



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

# **Annual Report 2011/2012**

## **Acacia Prison Services Agreement**

Annual Report covering the operation of Acacia Prison from  
1 July 2011 to 30 June 2012.



**Department of Corrective Services**

Acacia Prison Services Agreement  
Annual Report 2011/2012

TO THE MINISTER

Hon Murray Cowper 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 2012.

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

29 September 2012

Department of Corrective Services  
141 St Georges Terrace  
PERTH WA 6000

Telephone (08) 9264 1711 or 13 12 17  
[www.correctiveservices.wa.gov.au](http://www.correctiveservices.wa.gov.au)

# Contents

From the Commissioner.....	1
Executive Summary .....	2
Section 1. Offering Value .....	4
Section 2. Quality Services .....	7
Section 3. Transparent and Accountable Operations.....	12
Section 4. System-Wide Learning.....	15
Section 5. Future Initiatives: The Year Ahead.....	16
Section 6. Conclusion .....	18

## **From the Commissioner**

This year, 2012, is the eleventh since the opening of Acacia Prison, and the sixth year of its operation under Serco Australia Pty Ltd. As Western Australia's only privately operated prison, it continued to provide high quality and cost-effective services during the 2011/2012 reporting period.

On the completion of this financial year, Serco (Acacia Prison) secured 92.88% of the annualised Performance Linked Fee, compared with last year's payment of 95.69%. This demonstrates the Contractor's maintenance of a consistently high performance level.

In accordance with the Department's quest for continual improvement, there remains scope for Serco (Acacia Prison) to improve its performance, particularly in the area of prisoner employment. A planned review of the Performance Linked Fee Measures will assist the Contractor in meeting this challenge, and securing the requisite improvements.

Major initiatives for the coming year include the Acacia Prison Expansion Project, the contract having been awarded to Doric Constructions (Australia) Pty Ltd in June of this year. The Project was announced by Government in May 2009, and includes an allocation of \$655 million for the delivery of an additional 2,601 prisoner beds to address the issue of overcrowding in the Western Australian prison system. Acacia Prison will need to expand to provide 387 of these new beds, meaning an upgrade to infrastructure will also be required to meet the needs of the increased prisoner population. On completion of the Project, Acacia Prison will have the capacity to accommodate 1,400 prisoners. Construction work is set to commence on the Project in August 2012.

During the previous reporting period, the Department commenced work to determining the viability of novating the Acacia Prison Maintenance Contract. On 22 November 2011 the Department of Treasury determined that the contract was funded at a level that compared favourably to that of public prisons and as such was not supportive of a novation at this time. However, it was the Department of Treasury's view that following the upgrade to the capacity of Acacia Prison to cater for 1,400 prisoners, an reassessment of the asset condition, maintenance needs and associated funding could be undertaken then.

The Department looks forward to building upon the achievements already secured in its management of the Acacia Prison Services Agreement. The 2012/2013 year heralds a raft of opportunities to consolidate these achievements, and to build upon the initiatives that have produced a prison facility that sets the highest benchmarks for quality outcomes - and value for money - for Western Australia.

Ian Johnson  
Commissioner

## Executive Summary

Acacia Prison is Western Australia's only privately operated prison. It is a medium security facility and is located near Wooroloo, approximately 55km east of Perth. Opened in 2001, the land and buildings constituting the Prison are publicly owned.

The initial five-year Contract was awarded to AIMS Corporation to operate the facility from 16 May 2001. The Contract was allowed to expire, at which date a re-tendering process was undertaken. The subsequent Contract, consisting of a five-year period with two, five-year extension options, was awarded to Serco Australia Pty Ltd. The first of the two five-year options was awarded to Serco in May of this year, 2011.

The 2011/2012 operational year saw Serco (Acacia Prison) continue to maintain a high standard of service delivery and value for money for the State. In particular, the prison was cited as setting the highest benchmarks in the areas of duty of care, safety, positive interactions between prisoners and staff, and a range of initiatives designed to better prepare prisoners for release.

Acacia Prison has also been commended for having the best prison health service in the State. It provides a range of dental and medical services and initiatives for all prisoners; placing a particular focus on the health issues relevant to Indigenous prisoners.

