

# Appendix 1

## THE DEPARTMENT'S RESPONSE TO THE 2013 RECOMMENDATIONS

| Recommendation  | Acceptance Level/Response   |
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| <p>1. a) The Department's annual reports on the Acacia Prison Services Agreement should include a robust estimate of the costs it incurs in relation to Acacia Prison and an explanation of how these costs are calculated; and</p> <p>b) The Department's main Annual Report should provide an outline of the relative costs of different prisons, not merely an average cost across the whole system.</p> | <p><b>The Department</b></p> <hr/> <p>a) <b>Supported</b></p> <p>b) <b>Not supported</b></p> <p>a) The Department agrees that the Acacia Prison Annual Report should include all costs associated with the contract and a clear explanation on the basis of the amounts quoted.</p> <p>b) The Department does not support the recommendation that the Annual Report is the place for detailed reporting on the Acacia Prison Services Agreement and relative costs of different prisons. The Annual Report provides an overview of the Department's operations and performance rather than detailed operations matters.</p> <p>Accountability, compliance and detailed reviews are carried out internally and are subject to examination by the Office of the Auditor General.</p> <p><b>Serco</b></p> <hr/> <p>N/A</p> |

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| <p>2. The Department should progress variations to the Acacia Prison Maintenance Agreement so that performance expectations are clear to all stakeholders, and contractor performance can be more effectively managed.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The Department has commenced a project reviewing the existing maintenance agreement with a view to developing a more contemporary and robust contract, including KPIs and a contract management framework, and simplifying the complex contract relationship between BMW, DCS, Serco and Sodexo.</p> <p>The project outcome may result in the requirement for additional funding from Treasury and this is being addressed by the project.</p> <p>In addition, the Department is currently developing maintenance standards to use State wide thus enabling service levels against which maintenance can be measured. It is expected that the standards will be tailored and applied to the Acacia Prison Maintenance Agreement as necessary.</p> <p>As BMW is the Principal to the contract any variations will require their approval.</p> <p><b>Serco</b></p> <hr/> <p>N/A</p> |

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| 3. Ensure that the opportunities presented for prisoner employment and training by (i) the new external store and (ii) the industrial training kitchen are utilised at the earliest opportunity. | <p data-bbox="738 499 954 533"><b>The Department</b></p> <hr data-bbox="738 533 1356 537"/> <p data-bbox="738 555 863 589"><b>Supported</b></p> <p data-bbox="738 600 1345 813">The Department awaits a formal submission from Serco which will address the staffing and the use of prisoners in the External Store. It may be possible to provide an interim agreement such that the store and hospitality training unit are in action before the timing anticipated during expansion negotiations.</p> <p data-bbox="738 835 1310 902">It should be noted that two matters may delay the provision of these training opportunities:</p> <ul data-bbox="738 913 1281 1025" style="list-style-type: none"><li>- gas is not yet available; and</li><li>- the Waste Water Treatment Plant is operating at capacity.</li></ul> <p data-bbox="738 1048 1337 1227">The gas will be available around April 2014, and the Department will assess the potential increase in water flow from the Hospitality Training Unit and ascertain if current circumstances will allow for the provision of employment and training.</p> <p data-bbox="738 1238 1345 1350">The Department agrees that section 95 prisoners could be used to operate the store but those prisoners would have to come from another Prison.</p> <p data-bbox="738 1395 810 1429"><b>Serco</b></p> <hr data-bbox="738 1429 1356 1433"/> <p data-bbox="738 1451 970 1485"><b>Supported In Part</b></p> |

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| <p>4. Throughout the remainder of the expansion project, rigorous processes must be maintained to ensure that the risks and responsibilities of the various parties are clear, fully understood, and properly aligned, with security and safety as the paramount considerations.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The Department acknowledges the risk associated with a major build inside a secure perimeter and has controls in place to manage the risk. These controls include: a Security Management Plan reviewed regularly with Serco, DCS and Doric, employing escort officers to search vehicles at the site entrance, monitoring of the site during working day and ensuring cleanliness of site, as well as providing additional roving patrols to monitor the site on weekends when unattended, monitoring compliance with regular site visits by DCS State-wide Security representatives and raising any security related issues in real time, at the weekly Security Management Meeting and PCG meetings.</p> <p><b>Serco</b></p> <hr/> <p>N/A</p> |

