

**Submission
No 29**

INQUIRY INTO PARKLEA CORRECTIONAL CENTRE AND OTHER OPERATIONAL ISSUES

Organisation: The GEO Group Australia Pty Ltd

Date received: 28 February 2018



The GEO Group Australia Pty Ltd.

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GEO GROUP SUBMISSION
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ABOUT GEO

The GEO Group, Inc.

The GEO Group Australia's parent company is The GEO Group, Inc. (GEO Group) a public company listed on the New York Stock Exchange. GEO Group is a leading provider of diversified correctional, detention and community treatment services.

The corporate offices are located in Boca Raton, Florida where 400 staff are employed to oversee all aspects of correctional security and administrative finances, medical records, food, housing design and construction of facilities.

GEO Group's operations include the ownership and/or management of 140 facilities with a workforce of approximately 23,000 corrections professionals. These facilities are located in the United States, United Kingdom, South Africa and Australia.

GEO Group is responsible for the care, custody and rehabilitation of approximately 60,000 inmates/detainees, including over 30,000 daily participants in evidence-based rehabilitation programs.

GEO Group provides leading, evidence-based rehabilitation programs to individuals while in-custody and post-release through the 'GEO Continuum of Care' model. The 'GEO Continuum of Care' combines enhanced in-prison offender rehabilitation programs integrated with post-release support services.

The GEO Group Australia Pty Ltd

The GEO Group Australia Pty Ltd (GEO) is Australia's largest and most experienced provider of outsourced correctional services. Commencing operations in 1992, GEO currently manages five facilities across three states with a combined capacity of more than 5,000 prisoners, managed by over 2,000 staff.

In New South Wales, GEO has operated the Junee Correctional Centre since it opened in 1993. This was the first correctional facility in Australia to be designed, constructed and managed by the private sector under a single contract. It has also operated the Parklea Correctional Centre since October 2009 after winning a competitive tender.

GEO has operated the Arthur Gorrie Correctional Centre in Queensland since 1992. This facility is the primary remand centre for south-east Queensland with over 1,000 remand inmates.

In Victoria, GEO manages the Fulham Correctional Centre near Sale as well as the adjoining Nalu Challenge Community for young adult offenders. It has managed Fulham — Victoria's largest regional prison — since 1997.

More recently, GEO and its consortium partners won the Victorian Government's tender to design, build, operate and maintain the Ravenhall Correctional Centre in Melbourne. This facility began operations in late 2017 with a capacity to accommodate up to 1,300 prisoners, including 75 forensic mental health patients and 450 inmates on remand.

Parklea Correctional Centre

Parklea Correctional Centre has been managed by GEO on behalf of Corrective Services NSW (CSNSW) since 31 October 2009.

Uniquely, Parklea transferred from public management to private management while remaining fully operational. Also notable was the extremely short period allowed for in the transfer for mobilisation. The period from contract award to GEO assuming management was just 30 days. This transfer was recognised in the NSW Parliament as a model of best practice and was described by the then NSW Minister for Corrections, John Robertson, as “hugely successful”.

Parklea’s function is to safely and securely house over 1,000 adult male remand and sentenced inmates. Remand inmates are held for the period leading up to, and during, their trial while a smaller number of sentenced inmates are assigned to Parklea to complete offending behaviour programs and to undertake community work placements prior to their release.

Parklea is one of Australia’s busiest correctional centres with 34,224 prisoner movements in 2016 and 31,692 in 2017. In recent times Parklea has undergone two construction projects to help meet the demands of the rising prison population in NSW. One project has provided an additional 150 minimum-security beds for its sentenced inmates and the other will provide 500 maximum-security beds for its remand population. The 150-bed expansion was opened in November 2017, while the 500-bed facility is due for completion in 2019. Construction sites at Parklea are the responsibility of CSNSW.

These construction projects will take Parklea’s total capacity to 1,675, making it Australia’s largest correctional facility, its busiest and one of its most operationally complex.

Also located on the Parklea site is a Compulsory Drug Treatment Correctional Centre (CDTCC). This was not included in the 2009 tender and remains operated by CSNSW.

Prisoner health services at Parklea are provided by the Justice Health & Forensic Mental Health Network — a statutory corporation established by the NSW Government.

GEO is responsible for the maintenance of Parklea and since 2009 has undertaken a comprehensive refurbishment program to address pre-existing maintenance and health and safety issues.

In 2013, GEO established a Cultural Centre at Parklea to enhance its capacity to deliver cultural, spiritual and development programs for its diverse inmate population. Parklea has established partnerships with several community-based organisations who assist in the welfare, rehabilitation and reintegration of its inmates.

Parklea holds four International Organisation for Standardisation (ISO) certifications. These cover key areas of quality management, occupational health and safety (OH&S), food safety and environmental management. Parklea and Junee are the only prisons in NSW to hold this suite of accreditations.

PREFACE TO THE SUBMISSION

In response to the invitation received from Hon. Robert Borsak MLC, Committee Chair, Portfolio Committee No. 4 – Legal Affairs, The GEO Group Australia Pty Ltd (GEO) is pleased to make this submission to the Parliamentary Inquiry into Parklea Correctional Centre and other operational issues.

The benefits most often cited for privatisation are that it encourages innovation, raises standards, promotes competition, provides accountability and saves taxpayer dollars.

As part of its innovation remit, GEO invests globally, more than \$30 million per annum towards expanding the 'GEO Continuum of Care' to help inmates under our care to safely and successfully transition from prison life to life in the community, as productive citizens.

In Australia, GEO has introduced entirely new rehabilitation and reintegration programs to meet the needs of at-risk, mentally-ill, young, remand, short-sentence and Indigenous inmates. Working in partnership with Australian universities, academics and forensic clinicians means Australia, in Ravenhall, now boasts one of the most programs-intensive correctional facility.

GEO has also recently invested over \$10 million in developing Gateway, a dedicated prison operating system. Using the skills of Australian software developers Gateway helps GEO-managed correctional facilities run more safely, securely and effectively. This investment establishes Australian software engineers as global experts in this field and places Australia at the forefront of international practice in its use of correctional technology.

GEO's services have helped raise standards in Australian corrections. Where prisons are required to publicly report their performance against consistent standards, and have the performance reports independently validated, governments can reliably assess whether prisons are managed securely and effectively, that value for money is received and the community is kept safe.

Such requirements for assessing prison performance already exist, including in Victoria and parts of the UK. Under these performance governance arrangements, any prison (including those operated by GEO) has been able to reliably demonstrate how specifically it has delivered value-for-money and raised the standard of correctional practice such as time-out-of-cell, access to education, training and work, and promotion of the decency agenda.

Currently, there is no such requirement to assess performance of the NSW prisons.

In contrast, in terms of accountability, in all Australian jurisdictions in which GEO operates it is held to formal performance measures¹ through the respective operating agreements. These are in addition to obligations that apply in common to all prisons — be they publicly or privately managed. These measures are reported on daily/weekly/annually as appropriate. Accordingly, Australia's private prisons are among the most highly accountable in the world.

