



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

Annual Report 2014-2015

Acacia Prison Services Agreement



Department of Corrective Services

Acacia Prison Services Agreement

Annual Report 2014-2015

TO THE MINISTER

Hon Joe Francis 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 2014-2015 Annual Report of the Acacia Prison Services Agreement (the Agreement).

This report presents an overview of services provided under the Agreement by Serco Australia Pty Limited. Compliance information and statistical information in the report are presented for a contract year, which operated from 1 July 2014 to 30 July 2015.

James McMahon
Commissioner

October 2015

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1 From the Commissioner

This year has been the fourteenth year since the establishment of Acacia Prison, and the ninth of its operation under Serco Australia Pty Ltd (Serco).

2014-2015 saw the completion of the Acacia Expansion Project, an infrastructure project of substantial size and complexity within an operating prison in Western Australia. The Department and Serco worked to ensure the safe and secure commissioning of the new facilities and increase in prisoner population from approximately 1007 to 1395. Acacia is now successfully operating as Australia's largest prison.

In July 2014 a prisoner escaped from Acacia, the first since the opening of the facility in 2001. Significant improvements have been made to ensure that such an event does not occur again.

Contractual performance and compliance during the year was satisfactory with Serco achieving 98.1% of the available Performance Linked Fee, an improvement on the 2013-2014 achievement. A total of three (3) Performance Improvement Requests and five (5) Abatements were issued, a similar result from 2013-2014.

The Inspector of Custodial Services will conduct an announced inspection at Acacia in November 2015. I welcome the independent oversight by the Inspector and look forward to receiving his report.

2015/16 will focus on embedding the full range of services at Acacia Prison and I look forward to overseeing the services delivered under the Acacia Prison Services Agreement in this coming year.

James McMahon
Commissioner

2 Contract Background & History

Acacia Prison is one of two privately operated prisons in Western Australia. 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, prior to which a re-tendering process was undertaken. The subsequent Agreement, consisting of a five-year period with two five-year extension options was awarded to Serco in May 2006. The first of the two five-year extension options was exercised in May 2011. After 2011, the current Contract expiry date is 16 May 2016.

The 2014-2015 operational year saw the completion of the Acacia Prison Expansion Project, which provided an additional 388 beds and supporting infrastructure. This increased the operational capacity from 1007 to 1395 prisoners. (Further information is contained within Section 4.1 of this Report.)

3 2014-2015 Key Projects and Initiatives

3.1 Expansion Project

Acacia Prison underwent a significant expansion works as part of the Department's \$655 million expansion of custodial facilities, which included 388 new prisoner beds at the prison. Additionally, infrastructure such as new classrooms, vocational training and industries areas were provided.

All custodial infrastructure delivered under the scope of the project was completed in August 2014, with a replacement waste water treatment plant completed in November 2014. Additional infrastructure works in the form of a reconfigured gatehouse, expanded medical center and additional security fencing was undertaken between November 2014 and March 2015.

Between May 2014 and January 2015 the Department and Serco ran a joint project to ensure the safe and efficient usage of the new accommodation. A key component of this was overseeing Serco's operational readiness to accept additional prisoners, including all operational testing and commissioning.

The new accommodation units were first utilised in November 2014, when prisoner accommodation movements commenced occurring in preparation for the transfer of additional prisoners.

The transfer of additional prisoners commenced on 5 January 2015 and the prison reached a capacity of 1392 prisoners (99.8% capacity) on 16 April 2015. The Department has continued to maintain the prisoner population near capacity to ensure maximum utilisation of the facility and services provided under the Agreement.

3.2 Project Secure

Following the escape of a prisoner from Acacia Prison on 28 July 2014, Serco and the Department undertook a range of activities to ensure that such an event would not reoccur. These activities were formalised in "Project Secure," a project designed to increase the facility's physical security as well as ensuring that Serco's service delivery improved. The areas of procedural and dynamic security, with a key focus on staff training and vigilance, were improved significantly.

3.3 Key Performance Indicators (KPIs) Review

In March 2015, work commenced to revise the existing suite of measures, which has operated for the last two operational years, since being effective from 1 July 2013. The focus of the review was on setting more stringent targets in key areas of security and safety, as well as expanding the scope of some rehabilitation measures and rectifying existing deficiencies in some measures. The revisions put a greater emphasis on outcomes and service delivery improvements.

The performance measures relating to Serious Assault; Serious Self-harm; Incident Reporting; Random Urine Testing; and Sentence Planning Documentation remain unchanged with the exception of their Progressive Targets.

Performance measures that have changed include:

- Program Delivery has been split into two separate measures: Clinical programs delivery and Treatment reports completion. In addition, the timeframe for completion of programs' treatment reports has been reduced from six (6) weeks to four (4) weeks;
- Management of At-Risk Prisoners (ARMS) will now include monitoring and recording of ARMS observations in a timely and detailed manner;
- Prisoner Employment covers employment, traineeship and education, ensuring that prisoners have the opportunity to work and/or learn; and
- Adult Basic Education (ABE) will now require prisoners with literacy scores of 'C' or 'D' to commence an ABE course within three (3) months of their induction to Acacia.

New performance measures include:

- Substance Use Support and Treatment Plans;
- Throughcare, which ensure that prisoners, matching a specific criteria, released from Acacia Prison have been provided with a transition plan for community reintegration; and
- Individual Operational Readiness, which ensures that all custodial officers are qualified and meet minimum training requirements.

The new suite of thirteen (13) performance measures will be in effect from 1 July 2015 for the 2015/16 period, which may be found in Appendix 1.

4 Contract Management and Oversight

4.1 Introduction

The Agreement continues to be overseen and monitored through the Department's Contracted Services Directorate. A dedicated contract management branch oversees all facets of contractual service delivery and compliance. In managing the contract the branch draws expertise from across the Department, ensuring appropriate service delivery oversight. The management of the Contract is guided by a Contract Management Framework outlining legislative and policy requirements, contract governance, compliance and performance management.

The Department operates a dedicated team of on-site compliance officers, who conduct compliance audits and observations, ensuring service delivery meets contractual requirements. Monitoring Officers are responsible for conducting scheduled and ad hoc compliance testing of the Service Requirements specified in the Contract. The Acacia Site Monitoring Plan utilises a risk management and business improvement approach. Feedback from the Monitoring Officers assists the Contract Manager in assessing compliance, performance, and ensuring continuous improvement by Serco.

