Contract until the termination the Contract on 30 July, 2011. Serco Australia Pty Limited commenced transition in June, and commenced service delivery on 31 July, 2011.

5. Transportation Services – Movement of Persons in Custody

5.1 Persons in Custody Movement Services [Transport]

a. Description of Service

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

Other movements include persons in custody attending funerals, medical appointments, or other locations for approved purposes as determined by the client agencies, and services whereby a person in custody is admitted to a hospital and requires security.

b. Number of Service Hours Provided

In 2010/11, 274,500 resource hours were used in providing person in custody movement services. This represents minimal change from 2009/10.

Of the overall resource hours used to provide custodial transport, 219,500 resource hours relate to prisoner movement services provided to the Department of Corrective Services and WA Police. The remaining 55,000 resource hours relate to static escorts in response to guarding prisoners admitted to hospitals.

Table 1 provides a record of the actual number of prisoner movements performed in 2010/11.

Table 1. Individual Custody Movements Performed

SERVICES	MOVEMENTS	COMMENTS
Prison to Prison Metropolitan Regional	3,762 2,862	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.
Court to Prison Prison to Court	12,330 8,161	The increased use of video link for court appearances has resulted in a decrease in the movement of individuals, mostly between Hakea Prison and Perth Courts. However, this decrease has not resulted in a corresponding reduction in the number of vehicle escorts provided by the Contractor.
Medical Appointments	3,762	Following the opening of the Royal Perth Hospital Secure Outpatients' Facility, scheduled and unscheduled medical appointments have increased due to the improved facilitation of services.
Prison to Hospital	211	This service has remained relatively constant over the past two service years.

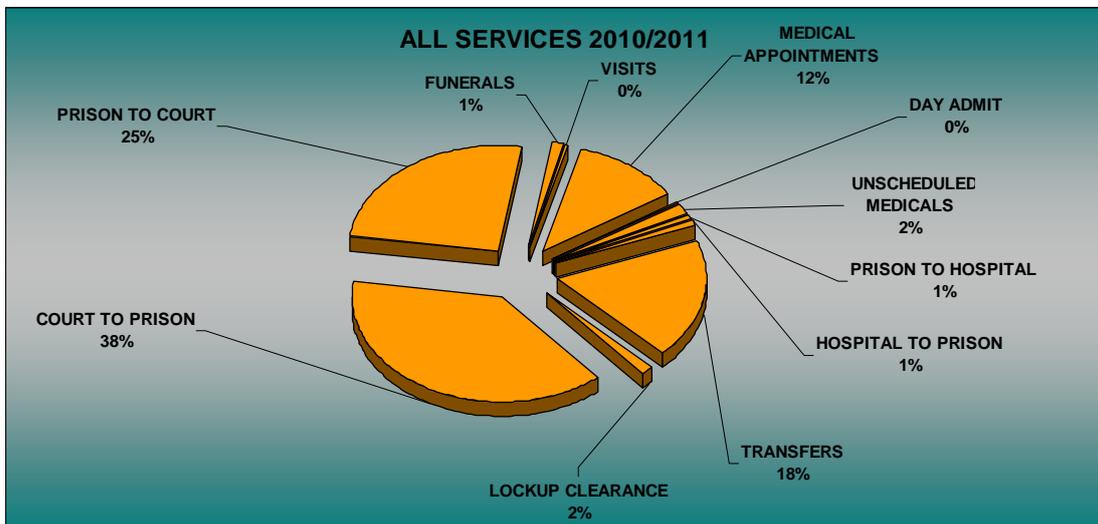
Hospital to Prison	244	
Lock-up Clearance	220	Lock-up clearance numbers have decreased from the previous service year.
Other Escorts	612	Includes funerals, visits to ill relatives etc

A total of 32,164 persons in custody were transported by various means (air, coach, secure vehicle, other craft) during the eleventh service year.

Figure 1. Monthly Contracted Transport Services



Figure 2. Annual Service Delivery of each Contracted Transport Service



c. Total Expenditure – Custody Movement Services

The cost of providing custody movement services in 2010/11 totalled \$10,020,000 plus a contribution of \$3,150,000 in Contractor overhead costs. In comparison to the previous year, this represents a minimal cost increase for these services from 2009/10.