GEO also faces contractual sanctions should it not meet its performance measures which, at their most severe, could lead to termination of the contract and reputational damage.

Publicly-operated prisons in NSW do not have the same level of accountability.

¹ In excess of 360 performance measures covering all aspects of prison operation in the two prisons GEO manages in NSW alone.

Savings to the taxpayer can occur when a publicly-provided service is delivered at the same or superior level for a lower price. GEO aims to provide its service at a cost to the State² which is more economical than similar, publicly operated prisons. GEO also re-invests in the Australian community through wages to its locally-recruited Australian workforce, and to local Australian business through services and supplier contracts³.

Previous independent evaluations⁴ of prison performance have also noted that GEO's services are equal to or better than its public equivalents.

GEO makes a number of recommendations which, if adopted in NSW, will enable the NSW Government to determine whether any prison, managed publicly or privately, is delivering value to the taxpayer, meeting best correctional practice and keeping the community safe.

² GEO's prices include its profit margin which is subjected to Australian taxation.

³ GEO, at its cost, subsidises local suppliers by offering them preferential price treatment for supplying goods and services to the prisons GEO operates.

⁴ Refer: (i) Public Accounts Committee, VALUE FOR MONEY FROM NSW CORRECTIONAL CENTRES, Report No.13/53 (No.156), September 2005;

(ii) New South Wales Auditor-General's Report, Performance Audit, Performance frameworks in custodial centre operations, March 2016

(iii) Queensland Audit Office, Management of privately operated prisons, Report 11: 2015–16, February 2016.

RECOMMENDATIONS

GEO respectfully makes the following recommendations:

1. That all NSW prisons are subject to common performance measures.
2. That these common performance measures are regularly reported to NSW Parliament on a prison-by-prison basis.
3. That prison performance in NSW is validated by an independent authority.
4. That the validated performance of all NSW prisons be reported through a league table of prison performance and be made publicly available.

ADDRESSING THE TERMS OF REFERENCE

A) THE ADEQUACY OF STAFFING LEVELS AND STAFF SAFETY

The staffing required to operate any particular prison is specific to that prison alone. Factors such as design, prisoner population, role and function determine the staffing calculation. Consequently, there is no set staff-to-prisoner ratio, nor can one be applied as a measure of safety and security. GEO's staffing model for each of its NSW facilities is appropriately risk assessed and approved by CSNSW. Additionally, all activities within Parklea are governed by CSNSW-approved procedures. These procedures prioritise staff safety.

Staffing levels

There is no single staff-to-prisoner ratio applicable to all prisons. Staffing levels are determined with reference to the following, non-exhaustive, considerations:

- » The number of inmates in the facility
- » The security classification of the inmates (i.e. higher security inmates will demand a higher ratio of staff)
- » The needs of the inmates (i.e. inmates at risk of self-harm will require more intensive staffing)
- » The design of the prison (i.e. larger accommodation units or a requirement to routinely move inmates between buildings will increase staff numbers)
- » The technology available (i.e. monitoring and detection systems remove the need for staff to perform some duties)
- » The role of the prison (i.e. a prison holding inmates approaching release will not require staff that perform certain functions, such as assessment)
- » The functions of the prison (i.e. a remand facility will require more staff to service the needs of the courts such as reception/discharge function).

At Parklea factors such as its maximum-security inmates, the high number of court movements, the presence of many inmates new to custody and the existence of a number of older, smaller accommodation units have the effect of increasing its staff-to-prisoner ratio. Conversely, its large minimum-security population, and new accommodation units better designed with enhanced technology drive down its staff-to-prisoner ratio. To apply an overarching staff-to-prisoner ratio would be ineffective when used in isolation, and using one as a comparator for Parklea against any other facility inaccurate.

Using its experience, GEO developed and submitted its staffing model for Parklea as part of its tender submission. Following tender process and subsequent negotiations CSNSW approved this model and GEO committed to providing it. The model forms one of GEO's performance measures, monitored by CSNSW and is only amended as approved by CSNSW for valid reasons.

As Parklea has expanded and increased its functions GEO has been required to resubmit its staffing model for CSNSW approval.

Activities in Parklea are governed by GEO's standard operating procedures as approved by CSNSW. These procedures mandate how activities are to be performed and have at their heart the maintenance of staff and community safety.

The staffing model and its staff deployment plan (which designates staff from the model to duties on a daily basis) is designed to ensure the right number of staff are present at the right locations at the right time. When deploying staff, managers consider the number and category of the inmates involved, the activities being undertaken, the skills mix of the staff, and the location.

The Staffing Structure – GEO

This staffing establishment is monitored by CSNSW and any change to the staffing establishment is submitted to CSNSW for consideration and approval where appropriate.

The management and staffing structure within Parklea Correctional Centre custodial operations under the responsibility of the General Manager, includes two (2) Operations Manager positions who are responsible for the direct management and supervision of centre operations and security. The Operations Managers are supported by a Shift Manager and six (6) Correctional Managers. The Correctional Managers manage the functional areas within the centre and are supported by Correctional Supervisors who support and mentor staff to carry out their allocated duties.

Accommodation units have a staffing structure which provides for an Area Manager, who is responsible for the overall management and supervision of the area. Correctional Supervisors are allocated to provide management support across the area to assist in the direct management and supervision of staff in completing operational requirements.

Correctional Officers are allocated to perform the duties and responsibilities required to maintain physical security, delivery of inmate services, provide supervision and respond to any incidents within specific areas. These include officers in accommodation units directly supervising cells and common areas, those deployed to provide supervision and security of yards, officers to facilitate movements from accommodation and yard areas and officers whose role it is to maintain security and supervision of programs and services areas (i.e. clinic, library, programs rooms, hospital escorts and prison industry areas).

The staffing deployment considers the level of activity and responsibilities required throughout the full structured daily routine and ensures that there is sufficient level of staffing across all areas, as well as the capacity to cluster the available staff during daily activities in which a higher level of staff presence and attendance is required.

Staff safety

An absolute priority in any correctional staffing model is staff safety. While all staff are fully trained and competent in their duties, inmates remain unpredictable. For this reason, all staff are equipped with reliable communications (such as through the radio net), are also located near to additional staff and are monitored through CCTV so should an incident arise the response is swift.

To respond to unplanned events that pose a risk to staff safety, Parklea operates a suite of contingency plans. These plans are also CSNSW approved and are subject to a regime of regular testing. A key resource in each contingency plan is the Centre Emergency Response Team (CERT) which provides a rapid response and, if needed, a further team of trained staff to any incident within a pre-determined time.

