



Department of Corrective Services
Government of Western Australia

ANNUAL REPORT 2007/2008

Acacia Prison Services Agreement

This report covers the operation of
Acacia Prison from 1 July 2007 to
30 June 2008.



Department of
Corrective Services

ACACIA PRISON SERVICES AGREEMENT

ANNUAL REPORT 2007/2008

TO THE MINISTER

To Hon Margaret M. Quirk MA LLB (Hons) MLA
Minister for Corrective Services

In accordance with section 15G of the *Prisons Act 1981*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Acacia Prison Services Agreement for the year ended 30 June 2008.

This report provides an overview of services provided by Serco Australia Pty Ltd under the Agreement for the management of Acacia Prison.

Ian Johnson
Commissioner

September 2008

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FROM THE COMMISSIONER

The operation year of 1 July 2007 to 30 June 2008 has seen ongoing delivery of positive prisoner management practices at Acacia Prison. In line with sound management principles there has been a program of continuous improvement since Serco took over the prison in May 2006 and this year has again seen significant progress.

Managing the State's largest prison is never an easy task. When you have a large Aboriginal prisoner population, many of whom are 'out of country', it places additional demands on staff and facilities. It is a credit to the staff of Acacia Prison that they continue to provide a quality service in such a difficult environment. As the Commissioner, I take great pride in the positive commitment and dedication I see each and every day from staff involved in corrective services around the State.

The senior management team at Acacia Prison and the senior executive of the Serco organisation have made a tremendous effort over the past 12 months to work with the Department of Corrective Services to address a range of challenging situations and I would like to personally acknowledge the level of cooperation and commitment from the Serco team.

I would also like to acknowledge the efforts of the Department of Corrective Services contract team and the monitors who work at the prison. The team has worked tirelessly and professionally to ensure public accountability and to maintain the essential link with the Department of Corrective Services.

Acacia is a well-managed prison with staff that are committed and professional. I congratulate the team on a successful year and look forward to seeing more improvements over the coming years.

IAN JOHNSON
Commissioner

EXECUTIVE SUMMARY

During 2007/2008, Acacia Prison operated well and achieved 68% of performance measure targets.

In late 2007 Mr Andrew Beck was appointed as the Director of the prison and in 2008 Mr Paul McMullan as the Deputy Director. This team has made significant advancements and improvements to the performance of the prison building on the foundations established by the previous Director. The communication link between management and staff has seen ongoing improvements including the establishment of a program whereby prison managers work as prison officers ('walk in another person's shoes') for a period so they can better understand and appreciate the daily challenges faced by officers.

There were no major disturbances or escapes from the prison during the year. However, in April 2008 Acacia Prison recorded its first death in custody when a prisoner died from injuries inflicted through an act of self harm. In June 2008, another prisoner died in a public hospital following surgery. As a result, an abatement amount of \$100,000 has been sought from the contractor for the self-harm death. No abatement amount will be sought for the second death, which the Department of Corrective Services deemed outside the control of the contractor.

During the year Acacia Prison underwent some capital works, including the rebuilding and fitting out of several industries areas and an upgrade of the Master Control. The industry upgrade enabled the combining of theoretical and practical training for prisoners and the creation of duplicate industries for mainstream and protection status prisoners.

Acacia Prison's focus on traineeships was further enhanced with the opening of an employee cafeteria in 2007 which saw meals being made available to employees as a result of prisoner traineeships in the hospitality industry.

During 2007, several internal and external reviews of the contract management, prison operations and other aspects of Acacia Prison occurred. The Department of Corrective Services worked closely with prison management ensuring review recommendations were addressed and implemented. Several matters requiring ongoing attention continue to be managed.

Employee numbers at Acacia Prison are increasing in line with the intention to expand the prison population to 900. Additional education, program, health and custodial officers have been appointed with ongoing training schools planned to maintain staff levels and combat attrition. Contract provisions that give Serco officers parity pay rises to those offered in the public prison system have assisted with the retention of staff.