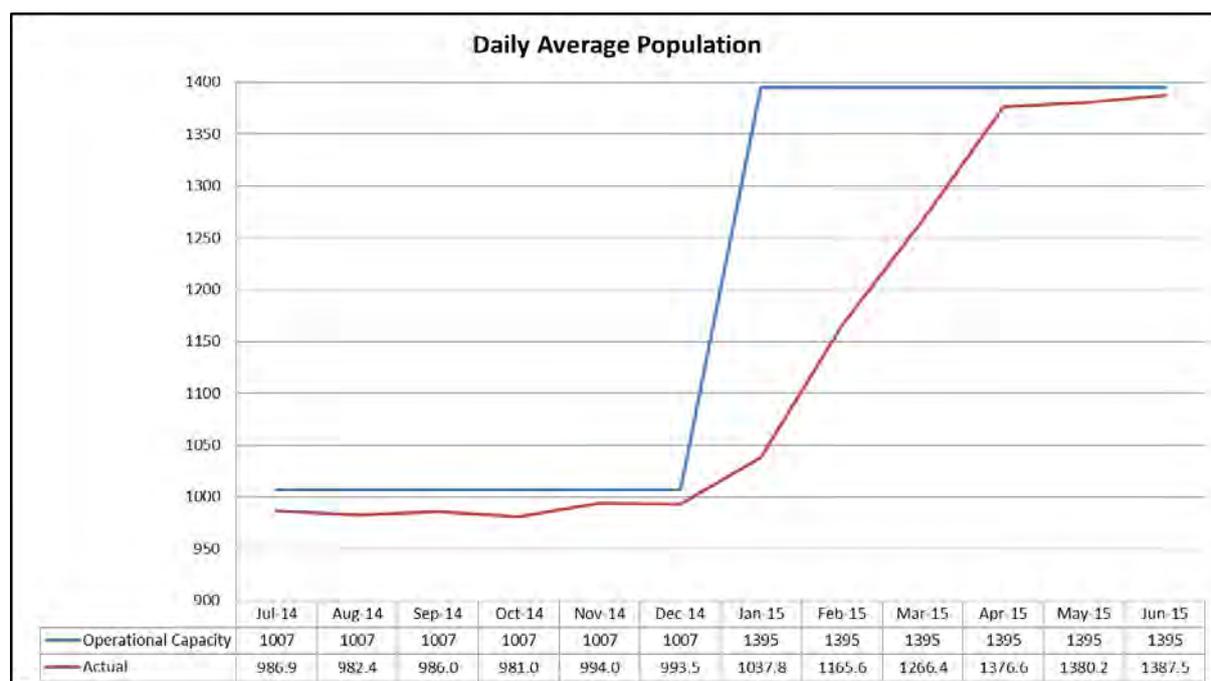
Contractual performance and service delivery is overseen by the Custodial Contracts Management Board. The purpose of the Board is to provide direction and advice on strategic and policy issues that affect the management and provision of services under the Contract.

The Acacia contract management team retained its certification in Quality Management Systems in 2014-2015. A quality audit (ISO 9001 Quality Management Systems) was conducted by SAI Global in February 2015, and the team was certified to the ANZ standard. This qualification recognises that policies, and continual improvement processes within the Contracted Services Directorate, are sound and in accordance with national standards.

A suite of financially linked Key Performance Indicators are used to measure performance and Performance Improvement Notices and abatements and used to address service delivery areas which have been identified as being below the required standards.

4.1.1 Prison Population

The table below identifies the Daily Average prisoner Population (DAP) compared to the prison's capacity for the period 2014-2015. The prisoner population increased with the completion of the Expansion Project; and the average for the financial year was 1,148 prisoners.



4.2 Key Performance Indicators (KPIs)

The performance of Serco is assessed against Key Performance Indicators (KPIs) specified within the contract. These KPIs are a key contract management mechanism to ensure satisfactory performance. The Department verifies information and statistics provided by the Contractor on the achievement of Performance Measures and scrutinises all supporting data prior to determining, and paying, the Performance Linked Fee.

The Agreement contains seventeen (17) KPIs. Five (5) KPIs are Specified Events (one-off events that will attract a Contract Abatement) and twelve (12) are Performance Measures. These Performance Measures are financially incentivised, accounting for 5% of the total Operational Payment due under the Agreement.

In 2014-2015, ten (10) performance measures achieved 100% of the PLF, while two (2) failed to do so. This compares with two (2) performance measures not fully achieved in the previous year 2013-2014.

Most notably, Performance Measure 4 (Random Urine Sample Testing results) averaged 6.5%, compared to the 2013-2014 average of 12.2%. There was also a decrease in the number of Serious Assaults and Serious Self-harms compared to the 2013-2014 operational year, from 5 to 3 (Serious Assaults) and 4 to 1 (Serious Self-harms).

A full summary of all Performance Measures, Performance Improvement Requests and Abatements may be found in Appendix 2. Financial information on the Performance Linked Fee is contained within Section 6.1 of this Report.

4.3 Performance Improvement Requests (PIRs)

Performance Improvement Requests (PIRs) are used as an improvement tool when the Department has deemed that Serco has breached a requirement as outlined in

the Contract, or failed to deliver services sufficient to meet the requirements of a contractual Operational Service Requirement. As a result of identifying this deficiency, the Contract provides that the State may direct Serco to improve its performance of the services. This takes the form of a PIR.

In the period 2014-2015, Serco was issued with three (3) PIRs, which related to the following issues:

- Obligation to Report or Provide Information;
- Prison Security; and
- Handcuff Keys and Locking Devices

4.3.1 Obligation to Report or Provide Information

On 5 September 2014, a PIR was issued in relation to the timely and accurate reporting of Critical Incidents in accordance with the Department's Policy Directive 41. Serco replied on 24 September 2014, acknowledging the concerns about timeliness and accuracy. It was reported that relevant managers were aware of the obligations and expectations; a management enquiry was commissioned; an *aide memoir* was developed for Operations Managers and Duty Directors; and local level guidelines were revised to ensure compliance. Initially performance in this area improved, however due to identified ongoing issues an abatement was issued in November 2014 (Further information on the abatement contained within Section 5.4.3 of this Report).

4.3.2 Prison Security

On 14 October 2014, a PIR was issued in relation to Serco's failure to secure doors (including movement and entrance doors). This was as a result of information from Security Reports submitted to the Department's Intelligence Services Directorate. On 22 October 2014, Serco provided a response stating that an investigation was conducted and the staff responsible will be performance managed, and it would ensure improved performance. Following Serco's response, performance improved to the required standard.

4.3.3 Handcuff Keys and Locking Devices

On 7 January 2015, a PIR was issued in relation to the management of handcuffs. Specifically the Department identified potential deficiencies in the procedures or following of procedures to ensure all keys and locking devices are kept secure, controlled, monitored and accounted for at all times. On 23 January 2015, Serco replied that the policies and practices in regards to security equipment will be reviewed and audited for compliance; and refresher training will be provided to staff. Since Serco's response, performance improved to the required standard for a period of approximately four (4) months. Two abatements were then issued to Serco in May 2015. (Further information on the abatements is contained within Section 5.4.2 of this Report.)

4.4 Abatements

Abatements are penalties imposed in accordance with Clause 15.4 of the Agreement when certain negative events occur, or where Serco does not comply with a Performance Improvement Request.

There were five (5) abatement amounts applied during the 2014-2015 period. These related to the following issues:

- One (1) escape of a prisoner;
- Two (2) failures to comply with a Performance Improvement Request; and
- Two (2) breaches of reporting obligations.

4.4.1 Escape of a Prisoner

An abatement was issued on 5 September 2014, as a consequence of the escape of a prisoner from Acacia Prison on 28 July 2014. An escape is a Specified Event, which attracted an abatement amount of \$100,000 plus CPI (\$131,340) (Further information on post-escape activities see Section 4.2 of this Report)

4.4.2 Failure to Comply with a Performance Improved Request (PIR)

An abatement was issued on 7 May 2015, for failing to comply with a PIR (Management of handcuffs -- see above) due to three (3) instances occurring where handcuffs or handcuff keys have not been properly controlled. An abatement amount of \$20,000 plus CPI (\$26,268) was applied.