The 2011/2012 operating year has seen a number of key achievements, including:

- Approximately 10% of all Gross Prison Industry Revenue for the period being re-invested in the prisons industries area, thus creating additional employment and training opportunities for prisoners;
- The awarding of the Acacia Prison Expansion Project to Doric Constructions (Australia) Pty Ltd for the provision of an additional 387 beds and the supporting infrastructure required to accommodate the increasing prisoner population;
- Modifications to infrastructure and changes to operational practices that reduce unauthorised access of prisoners to the facility rooftops;
- The successful continuation of a range of education and training initiatives that will lead to better employment outcomes;
- The introduction of projects to better prepare inmates for re-integration into the community post-release.

There were no major disturbances or escapes during the 2011/2012 reporting period. However, a number of prisoners continued to gain access to the facility rooftops during this time. A review of these incidents identified no common patterns to the behaviour, and no common cause.

In summary, the 2011/2012 period has been characterised by the maintenance and consolidation of the high operating standards achieved during the previous 12 month period.

This Annual Report is divided into the following five sections:

- Section One. Offering Value – will outline those areas of the Contract where the State can obtain value for money in the expenditure of public funds.
- Section Two. Quality Services – will focus on the range and quality of services provided by the Contractor and its performance against Key Performance Measures.
- Section Three. Transparent and Accountable Operations – will provide a description of the probity, accountability and transparency in procurement operations.
- Section Four. System-wide Learning – will look at a number of initiatives developed by the Contractor and their applicability to the State's public prisons.
- Section Five. Future Initiatives: The Year Ahead – will look to the next reporting period and potential opportunities for improvement in the governance and management of the Contract.

## Section 1. Offering Value

### 1.1 Contract Payment

Schedule 2 of the Contract outlines the structure for contract payments. Monthly payments are calculated on the Daily Average Population (DAP) of the facility per month. Five per cent of the monthly fee is withheld as a Performance Linked Fee (PLF) and, at the end of the operating year, a calculation is made by the Department as to how much of this fee is payable to the Contractor. In 2011/2012, Serco (Acacia Prison) received a PLF of \$1,971,936.00.

The table below identifies the daily average prison population for the period 2011/2012, during which the population remained relatively stable with a mean average for the year of 991 individuals.

Daily Average Population 2011/2012				
Month	Indigenous	Indigenous % of Total DAP	Non Indigenous	Total DAP
July	368	37.28	619	987
August	366	36.89	626	992
September	375	37.76	618	993
October	388	38.99	607	995
November	388	39.07	605	993
December	397	40.26	589	986
January	402	40.44	592	994
February	401	40.42	591	992
March	399	40.14	595	994
April	400	40.28	593	993
May	391	36.61	596	987
June	397	40.06	594	991

### 1.2 Innovation Bonus

The Innovation Bonus is intended to encourage the Contractor to consider new and creative ways of providing services that have the effect, or potential effect, of decreasing the cost of service provision; and, improving the operations or management of the Prison.

Five per cent of the total PLF is set aside for innovations, with the maximum amount payable by the State in any one Operation Year not exceeding \$250,000. A condition of expenditure against the Innovation Bonus is that innovation should be transferable to other prisons operated by or on behalf of the State, or to the State's criminal justice system<sup>1</sup>.

In 2009/2010, Serco (Acacia Prison) submitted a proposal for the phased introduction of the Custodial Management System (CMS). The Department endorsed funding through the Innovation Bonus over a three-year period.

<sup>1</sup> Acacia Prison Service Agreement, clause 15.2

Last year saw the successful achievement of Phase I of the project with the introduction of 25 Kiosks throughout the prison. The Kiosks link with other departments within the prison and enable prisoners to better manage: transactions from shop purchases to meal planning; keeping up to date with notices; and, enrolling in programs. In the eighteen months since the introduction of the Kiosks, there have been no incidents of equipment failure or vandalism.

During 2011/2012, work commenced on biometric movement and biometric work location installations. This will allow for the phased decommissioning of the Steps Card Swipe system that tracks prisoners' internal movements.

### **1.3 Prison Industry Payments**

The Contractor is required to pay the State an amount equal to 10% of all Gross Prison Industry Revenue. This amount is calculated and paid by the Contractor for each 6 month period of the operational year.

For the period 2011/2012, the payment totalled \$110,734.80, fifty per cent of which was allocated to Serco (Acacia Prison) for reinvestment into prisoner industries. This was done with the understanding that the remaining fifty per cent would be paid once the Contractor demonstrated that prisoner employment was sustained at 80% of the maximum employment capacity for three consecutive months. This was successfully achieved.

