



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

Annual Report 2019/20

Court Security and Custodial Services Contract

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1 Contract Background and History

A contract for the Provision of Court Security and Custodial Services has been in existence since January 2000.

In 2008, the Department of Justice (formerly the Department of Corrective Services) became responsible for assisting the Minister for Corrective Services in administering the *Court Services and Custodial Services Act 1999*. As such, the Director General of the Department is the Principal to the Contract for the Provision of Court Security and Custodial Services.

Broadspectrum Australia Pty Ltd (Broadspectrum) entered into the Court Security and Custodial Services Contract (the Contract) on 27 October 2016 and service delivery under the contract commenced on 24 March 2017. Transitional arrangements occurred whereby Broadspectrum took over the delivery of these services from the previous contractor.

The Contract focuses on services being carried out with regard to the security of persons in custody, staff, and the general public at the highest levels, within set timeframes and with a high degree of duty of care.

Under the Contract, the Contractor is responsible for the provision, maintenance and replacement of the Secure Vehicle Fleet, as well as air and coach transportation of persons in custody across the State. Regional Police lock-ups are cleared within 24 hours and air transport is also used for regional prisoner movements. Contract officers are required to be trained to a specified level of proficiency in order to secure an improved quality of service.

The Department monitors and reviews Broadspectrum's provision of court security and custodial services State-wide. This has resulted in greater scrutiny of service delivery which enables the Department to identify issues in a timely manner, and seek prompt remedy from Broadspectrum when issues of concern arise.

In December 2019 Broadspectrum advised that a Sale Agreement has been signed between Braodspectrum's parent company (Ferrovia) and Ventia for the sale of Broadspectrum. This matter was finalised on 1 May 2020 when the Department provided consent to the change of control from Ferrovia Services Australia to Ventia Holdings. On 30 June 2020 Ventia announced it had completed its acquisition of Broadspectrum. Broadspectrum Australia Pty Ltd continues to be the organisation contracted to perform services under the Contract.

During the March to June 2020 period overall contracted movements and services were considerably reduced due to Phase 4 Covid-19 restriction protocols being enabled by the WA Government. The restrictions put in place resulted in the closure of courts services an overall reduction in movement services, in particular reduced medical appointments and reduced services offered at all WA Health sites.

2 Contract Management

2.1 Overview

The Agreement is overseen and monitored by the Prisoner Transport and Custodial Services Contract Management (PTCSCM) branch within the Corrective Services division of the Department.

Contractual performance and service delivery is assessed and managed by a contract management meeting, held monthly, with the Contract Manager, the Contractor Representative and other departmental and Broadspectrum representatives. This includes reviewing Specified Events, Key Performance Indicators, Performance Improvements Notices and other contract management oversight mechanisms. It also provides a forum to discuss operational matters affecting the Court Security and Custodial Services movement services.

The Contract operates under a defined governance framework that is overseen by the CS&CS 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 Board is chaired by the Commissioner of Corrective Services and includes representatives from WA Police Force, Courts and the Contractor, Broadspectrum.

The objectives of the Board are to:

- Examine and resolve strategic issues that affect the Contract;
- Ensure compliance requirements are met;
- Facilitate improvements in the performance of the Contract;
- Review the ongoing relevance of aspects of the Contract;
- Provide a forum for co-ordination of relevant budget processes; and
- Ensure that planning priorities inform the budget process.

2.2 Operational Compliance

Corrective Services operates a team of on-site compliance officers through its Operational Compliance Branch, who conduct compliance checks to ensure service delivery requirements are met.

Feedback from the compliance officers assists in assessing compliance and performance, as well as ensuring continuous improvement by Broadspectrum.

In addition to regular on-site attendance one comprehensive Compliance Review was undertaken in the 2019/20 financial year at the Bunbury Court in March 2020.

Table 2 below, identifies the number of visits per location to undertake monitoring activities at both metropolitan and regional sites where Broadspectrum provide a service.