A second abatement notice was then issued on 28 May 2015, for failing to comply with the PIR (Management of handcuffs) due to an incident in 23 May 2015 when a set of handcuffs were unaccounted for. An abatement amount of \$15,000 plus CPI (\$19,701) was applied. Management of handcuffs and its keys has since improved, and Serco now achieves the standard required.

4.4.3 Breaches of Reporting Obligations

On 5 September 2014, an abatement notice was issued as a result of Serco not completing a written critical incident notification within the specified time limit after becoming aware of the escape of a prisoner from the prison on 28 July 2014. An abatement amount of \$20,000 plus CPI (\$26,268) was applied.

On 17 November 2014, an abatement notice was issued as a consequence of Serco not completing written critical incident notifications within the Department's timeframe for various incidents. An abatement amount of \$5,000 plus CPI (\$6,567) was applied.

4.5 Audits & Reviews

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

4.5.1 Office of the Inspector of Custodial Services (OICS)

In 2014-2015 the Department and Serco continued to progress with the recommendations made by the Office of the Inspector of Custodial Services (OICS) inspection of Acacia Prison in November 2013.

The Expansion Project featured heavily in the report, and OICS will be undertaking a follow-up review in November 2015 to assess the operations of the expanded prison.

4.5.2 Independent Visitors Scheme (IVS)

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

During the 2014-2015 period, the IVS undertook 11 visits to Acacia Prison. Issues that were raised by prisoners included property and unit temperature complaints. Each complaint was responded to by the Contractor Serco and responses were overseen and quality assured by the Department.

4.5.3 Australian General Practice Accreditation Limited (AGPAL)

AGPAL is a not-for-profit organisation that provides independent accreditation to medical practitioners who comply with the Royal Australian College of General Practitioners Standards for general practices. Practices accredited by AGPAL must meet a set of standards that ensure safe, high quality care is delivered to patients. To ensure this standard is maintained, Acacia Prison has a Quality In Practice (QIP) team that conducts annual audits. This ensures the AGPAL standards are maintained at the prison until the next accreditation period.

AGPAL requires the renewal of accreditation on a three-yearly basis. The current accreditation attained by Serco in 2012 is valid until September 2015. Serco is currently being reaccruited by AGPAL.

5 Contract Payments and Associated Financial Information

5.1 Payments Made to Serco

A complete breakdown of contract costs associated with the Acacia Prison contract is below (rounded to the nearest dollar) and a description of the cost is below:

Description	Payment
Operation Payments	\$54,151,864
Wages Adjustment (estimate only at this stage, final payment awaiting claim and verification)	\$4,700,000
Performance Linked Fee (Innovation Bonus withheld)	\$2,540,403
Recruitment and Training Band Entry Costs	\$944,013
Utilities adjustment (pass through cost)	\$577,137
Band Entry Costs	\$450,320
Pharmacotherapy (pass through cost)	\$169,769
Store person and chef (pass through cost)	\$85,669
Hospital sits (pass through cost)	\$2,804
Gross Total	\$63,621,979
Abatements applied	\$210,144
Net Total	\$63,411,835

Note: Pass through costs are payments made for services that are related to, but outside of, the contract terms.

5.1.1 Operation Payments

Operation payments are made on a monthly basis and are calculated based on the Daily Average Population (DAP) of the facility in the month. DAP Bands of 25 prisoners are contained within Schedule 2 of the Agreement, which provide for the appropriate payment. Five percent (5%) of the monthly fee is withheld as a Performance Linked Fee (PLF) and Innovation Bonus.

5.1.2 Wages Adjustment

Schedule 2 of the Agreement provides for the payment of a wages adjustment, subject to certain criteria being met. The Department and Serco agree to a fixed amount per month to be paid in advance (\$280,000 in 2014-2015), with an annual claim and reconciliation being made at the end of the operational year.

5.1.3 Performance Linked Fee and Innovation Bonus

The available Performance Linked Fee and Innovation Bonus equates to 5% of the Operation Payments during the year. At the end of the operating year the Department remits the fees in accordance with the achievements made against the Performance Measures included in the Agreement, as well as any payments made under the Innovation Bonus provisions of the Agreement. In 2014-2015, Serco achieved a PLF of \$2,540,403, equating to 98.1% of the available PLF. This compared favorably to the 2013-2014 achievement of 94.7%.

5.1.4 Transition and Training Bandy Entry Fee

In 2011 the Department exercised its option to extend the term of the Agreement for a period of five (5) years, and at the same time completed a contract variation to provide a framework for the payment to Serco when the Acacia Prison Expansion Project was completed. The replacement Schedule 2 provided for the payment of Recruitment and Training Band Entry Costs three (3) months prior to the prisoner population being increased. In 2014-2015 the Department gave notice of its intention to increase the population to 1395 prisoners, thereby triggering the payment of three (3) of these payments.

5.1.5 Utilities Adjustment

During the scoping phase of the original procurement process the utilities costs were understated. This was identified shortly after the contract commenced and the Department and Serco agreed to reimburse Serco via a pass through cost arrangement.

5.1.6 Band Entry Costs

Band entry fees, as provided for in Schedule 2 of the Agreement, were paid to Serco as the prisoner population increased between January and April 2015. A total of 16 band entry costs were paid.

5.1.7 Pharmacotherapy

In October 2009 the Department withdrew the service of providing a pharmacotherapy nurse at Acacia Prison. The Department and Serco agreed to reimburse Serco via a pass through cost arrangement, which has continued since this time. This was considered the most cost effective method of managing this withdrawal of service.

5.1.8 Store person and Chef

To enable the use of the external store and training and hospitality kitchen prior to the prisoner increase the Department agreed to fund the recruitment of a store person and two chefs for a period of six months. This arrangement ceased on 31 December 2014, just prior to the increase in prisoner population.

5.1.9 Hospital Sits

During 2014-2015 the Department requested Serco to undertake two out of contract hospital sits, which it agreed to reimburse Serco for via a pass through cost arrangement.

5.2 Prisoner Welfare Trust Fund

Serco operates a canteen service, which offers snacks, confectionary, non-alcoholic drinks, toiletries, magazines, books, stationery and any other items as specified to prisoners. Under the Agreement, Serco is required to pay into the Prisoner Welfare Trust fund on a monthly basis, an amount equal to two percent (or 2%) of Gross Canteen Sales in respect of the previous month. In addition, Serco has contributed 50% of gross sales from the visitor's canteen into the trust fund. Expenditure from this fund is approved by the Department where submissions from Serco demonstrate that the funds will be used for the welfare of prisoners at Acacia Prison.

The opening balance of the fund on 1 July 2014 was \$39,417.77 and during the year payments totaling \$57,804.32 were made by Serco.

Money paid into the trust fund may be used for the benefit of prisoners' welfare; and Serco may use proceeds of the trust fund with approval from the State. The following were approved by the Department in 2014-2015:

- Family Visit Days;
- Replacement of gym equipment and board games; and
- DVD Hire.

The closing balance for the year was \$57,644.41.