### **1.4 Maintenance Work**

During the reporting period 2011/2012, approximately \$1,000,000 was expended on major accommodation and security infrastructure works by the Maintenance Contractor, Sodexo (Remote Sites). Projects included:

- Replacement of obsolete heating ventilation, air-conditioning, and hot water systems.
- Replacement of commercial grade washing and drying machines.
- Rectification of ingress of stormwater into the sewer system.
- Cleaning of the Waste Water Treatment Plant Re-irrigation Dam.
- Identification and rectification of in-ground fire, gas and water services isolation valves.
- New macerator to the Waste Water Treatment Plant.
- Repairs to the main generator.

During the previous reporting period, the Department commenced work to determining the viability of novating the Acacia Prison Maintenance Contract. On 22 November 2011 the Department of Treasury determined that the contract was funded at a level that compared favourably to that of public prisons and as such was not supportive of a novation at this time. However, it was the Department of Treasury's view that following the upgrade to the capacity of Acacia Prison to cater for 1,400 prisoners, a reassessment of the

asset condition, maintenance needs and associated funding could be undertaken then.

## Section 2. Quality Services

### 2.1 Operational Performance against the Performance Linked Fee (PLF)

The performance of Acacia Prison is assessed against specified contractual measures. The Department of Corrective Services carefully verifies information and statistics provided by the Contractor and scrutinises all data prior to ascertaining, and paying, the Performance Linked Fee.

Performance Measure	Target (to achieve 100% of PLF)	Outcome
<b>Safety and Decency in Custody</b>		
PM1. The number of serious assaults on staff, prisoners and others as a proportion of the prison population band.	For there to be fewer than 6 serious assault victims in any one month for a prison population band between 901-1000.	Achieved
PM2. The number of prisoners committing an act of serious self-harm (including attempted suicide) as a proportion of the prison population band.	For there to be fewer than 6 serious self-harm incidents in any one month for a prison population band between 901-1000.	Achieved
<b>Offender Management And Interventions</b>		
PM3. The % of incident reports completed accurately in accordance with requirements.	For 95-100% of sampled reports to be accurate.	Partially Achieved
PM4. The % of random urine sample tests identifying a positive urine sample result.	Rate of positive urine sample tests to be below 10%.	Achieved
PM6. Prisoners' sentence planning documents are reviewed in accordance with their scheduled review date.	Rate of correctly completed documentation to be greater than 95%.	Achieved
PM7. The % of prisoners whose program requirements approved in the Individual Management Plan (IMP) are delivered as scheduled.	Greater than 95% compliance.	Achieved
PM11. The % of prisoners involved in a structured activity.	Greater than 90% of prisoners are engaged in a structured activity for no less than 30 hours per week.	Partially Achieved
PM12. The % of the Aboriginal prisoner population receiving Aboriginal specific health education.	Greater than 90% of the prison population band.	Achieved
<b>Pathways to Reducing Offending</b>		
PM8. The % of prisoners whose education and traineeship requirements, as approved in their IMP, are delivered as scheduled.	Greater than 95% compliance.	Achieved
PM9. Management of social visits that assist the prisoner with re-entry to the community.	Visits between the prisoner, family, friends, prospective employer, community financial agencies and any other relevant group should occur in excess of 95% of the prison population band.	Achieved
<b>Corporate</b>		
PM5. The % of agreed Custodial Officers.	Greater than 90% of the Custodial Officers are available to provide minimum prison services.	Achieved
PM10. All grievances are processed in accordance with approved processes.	Over 95% of prisoner grievances are processed correctly.	Achieved

In 2011/2012, all but two performance targets were achieved by the Contractor, compared with three not achieved in the previous year. Performance Measure 3 received partial payment on seven occasions as a result of inaccurate incident reporting; all of which were subsequently corrected.

While the Office of the Inspector of Custodial Services noted in its report<sup>2</sup> that the facility delivers 'high quality services', Serco (Acacia Prison) continues to struggle to meet the 30 hours structured activity per week requirement of Performance Measure 11. As a result, the Contractor received only partial payment for the year. A number of factors have contributed to the sub-optimal performance against this Performance Measure, including:

- A disparity between the needs of a larger prison population and the availability of infrastructure to support those needs;
- The voluntary nature of prisoner work; and,
- The use of traditional models of employment that focus on manual industrial work rather than other forms of structured activity.