5.2 Secure Vehicle Fleet

In December 2010, the Department of Corrective Services commissioned the last of the new secure vehicle fleet order to complete the 42 strong Custodial Transport Fleet.

The Department of Corrective Services entered into contracts with Ashley Electrical, CVM Truck and Bus Repairs and Thermo King Airconditioning Services to service and maintain the secure vehicles owned by the Department. Particular attention is to be paid to the duty of care areas, including air conditioning, CCTV recordings, audio interaction with persons in custody, and duress alarms.

The Department of Corrective Services has transferred 32 of its secure vehicle fleet, at an agreed price, to the new Contractor and those vehicles have become the responsibility of the Contractor to service, maintain and replace as required by the terms and conditions of the Contract. The Department will undertake a regime of regular inspection and compliance checks to ensure the ongoing quality and safety of the secure vehicle fleet is maintained.

5.3 Inter-prison Road Coach

In July 2010, the Department of Corrective Services re-tendered for weekly standard coach services, Perth to Kalgoorlie, and Perth to Albany return, for the inter-prison transfer of up to 15 prisoners per trip.

This service contract was awarded to Australian Transit Group for a period up to 30 July 2011, to coincide with the commencement of the new Court Security and Custodial Services Contract. This service will now be provided by the new Contractor under the auspices of the new Contracted deliverables.

5.4 Inter-prison Air Transport

In early 2010, the Department of Corrective Services tendered for air charter services between Perth to Broome and return, with capacity to stop at Geraldton and Roebourne on a weekly basis, for the inter-prison transfer of up to 15 prisoners per leg of the trip.

This contract was awarded to Skippers Aviation for a period that terminated on 31 July 2011, to coincide with the commencement of the new Court Security and Custodial Services Contract. This service will now be provided by the new Contractor under the terms of the new Contracted deliverables.

5.5 Other Air Transport

The Department of Corrective Services awarded air charter contracts for the Kimberley and the Goldfields regions. The purpose of these is to provide *ad hoc* charter services covering such deliverables as funeral escorts, WA Police lock-up clearances, and *ad hoc* transportation requirements.

The contracts were awarded to Broome Air Services for the Kimberley region, and Goldfields Air Services for the Goldfields region. The Kimberley region contract terminated on 30 July 2011, and the Goldfields contract terminated on 30 June 2011.

Both these air charter services will now be provided by the new Contractor under the terms of the new Contracted deliverables.

5.6 Response to the Ward Enquiry

The Department of Corrective Services has addressed all recommendations made by the Coroner that required the Department's response, following the tragic death of Mr Ward in a secure transport vehicle in 2008.

In particular, the completion as scheduled of the secure vehicle fleet replacement program in December 2010, was successfully carried out.

6. Court Security and Custodial Services

6.1 Court Custody and Court Security

a. 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.

b. Number of Service Hours Provided

In 2010/11, 325,300 resource hours were used in providing court related services. This represents an increase of 6% in resource hours during the year compared to 2009/10.

c. Court Custody and Court Security Costs

The cost of providing court custody and security services in 2010/11 totalled \$12,160,00 plus a contribution of \$2,558,000 to the Contractor's overheads and fees in relation to providing the services. The total cost therefore is \$14,718,000.

This compares to a total cost of \$13,800,000 in 2009/10 and represents an increase of 7%.

Table 2. Court Security and Custodial Services by Individual Courts

Court	Hours Serviced
Armadale	17,783
Fremantle	23,132
Joondalup	20,324
Mandurah	12,206
Midland	20,204
Perth Children's Court	13,560
Rockingham	15,760
Supreme Court	48,500
State Arbitration Tribunal	6,500
Albany	17,104
Broome	30,810
Bunbury	23,500
Carnarvon	12,000
Geraldton	22,850
Kalgoorlie	23,600
South Hedland	12,500
Kununurra	13,300

7. Contract Compliance and Contract Costs

7.1 Monitoring of Services

The eleventh service year of the Contract saw a continued emphasis on active daily monitoring of the contracted services. This includes the services provided to metropolitan courts and custody centres and prisoner transportation, including medical appointments, funeral escorts and hospital sits, and East Perth lock-up clearances.