The challenges facing Acacia Prison in the coming year include a prisoner population increase, development and maintenance of a functional structured day for prisoners, novation of the Maintenance Agreement, testing and introduction of a biometrically-based prisoner movement system, and the ongoing maintenance of sustainability initiatives.

BACKGROUND

Acacia Prison is Western Australia's first and only publicly-owned and privately-managed prison. The medium-security facility is near Wooroloo, about 55km east of Perth and opened in 2001.

The *Acacia Prison Services Agreement* is a contract for the management and operation of the publicly-owned prison.

The initial five-year contract under the Agreement was awarded to AIMS Corporation, to operate the prison from 16 May 2001. This contract was allowed to expire and following a re-tender process, a subsequent five-year contract was awarded to Serco Australia.

The current *Acacia Prison Services Agreement* with Serco commenced in 2006 and provides a contemporary agreement enabling greater flexibility and improved prison management options for the State. These options ensure that the *Acacia Prison Services Agreement* meets present day demands during the life of the Agreement. It allows for the service provider to be innovative and identify improvements that can be transferred to State-operated prisons.

At the completion of the first five years of the contract, an option is available for the State to extend for a further two, five-year periods.

The *Acacia Prison Services Agreement* provides prison services in accordance with the *Prisons Act 1981*, with the Minister for Corrective Services responsible for the Act. The *Acacia Prison Services Agreement* is administered by the Department of Corrective Services.

Prison maintenance is provided under the authority of the Acacia Prison Maintenance Agreement, an agreement between the Department of Housing and Works and AIMS Corporation. This agreement is also managed by the Department of Corrective Services.

THE RESPONSIBLE PRISONER

Serco continues to promote and foster the "responsible prisoner" concept, which encourages prisoners to be more accountable for their actions while embracing opportunities for change.

This is based on Serco's philosophy, which states: *Our vision for every prisoner at Acacia Prison is that he will work actively with the help of the prison to address his offending, develop his abilities, and rejoin his community as a full and law-abiding citizen'*

It is Serco's impact on the behaviours of prisoners by which its success or failure will ultimately be judged. The vision translates into service through a prison which supports mechanisms where the offender/individual is the catalyst and driver for change, where offenders' needs are identified and met and where the intended outcome is a successful return to the community.

Serco bases its operational philosophy and regime on the Department of Corrective Services four cornerstones of imprisonment - custody and containment; care and wellbeing; rehabilitation and reintegration; and reparation. These are put into practice through Serco's governing principles of fostering an entrepreneurial culture, enabling people to excel, delivering promises and building trust and respect. Serco believes there is a close cultural fit between the four cornerstones and the governing principles, the former providing the outcomes for Acacia Prison, the latter providing the philosophy and ethos of the approaches by which they are achieved.

FEE STRUCTURE

The Department of Corrective Services pays Serco (the service provider) an operational fee based on the prison's daily average population (DAP) over an operation month. A schedule of payments is defined within the *Acacia Prison Services Agreement*, which provides for 5% of this payment to be withheld and used as a fee linked to performance. Of that withholding, \$250,000 is available to be awarded for innovation.

The performance of the prison is measured against predetermined measures. The Department of Corrective Services verifies information and statistics provided by Serco and assesses all data before paying the performance-linked fees.

Details of the population increments and associated payments for the current contract are shown in Table 1. The table applies to the current scenario in which all prisoners are to be accommodated in the prison building as it exists as at the Commencement Date, with double bunking of prisoners when numbers exceed 800.