Performance Measures 2011/2012												
Performance Linked Measures	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12
1) N° of serious assaults each operation year.	0	0	0	0	0	0	1	0	0	0	2	0
2) 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	1	2	0
3) The % of incident reports completed accurately in accordance with the prescribed process in Policy Directive 41.	92.08	93.07	98.32	97.00	92.11	92.86	92.31	97.35	93.10	97.96	91.67	98.31
4) The % of random urine sample tests identifying a positive urine sample test result.	4.08	16.00	4.00	4.00	16.00	14.00	10.00	4.00	4.00	2.00	6.00	8.00
5) The % of agreed staffing levels	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
6) The % of prisoner sentence planning documents reviewed in accordance with their scheduled review date, and in accordance with DGR 18.	100.00	100.00	99.19	97.90	100.00	100.00	100.00	99.27	98.61	100.00	99.23	100.00
7) The % of prisoners to whom program requirements, as approved in the prisoner's IMP, are delivered as scheduled.	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	98.31
8) The % of prisoners to whom education and traineeship requirements, as approved in the IMP, are delivered as scheduled.	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
9) The % of social visits managed in accordance with the requirements of DGR 7.	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
10) The % of prisoner grievances managed in accordance with the approved process.	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
11) The % of prisoners in structured activity for no less than 30 hours per week.	70.00	72.00	76.00	70.00	64.00	80.00	64.00	86.00	70.00	78.00	66.00	64.00
12) The % of the Aboriginal prisoner population at Acacia, who have received Aboriginal specific health education.	100.00	88.71	97.50	100.00	97.62	95.45	100.00	100.00	95.45	100.00	96.67	100.00

<sup>2</sup> Office of the Inspector of Custodial Services. Report of an Announced Inspection of Acacia Prison. Report 71.

During the 2011/2012 reporting period, the Department worked closely with the Contractor to improve its performance against Performance Measure 11. This process saw the introduction of a new structured day that aims to increase prisoner access to employment opportunities through the introduction of distinct employment shifts.

Acacia Prison has also demonstrated prison health services to a high standard. Areas of particular strength include: provision of a dentist and dental nurse; a focus on services for Aboriginal prisoners; and, health promotion and education initiatives for prisoners. The Health Centre is accredited under Australian General Health Accreditation Limited (AGPAL). AGPAL requires the renewal of accreditation on a three-yearly basis. This year marked the completion of one cycle and the beginning of another for Acacia Prison.

A large number of Indigenous prisoners are housed at Acacia Prison. In fact, 30% of the prisoner population is of Aboriginal descent. Traditional Western assessment tools have proven to be ineffective in measuring the ability of Indigenous Australians due to the low literacy and numeracy levels exhibited by this group. In an effort to address this imbalance, Acacia Prison has sourced an alternative method of assessment. The Q Test is a unique language-free, culture-fair assessment tool used to give insight into a candidate's overall training potential, or 'trainability'. In collaboration with Outcare, Acacia Prison has trained two members of staff in the administration of the Q Test, with positive early reports.

A further Indigenous-focused initiative is the creation of a new art room within the prisoners' block. Working collaboratively with the Education Department and prisons industries area, the Acacia Prison has developed a successful program employing 16 prisoners within the new area. The initiative promotes activity in a meaningful and positive manner.

Building on this initiative, is the Job Wise Project that provides opportunities for those Indigenous prisoners less interested in art activities. Run in collaboration with Outcare, the Project assesses the needs, skills and interests of individuals and works to match them with appropriate employment and training options.

In an attempt to address the correlation between lower education and training and high levels of recidivism, Acacia Prison has developed sound links with a range of external agencies to enable prisoners to have access to meaningful education and training opportunities.

This year, the Education Centre issued 294 certificates in short vocational courses and certificates for educational programs. An average of 32% of the Acacia prisoner population was enrolled in some form of education or vocational training, with 297 external studies students studying full-time, and part-time courses.

The overall figures are 2,144 unit completions under Acacia's status as a Registered Training Organisation, and 1,598 completions with other educational institutions.

As well as the range of approved Department treatment programs, Acacia Prison has successfully delivered an extensive set of voluntary programs. The Parenting Program, Future Initiatives, Children in Focus and Story Book Dads are all examples of the life-skills programs developed internally and in collaboration with external agencies.