GEO has demonstrated the capacity to implement these procedures to effectively manage any emergency situation, including:

- » Fire and evacuation
- » Inmate disturbance
- » Attempted escape
- » Inmate assaults/fights
- » Assaults on staff
- » Deaths in custody

Within the GEO operational procedures and policies, staff are encouraged and obligated to ensure that any issues and matters affecting staff safety and welfare are promptly reported to management through appropriate reporting forums which include Work, Health and Safety Committee meetings and Joint Workplace Consultative Committee meetings.

Staff training (pre-service)

GEO is a registered training organisation (RTO) and has been nationally accredited as an RTO.

GEO training is undertaken to the highest standards and is conducted in accordance with all requirements and competencies to be completed and achieved within the corrective services pre-service training program.

The syllabus for the training program is reviewed and approved by CSNSW. Some elements of the GEO pre-service training are delivered and/or overseen by CSNSW personnel.

The GEO training and accreditation mirrors the CSNSW training and includes all essential requirements, including:

- » Pre-service training
- » Certificate III Correctional Practice
- » Recall training
- » Annual refresher training
- » Ongoing operational training

The GEO training staff who co-ordinate and deliver the program are qualified trainers possessing a high level of experience in correctional operations and management with the required level of competency in the delivery and management of the training program.

Training credentials at Parklea

Three members of the Senior Management Team at Parklea (who oversee the training of officers at Parklea) and the National Training Co-ordinator for GEO possess a collective total of more than 100 years of correctional experience between them, most of which has been with CSNSW prior to their employment with GEO. These managers have been extensively involved in the development, co-ordination and delivery of custodial training programs within CSNSW and played a significant role in developing the standards of training within CSNSW which has been seamlessly transferred into the operations at Parklea.

Training Correctional Officers on gender diversity in the workplace

As part of the pre-service training and ongoing in-house training program, staff members receive training in the areas of workplace equity, cultural diversity, code of conduct and ethical behaviour, duty of care and conflict resolution.

Within the training provided there is emphasis on the relevant information pertaining to legislation, policies, procedures, workplace expectations and reporting requirements. The information within the training provided is further supported through scenario-based exercises which assist with the reinforcement of the understanding and expectations for gender diversity within the workplace.

The training places emphasis on the following areas:

- » Bullying and harassment
- » Discrimination
- » Equal employment opportunities

- » Gender diversity
- » Cultural and religious diversity and awareness
- » Code of conduct and ethical behaviour
- » Conflict resolution

All staff members are also required to conduct and complete the annual refresher training requirement which includes topics on gender diversity.

Staff training and security

GEO's philosophy is "*Better Corrections – Safer Communities*".

The contract with the NSW Government requires all staff training requirements and annual training plans to be implemented and maintained as approved by CSNSW. A large component of the staff training relates to security matters.

GEO is committed to developing, implementing and delivering additional continual training for staff to ensure upskilling, management development, succession planning and future leaders.

The investment in developing trainers and facilitators ensures the capacity for self-sufficiency and competency for in-house co-ordination and delivery of essential training programs and requirements.

GEO's pre-service training consists of competency-based assessments and spans nine weeks. Following graduation, all correctional staff are required to complete annual mandatory training and participate in weekly lockdown training. In any given year, this weekly training exceeds 25,000-person hours.

Recruitment

There is an established vetting process ahead of recruitment by GEO. The following is the process of correctional officer screening during recruitment:

- » Applications are shortlisted according to key criteria, relevant experience, career history and applicable transferable skills
- » Application via Scout online application to ascertain if language, skills and experience are suitable for the role
- » Screening of candidates for any serious criminal charges or other prohibiting factors
- » GEO Group Australia literacy and numeracy tests

- » SafeSelect psychological tests
- » OIMS Min/Vin Check is then conducted by the Intelligence Department. This is a check undertaken on the CSNSW Offender Integrated Management System (OIMS) to check if an applicant has any history of being incarcerated within the NSW system and whether they had visited a correctional centre as a visitor to an inmate
- » Interview is undertaken by a panel consisting of at least one (1) member of GEO's human resources department and one (1) Custodial Manager after results of the tests are finalised
- » Candidates have to also undergo a pre-employment medical assessment
- » All preferred applicants have an initial OIMS check to ascertain any criminal record by the Parklea Intelligence Department before progression to the next step
- » All preferred applicants undergo a criminal record check conducted by the NSW Police Service
- » Applicants who show a criminal record are referred for review and assessment by the CSNSW Monitor to ascertain if the offence/charge falls into the CSNSW Security Risk Levels and assessment for suitability or preclusion from employment
- » All recruited staff undergo a criminal record check by fingerprinting via *NSW Police Force Form P799/800*
- » All recruited staff are asked to complete the *CSNSW CIG Record Check Form (Criminal Record Check Non-Offenders)* in the presence of Parklea "*Approved by CSNSW to Witness*" staff.

Employment policy at Parklea

The employment practices at Parklea are governed by the following GEO policies:

- » *Corporate Policy and Procedure (Recruitment and Selection)*
- » *Parklea Operational Procedure (Recruitment and Selection)*

The policy and procedures specific for Parklea complements and aligns with the corporate policy and procedure which governs the recruitment and selection process across all GEO operations and facilities in Australia.

The policy and procedures for recruitment and selection are managed through the Human Resources Manager at Parklea and overseen and monitored through the Director of Employee and Industrial Relations within the GEO Corporate Office.

All staff are subject to a criminal record check that is administered through the NSW Police prior to being formally employed by GEO.

The criminal record check results are then forwarded by the NSW Police to the CSNSW Operational Performance Review Branch (OPRB) for their review and formal approval for the applicant to be employed by GEO within the advertised position and role.

The CSNSW OPRB is responsible for fully reviewing the results of the criminal record checks and conducting any risk assessments that may be required to assist with any determinations or considerations based on the criminal record check results.

In the cases where OPRB do not approve for an applicant to be employed by GEO following the review of the criminal record check, the OPRB are not obliged to inform or provide GEO with any details or information regarding the decision or results of the criminal record check. They will simply inform of approval or non-approval following the review.

Recruitment techniques

- Formal information sessions (advertisements in local newspapers and social media sites and conducted in community venues)
- Information brochures
- Local newspaper advertising
- Vacancies listed on GEO company website
- On-line job boards such as SEEK or Indeed. Social Media sites such as Facebook or LinkedIn
- Employees referrals

Staff levels and sick leave

Sick leave for custodial staff has averaged 2.04 per cent over the past eight years.

In cases where there may be issues experienced with staffing deficiencies, the staff deployment contingency plan is implemented. This ensures the centre operates safely and securely through the redeployment of non-essential posts to more critical areas of operation that will maintain the most effective capacity to achieve out-of-cell period and participation and engagement of inmates in programs and services.