Table 2. Schedule of Operational Compliance attendance at CS&CS service delivery sites

Monitoring Visits Completed					
Acacia Prison	1	Funeral Escorts – Various Locations	12	Perth Family Court	30
Airport - Marooomba	15	Hakea Prison	43	Rockingham Court	36
Armadale Court	38	Fiona Stanley Secure Facility	31	Royal Perth Hospital	36
Bandyup Prison	23	Fiona Stanley Hospital	106	Sir Charles Gairdner Hospital	5
Bethesda Hospital	5	Joondalup Court	36	St John of God Midland – Hospital Sit	8
Casuarina	28	Mandurah Court	29	State Administrative Tribunal Building	20
Cathedral Precinct	28	Medical Escorts – Metropolitan Clinics	1	Supreme Court & Stirling Gardens	66
Central Law Courts	57	Midland Court	46	King Edward Memorial – Hospital Sit	5
District Courts	102	Perth Watch House	44	Melaleuca Women's Prison	3
Freemantle Court	38	Northbridge Court	9	Contractor Operational Base	8
Fremantle Public Hospital	36	Perth Children's Court	48		
				Total	993

2.3 Training

The Contract requires all Contract Workers to have successfully completed a Certificate III, or for Supervisors, Certificate IV in Correctional Services in their first year of employment.

To validate the progress of training compliance from 2018-2019 year, a further training review against the recommendations was conducted. All recommendations recorded as completed in August 2020.

Samples of Contract Workers were taken throughout the year to ensure all mandatory training requirements were being met and maintained.

2.4 Review of Contractor's Operational Instructions

A review of selected Broadspectrum Operational Instructions (OIs) was undertaken. Broadspectrum and the Department reviewed selected OIs in relation to issues and incidents as they occurred.

2.5 Volume (Band) Changes

The Contract provides for service volume changes to Pricing Tables to occur. The Contractor must notify the Department in writing on a monthly basis when the service volume for a Service exceeds seventy-five percent (75%) and one hundred percent (100%) of the Baseline Volume Band for each Pricing Table. The Department determines the applicable Baseline Volume Band from the range of Volume Bands set out in the Pricing Tables.

Volume Band changes came into effect during the period 1 July 2019 to 30 June 2020 in response to service demand at a number of locations:

- In March 2020 - multiple baseline volume bands for Court Custody, Lockup Clearance and medical Escorts services.
- In May 2020 - for Funeral and Other Escort services.

2.6 Contract Variations

There was one contract variations entered into during the 2019/20 period. This variation provided for Broadspectrum to provide Court Security at Busselton Court for a District Court matter in November 2019 for one week.

3 Overview of Contract Cost of Service

In total, the cost of delivering the service during the period 1 July 2019 to 30 June 2020 was \$52,199,632.

A breakdown of the Contract costs associated with the Court Custody and Court Security Services and Custodial Services Contract is below (rounded to the nearest dollar).

Description	Payment
Custody Movement Services (metropolitan and regional areas)	\$27,567,073
Court Custody and Court Security Services (metropolitan and regional courts)	\$24,632,559
Gross Total	\$52,199,632
Abatements applied	\$850,171
Net Total	\$51,349,461

4 Custody Movement Services

4.1 Person in Custody Movement Services (Transport)

4.1.1 Description of Service

The provision of movement services for persons in custody includes the transportation of such individuals between police lock-ups, courts, court custody centres, prisons and remand centres.

Movement services are also provided for persons in custody to attend medical appointments, funerals or other locations for approved purposes. The Contract also provides security services when a person in custody is admitted to a hospital.