These programs provide prisoners with an opportunity to reconnect with family in a positive and future-focused way. This should result in enabling participants to create links that will build trust and respect between the prisoner and his family, and the family and its community. Acacia Prison has always had a strong focus on building links with family and the wider community in a drive to reduce recidivism.

Examples of the innovative life skills opportunities developed this reporting period 2011/2012, include:

- Daddy Daycare – this initiative provides opportunities for mothers to bring their babies (up to 6 months of age) into the prison. Under the supervision of staff, the mothers teach the fathers, uncles or grandfathers how to bathe, feed and change the babies, giving them the opportunity to be involved and proactive in the lives of their children from a very young age. The program is supplemented with classroom learning, and is provided in collaboration with SIDS and KIDS, Kidsafe, Ngala, the Health Department, Dads Lifeline, and Beyond Blue.
- Toddler Time – this program gives male carers of children (up to the age of 3 years) the unique opportunity to ‘get down on the floor’ with their children and learn how to manage their play in a constructive and enjoyable way. The activity takes place under the supervision of staff and the prison psychologist.
- Lifer and Long-Term Prisoner Days – these special visit days involve preparation well in advance, with prisoners making DVDs of their environment, introducing their work area, study area, living quarters, and the prison grounds. Providing their own narrative, they are able to speak directly to their families and allay fears and concerns, adding humour and their own personal touch. Families are then invited for specially organised Twilight Visits where they can spend several hours together in the Visits Centre enjoying a BBQ, playing with their children and watching the DVD presentation. These days provide an invaluable opportunity for the prisoner to spend substantial time with his family in an informal manner, and in a more relaxed atmosphere than normal visits. It is hoped this will result in the strengthening of familial bonds and rebuilding of connections that may have deteriorated over the years as a result of long incarceration.

The Alternatives to Violence initiative, Doing Anger Differently (DAD), Staying Clean, Control of Violence in Angry Compulsive Drinkers (COVAID) and Substance Treatment and Recovery Program (STAR-P) are some of the many programs available to support prisoners with addiction and anger management issues.

The STAR-P program was developed internally as a self-assessment model whereby prisoners decide their own level of involvement. It is a voluntary program and the level at which prisoners choose to commit is entirely self-determined.

In addition to the above, the Acacia Prison Chaplaincy offers a variety of programs for all faiths and religions represented within the Acacia prison population. KAIROS brings prisoner participants an experience of Christian fellowship and inclusion, regardless of their faith. 'Test of Faith', a DVD-based program produced by the Faraday Institute at St Edmond's College, Cambridge, explores science and religion. It presents varying Christian and atheistic views regarding life's origins, it encourages participants to ask questions, to share their thoughts, and to explore alternative worldviews.

Prisoners of Moslem faith have prayer gatherings on the 1<sup>st</sup> and 3<sup>rd</sup> Sunday of the month with a Moslem religious leader. In addition, prisoners are able to recognise the period of Ramadan and have additional visits from religious leaders during this time. Those who follow Buddhism have weekly visits from a representative of the Buddhist faith.

This year Acacia Prison has continued to host many cultural events and celebrations, addressing the varied cultures represented within the prison. National and International celebrations such as Australia Day, ANZAC Day, Chinese New Year, Moon Cake Festival, and Waitangi Day were all recognised and marked, along with other cultural events specific to the prison population.

Respected Elders from within the indigenous community continue to attend the prison to meet with prisoners. Didgeridoo, song, dance and yarning are all used to enable cultural connection, as is the cooking of traditional foods such as kangaroo tail

## Section 3. Transparent and Accountable Operations

### 3.1 Contract Management

The management of the Acacia Prison Contract continues to be unique within Australia in its use of on-site monitors. The Monitoring Team plays a key role in maintaining the delivery of quality services in line with contract requirements. Areas for monitoring are based on contractual requirements, legislation, and Departmental policies. The daily activities of the Contractor are appraised by the Monitoring Team to ensure performance is in accordance with contract requirements and Department expectations.

Compliance tests are undertaken in ten key areas of prison operations, with the scope to undertake Extraordinary Audits when required. In the reporting period 2011/2012, a total of 365 Monitoring Reports were undertaken. Fifty-two Weekly Summary Reports were submitted, and Monthly Reports were provided to the Commissioner of the Department of Corrective Services on the prison's activities.