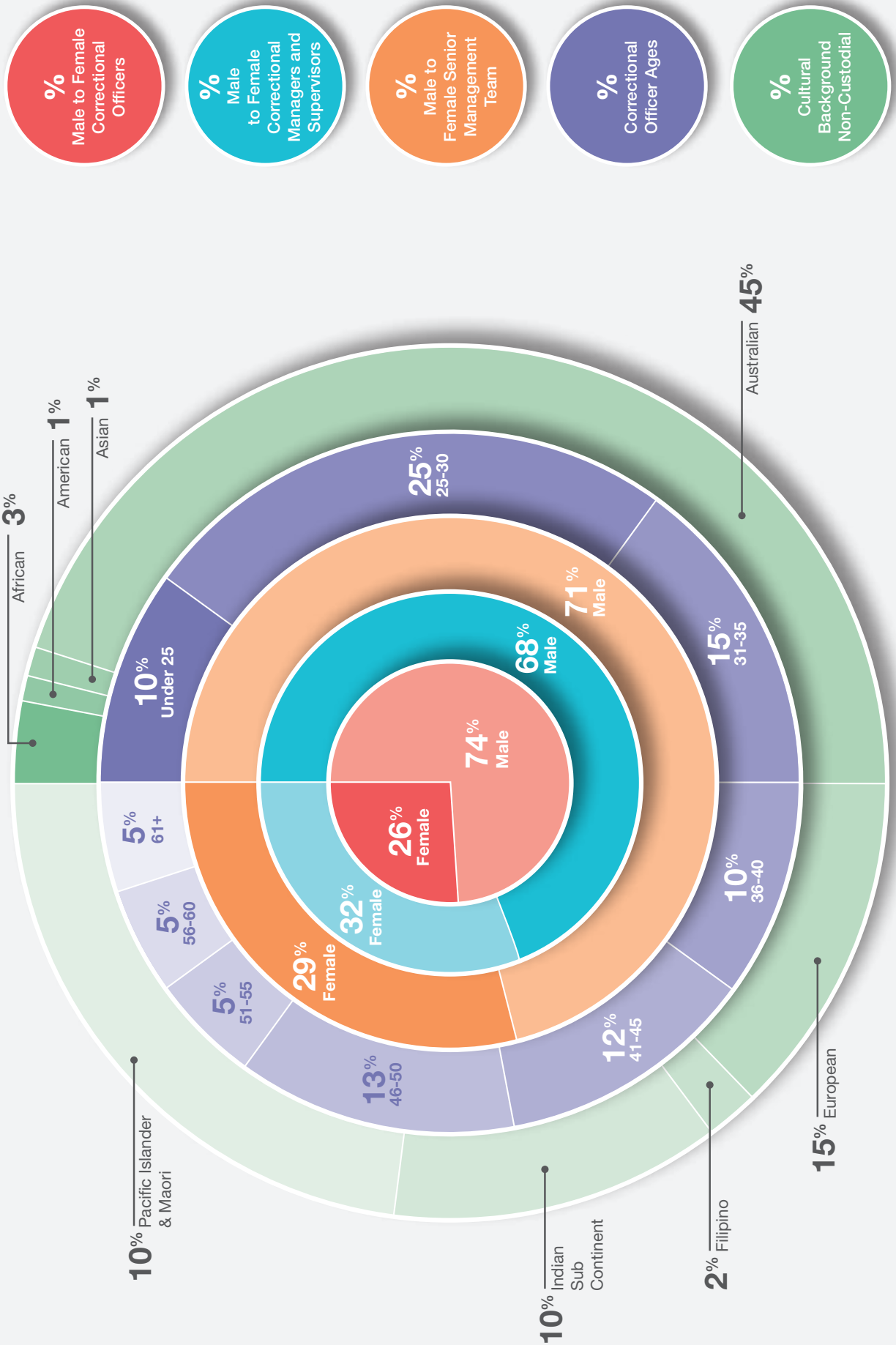
Drug and alcohol testing policy for prison officers and other staff

A schedule of staff alcohol and drug testing is developed annually and provided to CSNSW. Testing of staff is conducted on a regular basis throughout the year and also targets the different roster shifts as part of the schedule. *Corporate Policy HR 5.10 Employee Alcohol and Other Drugs Policy.*

Monitoring of correctional officer activities

- Set tasks and activities must be completed during the structured day
- Post duties/orders
- Follow standard operating procedures
- Mandatory training with appropriate records maintained
- Supervision and monitoring by management team
- Incident reviews and assessments
- Regular management briefings/meetings
- Daily staff parades (commencement and cessation)
- Review of records/logs (daily security reporting)
- Annual performance reviews
- Completion of mandatory training requirements
- Completion of operational training and development opportunities
- Line Manager feedback and reports
- Mentoring and coaching opportunities

Staff Profiles



%
Male to Female
Correctional
Officers

%
Male
to Female
Correctional
Managers and
Supervisors

%
Male to
Female Senior
Management
Team

%
Correctional
Officer Ages

%
Cultural
Background
Non-Custodial

B) THE INFLOW OF CONTRABAND

Prisons aim to deter and detect the inflow of contraband. As new threats emerge (smaller mobile phones, undetectable drugs, drones, ceramic knives) prisons respond with appropriate counter-measures. Parklea employs searching and invests in upgraded barrier technologies in its defence against contraband, and adopts an intelligence-led approach. The level of contraband identified in a facility is a function of three factors — the volume of contraband attempting to enter the facility, the effectiveness of the facility's barrier processes, and the effectiveness of its internal searching regime. Parklea has effective deterrence and detection procedures to counter the volume of contraband inflow.

In its most general sense, contraband in prisons could entail any item not authorised to be brought into prison. This could range from weapons, escape implements, prohibited drugs, mobile devices/accessories to tobacco and food/clothing.

These can be trafficked into the prison in a number of ways including by the inmates, visitors, contractors, items thrown over the perimeter fence, or by staff acting corruptly.

This submission outlines the measures taken at Parklea to stop the flow of contraband.

Contraband is a serious issue for all prisons and CSNSW has undertaken several operations to address this issue over the years.

While CSNSW undertakes regular searches of NSW prisons (publicly and privately run), GEO also has its own search regimen of staff searches.

Monitoring visitors and staff

All staff and visitors attending the centre must be authorised and approved.

All staff and visitors entering the correctional centre are subjected to full screening and searching procedures within the gatehouse and visitors processing locations.

This process requires staff and visitors to surrender all property to be screened through the x-ray unit. Staff and visitors are then screened through a metal detection portal and undergo additional screening as required with hand-held metal detection units and a Cellsense (mobile phone detection) metal and magnetic detection unit⁵.

The screening and searching process within the centre's gatehouse and visitor processing areas is the primary barrier control where all persons accessing the centre are screened and provided access beyond the main barrier of the facility.

Security measures include the following:

- Biometric identification system for authorised entry
- X-ray screening of property
- Body screening through portal screening unit
- Additional screening by hand held metal detection
- Vehicle searching
- Screening by Cellsense metal and magnetic detection unit
- Screening by K9 Unit drug detection dog
- Intelligence monitoring of inmate telephone system
- CCTV monitoring and screening during visits and all access to centre
- Intelligence collation and dissemination

⁵ Cellsense mobile phone detection unit detects both metal and magnetic objects and devices. This provides heightened capacity to detect mobile telephones through the detection of the magnetic components within mobile telephones.

