



## **ANNUAL REPORT 2008/2009**

### Acacia Prison Services Agreement

This report covers the operation of  
Acacia Prison from 1 July 2008  
to 30 June 2009.



Department of Corrective Services

## **ACACIA PRISON SERVICES AGREEMENT**

### **ANNUAL REPORT 2008/2009**

#### **TO THE MINISTER**

To Hon Christian Porter BA(Hons) BEc LLB(UWA) MSc(Dist) LSE 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 2009.

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 2009

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## **FROM THE COMMISSIONER**

The 2008/09 operating year was one of significant improvement and consolidation for Acacia Prison – Western Australia’s largest and only privately-operated prison.

I am pleased that Serco, who took over the prison’s management in 2006, achieved the best service levels since the contract was originally tendered in 2001. Serco reached approximately 90% of the contracted performance targets, up from 68% the previous year.

This is no mean feat considering Acacia Prison – like most prisons in the State – has had to deal with increasing prisoner numbers. During the 12 months, Acacia Prison’s population increased from 750 to 900 with the daily average population exceeding 875. An additional 100 prisoners are anticipated by the end of 2009.

The ability of Acacia Prison to cope with the large numbers of prisoners reflects directly on the professionalism of staff and management, whose work, as in all prisons, goes largely unseen by the general community.

Improvements in the level of maintenance and new capital works during the year, including the upgrading of the wastewater treatment plant, will enable the prison to support the design capacity of 1150 beds.

Pleasingly, there were no major incidents such as deaths in custody or escapes at Acacia Prison during the year, which can be attributed to improved processes as well as the commitment of staff and management. Additionally, Serco’s senior executive and the senior management team at Acacia Prison continued to work closely with the Department of Corrective Services to address challenges such as overcrowding.

Acacia Prison continues to impress in the delivery of prisoner treatment programs. These programs help to make a positive difference to offenders’ lives by ensuring they try to address their offending behaviours as part of their rehabilitation.

I have also noted Serco has made significant inroads in a drive for sustainability through the introduction of permaculture gardens, effective management of energy use and increased recycling. Environmental sustainability is one of the Department of Corrective Services’ goals and I hope Serco continues the good work in this area.

Overall, the 2008/09 year saw Acacia Prison strengthen its standing as an effectively and efficiently run prison. I thank and congratulate Serco and the prison’s staff for their hard work and I look forward to the prison’s continued progress in the future.

**Ian Johnson**  
**Commissioner**

## **EXECUTIVE SUMMARY**

During 2008/2009, Acacia Prison operated without major incident and achieved 90.14% of performance measure targets.

The prison management team has continued to build on the advancements made in the previous 12 months. The communication link between management and staff has continued at a sound level and the program whereby prison managers work as prison officers ('walk in another person's shoes') has also continued to ensure senior management does not lose sight of the daily challenges faced by officers. Other programs, including leadership development, are also used to reinforce the relationship-building process.

There were no major disturbances or escapes from Acacia Prison during the year and no deaths were recorded.

During the year several capital works projects commenced at Acacia Prison. As the prison population grew to 900, additional beds were achieved by double bunking 100 cells. The wastewater treatment plant was upgraded to allow for 1500 people to use the site per day. The Department of Corrective Services also commenced capital works to develop appropriate infrastructure for the population increase to 1000 prisoners and has added treatment programs facilities at Acacia Prison.

During the latter part of 2008 a series of programs designed to minimise the carbon impact and to increase sustainability were introduced. These included permaculture gardens, poultry husbandry, vegetable gardening and the reduction of water and electricity use. Serco was paid a portion of the Innovation Bonus for this work.

Employee numbers at Acacia Prison continue to increase in line with the prison population.

The challenges facing Acacia Prison in the coming year include further prisoner population increases, development and maintenance of a functional structured day for prisoners, 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 with two, five-year extension options, 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. The Agreement

also 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. Initial work has commenced on developing a business plan to ascertain if there is a need to re-tender the contract or for it to remain with Serco Australia.

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. The agreement is 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 assessed against contractual 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, with a column demonstrating the current fee due to CPI increases.