5.3 Innovation Bonus

As indicated above, the Agreement provides for payments of up to \$250,000 per annum where Serco is able to propose an innovative system or procedure that will improve the services provided at Acacia Prison and is transferable to other prisons operated by or on behalf of the State. The proposal must be supported by evidence before being approved by the Department.

In the 2014-2015 reporting period, Serco made two applications for:

1. Installation of biometric medicine dispensing safes in accommodation units; and
2. Installation of a heartbeat detector in the sally port.

Installation of the biometric medicine dispensing safes was not supported by the Department and, therefore, the application was declined.

A decision on the sally port heartbeat detector will be made in 2015/16 period. Therefore there was no payment under the Innovation Bonus clause in 2014-2015.

5.4 Prison Industry Payments

Serco operates a range of prison industries at Acacia Prison. These include metalwork shops (making car trailers), woodwork shops (producing a variety of woodwork items) and horticulture (growing vegetables). Prison industries provide meaningful work for prisoners as well as developing employment skills and trade qualifications to assist in reintegration into the community.

Under the Agreement, Serco is required to pay the State an amount equal to ten percent (10%) of the Gross Prison Industry Revenue. In accordance with Clause 8.3 of the Agreement, the Department receives two (2) payments per calendar year.

In the 2014-2015 reporting period, Acacia Prison industries generated \$46,425 in revenue to the Department. The Department determines the way in which the revenue is expended and, in 2014-2015, the Department approved the purchase of \$29,720 of industrial equipment for the industries workshops, assisting training of prisoners to gain employment on release as well as a number of minor works across the site. The fit out of a computing room and installation of weatherproof blinds to protect outdoor gym equipment was also authorised.

6 2015/16: The Year Ahead

The Acacia Prison Services Agreement has been operating for nine (9) years. The current contract period expires in May 2016, with one option to extend for a period of up to five (5) years remaining.

Some of the major initiatives and challenges for 2015/16 include:

- Finalising the Department's position on the five-year extension option and any changes to service delivery at Acacia;
- Finalising considerations on the option to extend the contract term;
- Consolidating operations at Acacia Prison to ensure maximum utilization of the additional infrastructure delivered by the Expansion Project;
- Implementing and tracking the revised Key Performance Indicators suite;
- Participating in the November 2015 OICS Announced Inspection and reviewing and undertaking recommendations arising from the inspection.

Appendix 1: Revised Performance Measures



Government of Western Australia
Department of Corrective Services

Revised Performance Measures for Acacia Prison Service Agreement

2015/16

These performance measures have been agreed, pursuant to Clause 13.5 Annual Performance Reviews of the Acacia Prison Service Agreement, and are effective from 1 July 2015.

APPROVED:

Sign:

A handwritten signature in black ink, appearing to be 'Nick Cameron'.

Date:

Sign:

A handwritten signature in black ink, appearing to be 'David Hughes'.

Date: 14/8/2015

Nick Cameron
Director, Acacia Prison
Contractor Representative
Acacia Prison Services Agreement
Serco

David Hughes
Contract Manager
Acacia Prison Services Agreement
Department of Corrective Services

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Definitions & Interpretation

In this Agreement unless the context otherwise requires, the following definitions and interpretations apply.

Mitigation

Where any mitigation that is accepted by the Department, the incident or occurrence will be removed from counting when calculating the Progressive Target result. For example: *Performance Measure 5: Sentence Planning*, should 60 IMPs be required for reviewing and mitigation is provided and accepted for two prisoners' IMP not being completed were accepted, the Progressive Target result will be calculated on 58 total IMPs.

Rounding Method for Progressive Target Results

Method used to shorten numbers, either increasing or decreasing a number to the nearest one decimal point. Numbers with half-way values and higher are rounded up to the nearest one decimal point. An example table below:

Number	Rounding	Number	Rounding
0.11	0.1	0.16	0.2
0.12	0.1	0.17	0.2
0.13	0.1	0.18	0.2
0.14	0.1	0.19	0.2
0.15	0.2		

Rounding Method for Sample Sizes

Method used to increase a number with decimals to the greater whole number. The applicable performance measures will be 03, 04 and 12. An example table below:

Number	Rounding	Number	Rounding
0.1	1.0	0.6	1.0
0.2	1.0	0.7	1.0
0.3	1.0	0.8	1.0
0.4	1.0	0.9	1.0
0.5	1.0		

Multi-disciplinary

In relation to *Performance Measure 3: ARMS*, the PRAG Meeting attendance is to be multi-disciplinary. Attendees, at a minimum, to include:

1. PRAG Chairperson;
2. Prison Unit Manager or Prison Officer;

3. Prison Counselling Services Representative; and
4. Health Representative or Mental Health Representative.

Well-being

In relation to *Performance Measure 3: ARMS*, PRAG meeting minutes are to reflect perceived well-being of a prisoner, which includes, but not limited to comments on the general mood, general behaviour, insight into the situation, and engagement with support services.

Performance Measure 01	SERIOUS ASSAULTS Number of serious assaults within each operational year.	
Intent	To ensure strategies, processes & procedures are in place to reduce the likelihood and occurrence of serious assaults.	
Compliance	<p>Legislation: Prisons Act 1981 s70(b)</p> <p>DCS Policy: Policy Directive 41: Reporting of Incidents and Additional Notifications.</p> <p>Acacia Prison Services Agreement: Schedule 4,2.14, 2.22, 2.23; and Schedule 5 (6.1)</p>	
Progressive Targets	Result	PLF Payment
	Less than 8	100%
	8 – 9	90%
	10 – 13	80%
	14 – 18	50%
	Greater than 18	0%
Percentage of Total PLF	9%	
Reporting Frequency	Monthly	
Calculation Frequency	Annually	
Data Source	<ul style="list-style-type: none"> • TOMS • PD41 Critical Incident Notifications • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide. 	
General Reporting (Methodology)	<p>Contractor to provide information in a standard coversheet on all assaults occurring in the month, and identifying those that were serious.</p> <p>The Private Prison Contract Management (PPCM) to analyse the data against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation / Formula	Count the number of serious assaults that have occurred in the reporting period and total for the operational year.	
Exceptions	<p>Any changes to PD41 relating to definition of serious assault.</p> <p>All claims for mitigation provided by the Contractor will be considered.</p>	

Performance Measure 02	SERIOUS SELF-HARM / ATTEMPTED SUICIDE Number of prisoners committing one or more acts of serious self-harm or attempted suicide within each operational year.	
Intent	To ensure the effective management of prisoners at risk.	
Compliance	<p>Legislation: Prisons Regulations 1982 s74 & 75</p> <p>DCS Policy: Policy Directive 11: Prisoners placed in Observation and Medical Observation Policy Directive 30: Death of a Prisoner Policy Directive 32: Prisoners at Risk of Self Harm Policy Directive 41: Reporting of Incidents and Additional Notifications</p> <p>Acacia Prison Services Agreement: Schedule 4, 2.21; Schedule (6.2)</p>	
Progressive Targets	Result	PLF Payment
	Less than 8	100%
	8 – 9	90%
	10 – 13	80%
	14 – 18	50%
	Greater than 18	0%
Percentage of Total PLF	9%	
Reporting Frequency	Monthly	
Calculation Frequency	Annually	
Data Source	<ul style="list-style-type: none"> • TOMS • PD41 Critical Incident Notifications • Monitors' Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide. 	
General Reporting (Methodology)	<p>Contractor to provide information in a standard coversheet on all self-harm attempts occurring in the month identifying those that were serious self-harm or attempted suicide.</p> <p>The Private Prison Contract Management (PPCM) to analyse the data against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation / Formula	Count the number of prisoners committing one or more acts of serious self-harm or attempted suicide in the reporting period and total for the operational year.	
Exceptions	<p>Any changes to PD41 relating to definition of serious self-harm.</p> <p>All claims for mitigation provided by the Contractor will be considered.</p>	