Impact of CSNSW's 2015 No Smoking Policy

The policy to ban smoking in NSW correctional facilities implemented in August 2015 did not result in any immediate incidents or issues impacting on Parklea Correctional Centre's operations.

However, there was an expectation that tobacco would become a contraband that would be in high demand and may result in an increase in incidents.

Data which would present some guide to the level of impact that the No Smoking Policy has had within the centre includes an increase in the instances of tobacco and tobacco-related contraband being found within the centre from 29 in 2016 to 87 in 2017.

The number of contraband trafficking incidents by visitors to inmates resulting in action for formal restriction of access and visitation to correctional facilities are:

- » 2014 - 35 visitor restriction requests
- » 2015 - 62 visitor restriction requests
- » 2016 - 53 visitor restriction requests
- » 2017 - 102 visitor restriction requests.

The number of inmate-on-inmate assaults show an increase following the introduction of the No Smoking Policy in 2015:

- » 2014 - 101 incidents
- » 2015 - 208 incidents
- » 2016 - 184 incidents
- » 2017 - 216 incidents.

Staff corruption

All staff identified or suspected of misconduct, including trafficking contraband into the centre, are referred to the Office of Professional Integrity and are subject to a formal investigation process and notification to CSNSW and the NSW Police.

In any case where staff have been found, and proven, to have engaged in the trafficking of contraband into the centre, the action taken by GEO within the disciplinary process is summary dismissal.

In November 2017, a study into corruption risks associated with the correctional sector was published by the Independent Broad Based Anti-Corruption Commission in Victoria (where GEO has been awarded contracts to operate two of the three 'privatised' correctional centres) found⁶:

- Private prisons have the power to direct corrections officers to take part in drug testing, whereas there is no power to similarly direct corrections officers in public prisons
- Research and consultations did not reveal any instances of private providers obscuring poor employee behaviour to meet performance standards
- On the contrary, private providers appeared to be proactive in adopting policies and practices for preventing, identifying and addressing employee misconduct and corrupt conduct.

The graph on the following page reveals how the introduction of leading technologies at Parklea has been successful, leading to a 62 per cent increase in the volume of contraband being uncovered. The Parklea (privately run) to MRRC (public) comparison is as a result of the similar prisoner population and scope of the prisons. The statistical comparison is made with the Metropolitan Remand and Reception Centre as this centre is also a remand centre which provides a similar level of function and operational model for the reception and management of remand and sentenced inmates with a similar number of inmates to that housed at Parklea.

⁶ Page 18 of the Study.

IRM Incident Summary

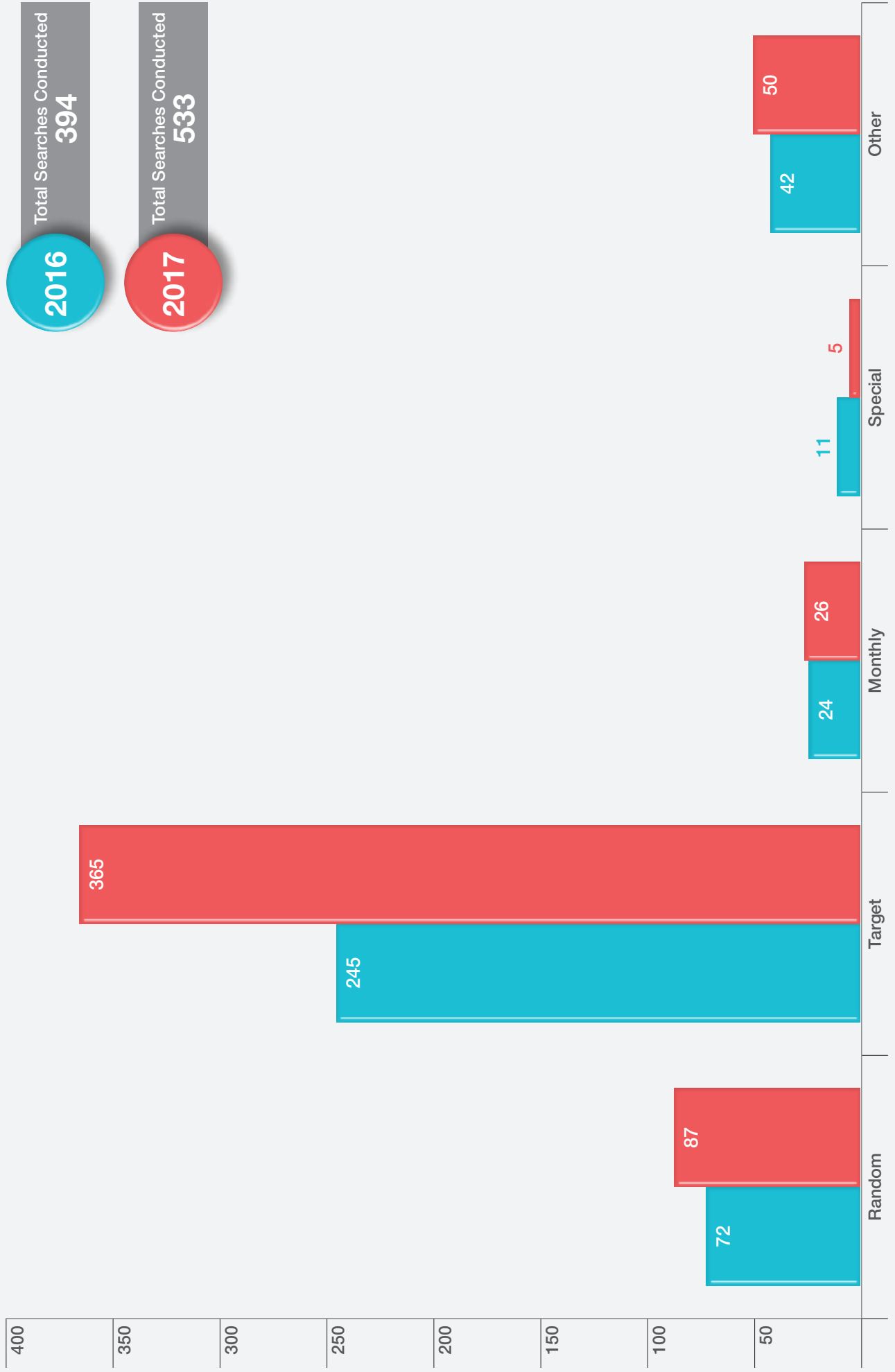
2016

2017

INCIDENT DESCRIPTION	PARKLEA	MRRRC
Contraband Found	334 540	220 250
Assault Offender	184 216	240 222
Inmate Fights	136 117	114 114
Assault Staff	18 14	17 20
Assault Staff / Use Force	24 17	26 19
Use of Force	98 106	192 213
Self-Harm Actual	91 71	204 208
Lock Down Routine	106 92	107 124
Hospital Escorts	345 276	189 461
Death in Custody	4 6	2 3

The graph below (showing the various types of searches undertaken) illustrates a significant increase in searches across Parklea, year-on-year (an increase of 35 per cent from 2016 to 2017).