Table 1: Population increments and payments

DAP for Operation Month	Original Operating Sum for Operation Month	Annualised Operation Payment	Performance Linked Fee for Operation Month	Annualised Performance Linked Fee	Band Entry Costs
0 – 600	\$2,280,346	\$27,364,154	\$114,017	\$1,368,208	
601 - 625	\$2,298,425	\$27,581,100	\$114,921	\$1,379,055	0
626 - 650	\$2,390,448	\$28,685,371	\$119,522	\$1,434,269	0
651 - 675	\$2,426,563	\$29,118,755	\$121,328	\$1,455,938	0
676 - 700	\$2,472,142	\$29,665,707	\$123,607	\$1,483,285	0
701 - 725	\$2,514,950	\$30,179,400	\$125,748	\$1,508,970	0
726 - 750	\$2,544,685	\$30,536,217	\$127,234	\$1,526,811	0
751 - 775	\$2,583,920	\$31,007,040	\$129,196	\$1,550,352	0
776 - 800	\$2,596,880	\$31,162,564	\$129,844	\$1,558,128	0
801 - 825	\$2,655,873	\$31,870,478	\$132,794	\$1,593,524	\$38,905
826 - 850	\$2,720,883	\$32,650,597	\$136,044	\$1,632,530	\$36,093
851 - 875	\$2,787,731	\$33,452,776	\$139,387	\$1,672,639	\$40,311
876 - 900	\$2,859,131	\$34,309,577	\$142,957	\$1,715,479	\$42,654
901 - 925	\$2,981,528	\$35,778,335	\$149,076	\$1,788,917	\$82,966
926 - 950	\$3,052,838	\$36,634,055	\$152,642	\$1,831,703	\$47,811
951 - 975	\$3,102,763	\$37,233,158	\$155,138	\$1,861,658	\$22,499
976 - 1000	\$3,172,064	\$38,064,773	\$158,603	\$1,903,239	\$17,812

SIGNIFICANT EVENTS AND ACTIVITIES 2007- 2008

Contract Management and Reviews

Both the services at Acacia Prison and the management of the *Acacia Prison Services Agreement* were subject to internal and external reviews during the year.

Four reviews were conducted – by the Corruption and Crime Commission, KPMG (DCS Internal Audit), the Office of the Inspector of Custodial Services and the Office of the Auditor General.

The Corruption and Crime Commission review focussed primarily on the prison management and the contract management aspects of Acacia Prison. The focus was on reporting of incidents and information and the two specific areas of the contract reviewed were the monitoring plan and the prison governance structure.

In general, it found that the prison operated as required and contract management was appropriate. Areas for potential improvement were passed to the Department of Corrective Services and acted on. Principally, the outcomes commented on the capacity to improve reporting and the potential for more operational interaction with the Department of Corrective Services' Internal Investigations Unit. Other recommendations centred on the requirement for more detailed reporting, skilling of monitors and a general tightening of administrative processes at the prison.

The KPMG review commissioned by the Department of Corrective Services as part of an annual audit plan focused on the management of the contract. While the review complimented the level of contract management expertise, it recommended that contract management employees be given additional skilling in the contract management process. This resulted in the development of a skills set for contract management and monitoring officers and a training needs analysis being conducted. The analysis outcome resulted in more training for staff in the areas of audit and compliance management and contract management.

The Office of the Inspector of Custodial Services undertook an announced inspection of the prison in November 2007 and made 17 recommendations for improvement. This is a significantly low number of recommendations and was accompanied by the comment: "*Acacia is a very good prison*". The recommendations included:

- a requirement to escalate the specific service provision to indigenous prisoners;
- an urging to roll out the Acacia resettlement model to public prisons;
- a request to maintain the current monitoring structure and reporting line;
- a recommendation to import treatment programs to the public sector from Acacia; and,
- a recommendation to novate the current maintenance agreement to Serco.

The Department of Corrective Services has successfully addressed all the recommendations. During the review, the Office of the Inspector of Custodial Services undertook the first Environmental Health Assessment at Acacia Prison. The recommendations from that review are currently being worked through by the Department of Corrective Services. The recommendations focused on kitchen hygiene, kitchen maintenance, the wastewater treatment plant, general hygiene and occupational safety matters.