Performance Measure 03	ARMS Percentage of prisoners identified as At Risk that are managed in accordance with the Department's At Risk Management System's (ARMS) Manual.	
Intent	To ensure that those prisoners identified as At Risk are managed in accordance with the Department's ARMS Manual.	
Compliance	<p>Legislation: Prisons Regulations 1982 s74 & 75</p> <p>DCS Policy: Policy Directive 11: Prisoners placed in Observation and Medical Observation Policy Directive 32: Prisoners at Risk of Self Harm At Risk Management System (ARMS) Manual</p> <p>Acacia Prison Services Agreement: Director's Rule 2.12: Management of Prisoners Identified as At Risk</p>	
Progressive Targets	Result	PLF Payment
	95.0% or Greater	100%
	90.0% – 94.9%	80%
	89.9% or Less	0%
Percentage of Total PLF	9%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • PRAG Notes • ARMS Manual 	
General Reporting (Methodology)	<p>PPCM to randomly select 50% of <i>At Risk</i> prisoners, subject to ARMS monitoring at any time during the month, from a report generated by TOMS. PPCM will then analyse the data in the following key areas of ARMS:</p> <ol style="list-style-type: none"> 1. Interim Plans; <ul style="list-style-type: none"> • Reviewed within 24 hours (Monday to Friday) by PRAG 2. Observations; <ul style="list-style-type: none"> • Completed and recorded on the supervision log within the required timeframes as per the ARMS manual; and 3. PRAG meeting <ul style="list-style-type: none"> • Minutes reflect the current, perceived well-being of the prisoner • Meeting attendance is multi-disciplinary • Meeting(s) are completed in accordance with risk levels (high, moderate, and low). 	
Calculation / Formula	<p>Each At Risk prisoner will receive a point for each of the applicable, three key areas of ARMS (as listed above).</p> <p>Divide the number of points achieved in the key areas, which the Contractor was compliant with, by the total number of points available (maximum of three points per prisoner) for all At Risk prisoners reviewed, then multiply by 100.</p>	
Exceptions	All claims for mitigation provided by the Contractor will be considered.	

Performance Measure 04	RANDOM URINE TESTING Percentage of random urine sample tests identified as Positive.	
Intent	To ensure strategies, processes and procedures are in place to minimise the supply of and demand for illicit substances in the prison.	
Compliance	<p>Legislation: Prisons Regulations 1982 Part IIIA</p> <p>DCS Policy: Policy Directive 26: Searches Operational Instructions 3,</p> <p>Acacia Prison Services Agreement: Schedule 4, Section 2.20 Schedule 5, Clause 6.4</p>	
Progressive Targets	Result	PLF Payment
	9.0% or Less	100%
	9.1% – 10.0%	90%
	10.1% – 12.0%	60%
	12.1% or Greater	0%
Percentage of Total PLF	9%	
Reporting Frequency	Monthly	
Calculation Frequency	Annually	
Data Source	<ul style="list-style-type: none"> • TOMS • Laboratory Reports • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	<p>The Private Prison Contract Management (PPCM) to generate a random list of 100 prisoners' names from TOMS at the beginning of each month. The Contractor is provided with at least two prisoner names for testing each day until 5% of the previous month's population has been tested.</p> <p>The Contractor is to provide the positive test outcomes for the month including any mitigating evidence. A positive test outcome includes where a prisoner refused to supply a urine sample for testing.</p> <p>PPCM to analyse the data against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation / Formula	Number of positive samples divided by the total number taken for the month multiplied by 100.	
Exceptions	<p>All claims for mitigation provided by the Contractor will be considered, particularly the following:</p> <ul style="list-style-type: none"> • Positive test identifying the presence of cannabinoids was taken during the window period of 72 days, which is applicable only for the residual effect of cannabinoids; and • Positive result is the effect of current legally prescribed medication which has been confirmed by a medical officer or laboratory certificate. <p><u>Note:</u> A positive random drug test on a prisoner in an operation month who has also tested positive to a Targeted or Prevalence Test will be counted as a positive test for this measure. Mitigation for residual effect in this circumstance does not comply with the intent of this measure.</p>	

Performance Measure 05	SENTENCE MANAGEMENT Percentage of prisoners' sentence planning documents reviewed and approved in accordance with the Department's requirement(s).	
Intent	To ensure the required level of sentence management by the Contractor.	
Compliance	<p>Legislation: Criminal Law (Mentally Impaired Accused) Act 1996 Dangerous Sexual Offenders Act 2006</p> <p>DCS Policy: Adult Custodial Rule 18: Assessment and Sentence Management of Prisoners Policy Directive 47: Re-Entry Release Orders Policy Directive 51: Case Management Policy Directive 78: Parole Sentence Management Manual</p> <p>Acacia Prison Services Agreement: Schedule 4, 3.1 & 3.2 Schedule 5, 6.6</p>	
Progressive Targets	Result	PLF Payment
	95.0% or Greater	100%
	90.0% – 94.9%	80%
	89.9% or Less	0%
Percentage of Total PLF	8%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • Prisoner Checklists • Assessment and Case Management (ACM) Reports • Parole Reviews/Reports • IMPs • MAPs 	
General Reporting (Methodology)	<p>Contractor to provide the number of Sentence Planning document reviews that were due and completed by the scheduled review date for the Operational Month. Documents that comprise this assessment are:</p> <ol style="list-style-type: none"> 1. The Offender Review Schedule, "IMP Review" 2. The Offender Review Schedule, "If Not Paroled" <p>The following circumstances do not require a review being completed:</p> <ul style="list-style-type: none"> • The review date is within three months of the prisoner's EED or EDR; • Where the prisoner has a court date in the three months following their review date; • Where the prisoner has a parole hearing in the three months following their review date, unless parole is denied, then the review must be commenced within four weeks of the review date; and • Where a prisoner with a MAP is serving more than six months and the creations of an IMP has been tasked to Hakea Prison. <p>IMP documents will be assessed as complete using the date the Decision Slip is generated showing the <i>Status</i> as <i>Final</i> and the <i>Decision</i> as <i>Complete</i>.</p> <p>Private Prison Contract Management (PPCM) to randomly select 60 prisoners to analyse the data provided against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation /	Perform the calculation for each category 'If Not Paroled' and 'IMP Review.'	

Formula	Divide the total number of completed reviews by the total number of prisoners requiring review.
Exceptions	All claims for mitigation will be considered.