Parklea Correctional Centre Search Type Statistics



C) THE SECURITY AT FACILITY, INCLUDING ACCESS TO GAOL KEYS

Security is the primary duty of all prisons, including Parklea. Security is provided through an integrated system of physical, procedural and dynamic (intelligence-led) safeguards. Security systems are monitored continually, inspected regularly and reported on daily. Parklea has experienced no escapes from its maximum-security or upgraded minimum-security complex, no riots, or no unnatural deaths of an at-risk prisoner since GEO assumed management.

The security operations within Parklea is maintained in accordance with the daily security reporting requirements and underpinned by the operational procedures and post orders governing the responsibility and daily security requirements to be conducted by staff on a daily basis.

The daily security reporting provides a structured program for all required security elements to be checked, monitored and validated by Correctional Managers; and confirmed by Operations Managers. This is to satisfy that all security checks and reviews have been conducted correctly. Any issue affecting security has to be immediately reported to management for prompt rectification.

There are 27 security elements encompassed within the daily security reporting requirements and these include the following:

- » Biometrics
- » Duress alarms
- » Keys
- » Locks
- » Weapons
- » Perimeter security
- » Gates and locks.

Since 2009, when GEO commenced operating Parklea there have been:

- » No escapes from the maximum-security prison
- » No unnatural deaths in custody of any inmate assessed as being 'at risk' by Justice Health & Forensic Mental Health Network
- » No riots or major disturbance.

On three occasions where inmates attempted escaping from this maximum-security facility, GEO staff foiled the escape attempts.

In fact, there has been no proven allegation that compromised community safety.

Access to keys

Access to keys is managed in accordance with policy and operating procedures governing the security, issue, return and accountability for all keys within the correctional centre.

Keys are issued to authorised personnel who are responsible for the correct and proper management and security of the keys at all times during the course of their duties until their return to the gatehouse. All keys issued are recorded on manual logs or electronically for keys secured and issued from an electronic security key board/safe. This provides a record for the issue and return of all keys and any other movements associated with keys.

On a daily basis, there are key audits conducted at the end of each shift. These audits reconcile all key movements recorded against the keys that have been issued and returned against keys accounted for within the security key cabinets and safes. This ensures that at the completion of each shift, all keys are accounted for and checked to confirm that the plastic seal securing the key ring remains intact.

The Master Key Inventory Register is maintained at all times to ensure that all changes made to the allocation of keys is recorded to maintain the accountability for the replacement and movement of all operational and spare keys on the master inventory list. This may result from the replacement for damaged keys, allocation of new key sets for operational use and issue, destruction of keys and receipt of new keys ordered for inventory.

Security improvements — technology and infrastructure

Security enhancements are assessed and if selected for implementation are formally submitted to CSNSW for consideration, approval and funding.

Any projects not funded by CSNSW but deemed essential by GEO are funded by GEO for implementation with the approval of CSNSW.

GEO seeks to continually improve its capacity to deliver on security and enhancement of security through procedural, physical and technological process and this remains an absolute priority.

GEO also continuously invests in technological innovation to improve infrastructure security and operational capacity within all its facilities.

D) CORPORATE GOVERNANCE OF THE GEO GROUP AND THE FACILITY

GEO operates established and internationally-accredited governance arrangements. GEO (as part of the GEO Group Inc.) is a publicly-listed company subject to applicable reporting obligations and standards. GEO facilities hold the highest and broadest level of accreditation in Australia.

The GEO Group Australia and Parklea Correctional Centre

The GEO Group Australia Pty Ltd (GEO) has been in operation for over a quarter of a century in New South Wales. A unique feature is its singular focus: GEO is the only company in Australia that is exclusively focused on operating prisons under contracts for the State.

As a wholly-focussed correctional services provider, GEO's governance arrangements are designed specifically for the corrections industry and are well proven.

The following is a summary of the corporate governance arrangements of The GEO Group, Inc. (GEO Group) and its wholly owned Australian subsidiary, The GEO Group Australia Pty Ltd (GEO).

GEO's corporate governance globally is centred on adherence to fair business code, ethical practices, diversity, inclusion, leadership and professionalism.

In all countries in which it operates, GEO strives to conduct business with honesty, respect and integrity.

Contract governance of privately operated correctional centres

The outsourcing of services to a private contractor is heavily governed and controlled by contractual governance to deliver a comprehensive documented list of services. These services complement the Department's Strategic Plan and must be measured and delivered or significant monetary penalties will apply.

The delivery of services in the public prison system in NSW does not undergo the same level of scrutiny, nor are public prisons subjected to any penalties for non-conformance.

It is interesting to note that certain service delivery outcomes measured by key performance indicators for private prisons, far exceed the current performance of public correctional centres.

Accountability and monitoring of privately operated correctional centres

In New South Wales, a high degree of the external regulation and accountability mechanisms have been included in the *Crimes (Administration of Sentences) Act 1999*.

The following statutory requirements increase the accountability of private operators in NSW:

- » appointment of a Monitor
- » appointment of official visitors
- » appointment of a Community Advisory Council
- » Corrections Health Services being responsible for ensuring the operator complies with legislation relating to the health of offenders
- » the application of the *Independent Commission Against Corruption Act 1988* and the *Ombudsman Act 1974* to the management company as if it were a public entity.

Section 242 of the *Crimes (Administration of Sentences) Act 1999* also requires the Monitor to be appointed under the *Public Sector Management Act 1988*.

The Monitor is responsible to the Commissioner for assessing and reviewing the management of the correctional centre. Performance is assessed against the minimum standards that are based on the key result areas in CSNSW's Corporate Plan.