Table 1. Total Individual Custody Movements Performed

Services	Movements	Comments
Inter-prison Transfers	9,507	Inter-prison movements include metropolitan to regional and vice versa, and within regional areas and the metropolitan area. Movements are conducted by coach, air or secure vehicle.
Court to Prison	4,392	Court to Prison and Prison to Court movements are from court and prison locations specified in the Contract.
Prison to Court	5,222	
Medical Appointments	5,319	Medical appointments include scheduled and unscheduled appointments in the metropolitan and regional areas.
Funerals	358	Funeral movements include movements to funeral services locations as approved.
Day Admissions	249	These services are for prisoners who are admitted to hospital for surgical or other procedures.
Prison to Hospital	229	These movements are undertaken to facilitate hospital admissions for longer than a day.
Hospital to Prison	135	
Lock-up Clearance (Metropolitan and Regional) ¹	10,706	For regional areas, this service clears persons in custody from 24 WA Police Hub locations to local regional prisons. This service requires persons in custody to be cleared within 24 hours' notice. During this reporting period lock-up clearances from metropolitan areas for persons in custody were cleared from the Perth Police Complex (PPC) in Northbridge.
Visits	55	These services include visits to ill relatives and other approved escorts.

¹ This data is drawn from the Contractor reported data

A total number of 36,172 person in custody movements occurred by various means (air, coach, secure vehicle, or other vehicles) for the reporting period.

Figure 1. Monthly Contracted Adult Transport Services

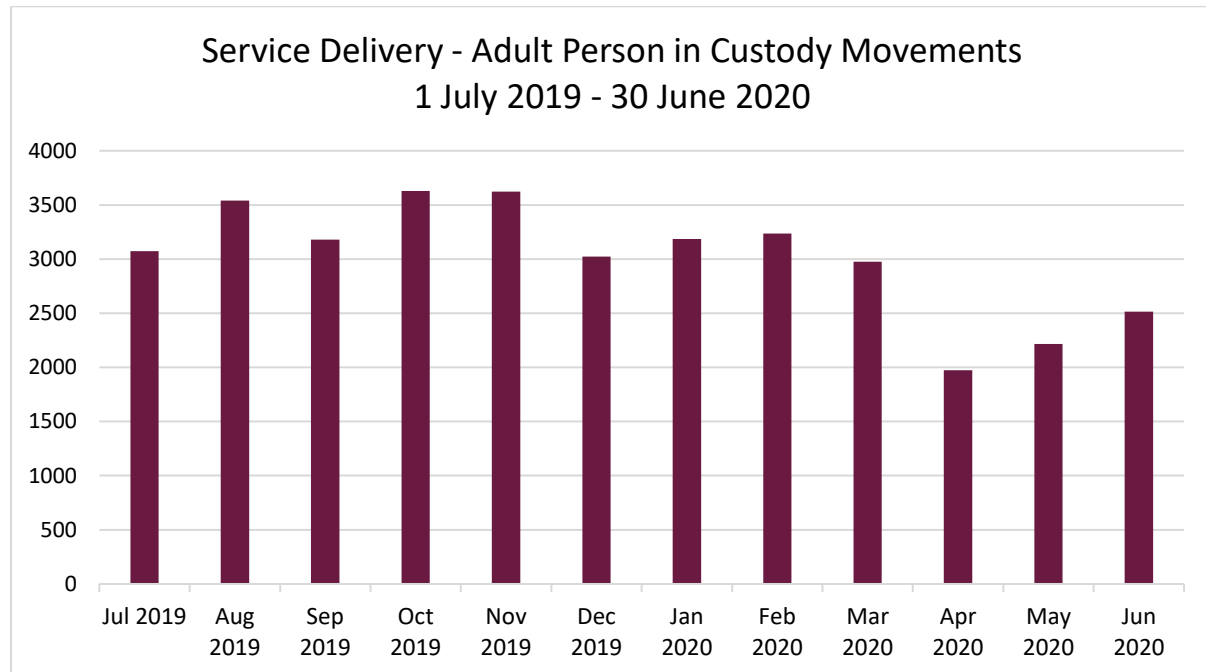
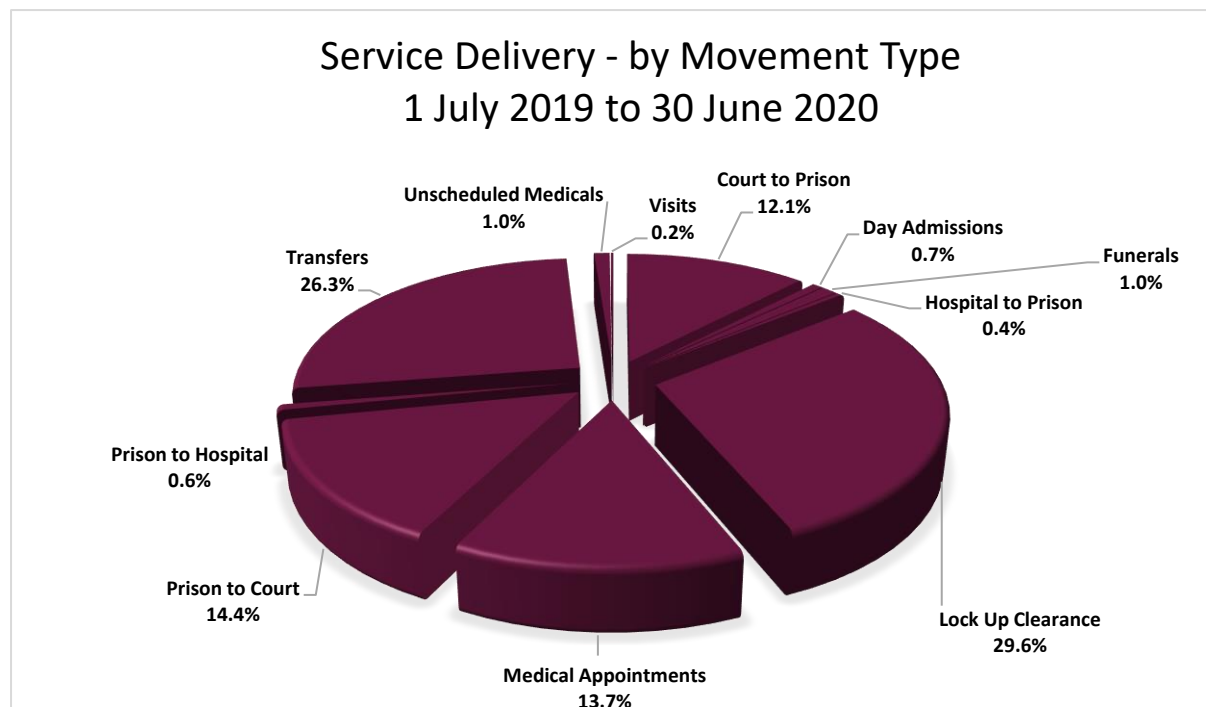