Performance Measure 06	EDUCATION, TRAINING & EMPLOYMENT Percentage of primary activity positions filled.	
Intent	To provide the maximum number of prisoners at Acacia Prison with the opportunity to work or learn in order to provide skills and job readiness to reduce the chances of reoffending on release.	
Compliance	<p>Legislation: Prisons Regulations 1982 Part V, Reg 43, 44 & 45</p> <p>DCS Policy: Policy Directive 25: Prisoner Constructive Activity</p> <p>Acacia Prison Services Agreement: Schedule 4.2.16, 3.3 & 1.1 Schedule 5.6.9</p>	
Progressive Targets	Result	PLF Payment
	90.0% or Greater	100%
	80.0% – 89.9%	80%
	79.9% or Less	0%
Percentage of Total PLF	8%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • Attendance Sheets 	
General Reporting (Methodology)	<p>The Department and the Contractor will agree an appropriate number of primary activity positions quarterly, relative to the prison population of 1,395 and replicating as close as possible community standards. The composition of activities within the agreed number will be at the discretion of Acacia Prison, and must be conducive to the 'work or learn' ethos.</p> <p>An agreed number of activity positions will be input on TOMS (and updated from time to time within the agreed number).</p> <p>Performance will be measured by taking a sample of five consecutive days in a performance month.</p> <p>Reporting will be based on reconciliation from TOMS on prisoners allocated to positions as well as job attendance sheets.</p>	
Calculation / Formula	Proportion of agreed positions filled, which is calculated from the number of positions filled divided by the number of agreed positions available at Acacia, then multiply by 100.	
Exceptions	<p>All claims for mitigation will be considered; primarily the following:</p> <ul style="list-style-type: none"> • Issues with infrastructure that are outside the control of Acacia Prison; • Lockdown training days; • Operational issues; • Environmental issues; • Positions vacant for less than two weeks; • Where a contract is ended within the industries area; • Long term sick (will be paid gratuity level 5); and • Public holidays. 	

Transition Note	<p>As this is a new measure, it will not be reported on or calculated in the first month of the 2015/16 Operational Year.</p> <p>The Performance Linked Fee (PLF) attributable to this month will be split over the remaining 11 months. In this way, the 8% PLF available under this Performance Measure will be paid as a maximum of 0.73% over the remaining eleven months in the Operational Year.</p>
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Performance Measure 07	CLINICAL PROGRAMS - DELIVERY Percentage of agreed Clinical Intervention Program positions filled at the commencement of the program in accordance within the agreed contract schedule.	
Intent	To provide specific clinical intervention programs as agreed in the schedule and to ensure maximum utilisation of these programs.	
Compliance	<p>Legislation: Prisons Act 1981, Part IX</p> <p>DCS Policy: Adult custodial Rule 18: Assessment and Sentence Management of Prisoners</p> <p>Acacia Prison Services Agreement: Schedule 4, 2.30 & 3.5 Schedule 5, 6.9</p>	
Progressive Targets	Result	PLF Payment
	90.0% or Greater	100%
	80.0% – 89.9%	80%
	79.9% or Less	0%
Percentage of Total PLF	4%	
Reporting Frequency	Quarterly	
Calculation Frequency	Quarterly	
Data Source	<ul style="list-style-type: none"> • TOMS • TOMS Clinical Intervention • Offender's Notes • Assessment and Case Management (ACM) Course Schedule 	
General Reporting (Methodology)	<p>Contractor to provide the names and attendance lists of prisoners who have commenced programs in the quarter in line with their IMP requirements, and any mitigating evidence.</p> <p>Private Prison Contract Management (PPCM) to analyse the data against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation / Formula	Divide the total number of prisoners who commenced the programs in the quarter by the total capacity of programs available at the commencement of quarter. Multiply the result by 100.	
Exceptions	<p>All claims for mitigation will be considered; primarily the following:</p> <ul style="list-style-type: none"> • Where Acacia provides documentary evidence that all reasonable efforts have been made to ensure that the program is filled to capacity; • Such reasonable effort will be taken as being made where Acacia has examined future course bookings and has notified DCS Offender Services of the vacancy and has notified DCS Sentence Management of the vacancy; and • Hard copy evidence of such notifications will be accepted in the form of emails, letters, and memos. <p><u>Note:</u> Verbal advice will not be accepted as a form of mitigation.</p>	

Performance Measure 08	CLINICAL PROGRAMS - TREATMENT REPORTS Percentage of agreed program treatment reports finalised within four weeks of the course completion.	
Intent	To ensure completion of treatment reports within the required timeframe for consideration by the Prisoners Review Board, and in accordance with the Department's requirements.	
Compliance	<p>Legislation: Prisons Act 1981, Part IX</p> <p>DCS Policy: Adult custodial Rule 18: Assessment and Sentence Management of Prisoners</p> <p>Acacia Prison Services Agreement: Schedule 4, 2.30 & 3.5 Schedule 5, 6.9</p>	
Progressive Targets	Result	PLF Payment
	95.0% or Greater	100%
	90.0% – 94.9%	80%
	89.9% or Less	0%
Percentage of Total PLF	4%	
Reporting Frequency	Quarterly	
Calculation Frequency	Quarterly	
Data Source	<ul style="list-style-type: none"> • TOMS • Offender's Checklist • Assessment and Case Management (ACM) Course Schedule • Case notes and Checklist 	
General Reporting (Methodology)	<p>Contractor to provide Private Prison Contract Management (PPCM) with a list of completed programs for the period with the corresponding list of participants and the date on which their treatment reports (completion or non-completion) was completed – noting that it is required to be finalised within four weeks of course completion. Non-completion reports needs to be completed within four weeks of withdrawal.</p> <p>PPCM to analyse the data against recorded information on TOMS and the Performance Measure requirements.</p>	
Calculation / Formula	Divide the number of completed Treatment Reports within four weeks of the course being completed by the total of prisoners who have completed programs in line with their IMP. Multiply the results by 100.	
Exceptions	All claims for mitigation will be considered.	
Transition Note	Treatment reports are to be finalised within six weeks of course completion, till 30 June 2015. For programs completed after 30 June 2015, treatment reports (completion and non-completion) are to be finalised within four weeks.	

Performance Measure 09	SUBSTANCE USE SUPPORT & TREATMENT PLANS (STP) Percentage of Prisoners who test positive to illicit substances twice or more in 12 months, and who have a 'support and treatment plan' developed within one month of being found guilty.	
Intent	To provide an individualised case management approach for prisoners who have been identified as repeat drug users.	
Compliance	<p>Legislation: Prisons Act 1981, Part VII Prisons Regulations 1982, Part III A</p> <p>DCS Policy: Policy Directive 26: Searches Operational Instructions 3,</p> <p>Acacia Prison Services Agreement: Schedule 4, 2.20 Schedule 5, Clause 6.4</p>	
Progressive Targets	Result	PLF Payment
	90.0% or Greater	100%
	80.0% – 89.9%	80%
	70.0% – 79.9%	50%
	69.9% or Less	0%
Percentage of Total PLF	8%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • Acacia Tracking Spreadsheet • Support & Treatment Plans 	
General Reporting (Methodology)	<p>Acacia Prison to provide:</p> <ul style="list-style-type: none"> • a spreadsheet of prisoners who have had a STP developed, including the date it was developed and the date of any reviews completed. The spreadsheet will also detail any follow-up interviews, including the date, with prisoners who refuse to engage with the STP, in accordance with the mitigation below; and • STPs and review documentation. <p>The performance measure applies to prisoners who have tested positive, and been found guilty of substance misuse on more than one occasion within a 12-month period.</p> <p>The STP is to be reviewed in accordance with the review schedule contained within the STP, and will operate for a period of up to six months.</p>	
Calculation / Formula	<p>Calculate the number of prisoners who have STP in-place within one month of being found guilty and divide that number by the total number of prisoners found guilty of testing positive, whose support and treatment plans are due within that month. Prisoners in this category must be those who have tested positive on more than one occasion within a 12-month period.</p> <p>Second, the number of reviews conducted within the month in accordance with the relevant plan, divided by the number of reviews required within the month.</p> <p>Add the two numbers, and divide by two, then multiply by 100.</p>	
Exceptions	<p>All claims for mitigation will be considered; primarily the following:</p> <ul style="list-style-type: none"> • Prisoners who are transferred or released from Acacia prior to completion 	