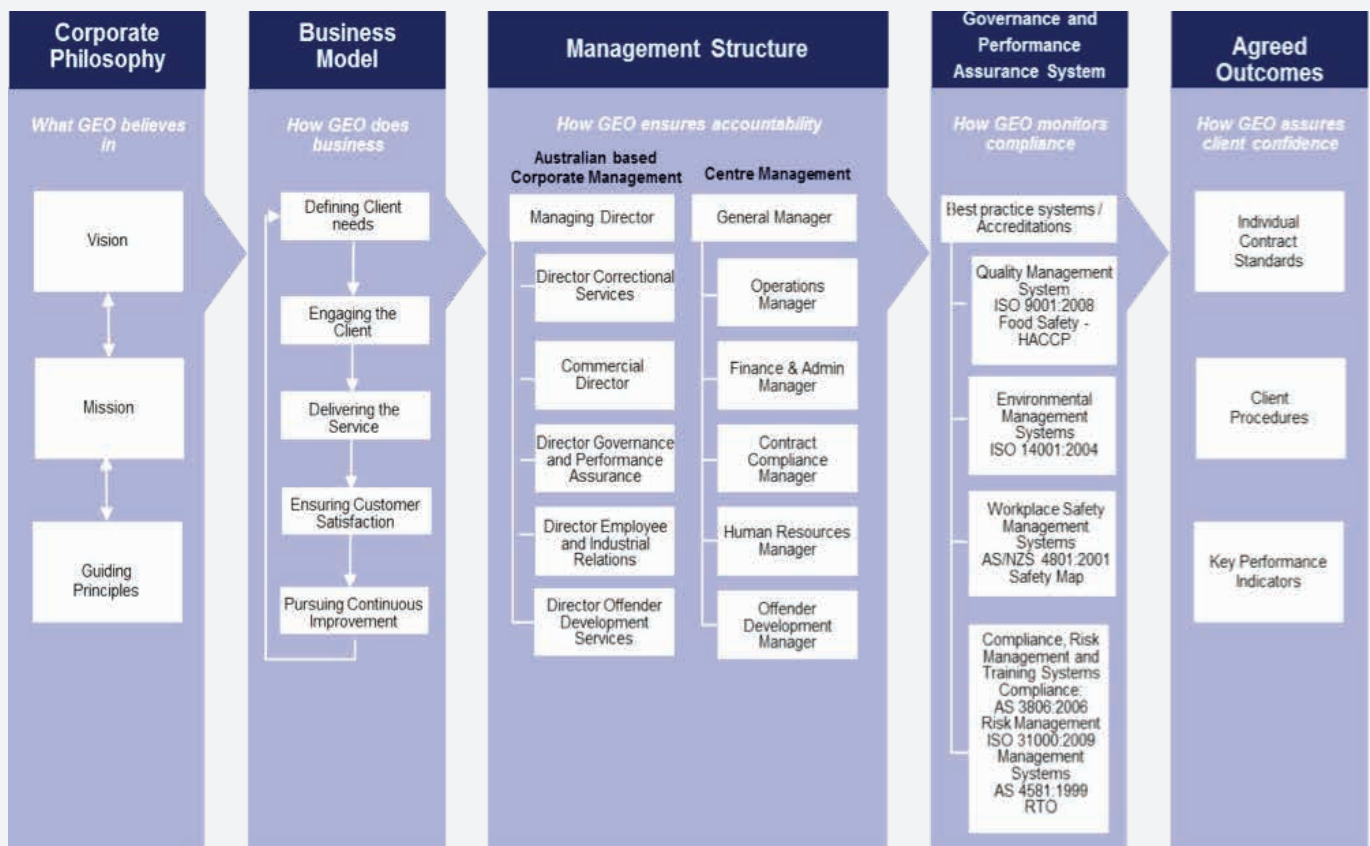
The Monitor's report is published in CSNSW's Annual Report. All legislation and guidelines that apply to public sector employees apply equally to the Monitor. This includes the responsibility to act in the public interest.

The Minister appoints at least one official visitor per correctional centre. The official visitor visits the centre on a monthly basis to conduct interviews with correctional officers, other staff members and inmates. The official visitor must provide biannual reports to the Minister.

Governance risk and compliance system

The governance arrangements, collectively referred to as GEO Governance, Risk and Compliance System (GRC), are aimed at fully delivering on GEO's contractual obligations, including meeting service specifications and key performance indicators.

Applied across all its facilities, the GRC system supports overall sound governance and good performance. The GRC is founded on five pillars as depicted and described on the following page.



- » 1st – GEO’s corporate philosophy — Better Corrections, Safer Communities — is delivered through its;
- » 2nd – business model, which reflects the continuous improvement cycle; to retain the closest possible alignment between the customer and GEO, both the local team responsible for delivery and the corporate team in support operationalise this business model through the;
- » 3rd – management structure where each senior manager in the local team benefits from an equivalent corporate director overseeing and supporting their particular function, the actions of these managers being dictated by the;
- » 4th – governance and performance assurance system, with its foundation in recognised international best practice, including ISO accreditation; all the actions involved in these preceding pillars combine and culminate in the GRC’s fifth and final pillar;
- » 5th – the achievement of contract-specific agreed outcomes.

Governance and Performance and Assurance System

GEO's governance and performance assurance system is manifested at the corporate level by GEO's Director, Governance and Performance Assurance and at the facility level, by the Contract and Compliance Manager.

In NSW, through the company's suite of State-approved policies and procedures, its Code of Conduct and Office of Professional Integrity, GEO meets specified performance standards, operates effective governance arrangements and achieves correctional best practice.

Allied to these resources, GEO's proprietary incident reporting and assessment system (Risk Wizard) provides senior management with real-time oversight of critical operational matters.

In Australia, GEO has also implemented a robust suite of corporate policies. As part of GEO's Performance Monitoring Program, GEO facilities have implemented a program of internal audits and a program of targeted remediation to correct any non-compliance and ensure improvements introduced are promptly implemented and sustained.

Given the long-term nature of contracts to operate prisons in Australia, GEO appreciates the importance of establishing and maintaining a good working relationship with the nominated oversight agency of the state with which it contracts (e.g. Corrective Services NSW in NSW).

GEO's GRC system is designed to ensure that contracted outcomes are fully delivered.

Governance structure and accountability

The working relationship with the State is multi-tiered and encompasses:

- A strategic relationship
- Operational relationship
- Contract oversight relationship.

This working relationship is designed to facilitate timely decision-making and implementation.

The authority delegated to the facility management team grants it freedom to act quickly, guided by a comprehensive suite of well-established corporate policies.

GEO's Performance Monitoring Program (PMP)

A good working relationship between the contracted operator and the state requires:

- » incidents to be accurately reported
- » incidents to be reported on time
- » contract services to be delivered to contract specifications
- » contract performance to meet the performance standards.

GEO's PMP provides the oversight agency performance assurance through industry-leading systems, methods and audit tools to accurately monitor, measure and report contract performance.

The PMP is underpinned by well-developed and integrated systems for quality assurance, environmental management, workplace safety, food safety and health services management.

These systems are all designed in accordance with world-best practice and independently audited by JASANZ⁷, the accredited independent certification body, against world best standards for quality, environmental management, workplace safety and food safety.

Contract performance assessment

Assessing the quality of GEO's services to meet the strategic, operational and contractual priorities of the State is essential to the success of the contractual relationship. GEO management, both at the facility and corporate levels, are readily available to attend periodic meetings with the State oversight agency for a structured assessment of the facility's contract performance.

These meetings present an opportunity to provide insightful analysis of identified trends and advise of relevant innovations implemented at facilities operated by GEO, both locally and internationally. They also provide an opportunity to jointly plan to meet the strategic challenges of prison management and assess whether contract standards and performance thresholds remain relevant.