Between April–June 2012, seven targeted reviews were undertaken by the Monitoring Team in the following areas:

- Prisoner Grievances;
- Earned Privileges and Incentives;
- Prison Discipline;
- Prison Industries;
- Prisoner Induction;
- Deaths in Custody; and
- Searching and Detection of Contraband.

In four of the seven areas, the Contractor's adherence to policy met specified requirements. In the remaining areas, practice was deemed acceptable with minor amendments to policies and procedures requested to ensure full compliance.

### 3.2 Performance Improvement Requests

Performance Improvement Requests (PIRs) are used as an improvement tool when it is felt the Contractor has breached a Contract requirement, or failed to meet an Agreement standard. As a result of such a lapse, 'the State may request the Contractor to improve its performance of the Services, including by implementing a better or alternative method of performing the Services'.<sup>3</sup>

In the period 2011/2012, the Contractor was issued with two PIRs. Both related to the inconsistent application of policy in the areas of urinalysis testing and the reception of new prisoners into the facility. In both instances Acacia Prison was required to provide action plans identifying how the lapses would be addressed and rectified. The implementation of the action plans have been subject to ongoing review and monitoring by the Contract Management Branch.

---

<sup>3</sup> *Acacia Prison Service Agreement*

### **3.3 Critical Incidents**

It is regrettable to report the death of two prisoners during this period. Both deaths occurred in hospital and are currently awaiting a Coroner's Inquest.

There have been three separate occasions in which prisoners have accessed rooftops during the reporting period. This compares with seven in the previous 12 month period. During 2011/2012, the Department embarked on a significant plan of work to prevent prisoner access to roofs. This included rectification work to infrastructure that increased the risk of a breach, and a review of security procedures by the Contractor to ensure greater emphasis on maintaining the integrity of prison security.

### **3.4 Independent Reviews**

Serco's operations at Acacia Prison are subject to a range of reviews by external agencies. During this reporting period, reviews have included:

#### **3.4.1 Independent Visitors Scheme (IVS)**

The IVS is managed by the Office of the Inspector of Custodial Services. It is an independent form of external scrutiny that monitors the standards of treatment and services to prisoners in Western Australian prisons.

During the 2011/2012 period, the IVS undertook 12 visits to Acacia Prison. Issues raised by prisoners ranged from access to prisoner property, and cell temperatures, to allegations of bullying between prisoners.

#### **3.4.2 Aboriginal Visitors Scheme (AVS)**

The AVS is a Statewide service, funded by the Department of Corrective Services and provided to all prisoners in Western Australia.

During the 2011/2012 period, the AVS attended Acacia Prison on approximately 140 occasions, resulting in some 1,400 Aboriginal contacts. A common theme of the contacts was the resolution of domestic issues, and assisting with matters resulting from a death in the family.

#### **3.4.3 Quality Assurance Audit**

SAI Global conducted an annual surveillance audit for ISO 9001 Quality Management Systems. The audit was successful with no corrective actions identified and, as a result, continued certification was recommended.

#### **3.4.4 Australian General Practice Accreditation Limited (AGPAL)**

AGPAL requires the renewal of accreditation on a three-yearly basis. This year marked the completion of one cycle and the beginning of another for Acacia Prison. Practices accredited by AGPAL have to meet a set of standards that ensure safe, high quality care is delivered to patients.

Accreditation Standards focus on a range of areas including:

- Practice services;
- Rights and needs of patients;
- Quality assurance and education;
- Practice administration; and,
- Practice facilities.

### **3.5 Staff**

Acacia Prison has 239 custodial officers in charge of the everyday care and welfare of prisoners, and 151 non-custodial staff in areas of industries, health, education and training, and management and administration. This year saw 59 new members of staff commence employment in positions throughout the prison.

The Contractor attained a staff retention figure of 86% during this reporting period, a figure broadly consistent with that of the previous year.

## Section 4. System-Wide Learning

### 4.1 Skype

Serco (Acacia Prison) introduced the use of Skype technology in November 2010, and intends expanding its suite of machines to meet the additional requirements posed by the 387 Bed Expansion Project.

To date, the technology has been used successfully in assisting prisoners attend the following events:

- Funerals;
- Hospital 'visits' after the birth of a prisoner's child;
- Links to nursing homes to meet with elderly family members; and,
- Christmas day 'visits'.

The technology is predominantly accessed by foreign national prisoners, especially those from Europe and South America.