	<p>of the STP review period; and</p> <ul style="list-style-type: none">• Prisoners who refuse to engage with the STP. (In this instance, a follow-up will be conducted within one month of the prisoner being found guilty to attempt to re-engage.)
Transition Note	<p>As this is a new measure, the performance measure will apply to prisoners whose STP are completed in August 2015 onwards, in order to allow the Contractor one month to complete STPs. It will not be reported on or calculated in the first month of the 2015/16 Operational Year.</p> <p>The Performance Linked Fee (PLF) attributable to this month will be split over the remaining 11 months. In this way, the 8% PLF available under this Performance Measure will be paid as a maximum of 0.73% over the remaining eleven months in the Operational Year.</p>

Performance Measure 10	ADULT BASIC EDUCATION Percentage of prisoner's inducted at Acacia with a literacy score of 'C' or 'D' on the literacy assessments who commenced an Adult Basic Education (ABE) within three months of completing their induction at Acacia.	
Intent	To ensure that prisoners with low literacy skills are provided with appropriate educational opportunities.	
Compliance	<p>Legislation: Prisons Regulations 1982 Part V, Reg 43, 44 & 45</p> <p>DCS Policy: Policy Directive 25: Prisoner Constructive Activity</p> <p>Acacia Prison Services Agreement: Schedule 4.3.3 Schedule 5.6.8</p>	
Progressive Targets	Result	PLF Payment
	75.0% or Greater	100%
	65.0% – 74.9%	75%
	64.9% or Less	0%
Percentage of Total PLF	8%	
Reporting Frequency	Quarterly	
Calculation Frequency	Quarterly	
Data Source	<ul style="list-style-type: none"> • TOMS • Assessment and Case Management (ACM) Reports • Prisoner's Individual Management Plan (IMP) • Pathlore 	
General Reporting (Methodology)	<p>Contractor to provide a list of prisoners with a 'C' or 'D' that commenced an Adult Basic Education within three months of completing their induction at Acacia. This list should include the literacy score of the prisoner to easily identify the prisoners who scored a 'C' or 'D'.</p> <p>Private Prison Contract Management (PPCM) to analyse the data supplied by the Contractor against the statistics on Pathlore, TOMS and ACM reports and the Performance Measure requirements.</p>	
Calculation / Formula	Divide the number of prisoners with a 'C' or 'D' that commenced an Adult Basic Education within three months of completing their induction at Acacia, by the number of prisoners with C or D who completed induction. Multiply the result by 100.	
Exceptions	<p>All claims for mitigation will be considered; primarily the following:</p> <ul style="list-style-type: none"> • Where the prisoner refused or withdraws from the course; and • Where the prisoner is inducted without an IMP. 	
Transition Note	<p>As this is a new measure and requiring retrospective data, it will not be reported on or calculated in the first quarter of the 2015/16 Operational Year.</p> <p>The Performance Linked Fee (PLF) attributable to this quarter will be split over the remaining three quarters. In this way, the 8% PLF available under this Performance Measure will be paid as a maximum of 2.67% over the remaining three quarters in the Operational Year.</p>	

Performance Measure 11	THROUGH-CARE PLANNING Percentage of prisoners released from Acacia to freedom who have been provided with an Acacia Transition Plan (ATP).	
Intent	To provide prisoners within the identified 'cohort', as described below, with a supported, individualised transition plan into the community by addressing pathways to reduce reoffending based on risk and need.	
Compliance	<p>Legislation: Prisons Act 1981, Part VII Prisons Regulations 1982, Part III A</p> <p>DCS Policy: Policy Directive 26: Searches Operational Instructions 3,</p> <p>Acacia Prison Services Agreement: Schedule 4, 2.20 Schedule 5, Clause 6.4</p>	
Progressive Targets	Result	PLF Payment
	90.0% or Greater	100%
	80.0% – 89.9%	80%
	70.0% – 79.9%	50%
	69.9% or Less	0%
Percentage of Total PLF	8%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • Acacia Tracking Spreadsheet • Support & Treatment Plans 	
General Reporting (Methodology)	<p>Acacia Prison to provide:</p> <ul style="list-style-type: none"> • a spreadsheet of prisoners who have had an ATP developed as well as prisoners who refuse to engage with the ATP, in accordance with the mitigation below; and • the prisoners' ATPs 	
Calculation / Formula	<p>The number of prisoners within the defined 'cohort', as described below, who are released from Acacia Prison within the month with an ATP divided by the number of prisoners within the defined cohort who are released from Acacia Prison multiplied by 100.</p> <p>Prisoners identified as the 'cohort' will be:</p> <ul style="list-style-type: none"> • Young Adults (up to and including 26 years of age); • Prisoners with a diagnosed Substance Dependency; and • Prisoners with a diagnosed Mental Health Issue. <p>Prisoners who fit into more than one criteria for the defined cohort will count as one prisoner.</p>	
Exceptions	<p>All claims for mitigation will be considered; primarily the following:</p> <ul style="list-style-type: none"> • Where the prisoners are transferred or released prior to the anticipated release date; • Where the prisoner refuses to engage with an ATP; and • Where the prisoner is released to parole. 	