The Office of the Auditor General reviewed the process for allocation of permits to custodial staff at Acacia Prison. The recommendations from that review focussed on administrative process errors and were addressed successfully by the Department of Corrective Services. Matters raised included the police clearance of employees and their subsequent potential to be employed by the public sector having been refused employment in Acacia Prison. The Department of Corrective Services will work more closely with all agencies to ensure there is no cross-pollination of rejected employees between public and private sectors.

Operations and the provision of services

Acacia Prison is a medium-security facility, but at any given time there are usually 55 minimum security prisoners held because for varying reasons they cannot, at the time, be placed at a lower-security facility.

During the service year, there were two deaths in custody at Acacia Prison. In April 2008, a prisoner died from injuries inflicted by an act of self harm. In June, a second prisoner died after having had surgery in a public hospital. These were the first deaths at Acacia Prison in seven years of operation. Serco managed both events effectively, and also involved the prisoners' families in memorial services at the prison. Both deaths are subject to investigation by the State Coroner.

While the Department of Corrective Services has concerns about the quality of the At Risk Management System at the prison, Acacia Prison continues to have the lowest serious self harm rate per capita of any Western Australian prison. The Department of Corrective Services has commissioned a review of the At Risk Management System to start in 2009.

In May 2008, a review of health services at Acacia Prison was undertaken for the renewal of the Prison's Australian General Practice Accreditation Limited accreditation. Results of the review were not available when this report was compiled.

Performance measures indicate that Serco has improved the delivery of programs enabling prisoners to address their offending behaviour and adopt law-abiding lifestyles. The Department of Corrective Services will work with Serco during the next 12 months to trial programs that may contribute to the improvement of the currently available suite of programs.

Serco has recognised the need for prisoners to be meaningfully occupied and the prison operation and industries are focused on reducing the carbon footprint of the prison by introducing carbon neutral processes such as permaculture and the soon to be introduced ozone laundry system.

The carbon footprint refers to the environmental impact from the operation of the prison. Serco has worked towards a low carbon footprint and introduced operations, including permaculture, in which processes such as the recycling of food scraps to chickens reduces the reliance on landfill. The chicken yard manure is then used as fertiliser in the prison's gardens and garden produce. Vegetables and eggs from the activities are provided to the kitchen.

The ozone laundry system is not yet in place at Acacia Prison but used in several prisons in Australia. The system uses ozone to "wash" laundry items. Ozone is

basically oxygen with an additional oxygen molecule and this “invigorates” the water to produce a better cleaning and sanitising process than chemicals and hot water. The benefits are that no chemicals are used, significantly less water and power is used and water is not heated, which reduces gas usage. As well as the obvious environmental benefits, the system will reduce some of Acacia Prison’s operating costs.

Monitoring

The Department of Corrective Services provides on-site monitoring services at Acacia Prison. The monitoring provides valuable information to the Contract Manager and assists Serco as an “early warning system” to potential issues.

During 2007/2008 Serco established a sound relationship based on open communication with the monitoring team.

Key initiatives during the operation year included:

- a review of the Acacia Prison Monitoring Plan with recommendations being implemented;
- an audit of the Acacia Monitoring procedures by SAI Global resulting in a positive report;
- structured training courses relating to monitoring processes and procedures being conducted for Acacia Monitoring Officers; and
- a review of the reporting and responding process was conducted and amendments were implemented.

PERFORMANCE AND COMPLIANCE

Custodial services

Acacia Prison has a capacity for 900 medium-security male prisoners. Additional beds were added by double bunking 100 cells and work on the project completed in August 2008.

There is currently a daily average population of 777 which may increase to 885 in the near future following the recent completion of the additional bunks above.

The daily average population per month for the operation year is shown in Table 2.