Table 1: Fee schedule at April 2009

**With 12.5% CPI applied to Monthly amount and PLF withholding.**

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	CPI 12.5% Monthly Payment Figure	CPI 12.5% Monthly PLF Withholding
0 – 600	\$2,280,346	\$27,364,154	\$114,017	\$1,368,208		\$2,565,389.25	\$128,269.13
601 - 625	\$2,298,425	\$27,581,100	\$114,921	\$1,379,055	\$0	\$2,585,728.13	\$129,286.13
626 - 650	\$2,390,448	\$28,685,371	\$119,522	\$1,434,269	\$0	\$2,689,254.00	\$134,462.25
651 - 675	\$2,426,563	\$29,118,755	\$121,328	\$1,455,938	\$0	\$2,729,883.38	\$136,494.00
676 - 700	\$2,472,142	\$29,665,707	\$123,607	\$1,483,285	\$0	\$2,781,159.75	\$139,057.88
701 - 725	\$2,514,950	\$30,179,400	\$125,748	\$1,508,970	\$0	\$2,829,318.75	\$141,466.50
726 - 750	\$2,544,685	\$30,536,217	\$127,234	\$1,526,811	\$0	\$2,862,770.63	\$143,138.25
751 - 775	\$2,583,920	\$31,007,040	\$129,196	\$1,550,352	\$0	\$2,906,910.00	\$145,345.50
776 - 800	\$2,596,880	\$31,162,564	\$129,844	\$1,558,128	\$0	\$2,921,490.00	\$146,074.50
801 - 825	\$2,655,873	\$31,870,478	\$132,794	\$1,593,524	\$38,905	\$2,987,857.13	\$149,393.25
826 - 850	\$2,720,883	\$32,650,597	\$136,044	\$1,632,530	\$36,093	\$3,060,993.38	\$153,049.50
851 - 875	\$2,787,731	\$33,452,776	\$139,387	\$1,672,639	\$40,311	\$3,136,197.38	\$156,810.38
876 – 900*	\$2,859,131	\$34,309,577	\$142,957	\$1,715,479	\$42,654	\$3,216,522.38	\$160,826.63
901 - 925	\$2,981,528	\$35,778,335	\$149,076	\$1,788,917	\$82,966	\$3,354,219.00	\$167,710.50
926 - 950	\$3,052,838	\$36,634,055	\$152,642	\$1,831,703	\$47,811	\$3,434,442.75	\$171,722.25
951 - 975	\$3,102,763	\$37,233,158	\$155,138	\$1,861,658	\$22,499	\$3,490,608.38	\$174,530.25
976 - 1000	\$3,172,064	\$38,064,773	\$158,603	\$1,903,239	\$17,812	\$3,568,572.00	\$178,428.38

\*Current DAP is in the 876 – 900 band

## CUSTODIAL SERVICES

Acacia Prison's operating capacity is 913 male prisoners with a current daily average population in excess of 880.

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	Cumulative	Additional payments (excluding GST)	Comment
Jul	258	33.2	519	777	\$2,662,915.50	\$2,662,915.50	\$40,510.18	The payment for this month was abated by \$112,500 due to a death in custody in the previous year.
Aug	268	34.4	512	780	\$2,775,415.50	\$5,438,331.00	\$40,510.18	
Sep	268	33.8	524	792	\$2,775,415.50	\$8,213,746.50	\$40,510.18	
Oct	276	34.2	531	807	\$2,838,463.88	\$11,052,210.38	\$40,510.18	
Nov	282	35.1	522	804	\$2,838,463.88	\$13,890,674.25	\$40,510.18	
Dec	296	36.8	508	804	\$2,830,571.37	\$16,721,245.62	\$40,510.18	The payment was made early and discounted by \$7,892.51.
Jan	297	36.9	508	805	\$2,838,463.88	\$19,559,709.49	\$40,510.18	
Feb	291	36.0	517	808	\$2,838,463.88	\$22,398,173.37	\$40,510.18	
Mar	287	34.5	544	831	\$2,948,548.51	\$25,346,721.87	\$40,510.18	Band entry of \$40,604.63 was also paid this month.
Apr	302	35.0	561	863	\$3,024,736.88	\$28,371,458.75	\$40,510.18	Band entry of \$45,349.88 was also paid this month.
May	308	35.2	568	876	\$3,107,697.75	\$31,479,156.50	\$40,510.18	Band entry of \$47,985.75 was also paid this month.
Jun	306	34.8	880	880	\$3,043,975.17	\$34,523,131.67	\$40,510.18	The payment was made early and discounted by \$5,860.29.

\* The amount excludes GST and PLF withholding and is adjusted to reflect the amounts detailed in the comments column.

## PERFORMANCE MEASUREMENT

The Department of Corrective Services and Serco will implement the outcomes from a review of performance measures undertaken at a joint workshop. The new measures were implemented on 1 July 2009 and include more effective achievement levels which are better focussed on contractual requirements.

The previous and the revised performance measures are shown below in Table 3.

