

# Appendix 1

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 1.

The Department of the Attorney General refurbish the non-contact interview rooms at Perth Children's Court to provide appropriate privacy for detainees to meet with their lawyers.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
N/A The design of Court Custody Centres is a matter for the Department of the Attorney General.	<b>Agreed in Part Risk Low*</b> The Department agrees that privacy in the NCIRs is an issue at Perth Children's Court. The court is included in the DotAG 10 year Capital Investment Plan for a major refurbishment/rebuild, but this will be subject to the availability of funding and priorities for capital works determined by Government. In the meantime, DotAG believes that privacy can be improved by more effective procedural controls. Court Security Directorate will work with DCS to establish appropriate practices to facilitate the intent of the recommendation.	No response required
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

### Recommendation 2.

The Department of Corrective Services provides fresh, nutritious options to detainees at Perth Children's Court for morning and afternoon tea.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<b>Supported</b> The provision of food to the Perth Children's Court is now undertaken by Banksia Hill Detention Centre. This service commenced in April 2013 and offers more nutritious and fresh options to detainees.	<b>Noted</b> This is a matter for DCS. DotAG does not have a position on the issue.	No response required
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 3.

Pursuant to the *Children's Court of Western Australia Act 1988*, the courts should examine alternative processes for adults to appear at other courts specifically designed to hold adults in custody.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
N/A This is for consideration of the President of the Children's Court.	<b>Noted</b> This will be brought to the attention of the President of the Children's Court.	No response required
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

### Recommendation 4.

G4S introduce a multi-tasking model and cross train officers to work in all areas of both District Court Building and Central Law Courts. G4S should regularly rotate staff to allow for adequate experience across all areas of court custody and court security positions.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
N/A The Court Security and Custodial Services (CS&CS) contract scope excludes CBD courts (Central Law Courts and District Court Building). The monitoring functions for the CS&CS contract are delivered through a range of contractual mechanisms and independently through the establishment of the DCS monitoring function. As such the DCS monitors scope does not cover the CBD courts. This is a matter for G4S and the Department of the Attorney General in line with the delegations from the Principal to the Executive Director of Court and Tribunal Services.	<b>Noted</b> The tasking and management of staff is a matter for WLJ/G4S. Monitoring the effectiveness and efficiency of the staffing model is the role of DCS as the principal for the CS & CS Contract.	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 4. (CONTD.)

G4S	WESTERN LIBERTY GROUP	POLICE
<p><b>Partially Agree Risk Low*</b></p> <p>All G4S officers are currently trained as CSCS officers with the skills and knowledge to be able to work in both Security and Custody roles at both the District Court Building and Central Law Courts, as well as in the CSCS role. G4S rosters reflect staff rotation in these roles on a daily basis. Certain positions however require specialist training for example Master Control and these roles attract a higher level of remuneration. G4S have in place a training gap matrix which identifies skill gaps and schedules training updates for all staff.</p>	No response required	No response required

### Recommendation 5.

G4S work with staff at District Court Building and Central Law Courts to develop and implement safe, risk assessment-based escorting and introduce adequate risk assessment training to all staff.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p>N/A</p> <p>The day to day operations are subject to G4S control, such as conduct and training. All procedures are subject to a risk assessment. This is a matter for G4S and the Department of the Attorney General in line with the delegations from the Principal to the Executive Director of Court and Tribunal Services.</p>	<p><b>Agreed Risk Low*</b></p> <p>The agreed procedure in the CBD courts is for all escorts to be subjected to a risk assessment. The precise arrangement of each escort is then determined based on that assessment. The day to day application of the procedure is a matter for G4S operational and local management to supervise. Monitoring the effectiveness of G4S training and the conduct of the escort procedure is the responsibility of DCS.</p> <p>The conduct of the secure escort procedure is also assessed during operational reviews undertaken by Court Security.</p>	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

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### Recommendation 5. (CONTD.)

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G4S	WESTERN LIBERTY GROUP	POLICE
<p><b>Partially Agree Risk Low*</b> G4S have implemented a new Policy and Procedure for Risk Based Escorts and have submitted this to DotAG for endorsement. G4S have robust systems, processes, policies and risk assessment training which are already in place for all staff. Once the new procedure has been endorsed by DotAG all staff will be trained in this procedure.</p>	No response required	No response required

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### Recommendation 6.

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G4S introduce further training to prepare staff for medical emergencies and to educate staff in mental health awareness.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p><b>N/A</b> The Department expects that G4S employees are provided additional training to prepare staff for medical emergencies and educate staff in mental health awareness.</p>	<p><b>Noted</b> Monitoring the content and effectiveness of training is the responsibility of DCS.  DotAG is satisfied that G4S has responded appropriately to medical situations that have occurred in the DCB and CLC buildings.</p>	No response required
G4S	WESTERN LIBERTY GROUP	POLICE
<p><b>Partially Agree Risk Low*</b> All G4S officers are trained in Senior First Aid and Advanced CPR to be able to deal with medical emergencies. G4S staff deal with medical emergencies including mental health issues on a daily basis and to date these have been appropriately managed. Mental health training is currently provided to all staff and this is updated regularly.</p>	No response required	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 7.