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| <p>5. At Acacia and across the whole prison system:</p> <p>a) Train staff in the retrieval of people entangled in razor wire; and</p> <p>b) Establish an MOU with outside agencies to supply equipment such as moveable platforms to assist with retrievals from razor wire at height.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>a) The DCS Emergency Support Group (ESG) have recently developed a training DVD for prisons, on how to retrieve a person caught in razor wire. Currently the DVD is with the DCS Training Academy and is being refined before being sent to the satellite trainers who will in turn conduct training at each applicable prison. The ESG have also developed a standard 'retrieval kit' that contains the necessary equipment and protective clothing for conducting the retrieval. The Security Services Directorate will submit a funding request to enable purchase and provision of retrieval equipment to relevant facilities.</p> <p>b) The Security Services Directorate on behalf of the Department is planning workshop meetings with Department of Fire and Emergencies (DFES) to analyse each WA prison/detention centre with razor wire and consider the best possible action and process to resolve the retrieval at height incidents. It should be noted that the workshops will focus on the four regional prisons with razor wire (three once the new Eastern Goldfields Prison is built and razor wire removed). Once a process for at height retrievals for regional prisons is agreed upon, it will be inserted into the EM plans for prisons with razor wire.</p> <p>The four metropolitan prisons/detention centre currently request the attendance of the DFES combined ladder platform (CLP) and ESG officers in retrieval at height. A test of the CLP capabilities have already occurred at Casuarina, Bandyup and Banksia Hill custodial facilities and a test at Acacia prison is being arranged.</p> <p>A quarterly DCS/DFES meeting has now been established.</p> <p><b>Serco</b></p> <hr/> <p>N/A</p> |

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| 6. Acacia should enhance its focus on dynamic security.  | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>A new Senior Manager has been appointed. A new Security Manager has been appointed. One of their priorities will be to deliver a new training plan on dynamic security. Acacia's Strategic Business Plan 2014–2016 includes objectives regarding this.</p>  |
| 7. Ensure that it is standard practice for Acacia and all other prisons in the state to conduct regular audits of the operation and accuracy of personal alarms, and that deficiencies are remedied. | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The building program has created some anomalies because of interference of transponders and receivers. The necessary adjustment to the system will be in place as soon as possible following a full audit of the system prior to handover of the buildings to DCS.</p> <p>The system will be re-calibrated (DCS to arrange) to ensure accuracy during the build project.</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> |
| 8. Acacia should examine alternative options to using the detention unit for managing prisoners on restricted regimes or who require additional protection.  | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Our proposed strategy for 1,387 prisoners includes an objective addressing this recommendation.</p> <p>Furthermore, this is included in Acacia's Strategic Business Plan 2014–2016.</p>   |

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| <p>9. Acacia should ensure the detention unit is adequately staffed at all times and that staff adhere to operational procedures.</p>  | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported In Part</b></p>  |
| <p>10. Acacia should ensure that there is an appropriate balance of experience levels between A shift and B shift.</p>   | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported In Principle</b></p> <p>In principle this is agreed. In reality this depends on the staff mix at any time, and is linked to our recruitment strategy.</p>  |
| <p>11. To ensure that the contractor and the state meet their duty of care to prisoners, and that prisoners' hospital appointments are not cancelled, the Department should work with Serco to provide appropriate funding to cover (i) the cost of a secure vehicle; and (ii) the staff required for hospital sits.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The Department recognises that the cancellation of medical procedures has the potential to affect its duty of care obligations to prisoners, as well as impacting on the public health system. The Department will review existing arrangements and seek to minimise cancellations.</p> <p><b>Serco</b></p> <hr/> <p><b>Supported In Principle</b></p> <p>Serco would welcome a secure vehicle. Agreement of funding would go a long way to reduce the current impact of depleting staff resource from the daily regime.</p> |

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| <p>12. Serco should introduce additional senior management positions, and realign management responsibilities, to ensure (i) that the Acacia senior management team does not lose focus on immediate operational priorities during the expansion; (ii) improved management/staff communication; and (iii) strong transition planning and change management.</p> | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>This is already in place with further growth strategies agreed with Serco corporate office. Viewpoint Action Plan is in place to increase staff engagement and improve communication. A Transition Director and additional resources are in place.</p> |
| <p>13. Acacia should use the performance appraisal system in place at Acacia as intended for all staff.</p>   | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Serco is globally introducing a new 'streamlined' staff appraisal system.</p>  |
| <p>14. Acacia should provide regular, ongoing cultural awareness training for both custodial and non-custodial staff.</p>   | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Acacia's Strategic Business Plan 2014–2016 includes specific objectives to promote and achieve this. Acacia's Reconciliation Action Plan (RAP) will also contribute to this overall objective.</p>   |
| <p>15. Acacia should examine and implement strategies to improve the management and wellbeing of lifers and long term prisoners.</p>  | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Acacia's Strategic Business Plan 2014–2016 has specific objectives around long-term sentenced prisoners.</p>   |