Due to the lack of Skype equipment in remote regional locations, only a small number of Indigenous offenders have accessed the technology. Contact is maintained where possible, however, through Video link to a Community Centre in outlying regions.

### 4.2 Performance Measures

The Department has completed a review of the existing twelve Performance Linked Fee Measures. Its purpose was to:

- Determine the applicability of existing measures in light of changes in Departmental processes;
- Consider the impact of international trends in custodial best practice;
- Consider the measures within the wider context of existing monitoring tools; and,
- Develop a robust Performance Measurement Framework, and a sound measurement methodology.

The outcomes from this review will assist in informing the continued development of public prison performance measures.

### 4.3 Staff Culture

In 2007, the Department of Corrective Services sponsored, through the Innovation Bonus, engagement with an external consultant to measure and embark on an organisational process to shape and improve the culture of Acacia Prison. In November 2010, the Contractor undertook a re-measure of their culture assessment. This saw a 10.2% transformational shift, with the most significant improvements for staff recorded in the following areas:

- Role clarity;
- Organisational quality;
- External adaptability; and,
- Intention to stay.

## Section 5. Future Initiatives: The Year Ahead

Although the Acacia Prison Contract has been operating for 11 years, there still remain opportunities for the State to benefit from improvements in the quality cost-effective services provided.

### Key Areas of Focus

Some of the initiatives and challenges for 2012/2013 include:

- Acacia Prison Expansion Project. \$655 million has been allocated for the delivery of an additional 2,601 beds to address overcrowding within the Western Australian prison system.

Of the 2,601 beds, 387 will be added to Acacia Prison, along with the associated infrastructure required to meet the needs of the additional beds and consequent increase in prisoner population.

Doric Constructions (Australia) Pty Ltd was awarded the construction contract during this period, with work set to commence in August 2012.

The aims of the project are:

- To provide additional metropolitan prison beds for the current prison population to reduce overcrowding in the system across the State, in accordance with the Department of Corrective Services Strategic Asset Plan;
  - To provide safe, secure and contemporary custodial services designed in a way that contributes to community safety and reduces recidivism; and,
  - To improve the capacity of the prison system to provide interventions designed to meet the needs of the prisoner population.
- Implementation of a new Core Day. In August 2010, Serco (Acacia Prison) undertook a review of the Core Day. A key focus of the review was the viability of extending prisoner employment to include weekends. The proposed changes provide employment opportunities for prisoners, while supporting planning for future population increases.

The revised model, implemented 1 August 2011, will increase the working day by 2 hours. By adopting this model and increasing work opportunities within the industries area, an additional 120 prisoners can be employed in industries on any working day. The ability of the new model to increase employment and vocational training opportunities will be monitored, with the intention of sharing learning with the public prisons system.

- Implementation of new Performance Linked Fee Measures. On completion of negotiations with the Contractor, a range of contemporary new Performance Measures will be implemented, which

will challenge and encourage the Contractor to consider innovative ways of delivering services particularly in the area of prisoner employment.

- Collaborative work between the Department and Acacia Prison to improve re-integration of prisoners into the community post release; improving education and training opportunities for the entire prisoner population and, in particular, Indigenous prisoners.
- Continuing the significant improvements identified through the operations of the Monitoring Teams reviews and audits.

## Section 6. Conclusion

In summary, during the 2011/2012 operational year, the departments' Acacia Contract Management Branch has successfully overseen the activities of Acacia Prison in its operations and management of the Acacia Prison, as per the requirements of the Acacia Prison Services Agreement.

Acacia Prison continues to set high standards of best practice in the Western Australian prison system.

The Acacia Prison model has acted as an exemplar in terms of operational transparency and strong external accountability, underpinned by a system of independently carried out appraisals and reviews.

The Acacia Prison Services Agreement sets clear standards and performance measures – it is also a publicly available document. To underpin this transparency, the Department has succeeded in developing contract management processes that are themselves subject to continuous review.

In addition, the improvements in efficiencies secured by the Acacia Prison experience, are identified and transferred, where applicable, to public prisons throughout the State, resulting in system-wide improvements.

The primacy of ensuring both operational effectiveness and value for money for the State, will continue to be combined with the need to deliver a prison service that is world class, and characterised by its efficacy and decency. These are the qualities exemplified by the Acacia Prison model, and demonstrated in the results outlined in this year's Acacia Annual Report 2011/2012.