Figure 2. Annual Service Delivery of Adult Contracted Transport Service



4.1.2 Total Expenditure: Custody Movement Services

The cost of providing Custody Movement Services between 1 July 2019 and 30 June 2020 for metropolitan and regional areas was \$27,567,073.

The 2019/20 cost of Movement Services includes the provision of air charter, coach movements, Police Lock-up Hub Clearances within 24 hours, and the cost of maintaining and managing the-Secure Vehicle Fleet.

4.2 Person in Custody who died while in hospital

Eight deaths in custody occurred while the persons in custody were at hospital under guard between 1 July 2019 and 30 June 2020. The Coroner has yet to conduct inquests for the eight deaths in custody.

4.3 Management of Persons in Custody

Broadspectrum utilises the electronic Prisoner Escort Management System (ePEMS), a data collection management system, which has been built on a simple Microsoft database platform and operates on Windows compatible computers.

ePEMS is an 'off-the-shelf' software solution that has been designed and developed to support the delivery of prisoner escort services. ePEMS draws information from the Department's Total Offender Management System (TOMS). This enables transport requests and necessary information relating to a person in custody to be available to Broadspectrum for appropriate tasking.

Confidential and sensitive data and information created and held within the system is encrypted. Only authorised users with explicit permissions are able to enter, view or amend records.

4.4 Secure Vehicle Fleet

The Secure Vehicle Fleet was transferred to Broadspectrum at service commencement as provided for under the Contract.

Broadspectrum proposed a replacement to the current Secure Vehicle Fleet which was accepted by the Department accepted Broadspectrum's proposed vehicle configuration in December 2019. Broadspectrum is required to obtain the State's written approval for each prototype within each category of vehicle inclusive all technical data requirements.