Table 3: Performance measures

	Previous Performance Measures	Revised Performance Measures
1	The number of serious assaults per operation year.	The number of serious assaults per operation year.
2	The number of prisoners each committing one or more acts of serious self harm (including attempted suicide) per operation year.	The number of prisoners each committing one or more acts of serious self harm (including attempted suicide) per operation year.
3	The percentage of incident reports completed accurately in accordance with requirements.	The percentage of incident reports completed accurately in accordance with requirements.
4	The percentage of random urine sample tests identifying a Positive Urine Sample Test Result	The percentage of random urine sample tests identifying a Positive Urine Sample Test Result.
5	Percentage of agreed staffing levels	Percentage of agreed staffing
6	Percentage of prisoners' sentence planning documents reviewed in accordance with their scheduled review date, and in accordance with Director General's Rule 18.	Percentage of prisoners' sentence planning documents reviewed in accordance with their scheduled review date, and in accordance with Director General's Rule 18.
7	Percentage of prisoners whose program requirements as approved in the prisoners' Individual Management Plans (IMPs) are delivered as scheduled.	Percentage of prisoners whose program requirements as approved in the prisoners' Individual Management Plans (IMPs) are delivered as scheduled.
8	Percentage of prisoners to whom education and traineeships requirements as approved in the prisoners' Individual Management Plans (IMPs) are delivered as scheduled.	Percentage of prisoners to whom education and traineeships requirements as approved in the prisoners' Individual Management Plans (IMPs) are delivered as scheduled.
9	Management of social visits is in accordance with the requirements of Director General's Rule 7.	Management of social visits is in accordance with the requirements of Director General's Rule 7.
10	That all grievances are processed in accordance with the approved process.	That all grievances are processed in accordance with the approved process.
11	The percentage of prisoners involved in a structured activity for no less than 30 hours per week.	The percentage of prisoners involved in a structured activity for no less than 30 hours per week.
12	The percentage of the population of Aboriginal prisoners accommodated in Standard and Enhanced accommodation levels.	The percentage of the Aboriginal prisoner population at Acacia who have received Aboriginal specific health education.

## **SIGNIFICANT EVENTS AND ACTIVITIES 2008- 2009**

### **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.

### **Health Services Review**

A review of Health Services was conducted during 2008/09 and the initial outcome was that Acacia Prison would not receive Australian General Practice Accreditation Limited accreditation because of its failure to achieve benchmarks in:

- information security;
- vaccine potency;
- perishable materials; and
- infection control.

Serco has since addressed these matters and accreditation has been granted.

### **Peer Review**

The Office of the Inspector of Custodial Services undertook an announced inspection of the prison in November 2007 and reported a high quality of service provision. An annual peer review was not required in 2008.

### **Education and Vocational Training Review**

The outcome of the Department's Education and Vocational Training Unit's review of Acacia Prison education services and traineeships was not available in time for this report.

### **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 2008/2009 Serco maintained a sound relationship based on open communication with the monitoring team. Key initiatives of the monitoring process during the operation year included:

- a review of the Acacia Prison Monitoring Plan with a series of process improvement recommendations being implemented;
- an audit of the Acacia Monitoring procedures by SAI Global resulting in a positive report;
- structured training courses focusing on compliance testing and auditing being conducted for Acacia Monitoring Officers and Contracted Services staff; and
- a review of the reporting and responding process was conducted and amendments were implemented.

### **Performance Measures Outcomes**

The *Acacia Prison Services Agreement* provides for contract payments consisting 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.

As a result of performance during 2008/2009 Serco was paid a Performance Linked Fee of \$1,404,965.17, representing 90.14% of the available amount. See Tables 4 and 5.

**Table 4: Performance Measures Outcomes**

<b>Performance Linked Measures</b>	<b>Jul-08</b>	<b>Aug-08</b>	<b>Sep-08</b>	<b>Oct-08</b>	<b>Nov-08</b>	<b>Dec-08</b>	<b>Jan-09</b>	<b>Feb-09</b>	<b>Mar-09</b>	<b>Apr-09</b>	<b>May-09</b>	<b>Jun-09</b>	<b>Total</b>
N° Serious Assaults each operation year	0	0	0	0	1	0	0	0	0	0	0	0	1
N° of prisoners each committing one or more acts of Serious Self Harm each Operation Year	0	0	0	0	0	0	0	0	0	0	0	0	0
% Incident Reports completed accurately in accordance with requirements	97.2	95.1	98.5	95.9	97.3	98	98.3	92.7	95.5	96.2	95.6	94.3	
% positive results identifying a Positive Urine Sample.	7.7	11.5	15.2	12.5	15	12.5	7.5	8.8	3.7	2.4	5.7	5.7	<b>8.76</b>
% Agreed staffing levels	100	100	100	100	100	100	100	100	100	100	100	100	
% Prisoner Sentence Planning documents reviewed in accordance with their scheduled review date, and in accordance with DGR 18.	100	100	100	98.2	100	100	100	100	100	97.8	99.1	98	
% of prisoners to whose program requirements as approved in the prisoner's IMP are delivered as scheduled.	100	100	100	100	100	100	100	100	100	100	100	100	
% 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	100	100	
% Management of Social Visits is in accordance with the requirements of DGR 7.	100	100	100	100	100	100	100	100	100	100	100	100	
% of Prisoner Grievances managed in accordance with the approved process.	100	100	100	100	100	100	100	100	100	100	100	100	
% of Prisoners in Structured Activity for no less than 30 hours per week.	60	67.5	50	60	57.5	52.5	40	30	42.5	42.5	45	42.5	
% 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	