Transition Note	<p>As this is a new measure, the performance measure will apply to prisoners released from 1 August 2015 onwards in order to allow the Contractor one month to develop the ATP. It will not be reported on or calculated in the first month of the 2015/16 Operational Year.</p> <p>The Performance Linked Fee (PLF) attributable to this month will be split over the remaining 11 months. In this way, the 8% PLF available under this Performance Measure will be paid as a maximum of 0.73% over the remaining eleven months in the Operational Year.</p>
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Performance Measure 12	INDIVIDUAL OPERATIONAL READINESS Percentage of Custodial Officers who meet minimum training and qualification requirements.	
Intent	To ensure individual operational readiness, all Custodial Officers are qualified and meet minimum training requirements.	
Compliance	<p>Legislation: Prisons Act 1981 s15 P & T</p> <p>DCS Policy: Policy Directive 5: Use of Force (4.1.8) OSH Procedures: First Aid (4.2.1 & 4.3.1)</p> <p>Acacia Prison Services Agreement: Clause 9.5; and Schedule 4 (6.9) Director's Rule 6.9: Training and Development</p>	
Progressive Targets	Result	PLF Payment
	100%	100%
	90.0% – 99.9%	80%
	89.9% or Less	0%
Percentage of Total PLF	9%	
Reporting Frequency	Quarterly	
Calculation Frequency	Quarterly	
Data Source	<ul style="list-style-type: none"> • Training and Development Plan • Register of Training • Permit Database • Training Certificates & Qualifications 	
General Reporting (Methodology)	<p>Custodial Officers include:</p> <ul style="list-style-type: none"> • Custodial Officers (all grades including Security Officers and Case Management Officers); and • Unit Managers (all grades). <p>Private Prison Contract Management (PPCM) to randomly select 5% of Custodial Officers from the Permit Database, and forward these to Acacia for provision of the following evidence:</p> <ul style="list-style-type: none"> • Certificate III in Correctional Practice (Custodial) (Exemption for staff who have performed Custodial Functions for less than nine months); • Certificate IV in Correctional Practice (Custodial) (permanent Unit Managers and acting Unit Managers with 24 or more months aggregate acting) • Senior First Aid; • Cardiopulmonary Resuscitation (CPR); and • Defensive Equipment Techniques Training. <p>PPCM to review evidence provided by Contractor to determine performance measure achievement level.</p>	
Calculation / Formula	Divide the number of Custodial Officers who meet minimum training and qualification requirements, by the total number of Custodial Officers sampled, then multiply by 100.	
Exceptions	All claims for mitigation provided by the Contractor will be considered, such as long-term absence, workers compensation, sick/unfit prior to or on day of training, and critical incidents causing the cancellation of planned training.	

Performance Measure 13	INCIDENT REPORTING Percentage of incident reports completed in accordance with the Department's requirements.	
Intent	To ensure accurate, complete and timely incident reporting.	
Compliance	Legislation: Prisons Act 1981 DCS Policy: Policy Directive 41: Reporting of Incidents and Additional Notifications Acacia Prison Services Agreement: Schedule 4, 5.4 & 6.3	
Progressive Targets	Result	PLF Payment
	95.0% or Greater	100%
	90.0% – 94.9%	90%
	80.0% – 89.9%	60%
	79.9% or Less	0%
Percentage of Total PLF	7%	
Reporting Frequency	Monthly	
Calculation Frequency	Monthly	
Data Source	<ul style="list-style-type: none"> • TOMS • Other processes, information, data, records and reports available to the State or which the State may reasonably require the Contractor to provide 	
General Reporting (Methodology)	Private Prison Contract Management (PPCM) to assess a sample of 40 Incident reports; made up of 100% of Critical Incident Reports and the remainder randomly selected from Non-Critical Incident Reports as defined by Policy Directive 41 and submitted on TOMS.	
Calculation / Formula	Divide the total number of incident reports assessed as being accurate and complete, by the total number of incidents assessed, and multiply by 100.	
Exceptions	All claims for mitigation will be considered; primarily the following: <ul style="list-style-type: none"> • Where the Department overrides the incident classification; and • Where the Department either upgrades or downgrades the incident type. 	

Appendix 2: Acacia Prison Performance Report

ACACIA PRISON PERFORMANCE REPORT																
KPI No.	Performance Measure	Maximum Abatement Amount (exclusive of CPI increase)	Abatement Frequency	2014						2015						YTD
				July	August	September	October	November	December	January	February	March	April	May	June	
SPECIFIED EVENTS																
a	An Escape	\$100,000 per escape	As required	1	0	0	0	0	0	0	0	0	0	0	0	1
b	A Loss of Control	\$100,000 per loss of control	As required	0	0	0	0	0	0	0	0	0	0	0	0	0
c	A Death in Custody (other than through natural causes)	\$100,000 per death	As required	0	0	0	0	0	0	0	0	0	0	0	0	0
d	A Breach of Contractor's obligations to report or provide information	\$20,000 per incident	As required	1	0	0	0	1	0	0	0	0	0	0	0	2
e	A failure to comply with a Performance Improvement Request (PIR)	\$20,000 per occurrence	As required	0	0	0	0	0	0	0	0	0	0	2	0	2
PERFORMANCE MEASURES																
KPI No.	Performance Measure	Baseline Target	Calculation Frequency													
1	Number of serious assaults on staff, prisoners and others	Less than 6	Annual	1	1	0	0	0	0	0	0	0	0	1	0	3
2	Number of prisoners committing one or more acts of serious self harm or attempted suicide	Less than 6	Annual	0	0	0	0	0	0	0	1	0	0	0	0	1
3	The percentage of Incident Reports completed accurately and in accordance with Departmental requirements	95% or higher	Monthly	85.18%	94.80%	93.50%	90.00%	93.10%	91.83%	85.45%	94.34%	99.43%	93.75%	95.20%	100%	93%
4	Percentage of random urine sample tests identified as Positive	Less than 10%	Annual	6.0%	18.0%	6.0%	6.0%	4.0%	6.0%	4.0%	3.7%	6.80%	3.17%	7.14%	7.14%	6%
5	Percentage of prisoners providing positive urine samples who are offered support within one week of being found guilty of testing positive to an illicit substance	95% or higher	Monthly	100%	24.30%	100%	100%	95.00%	100%	100%	100%	100%	100%	100%	100%	93%
6	Percentage of prisoners Sentence Planning documents reviewed in accordance with the current Department of Corrective Services requirements	95% or higher	Monthly	100%	98.00%	99.40%	100%	100%	100%	100%	98.87%	100%	100%	100%	100%	100%
7	Percentage of prisoners whose program requirements as approved in the Prisoners Individual Management Plans (IMP's) are delivered as scheduled and Program Treatment Reports completed within six weeks of the course completion	95% or higher	Quarterly	NA	NA	100%	NA	NA	100%	NA	NA	100%	NA	NA	100%	100%
8	Percentage of prisoners employed compared to employment positions	95% or higher	Monthly	99.40%	99.27%	99.24%	99.17%	99.04%	98.27%	98.87%	98.79%	98.56%	98.89%	99.09%	99.56%	99%
9	Percentage of prisoners who have engaged in a Department of Corrective Services Adult Basic Education (ABE) course after receiving 'C' or 'D' score on their literacy assessment following their sentencing	95% or higher	Quarterly	NA	NA	100%	NA	NA	100%	NA	NA	100%	NA	NA	100%	100%
10	Percentage of total number of Traineeships filled	95% or higher	Quarterly	NA	NA	100%	NA	NA	100%	NA	NA	100%	NA	NA	100%	100%
11	Percentage of prisoners identified with chronic disease, substance dependency or mental health issues who are provided with a relevant medical discharge plan prior to release	95% or higher	Monthly	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
12	Percentage of prisoners identified at risk that are managed by PRAG in accordance with the Department of Corrective Services At Risk Management System (ARMS) Manual	100%	Monthly	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PERFORMANCE IMPROVEMENT REQUEST																
Performance Improvement Requests (PIR) Issued				0	0	1	1	0	0	1	0	0	0	0	0	3

KEY	
	100% payment applied/No penalty applied
	Partial payment applied
	No payment applied/ Penalty applied/ PIR issued