The proposed fleet agreement and tripartite agreement was submitted in July 2020 and is currently being reviewed by the Department.

5 Court Custody and Court Security Services

5.1 Description of Service

The Contract provides for court security and court custody services at major metropolitan and regional courts throughout WA and in designated jurisdictions.

Court security is the provision of security services (excluding custody) and generally includes court orderlies, gallery guards, primary security checkpoints, perimeter security to external premises and internal security of public areas within major courts.

Court custody is the provision of security services within the court custody centre and the secure circulation paths leading to and from courtrooms. This includes dock guards in courtrooms for the management of persons in custody, and the management of custody centres where one forms part of a court complex.

5.2 Court Custody and Court Security Costs

The cost of providing court custody and court security services between 1 July 2019 and 30 June 2020, for metropolitan and regional courts was \$24,632,559.

6 Contractual Performance

6.1 Specified Events and Key Performance Indicators (KPIs)

Broadspectrum's performance is measured against service requirements specified in the Contract. The Contract includes an Abatement Regime consisting of Specified Events and KPIs. Specific abatement amounts are provided for Specified Events referred to in the Contract. The Contract also provides for a Performance Incentive Payment which is calculated as a percentage of the monthly service fee. The monthly Performance Incentive Payment is reduced based on the total Performance Assessment Points the Contractor accumulates each month for failing to meet a KPI.

The Contract also provides an increase in Specified Event amounts and Performance Assessment Points for repeated occurrences of the same Specified Event or KPI failure.

The total value of abatements applied for the period 1 July 2019 to 30 June 2020 was \$850,171.

The following incidents were subject to abatement during the reporting period with a total abatement amount of \$655,538.

- 1 x Escape of a secure person in custody from an unsecure environment, with a maximum abatement amount of \$100,000 (indexed to \$105,460 from 1 April).
- 3 x Unauthorised release of an unsecure person in custody, with a maximum abatement amount of \$10,000 (indexed to \$10,546 from 1 April).
- 5 x Failures to treat all persons fairly and with respect for inherent dignity, with a maximum abatement amount of \$10,000 (indexed to \$10,546 from 1 April).
- 137 x Failure to provide a Service, each with a maximum abatement amount of \$5,000 (indexed to \$5,273 from 1 April).

In addition, 224 Performance Failures were abated to a total of \$194,633.

6.2 Performance Improvement Notices

The Contract provides for the issue of a Performance Improvement Notice (PIN) in the event the Contractor has breached an obligation specified in the Contract, or has not sustained any service element. This mechanism enables a specific performance issue to be addressed and promptly remedied.

In the 2019/20 period two PINs were issued.

A PIN was issued in October 2019 relating to Broadspectrum's failure to provide refresher use of force training to Contract Workers as required in Corrective Services' Policy Directive 5 - Use of Force.

Broadspectrum provided a response in October 2019 and included training session plans, scheduled training dates and committed to have all refresher training undertaken by 31 December 2019.

Random test sample was completed by Department and a closure letter was sent in January 2020 to Broadspectrum advising the requirements of the PIN have been addressed.

A second PIN was issued to Broadspectrum in June 2020, after the Department identified the fleet management system failed to ensure appropriate inspections of vehicle fire extinguishers. This resulted in five vehicles having been used to transport prisoners with expired fire extinguishers on board.

Broadspectrum provided a response to the PIN in July 2020, which included a Rectification Plan addressing the actions outlined by Department.

In July 2020, the Department replied that the Rectification Plan was not endorsed, and noted that the Rectification Plan includes recommendations and actions, however the actions within the plan are not related to the actions previously outlined by Department