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| <p>16. Acacia should:</p> <p>a) Reinvigorate its strategic focus on Aboriginal issues; and</p> <p>b) Focus on recruiting and retaining more Aboriginal staff in all areas, including management, custody, education and support roles.</p>   | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Work has already commenced to drive this forward. Community reach and engagement are being developed further.</p>  |
| <p>17. Acacia should:</p> <p>a) Acacia should monitor, and as necessary enhance the Custodial Management System to ensure that it is functioning as an adequate movement control system; and</p> <p>b) Acacia should have processes in place to ensure all prisoners are sufficiently trained in the Custodial Management System as well as processes to assist those prisoners who need help understanding and using this system.</p> | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>CMS implementation is still considered to be ‘embryonic’; the full capability is yet to be realised. It is accepted that ongoing training and reinforcement for prisoners and staff is critical.</p> |
| <p>18. Acacia should:</p> <p>a) Cease the cross-deployment of recreation officers; and</p> <p>b) Ensure that appropriate additional physical resources and staffing are available to meet current and future demand for recreation.</p>  | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported In Part</b></p> <p>The Local Order, as agreed with unions, is endorsement of our intent. At times external constraints impact on this, e.g. hospital sits, escorts.</p>   |

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| <p>19. All prisons in the state, including Acacia, should innovatively expand the use of Skype or other on-line technologies to facilitate family and community contact, official appointments, coverage of significant occasions and connection with communities.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The benefits of Skype are recognised by the Department and work continues into enhancing the current ad hoc provision to allow for both official and domestic visits as well as to compliment current processes such as funerals.</p> |
|  | <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Serco fully supports the opportunities in this recommendation.</p>   |

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| <p>20. a) Acacia should increase the number of treatment programs offered to prisoners; and</p> <p>b) The Department should ensure that it encourages genuine innovation in program delivery and does not simply require Acacia to deliver the Department's own suite of programs.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported In Principle</b></p> <p>The Department supports Acacia's delivery of innovative programs; however, it is noted that such programs should address criminogenic factors and be culturally effective.</p> <p>In relation to the Department adopting the COVAID (Control of Violence for Angry Impulsive Drinkers), the developer of COVAID has made contact with the Department and the program has been explored as a possible option for the Department's program suite. On investigation, it was considered that the program content or targets are met within other programs such as the Medium Intensity Violence Program, which is being opened to all offenders of moderate risk and treatment needs (those who have general criminogenic needs). The Department is keen to explore other brief program options, such as those targeting treatment readiness and motivation rather than a brief program that seems to look specifically at aggression and alcohol. Thus, the Department's priorities and innovative focus are regarding other criminogenic and cultural factors.</p> <p><b>Serco</b></p> <hr/> <p><b>a) Supported In Principle</b></p> <p><b>b) DCS Responsibility</b></p> <p>Current discussions are ongoing with DCS. We welcome the opportunity to innovate in this area.</p> |

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| <p>21. Acacia should reduce levels of Aboriginal unemployment and under-employment.</p>   | <p><b>The Department</b></p> <hr/> <p>N/A</p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>Our vision going forward is that Acacia becomes a training prison. We recognise the importance of this recommendation and are committed to ensure proper representation of this group of prisoners, in relevant and meaningful employment.</p> |
| <p>22. Acacia should immediately purchase a sufficient number of computers to meet the needs of adult literacy and numeracy students as well as external and business students.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p><b>Serco</b></p> <hr/> <p><b>Supported</b></p> <p>This is in hand.</p>  |

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| <p>23. The Department, in collaboration with Serco, should assess the best use of the new accommodation units to target needs and to reduce recidivism. Consideration should be given to linking this to new performance linked fee incentives.</p> | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>The Department is currently working through longer term planning for accommodation usage across the State, this includes ensuring that the accommodation at Acacia is used in a manner which is conducive to targeted rehabilitation and/or management of specific prisoner cohorts. Once the specific prisoner cohorts are identified suitable appropriate performance indicators will be established and monitored through the Contracted Services Directorate.</p> <p><b>Serco</b></p> <hr/> <p>a) <b>Supported</b></p> <p>b) <b>Not Supported</b></p> <p>a) In the context of the Serco/DCS transition group, use of accommodation and population management is a regular topic of discussion. We recognise the importance for the state to get best 'fit' for new accommodation blocks.</p> <p>b) This is not a consideration for Serco.</p> |
| <p>24. The Department must ensure that under its new organisational arrangements, Acacia is still able to be innovative and that the opportunities for cross-fertilization are maximised.</p>   | <p><b>The Department</b></p> <hr/> <p><b>Supported</b></p> <p>Current arrangements (finalised after drafting of the OICS report) has seen the contract management role return to Contracted Services.</p> <p><b>Serco</b></p> <hr/> <p>N/A</p>  |