Table 2: Daily average population (DAP) and associated fee for service

Month	Aboriginal	% of Total DAP	Non Aboriginal	Total DAP	Monthly Operation Payment (excluding GST and PLF withholding)	Cumulative	Additional payments (excluding GST)	Comment
Jul 07	255	32.6%	527	782	\$2,562,403.99	\$2,562,403.99	\$38,840.06	The additional payment is a monthly compensation for higher electrical and gas costs than those described in the RFP. There was a discount applied as DCS made early payment.
Aug 07	253	32.4%	527	780	\$2,661,931.84	\$5,224,335.83	\$38,840.06	
Sep 07	258	33.0%	524	782	\$2,661,931.84	\$7,886,267.67	\$38,840.06	
Oct 07	255	32.7%	525	780	\$2,661,931.84	\$10,548,199.51	\$38,840.06	
Nov 07	256	32.8%	525	781	\$2,661,931.84	\$13,210,131.35	\$38,840.06	
Dec 07	256	32.9%	522	778	\$2,639,714.20	\$15,849,845.55	\$38,840.06	Included discount for early payment for December of \$8,933
Jan 08	257	33.10%	520	777	\$2,648,647.20	\$18,498,492.75	\$38,840.06	
Feb 08	252	32.60%	523	775	\$2,648,647.20	\$21,147,139.95	\$38,840.06	
Mar 08	250	32.40%	522	772	\$2,648,647.20	\$23,795,787.15	\$38,840.06	
Apr 08	247	31.99	525	772	\$2,648,647.20	\$26,444,434.35	\$38,840.06	
May 08	252	32.27	529	781	\$2,661,931.84	\$29,106,366.19	\$38,840.06	
Jun 08	254	32.44	529	783	\$2,653,042.84	\$31,759,409.03	\$38,840.06	Included discount for early payment for June of \$8,889

The *Acacia Prison Services Agreement* provides for contract payments made up of a base contract fee and the performance-linked fee (PLF). The fee for performance levels is withheld from the monthly operation fee payable to the service provider. When the Commissioner considers that the service provider has met the annual performance measures, the PLF is paid. Should the performance level not be achieved, there is capacity to pay a percentage of the total fee.

In 2007/2008 Serco was paid a Performance Linked Fee of \$967,533.73, representing 67.96% of the available amount. The main area where Serco did not meet the required performance levels was the requirement to review prisoner sentence plans in accordance with pre-determined schedules.

The Department of Corrective Services and Serco will implement the outcomes from a review of performance measures undertaken at a joint workshop with Serco. Basically, some measures are misdirected in that data is not necessarily available to measure against the current format and some have performance objectives pitched too highly. Considerable work has been completed on a measure that focuses on staffing levels at Acacia Prison as has work on a measure designed to assess prisoner involvement in meaningful activities, as these are ongoing concerns for the Department of Corrective Services.

Performance Linked Measures	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	YTD	Calc Basis	Baseline
1) N° Serious Assaults each operation year	0	0	0	1	1	0	0	0	0	2	1	0	5	YTD	12 per op year
2) N° of prisoners each committing one or more acts of Serious Self Harm each Operation Year	1	1	0	0	0	0	0	0	0	1	0	0	3	YTD	12 per op year.
3) % Incident Reports completed accurately in accordance with requirements	94.64	87.99	82.93	83.51	92.93	93.79	86.86	92.92	94.24	95.06	92.15	96.14		monthly calc	90% accurate
4) % positive results identifying a Positive Urine Sample.	10.26	2.56	5.13	12.82	10.26	10.26	10.26	15.38	7.69	10.26	23.08	10.26	10.68	YTD	13% p.a.
5) % Agreed staffing levels	100	100	100	100	100	100	100	100	100	100	100	100		monthly calc	90%
6) % Prisoner Sentence Planning documents reviewed in accordance with their scheduled review date, and in accordance with DGR 18.	55.00	43.64	100	100	100	45.10	43.18	45.68	42.05	45.83	43.06	21.88		monthly calc	90%
7) % of prisoners to whose program requirements as approved in the prisoner's IMP are delivered as scheduled.	100	100	60.00	78.57	78.00	100	100	100	88.98	100	100	52.00		monthly calc	100.0%
8) % of prisoners to whom education and traineeship requirements as approved in the IMP are delivered as scheduled.	100	100	100	100	100	100	100	100	100	100	55.17	100		monthly calc	100.0%
9) % Management of Social Visits is in accordance with the requirements of DGR 7.	92.31	87.72	82.35	84.27	84.00	76.25	78.57	100	100	100	78.87	83.78		monthly calc	100.0%
10) % of Prisoner Grievances managed in accordance with the approved process.	100	71.43	100	100	100	100	100	100	100	100	100	100		monthly calc	90.0%
11) % of Prisoners in Structured Activity for no less than 30 hours per week.	81.33	78.08	50.00	58.97	45.00	48.72	62.50	50.00	57.50	45.00	62.50	53.85		monthly calc	90.0%
12) % of the population of Aboriginal Prisoners accommodated in Standard and Enhanced Accommodation Levels.	100	100	100	100	100	100	100	100	100	100	100	100		monthly calc	30.0%
Key to colours															
Achieved payment															
Achieved part payment															
Failed to achieve payment															