The monitoring role was expanded in 2011 to include monitoring of the court security and custodial services at the District Court Building and Central Law Courts. These services are provided under a different contract managed through the Department of the Attorney General. Custodial services in each court remain, however, the responsibility of the Commissioner, Department of Corrective Services.

In addition, the Monitoring Team undertook week-long Process Review Audits at a number of regional locations including Kununurra, Broome, Roebourne, Carnarvon, Geraldton, Eastern Goldfields, Albany and Bunbury.

The court security and custodial services Monitoring Team (consisting of six officers), rotate in pairs on a six monthly program with Monitors from the Acacia Prison site, in accordance with a recommendation from the Office of the Inspector of Custodial Services' Report.

Table 3 below identifies the Daily Operational Reviews undertaken at the metropolitan sites, and Reviews of transport and escort services provided within the metropolitan area.

Table 3. Schedule of Daily Operational Reviews Completed

Transport / Escorts		Courts			
Hospital Sits	190	Armadale Court	63	Midland Court	82
Medical Escorts	96	Central Law Courts	30	Perth Children's Court	49
Funeral Escorts	28	District Court Building	22	Rockingham Court	60
Inter-prison Escorts	212	East Perth Watch House	10	Stirling Gardens	24
Prison/Court/Prison Escorts	1142	Fremantle Court	55	Supreme Court	56
Vehicle Standards	557	Joondalup Court	97		
Royal Perth Hospital	10	Mandurah Court	53		

Table 4 provides the Schedule of Process Reviews undertaken at all sites, regional and metropolitan, for the eleventh service year. Process Reviews include an individual appraisal of each contracted role and process undertaken within a site. A Process review takes up to five days to complete.

Table 4. Schedule of Regional and Metropolitan Process Reviews Completed

Sites/Facilities Reviewed	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Albany										
Broome										
Bunbury										
Roebourne										
South Hedland										
Carnarvon										
Geraldton										
Kalgoorlie										
Kununurra										
Armadale Court										
Joondalup Court										
Midland Court										
Perth Children's Court										
Fremantle Court										
Mandurah Court										
Rockingham Court										
Supreme Court										

7.2 Overview of Contract Cost of Service

a. Cost of Service

The cost of delivering services under the Contract has increased steadily during the life of the Contract. In previous years, the major driver was increasing demand from client agencies for services, with the cost per hour to deliver the services being relatively stable.

In 2010/11, the Department of Corrective Services provided G4S Custodial Services with additional funds to enable the secondment of metropolitan based officers to work for short periods at regional locations. This resulted in a 6% increase to the budget, with the additional funds covering overhead costs only.

In total, the cost of delivering the service has increased from an average of \$43.50 per hour across 2009/10, to \$46.51 per hour across 2010/11.

Table 5 provides a year-by-year comparison of total hours of service provided for each stream, and the total annual cost of the services, including overheads.

Table 5. Service Delivery Annual Hours and Cost of Services

Service Year		Court Security and Court Custody Hours	Custody Movement Hours	Contractor Administration and Overheads Hours	Total Service Delivery Hours	Cost (\$)
1	2000/01	293,720	137,741	Not Available	431,461	\$16,170,010
2	2001/02	271,513	126,037	Not Available	397,550	\$17,409,990
3	2002/03	299,031	122,950	Not Available	421,981	\$17,852,587
4	2003/04	307,835	116,047	Not Available	423,882	\$18,661,675
5	2004/05	333,687	126,149	Not Available	459,836	\$20,971,714
6	2005/06	320,124	164,034	Not Available	484,193	\$20,672,111
7	2006/07	313,877	119,252	Not Available	433,129	\$22,186,912
8	2007/08	379,757	185,316	51,857	608,363	\$24,023,419
9	2008/09	272,684	236,447	75,403	584,534	\$25,459,632
10	2009/10*	308,000	274,000	78,000	660,000	\$28,586,000
11	2010/11*	300,000	249,000	52,000	601,000	\$29,652,000

* Figures are rounded up to the nearest 1,000.

b. Financial Impacts

For the previous service year 2009/10, the strength of the Western Australian economy made it difficult for G4S Custodial Services to recruit and retain staff for the provision of services, particularly in the regional areas. G4S Custodial Services has made some improvement in this regard during the 2010/11 service year.