BROADSPECTRUM PERFORMANCE MEASURE DASHBOARD - SPECIFIED EVENTS																	
		2019/20 Quarter 1				2019/20 Quarter 2				2019/20 Quarter 3				2019/20 Quarter 4			
		Jul-19	Aug-19	Sep-19	TOTAL	Oct-19	Nov-19	Dec-19	TOTAL	Jan-20	Feb-20	Mar-20	TOTAL	Apr-20	May-20	Jun-20	TOTAL
KPI	Specified Events [SE]				Quarter 1				Quarter 2				Quarter 3				Quarter 4
																	TOTAL FY 19/20
1	SE 1 - Death of a PIC.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	SE 2 - Escape of a (Secure) PIC: Court Custody Services.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	SE 2 - Escape of a (Secure) PIC from Secure environment: Movement Services.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	SE 2 - Escape of a (Secure) PIC from Unsecure environment: Movement Services.	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
2	SE 2 - Escape of a (Unsecure) PIC: Movement Services.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	SE 3 - Loss of control of a PIC or facility requiring external assistance to regain control.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	SE 4 - Unauthorised release of a (Secure) PIC.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	SE 4 - Unauthorised release of a (Unsecure) PIC.	0	1		1	1	1	0	2	0	0	0	0	0	0	0	3
5	SE 5 - PIC inflicts self-harm resulting in a Non-Serious Permanent Disability.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	SE 5 - PIC inflicts self-harm resulting in a Serious Permanent Disability.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	SE 6 - PIC inflicts injury on a person which results in a Non-Serious Permanent Disability.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	SE 6 - PIC inflicts injury on a person which results in a Serious Permanent Disability.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	SE 7 - PIC inflicts injury on a person resulting in Death	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	SE 8(a) - Failure to provide a Service leading to a court sitting being cancelled for the day.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	SE 8(b) - Failure to provide a Service leading to a court building being closed for the day.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	SE 8(c) - Failure to provide a Service leading to a Service being rescheduled with Agency completing the Service.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	SE 8(d) - Failure to provide a Service leading to Court or Tribunal being unable to proceed as intended.	0	0	4	4	1	4	1	6	2	1	0	3	0	0	0	13
8	SE 8(f) - Failure to provide a Service leading to Contractor unable to receive a PiC at the designated time.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	SE 8(g) - Failure to provide a Service leading to a scheduled appointment of PIC being cancelled or rescheduled.	1	0	5	6	0	3	0	3	0	1	1	2	0	0	0	11
8	SE 8(h) - Failure to provide a Service leading to unscheduled Hospital Sit being undertaken by Principal for more than 1 hour after the Hospital Sit should have	0	0	10	10	4	7	12	23	18	29	13	60	7	3	6	109
8	SE 8(i) - Failure to provide a Service leading to Scheduled Hospital Sit being cancelled/carried out/completed by the Principal	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1
8	SE 8(j) - Failure to provide a Service leading to PiC being unable to attend a funeral for more than half the time.	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1
8	SE 8(k) - Failure to provide a Service leading to PiC not being cleared from a designated Lock Up location 4 hours after PiC should have been cleared.	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2
8	SE 8(l) - Failure to provide a Service leading to PiC not being cleared from an agreed regional site 1 hour after the time agreed.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	SE 9 - Failure to perform the Services in a responsive and innovative manner to achieve quality outcomes.	0	0	0	0	1	2	0	3	0	1	1	2	0	0	0	5
10	SE 10 - Failure to comply with a requirement under clause 35.2 of the Contract.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	SE 11 - Failure to comply with the actions and/or achieve the outcomes set out in the Performance Improvement Notice	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL	1	1	20	22	7	17	15	39	21	33	15	69	7	3	6	146