G4S undertake initial interviews at District Court Building and Central Law Courts in a private area away from other people in custody.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p><b>N/A</b> This is for consideration of G4S and the Department of the Attorney General.</p>	<p><b>Agreed Risk Low*</b> This already occurs at CLC and DCB. The interview referred to by the Inspector is of a general and limited nature. Its purpose is to confirm that the health and personal circumstances of the PIC have not materially changed during the movement to court, and to speed the process of access to legal advice. On completion of this initial check, the PIC is moved further into custody and formally processed. Processing includes an interview with appropriate privacy.</p>	<p>No response required</p>
G4S	WESTERN LIBERTY GROUP	POLICE
<p><b>Disagree/Risk Low*</b> G4S already conduct a general introduction interview with each Prisoner in the Sally Ports when they arrive. All prisoner interviews are conducted in designated interview rooms to maintain their dignity and privacy.</p>	<p>No response required</p>	<p>No response required</p>

STAKEHOLDER RESPONSES TO RECOMMENDATIONS

**Recommendation 8.**

G4S/Western Liberty Group and the transport provider Serco work together to establish a more streamlined transport schedule for transferring people from the District Court Building to prison.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p><b>Supported in Principle</b> The Court Security and Custodial Services contract requires the contractor to clear court custody centres 60 minutes after the last court ceases. The review identified that waiting times on occasion had exceeded this requirement. The Principal, through the respective delegates/contract managers, will progress a joint process for streamlining transport schedules.</p>	<p><b>Noted</b> This is a matter for DCS, WLG/G4S and Serco.</p>	<p><b>Supported</b> Serco has already engaged with Western Liberty Group and G4S on transfer of risk and will continue to engage to review the process of transferring people from the DCB to prison.  Serco meets with DotAG fortnightly to discuss service delivery and address any matters of concern. This matter will form part of our ongoing discussions.  A recent review of transport routes has resulted in an operating model agreed with the State to drive greater efficiency and reduce waiting times in court.</p>
G4S	WESTERN LIBERTY GROUP	POLICE
<p><b>Disagree/Risk High to G4S*</b> G4S meet their service requirement in this area and also provide ongoing information to WLG, DotAG and Serco regarding transport issues in line with contractual requirements. G4S view this as a Contract Management issue between Serco and DOCS.</p>	<p><b>Agree in Part</b> Western Liberty Group (WLG) report on late pickups to prison as part of the joint CBD Courts Board Meeting which includes a representative from the Contract Management Branch of the Department for Corrective Services. Western Liberty Group (WLG) agrees with the inspections team's observations that transport priorities and delays have the potential to increased anxiety.</p>	<p>No response required</p>

STAKEHOLDER RESPONSES TO RECOMMENDATIONS

**Recommendation 9.**

The Department of the Attorney General undertake an audit of CS&CS sites to identify:

- (a) Sites that are experiencing cell occupancy pressures;
- (b) Locations that are lacking sufficient areas for custody staff to take breaks; and
- (c) Custody centres where the lack of camera coverage poses significant security risks to staff, people in custody and the public.

Based on the audit results, the Department of the Attorney General should prioritise and allocate capital works funding accordingly and factor the audit findings into standard design briefs for new courthouses.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p>N/A This is a matter for the Department of the Attorney General.</p>	<p>The response has four parts:</p> <p><b>(a) Agreed Risk Low*</b> Efficient clearance from court custody centres is included in the requirements of the CS&amp;CS contract.</p> <p>Court Security Directorate undertakes comprehensive security audits at all courts at least once each 2 years. These audits include an assessment of the security pressures on all facets of the facility including cell occupancy. It should be noted that cell occupancy pressure is not consistent at any court and is affected by issues such as location, timing, and the nature of offences currently before the court. The Courts Standard Design Brief has minimum cell requirements which are reviewed during the scoping, design and planning phases of major works and take into account current and future requirements.</p> <p>Locations where cell occupancy pressure can be relieved with minimal capital investment are dealt with on a case by case basis. Since 2010, improvements have been achieved at Perth Children's, Karratha and Roebourne Courts.</p>	<p><b>Noted</b></p>

STAKEHOLDER RESPONSES TO RECOMMENDATIONS

Recommendation 9. (CONTD.)