Performance measures linked fee outcomes 2007/08

MEASURE	\$ Available	\$ Achieved	Percentage Achieved
1	\$142,361.91	\$113,889.53	80.00%
2	\$142,361.91	\$142,361.91	100.00%
3	\$142,361.91	\$ 87,789.85	61.67%
4	\$142,361.91	\$ 85,417.15	60.00%
5	\$142,361.91	\$142,361.91	100.00%
6	\$113,889.53	\$ 28,472.38	25.00%
7	\$99,653.34	\$ 51,672.10	51.85%
8	\$99,653.34	\$ 99,653.34	100.00%
9	\$99,653.34	\$ 24,913.33	25.00%
10	\$99,653.34	\$ 91,348.89	91.67%
11	\$99,653.34	\$ 0.00	0.00%
12	\$99,653.34	\$ 99,653.34	100.00%
TOTAL	\$1,423,619.12	\$967,533.73	67.96%

Other payments

Additional payments totalling \$466,080.72 were made on a monthly basis during the year, for utilities usage that exceeded the levels indicated in tender documents.

Prison maintenance

The maintenance of Acacia Prison is provided under the Acacia Prison Maintenance Agreement between the Minister for Works and AIMS Corporation. While AIMS Corporation has withdrawn from activities in Australia, the parent company has subcontracted Universal Sodexo to provide the maintenance at Acacia Prison.

The Department of Housing and Works received an initial request and has approved work to commence on a novation of the contract from AIMS to Serco.

In 2007/2008, fee for service payments totalling \$1,155,443 were made to the maintenance subcontractors, Universal Sodexo. Additionally, capital works valued at \$700,000 were completed during the year. Major expenses included:

- \$300,000 - the placement of monitors, desk design and physical layout of equipment to enhance the ergonomic standards of Master Control – this area is the heart of the prison security system and manages perimeter and internal security in addition to monitoring systems; and
- \$400,000 - an upgrade of industry facilities to enhance the potential for theoretical skills training alongside the more standard prison industries such as metal and wood work.

Plant and equipment upgrade costs during 2007/2008 totalled \$560,000 including the purchase of management software and associated intellectual property valued at \$130,000 for the wastewater treatment plant.

The Department of Corrective Services and Sodexo developed a series of performance measures for trial in 2009. The contract does not have performance measures applied at present and both parties agree that such measures would enhance the understanding of performance expectations.

The trial measures are:

- the percentage of planned maintenance tasks per month achieved within the prescribed timeframes;
- the number of critical spares maintained on site in accord with the agreed Critical Spares Register;
- the number of reactive maintenance tasks completed in accord with the agreed repair timeframes;
- the number of maintenance work orders awaiting parts; and
- the number of serious work place injuries.

SKM completed the annual maintenance inspection in late August 2008. A final report is not yet available. Initial indications are that a poor level of record keeping continues to paint a bad picture for the contractor's performance levels, but is not reflected in the general condition of the prison infrastructure itself.