In late 2010, the Department approved additional funding for G4S Custodial Services to second staff from the metropolitan area to specific regional sites. This was done to ensure adequate service levels were maintained to the client agencies. The budget adjustment approved additional funds of \$1.6 million for the eleventh service year.

c. Performance Linked Fee

The Performance Linked Fee is a bonus payable to the Contractor as an incentive to provide services to the contract service standard that is calculated at 4.5% of the approved annual budget. The payment available is adjusted based on a sliding scale of service failures that applies abatement values which, where applicable, are deducted from the available Performance Linked Fee for the relevant six month period.

G4S Custodial Services received around 85% of the available Performance Linked Fee, having been abated for a number of performance indiscretions during the

service year. The Performance Linked Fee available to G4S Custodial Services for 2010/11 was \$1,122,765.

d. Total Expenditure

Table 6. Total Contract Expenditure 2010/11

Total Contract Price 2010/11 (Eleventh Service Year)	
Cost of Contracted Services	\$ 28,333,636
Administration Fee (1.5%)	\$ 386,774
Performance Linked Fee (4.5%)	\$ 931,895
Contractor Abatements	\$0
Total Cost of the CS&CS Contract	\$ 29,652,305

8. Training

8.1 Training of Contract Workers

G4S Custodial Services developed their training plan and modules into a training Course to align with that of the Correctional Services Certificate III package. The Contract requires that G4S Custodial Services have a competency based training plan aligned with National Competency Standards appropriate to the Industry. The G4S Custodial Services Induction Training Course Modules were designed to apply the training outcomes which are specific to the delivery of court security and custodial services. G4S Custodial Services also provided refresher training on individual modules throughout the year.

During the 2010/11 service year, G4S Custodial Services provided the following training to its contract workers under the Contract:

Training	No of Courses Conducted	No of Contract Workers Trained
Induction Training Course	6	60
Workplace Safety (OHS)	external	9
Fire Awareness (refresher)	24	213
Duty of Care and OHS (refresher)	24	296
Use of Baton (refresher)	24	251
Hospital Sit Management (refresher)	24	170
CPR (refresher)	13	289
Control and Restraint (refresher)	24	268
Screening (refresher)	1	5
Use of Mechanical Restraint (refresher)	24	240
First Aid (refresher)	36	108
Use of Chemical Agent Spray (refresher)	24	280

8.2 Training Audit

Audit 1 - The Department of Corrective Services conducted an external review of the training provided by G4S Custodial Services to contract workers under the Contract. The final report was delivered in June 2010.

The Training Audit Report provided 14 recommendations for consideration by the Department of Corrective services for G4S Custodial Services to implement.

Audit 2 - The Department of Corrective Services conducted a follow-up external review of the training provided by G4S Custodial Services in January 2011.

The Training Audit was conducted to determine whether the training provided by G4S Custodial Services met the needs of the State and the Contract, and the extent to which G4S Custodial Services had implemented changes recommended in the June 2010 Audit Report.

In addition, the Audit examined the extent to which G4S Custodial Services had implemented changes recommended in the Ward Coronial Report.

Based upon the evidence gathered during the Audit, the finding was that G4S Custodial Services had made progress towards meeting the requirement of the national training benchmarks in Western Australia. There remained, however, some areas of concern that needed to be rectified before G4S Custodial Services could be considered to be compliant with the training requirements of the Contract. G4S Custodial Services had yet to fully address the recommendations made in the Ward Coronial Report. The Training Audit Report provided 19 recommendations for consideration by the Department of Corrective Services.