Table 5: Performance measures linked fee outcomes 2008/09

MEASURE	Available	Achieved	Percentage Achieved
1	\$155,866.71	\$155,866.71	100.00
2	\$155,866.71	\$155,866.71	100.00
3	\$155,866.71	\$153,268.93	98.33
4	\$155,866.71	\$155,866.71	100.00
5	\$155,866.71	\$155,866.71	100.00
6	\$124,693.36	\$103,911.14	83.33
7	\$109,106.69	\$96,983.73	88.89
8	\$109,106.69	\$100,014.47	91.67
9	\$109,106.69	\$109,106.69	100.00
10	\$109,106.69	\$109,106.69	100.00
11	\$109,106.69	\$0.00	0.00
12	\$109,106.69	\$109,106.69	100.00
<b>TOTAL</b>	<b>\$1,558,667.06</b>	<b>\$1,404,965.17</b>	<b>90.14%</b>

#### 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, it has subcontracted Universal Sodexo to provide the maintenance at Acacia Prison.

The Department of Housing and Works received an initial request for novation of the contract from AIMS to Serco. However, the contract could only be novated within the current terms and conditions which did not suit Serco's requirements, consequently the contract remains with Sodexo. It is generally considered that the standard of service provision under the maintenance agreement has improved.

A novation of the agreement under the existing terms and conditions is planned from AIMS Corporation to the nominated sub-contractor, now known as Sodexo Remote Sites.

In 2008/2009, fee for service payments totalling \$910,504 were made to the maintenance subcontractors, Universal Sodexo. Additionally, capital works valued at \$634,000 were completed when the upgrade of the wastewater treatment plant and the perimeter security system software were finalised.

Plant and equipment upgrade costs during 2008/2009 totalled \$305,000, including the purchase of management software and associated intellectual property.

The Department of Corrective Services and Sodexo are working towards including performance measures in the Maintenance Agreement.

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 workplace injuries.

The annual review of maintenance services was completed by Sinclair Knight Merz (SKM) in August 2008. The outcome was that while service improved there were still outstanding maintenance items to be addressed. However these matters will not impact on the capacity of the prison service provider to achieve required outcomes.

## **SIGNIFICANT CHALLENGES 2009 - 2010**

### **Contract management**

Increase in prisoner numbers

The double bunking project at Acacia Prison has provided an additional 100 beds. It is anticipated that more beds will be required in the State and that the population at Acacia Prison may increase to the design capacity of 1150.

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 high number of prisoners released from Acacia Prison annually. During the year, of 1317 prisoners leaving Acacia Prison, 658 were released to the community.

Structured day

The prison continues to experience difficulties providing meaningful activities for the prisoner population. The Acacia Prison Services Agreement has a performance measure for this activity and to date Serco has not achieved the required level. It is essential that Serco successfully overcomes problems in the coming year by providing meaningful activities for prisoners and to achieve the performance level required.

### **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. The issue with the proposal is the complexity of interfacing the process with the Department of Corrective Services recording system.

Rehabilitation

A review of program delivery indicates that the performance measuring process is not accurate and Contract Management will discuss the processes and the focus of the measure to ensure it provides accurate assessment of program delivery.

#### 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 by providing for better measurement of prisoner location and movement.

#### Resources and Systems

Serco continues to provide a good number of staff and while sick leave is still an issue it is not considered to be a result of staff dissatisfaction.

#### 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. Additionally the monitoring plan has been reviewed and will focus more on Compliance auditing the results of which can be studied to determine any potential trends in poor practice.

#### 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 has worked with Serco and a series of adjustments have been made to these measures.

#### Minimum Security Prisoners

Acacia Prison is a medium-security facility, but at any given time there are usually approximately 80 minimum-security prisoners held because for varying reasons they cannot, at the time, be placed at a lower-security facility. Indigenous men constitute approximately 35% of the overall population at any given time.

#### Program Delivery

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 and the Inspectorate credit Serco with providing the State's best performance in terms of program delivery. 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.

## **CONCLUSION**

Acacia Prison is functioning well and up to expectations, but work is still required in several areas of prison operations.

2008/2009 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 that are compliance based, 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.