SIGNIFICANT CHALLENGES 2008- 2009

Contract management

Novation of the Maintenance Agreement to Serco:

The Maintenance Agreement is best served by being novated to Serco, bringing both contracts under the one service provider. This would better place Serco to manage maintenance to its priorities rather than being at the control of another company.

Increase in prisoner numbers by 100:

The double bunking project at Acacia Prison has provided an additional 100 beds. Before an increase in the prisoner population commences, Serco needs to recruit additional officers. Also, given Serco is paid a fee for service based on the average daily population at the prison, the Department of Corrective Services needs to be in a position to ensure that the prisoner population remains high enough to enable Serco to be suitably compensated via the fee for service. Recruitment processes for additional custodial officers are underway and the Department of Corrective Services and Serco are discussing the best way to manage the flow of prisoners to Acacia Prison.

Escalation of the prisoner resettlement (re-entry) process:

Acacia Prison has an efficient resettlement process but this requires expansion and enhancement to better service the approximately 1,100 prisoners released from Acacia Prison annually.

Structured day:

The prison currently experiences difficulties providing meaningful activities for the prisoner population. The Department of Corrective Services has applied a performance measure to this activity and to date Serco has not achieved the required level. The original six hours activity per day measure requirement has been reduced to four hours to allow for prison administrative requirements placed on a prisoner day such as interviews, medication parades etc. It is essential however that Serco successfully overcomes problems in the coming year by providing meaningful activity for the remaining four hours.

Operations and the provision of services

Custody and Containment:

It is proposed to trial a biometric system to manage and track prisoner movement at Acacia Prison during the coming year. The system involves the use of fingerprint recording and has been successfully used in the United Kingdom for some time.

Serco also plans to devise a process for approval by the Department of Corrective Services where the prison can undertake security checking of prisoner computers. The checks are currently undertaken by the Department of Corrective Services and the process is time consuming and expensive.

Rehabilitation:

Serco has approached the Department of Corrective Services to partner a workshop designed to introduce and trial parallel treatment programs to those used in the public prison system. It may be possible for some of the Department of Corrective

Services' programs to benefit from the trials and re-vamping through the introduction of newer programs to the contract.

Reparation:

As for the structured day, Serco will be expected to engage more prisoners in meaningful work – be it education, programs or employment. The proposed trial of the prisoner movement system will enhance the potential for this to happen by providing for better measurement of prisoner location and movement.

Resources and Systems:

Serco will expand its custodial and prisoner treatment workforce during the coming year. The prison currently employs considerably more psychological and mental health staff than ever before and this drive will continue during the 2008/2009 operation year. A custodial officers' training course, which attracted 90 applicants, will start in October 2008 and will provide 20 extra custodial staff.

Monitoring and Compliance:

The Department of Corrective Services aims to ensure that monitoring and contract management officers are suitably trained and qualified to undertake the audit and process assessment aspect of their work. The number of monitoring officers is expected to remain the same and they will continue to report regularly to the Contract Manager.

Performance Measurement:

The annual review of performance measures applied under the *Acacia Prison Services Agreement* has identified potential areas for improvement in the measures and the associated scales of payment against achievement. The Department of Corrective Services will work with Serco to put in place meaningful performance measures as necessary.

CONCLUSION

While it is acknowledged that Acacia Prison is functioning well and up to expectations, there is still work required in several areas of prison operations.

2007/2008 saw a cementing of stronger relationships between management and staff and a greater commitment by Serco to its tender bid promises to work collaboratively with the Department of Corrective Services to achieve a robust standard of service provision.

The introduction of effective performance measures and the ongoing operation of the effectiveness of the on-site monitoring process will ensure Acacia Prison continues to grow over the coming year.

Acacia Prison today is a model of sound environmental practice and continues to excel in this regard. The maintenance provider is committed to working toward an improved service particularly with regard to the food preparation area and the wastewater treatment plant. Serco and Sodexo are currently working toward novating the maintenance agreement to Serco and this will bring both agreements under the control of the one service provider.