The Department of Corrective Services sought from G4S Custodial Services assurances that the recommendations would be implemented, and this commitment was met. At the end of the Contract term, only one recommendation from the report relating to the Ward Coronial Report recommendations, was not completed to the full satisfaction of the Department of Corrective Services. This was related to officers being provided with a more practical focussed training and assessment, particularly on duty of care.

9. Contract Reviews

This Annual Report outlines the reviews being carried out into a range of contractual activities aimed at securing increased efficiencies in service provision. Importantly, the Department is cognisant of the fact that these efficiencies can not be driven at the expense of providing a safe and humane service.

9.1 Review of Contractor's Policies and Procedures

During the eleventh service year, G4S Custodial Services undertook a comprehensive review of its set of operational Policies and Procedures that cover the categories of:

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

The Policies and Procedures were drafted to cater for the operational services provided by G4S Custodial Services, and to address the level of risk associated with each service. The Policies and Procedures are grouped into three levels that categorise the level of service risk:

1. General Operational Procedures - 15
2. Security/High Risk Operational Procedures - 45
3. Incident Management/Emergency Procedures - 12

The Department of Corrective Services participated in the review, and approved all amended versions. G4S Custodial Services issued the approved collection of Policies and Procedures to all sites across the State.

9.2 Parliamentary Inquiry into the Transport of Detained Persons

The Government implemented an Inquiry into the Transportation of Detained Persons: The Implementation of the Coroner's Recommendations in Relation to the Death of Mr Ward and Related Matters in 2010. The report was handed down in July 2011.

The Terms of Reference of the inquiry was to 'inquire into and report on':

1. progress in relation to the implementation of the Coroner's findings in relation to the death of Mr Ward
2. the feasibility of air transport or video conferencing instead of long haul vehicle transport
3. the scope and efficacy of Government action to reduce Indigenous incarceration and recidivism rates to prevent further Indigenous deaths in custody
4. whether the [Coroners Act 1996](#) should be amended to require the Government respond to Coroner's recommendations within a set timeframe and
5. any other relevant matter.

The Recommendations from the inquiry, specific to the Contract included:

Recommendation 7: The Committee recommends that the Department of Corrective Services continues to engage an independent consultant to review, on an annual basis, the CS&CS Contractor's training.

Recommendation 8: The Committee recommends that the responsible Minister directs that the Contract for the Provision of Court Security and Custodial Services annual report tabled in Parliament each year includes details of CS&CS training. This should encompass detail of the training provided to Contractor employees, the auditing and monitoring of employees' demonstrated competence, their compliance with Contract training provisions, and the independent consultant's review of the Contractor's training.

Recommendation 10: The Committee recommends that the Minister for Corrective Services continues to provide adequate funding to enable persons in custody to be transported by air.

Recommendation 11: The Committee recommends that the responsible Minister/s commit funds and resources to upgrade audio-visual conferencing facilities in

custodial institutions, as well as police stations and courts, as required, to enable the increased use of video link for court appearances.

The Department has addressed all the requirements of the Inquiry's recommendations through the development of the new Contract, implementation of internal processes and sourcing funds to provide improved transportation and video use from prisons.

10. Achievements 2010/11

The 2010/11 service year was characterised by change, both at the strategic level with a complete change of Contractor, and at the operational level with the refinements resulting from the review and overhaul of the Contract itself. This, in turn, flowed through to a raft of operational modifications and improvements.

Major achievements secured during the reporting period were:

- Improvements in transportation of persons in custody (air and coach)
- Completion of the replacement of the Secure Vehicle Fleet
- Completion of the Transport Custodial Policies
- Improved use of new technologies to reduce unnecessary transport of persons in custody (audio-visual and video link) for court appearances
- Continuing the process of Contract Reviews to ensure improvement in the way the Contract is governed and the efficiency with which services are delivered
- Monitoring resources increased, with a resulting improvement in the way services are delivered (increased Monitoring Officers, Scheduled Audits and Reviews)
- Implementation of the recommendations resulting from the Coronial findings of 2008
- New CS&CS Contract developed, tendered and awarded, including:
 - An overhaul of the Service design and governance, performance objectives, sourcing of services all reviewed and re-vamped
 - Improved Duty of Care strictures
 - Higher levels of training for Contracted employees
 - A Contract with an online information system for the accurate collection and sharing of data
 - Improved information for tracking persons in custody
 - Improved provision of intelligence, including health or 'at risk' information and
 - Greater service coverage including a new Hub Clearing model developed with WA Police.
- Smooth transition from G4S Custodial Services to the new Contractor Serco Australia Pty Ltd.