BROADSPECTRUM PERFORMANCE MEASURE DASHBOARD - KEY PERFORMANCE INDICATORS																		
		2019/20 Quarter 1				2019/20 Quarter 2				2019/20 Quarter 3				2019/20 Quarter 4				TOTAL FY 19/20
		Jul-19	Aug-19	Sep-19	TOTAL	Oct-19	Nov-19	Dec-19	TOTAL	Jan-20	Feb-20	Mar-20	TOTAL	Apr-20	May-20	Jun-20	TOTAL	
KPI	Key Performance Indicators (KPI)				Quarter 1				Quarter 2				Quarter 3				Quarter 4	
1	KPI 1 - Contractor achieves a 99.5% compliance with the Contractor's Operating Manual.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	KPI 2 - Each Project Plan submitted prior to Service Commencement.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
3	KPI 3 - Each Project plan reviewed and submitted every 6 months.	0	0	10	10	0	0	0	0	0	0	0	0	0	0	0	0	10
4	KPI 4 - Provide PiC with the necessary food, water and medication	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	KPI 4 - Respond to a PIC / Court User complaint in a timely manner.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	KPI 4 - Manage health and security of PIC reflective of the risk posed.	0	0	0	0	0	0	1	1	1	0	0	1	0	1	0	1	3
4	KPI 4 - Make provision for the specific and cultural needs of a PIC.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	KPI 5 - Operating Manual provided no later than 30 days prior to Service Commencement Date.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
6	KPI 6 - Marked up copy of Operating Manual provided on anniversary of the Services Commencement Date each year.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	KPI 7 - Transport Fleet maintained in good condition.	0	0	1	1	1	0	0	1	0	0	0	0	0	0	0	0	2
8	KPI 8 - Contractor Resources Register maintained as required.	2	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	4
9	KPI 9 - Each Contract Worker completes required training.	0	0	5	5	0	0	0	0	0	0	7	7	13	0	0	13	25
10	KPI 10 - Each Contract Worker holds Cert III within 12 mths of commencing work.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	KPI 11 - Contract Worker employed as a Supervisor holds Cert IV within 12 mths of commencing work.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	KPI 12 - Fleet Mgmt System maintained at all times with the required information.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	KPI 13 - Critical incidents reported within specified times.	0	0	1	1	1	1	0	2	0	0	0	0	0	0	0	0	3
14	KPI 14 - Major incidents reported within specified times.	1	3	0	4	2	2	4	8	2	5	2	9	2	3	2	7	28
15	KPI 15 - Low Level incidents reported within specified times.	1	0	1	2	0	0	2	2	0	1	0	1	0	0	0	0	5
16	KPI 16 - Monthly Perf Report submitted within 10 business days of end of each month.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	KPI 17 - Annual Report provided by 1 Sept each year.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	KPI 18 - Achievement & maintenance of ISO certification of QMS at all times 12 mths after service commencement.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	KPI 19 - Contractor prevents PICs inflicting self harm.	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1
20	KPI 20 - Contractor prevents PICs assaulting, physically or verbally, other persons.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	KPI 21 - Use of restraints authorised and PIC is correctly restrained.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	KPI 22 - Primary security checkpoints manned at all times.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23	KPI 23 - Gallery Guards are present at each specified courtroom.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24	KPI 24 - Court Orderlies are present at each specified courtroom	0	0	0	0	0	14	0	14	0	22	0	22	0	0	0	0	36
25	KPI 25 - Duress alarm attended within the determined period.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	KPI 26 - Authorised vehicles enter the Sallyport where Contractor has control.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	KPI 27 - Appropriate/nutritionally balanced meal provided to PICs between specified timeframes.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	KPI 28 - Each PIC collected from Court Custody Centre no more than 60 minutes from the last court.	0	0	9	9	13	0	0	13	13	0	0	13	3	2	3	8	43
29	KPI 29 - Each PIC is delivered to the required court by the time specified on their warrant.	0	0	2	2	2	0	0	2	0	4	0	4	6	0	0	6	14
30	KPI 30 - Except for the conduct of later courts, each PIC is delivered to prison from court by 6:00pm.	0	0	16	16	9	0	9	18	3	0	0	3	2	1	9	12	49
31	KPI 31 - PIC arrives at the relevant Court Custody Centre 30 mins before the scheduled start where no warrant time specified.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	KPI 32 - PIC arrives to a medical appointment prior to the appointment time.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
33	KPI 33 - Each Lock Up cleared within 24 hours of receiving notice to clear.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34	KPI 34 - Contractor maintains effective management of court custody centre keys.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	KPI 35 - Contractor reports security and custody facilities breakdowns and failures.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	KPI 36 - Contractor tests duress alarms at courthouses once a month.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		4	5	45	54	29	17	16	62	19	32	9	60	26	7	15	48	224