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
	<p><b>(b) Agreed in Part Risk Low*</b>            See response above. Staff amenity is included in the Courts Standard Design Brief. The major works at Kalgoorlie, Kununurra, and Carnarvon include these areas. At locations where staff amenity is an issue, Court Security works with local court and security staff to develop a workable solution. In older locations it is not always possible to achieve a good solution without significant capital investment.</p> <p><b>(c) Agreed in Part Risk Low*</b>            CCTV technology at each court is reviewed during security audits undertaken by Court Security Directorate. Since 2010 this has resulted in improvements to CCTV coverage at 14 courts. Requirements for contemporary CCTV technology are detailed in the Courts Standard Design Brief and will be included at Kalgoorlie, Kununurra and Carnarvon. The Department does not agree that where CCTV coverage is not as comprehensive as suggested, that this poses significant security risks to staff, people in custody and the public. Supervision in court custody is predicated on the presence of security staff, with CCTV as supporting technology.</p> <p><b>(d) Agreed in Part Risk Low*</b>            The issues identified by the Inspector are included in the Courts Standard Design Brief which forms the basis for the design and planning of all major capital works and security enhancements short of major works. The Department considers these requirements when</p>	



STAKEHOLDER RESPONSES TO RECOMMENDATIONS

Recommendation 9. (CONTD.)

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
	developing and prioritising the 10 Year Capital Investment Plan. The plan is subject to the availability of funding and priorities for capital works determined by Government. Locations that can be improved without significant capital investment are included in the security enhancements effort of Court Security Directorate and prioritised based on the degree of risk.	
<b>G4S</b>	<b>WESTERN LIBERTY GROUP</b>	<b>POLICE</b>
No response required	No response required	No response required

Recommendation 10.

Serco provide radios with full reception and earpieces to every staff member at each CS&CS site.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<b>N/A</b> This is a matter for Serco.	<b>Noted</b> DotAG has been advised that the issues with the new radios have been resolved.	<b>Supported</b> Implement new and adjusted radios with new frequency required – Complete.  Issue personal earpieces for staff to use with site radios – Complete.  Install signal repeaters at the two sites to overcome residual signal issues due to the frequency change. – Complete.  As issues arise investigate and correct.
<b>G4S</b>	<b>WESTERN LIBERTY GROUP</b>	<b>POLICE</b>
No response required	No response required	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 11.

People in custody at Fremantle court custody centre are provided with the same nutritious meals that the individuals at the other sites receive.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<b>Supported</b> The Department supports this recommendation and can confirm that the recommendation was actioned by the Contractor in June 2013.	<b>Noted</b> DotAG has been informed that this now provided.	<b>Supported</b> Resolved OSH issues raised by site staff. Carried out a site risk assessment and implemented meals according to procedures – Complete.
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

### Recommendation 12.

The Department of the Attorney General implement or upgrade the televisions in all cells to the digital network.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<b>N/A</b> This is a matter for the Department of the Attorney General.	<b>Agreed Risk Low</b> This has been completed. In cell TV is included in the Courts Standard Design Brief.	<b>Noted</b>
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

## STAKEHOLDER RESPONSES TO RECOMMENDATIONS

### Recommendation 20.

That the Department of Corrective Services and Albany Police produce a formal partnership agreement outlining the management conditions of the lock-up and include specific details of when the contractor should take over management of the centre.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p><b>Supported in Principle</b> The Department will work collaboratively with Police and the Contractor to determine agreements.</p>	<p><b>Noted</b> This is a matter for DCS and WAPOL.</p>	<p><b>Noted</b></p>
G4S	WESTERN LIBERTY GROUP	POLICE
<p>No response required</p>	<p>No response required</p>	<p><b>Agreed</b> The Western Australia Police will progress consultation with the Department of Corrective Services to negotiate a Memorandum of Understanding.</p>

STAKEHOLDER RESPONSES TO RECOMMENDATIONS

**Recommendation 21.**

The Department of Corrective Services ensures that Serco are monitored according to the Court Security and Custodial Services contract and the Key Performance Indicators stipulated in that contract, not Serco's Operating Instructions.

DEPARTMENT OF CORRECTIVE SERVICES	DEPARTMENT OF THE ATTORNEY GENERAL	SERCO
<p><b>Not Supported**</b></p> <p>The Department notes that this recommendation relates solely to Court Security and Custodial Services contract. The Department manages this contract in line with Schedule 2 Paragraph 3.</p>	<p><b>Noted</b></p> <p>The monitoring of the Contract Performance is a matter for DCS</p> <p>The Inspector notes that C3S is used in the CBD Courts and is interrogated by DotAG and the contract manager. Data from C3S provides DotAG with information to better understand the nature of its business.</p> <p>The Inspector is however mistaken in relation to the SERS program. SERS is operational in most CS&amp;CS sites serviced by Serco. The data in SERS is limited and does not provide the level of detail currently able to be analysed in C3S. In any event at the time of this response (October 2013) DotAG remains without access to the SERS portal and is unable to access or extract data for the purposes of analysis.</p>	<p><b>Noted</b></p>
G4S	WESTERN LIBERTY GROUP	POLICE
No response required	No response required	No response required

\* The risk level identified is the self-assessed risk of the stakeholder. This Office does not assess risks levels against recommendations.

\*\* While this Office acknowledges that paragraph 3 of schedule 2 requires the contractor to report on the delivery of services in the endorsed Operating Manual, we would expect that the Operating Manual reflect the KPIs stipulated in the CS&CS contract.