11. Challenges for 2011/12 – the year ahead

11.1 Transition to New Court Security and Custodial Services Contractual Arrangement

Following the release of a public tender, the Court Security and Custodial Services Contract was awarded to Serco Australia Pty Limited, in June 2011. Services under the new Contract and service delivery model, commenced on 31 July 2011.

The Department worked closely with the Department of the Attorney General and WA Police, over a two year period, to deliver an improved contractual arrangement with greater controls over the quality and timeliness of delivery of services.

A key focus throughout the Contract development was the assurance that duty of care controls, protocols and monitoring were pre-eminent within the Contract terms and conditions, and through the delivery of all services.

The Department's Contracted Services Branch managed the disengagement of the incumbent G4S Custodial Services from the current Contract, and the transition into service of the new Contractor, Serco Australia, over an eight week period with full services commencing on 31 July, 2011.

11.2 Improving Services through the New Contract

The new Contract has a greater focus on the delivery of services being carried out within set timeframes, and with a high level of duty of care. The services have also been expanded to accommodate greater capacity to transport persons in custody across the State, with additional services to clearing Police lock-ups.

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

11.3 Improving Training of Contract Workers

A focus of the new Contract is on the requirement for a higher level of training of Contract workers. In this regard, the Contract requires all employees to have successfully completed a Certificate III in their first year of employment and, for Supervisors, a Certificate IV in their first year of employment. The Department will undertake external audits of the Contractor's training regime and - through the issuing of permits to undertake high-level security work - will control the employment of Contract workers having achieved the required certification.

11.4 Increased Use of Video Links to Courts

The Department will continue to focus on reducing unnecessary prisoner movement by collecting data, identifying strategies and managing the effects of new processes in this area. A major component will be the analysis of data to identify the reasons that persons in custody are moved and, additionally, strategic initiatives will be established to reduce prisoner movements to only those that are essential.

The Department will continue to promote the use of audio-visual links for court appearances, in order to reduce the number of prisoners transported between regional and metropolitan locations for such appearances. There will also be a need to address external impacts such as the dislocation of persons in custody from their home territory, and also ensuring that the use of audio-visual technology does not impact negatively on an individual's access to justice.

These initiatives are being developed and carried out in conjunction with the Department of the Attorney General and the Aboriginal Legal Service. By the end of the reporting period, the use of this technology for court appearances had risen to 65% of all court appearances being undertaken by audio-visual link in July 2011. This represents an increase of 53% since July 2010.

12. Conclusion

During the eleventh service year 2010/11, G4S Custodial Services delivered the services required by the Contract to the levels expected by Government and the State.

As outlined in the Report above, the service year was characterised by the securing of significant improvements, particularly in changes to the modes of moving persons in custody, such as via coaches and aircraft in preference to long haul road transport; use of technology to reduce unnecessary transportation; and an upgrade to the infrastructure needed to transport individuals. The year also saw the Contractor accommodating increases in service demand and meeting the levels of responsiveness required by the WA Police.

Matters concerning the cost of the Contract and the retention of sufficient staff to provide the required services remained a challenge, with the Department approving the use of seconded metropolitan staff to fill regional vacancies. This reduced staffing issues for the reporting period, including a reduction in absenteeism for current staff.

The Department oversaw the smooth transition of the Contract from G4S Custodial Services to Serco Australia, without incident.

The challenge will now be to continue the drive for improved efficiencies in the implementation of the new Contract. The initiatives put in place for the 2011/12 year will be resourced and monitored to ensure their success. The Department looks forward to working with the new Contractor to continue ensuring the Contract delivers the expected outcomes, and is administered to the standards expected by Government and the State of Western Australia.