⁷ JASANZ: Joint Accreditation System of Australia and New Zealand.

Engaging with the state and managing contract modifications

With any long-term contract, key to effective working relationship between the supplier and principal is the systematic methodology for a) engaging with the State during the procurement process; and b) implementing the contract modifications on time and on budget.

Based on key lessons learned from similar recent contracts, GEO has refined its contract engagement and management processes to include a structured approach to these matters.

Performance results

In NSW, GEO operates two prisons under contract — Junee and Parklea.

Performance of both prisons is measured against contractually set performance indicators monthly, quarterly, semi-annually and annually. If the set targets are achieved a performance linked fee is provided.

The performance linked fee achieved during the full contract term against the maximum permitted by the contract for the respective GEO-operated prisons in NSW were: Junee 99 per cent and Parklea 94 per cent.

With reference to contract governance activities, the most recent Wellbeing Review conducted during Q2 in 2017 by CSNSW concluded that: *"Parklea is generally found to be compliant with contractual service requirements as outlined in the Operating Agreement through regular monitoring and reporting activities conducted."*

Business conduct and ethics

GEO and its worldwide subsidiaries strive to adhere to the highest ethical and compliance standards.

GEO represents government clients around the globe and cares for offenders in safe and secure facilities across four continents. GEO implements policies and procedures that reflect high ethical standards.

GEO's corporate code of ethics delineates the overarching principles that guide the organisation in its day-to-day operations and interactions with key constituency groups.

Anti-bribery corruption training and whistle-blower programs

GEO has a suite of policies, practices, and procedures that directly address bribery and corruption. GEO also runs whistle-blower programs and practices.

Exceeding quality compliance

GEO is fully committed to operating all its facilities and programs at the highest level of quality thus providing safe, secure and humane environments for its staff, those in its custody and care, and the communities in which it operates.

In order to provide a high level of quality and safety on a consistent basis, GEO operates in compliance with strict governmental standards, national and international accreditation and certification guidelines, and the requirements of relevant government customers.

Improving the communities, we serve

GEO strives to be a contributing member of the communities in which it operates. Not only do we pride ourselves on the opportunities we make available to local communities, but we also seek ways to engage the communities in which we operate as a partner and a good corporate citizen.

Every one of GEO's facilities has an active role in giving back to its local community and its employees. Our facilities hold quarterly Community Advisory Board meetings. These Community Advisory Boards comprise community leaders and key facility staff. The meetings inform the local community of current events at facilities, discuss the needs of the communities, provide a means of support between the facilities and the community and explore opportunities to increase facility involvement in community.

Creating sustainable environments

GEO is committed to focusing on sustainable operations. As a facility makes the conversion to a sustainable operational philosophy, operating costs are lowered and emissions are lowered. Apart from economic benefits these efforts also meet political, social and environmental concerns.

Commitment to respecting human rights

GEO has built a reputation for its commitment to respecting the human rights of all persons in the company's custody and care.

GEO's Global Human Rights Policy acknowledges the unique nature of our operations as a private provider of corrections and the role respect for human rights plays in those operations.

The integration of this policy into daily operations is a vital component for GEO which has developed and rolled out a comprehensive training program to inform and educate all employees on the company's commitment to human rights.

Investing in prisoner reintegration

GEO also invests significantly in ensuring the most effective operations and delivery of the highest level of services, programs and security to ensure safer communities through the effective reintegration of offenders back into the community.

GEO is committed to ensuring that the responsibility we carry in serving the interests of the community is a priority and we do this through the most effective delivery of quality correctional services.

GEO seeks to do more than its contractual requirements through the development and implementation of additional programs and services that make a contribution to the effective management of inmates in custody and also the reduction of reoffending post-release.

This is demonstrated through the level of services and programs and further supported through a large volunteer network and partners from within the community (see page 39).

Cultivating a fulfilling workplace

GEO's success around the world has been achieved by our highly-trained workforce. We believe that diversity in our workforce and the inclusion of a variety of views, perspectives and backgrounds are integral to the company's success. We want our people to take pride in their work and in maintaining a safe and secure environment.

E) ANY POSSIBLE CONTRAVENTIONS OF THE CONTRACT BETWEEN THE NSW GOVERNMENT AND THE GEO GROUP

As with all contracts, provision is made within the operating agreements for Junee and Parklea to identify, manage and resolve any contravention. These provisions cover all eventualities, from any incident of a minor breach of a contract condition to a major contravention by the operator. Contracts are periodically re-tendered and operators who have experienced major contraventions would be expected to be at a significant disadvantage in such competitions. GEO has retained all its correctional contracts since 1992 — in NSW as well as Australia-wide.

Any contravention between the NSW government and GEO are dealt with under the terms of the operating agreement that operates between the parties. To be specific, GEO was awarded the contract to operate Junee Correctional Centre in 1993 and continues to do so. During this period the State of NSW (under different political parties) has exercised its option to renew the GEO contract. The State has also market-tested the private operations at Junee more than once during this period and each time has re-awarded the contract to GEO.

GEO also became the first private operator to be awarded a contract to take over the management of a publicly-run correction centre. In 2009, Parklea Correctional Centre — following market-testing of its operation and management by the NSW Government — commenced operations under GEO, under contract.

The NSW Government has since exercised its option under the contract to require the continued management of Parklea by GEO until April 2019.

F) THE APPROPRIATENESS AND OPERATION OF PRIVATE PRISONS IN NSW

Prison privatisation (outsourcing) is adopted across the world and in the majority of Australian states. Prison outsourcing involves the State retaining ownership of its prison assets, and authority for setting the rules, regulations and standards that govern their operation. The private operator is charged solely with running the prison. Private prisons are governed by operating agreements, with operators legally and financially accountable for their performance. Jurisdictions are at liberty to make these arrangements as transparent as they wish. Evidence suggests that private prisons are provided at lower cost than their public peers, and achieve the same if not higher standards.

In 2005, the Public Accounts Committee of the NSW Parliament conducted an inquiry into the value for money⁸ from New South Wales correctional centres.

The Committee's findings were published⁹ in September 2005 and remains to this day the only such study to reliably compare the value for money provided by both privately and publicly operated correctional centres in NSW.

In its submission to the Committee at the time, GEO (as the operator of Junee Correctional Centre under contract) outlined the following key advantages of outsourcing correctional centre management:

- » The transfer of risks associated with public liability, workers compensation, leave entitlements and other employment issues
- » The transfer of responsibility for maintenance of the building and the cost of depreciation
- » Cost efficiencies
- » Possible improved performance outcomes
- » Provides a benchmark and can be a catalyst for reform
- » Modern infrastructure that enables delivery of best practice in safety, security and efficiency.

In its Report¹⁰ the Committee noted in part that:

- » *“Privatisation of correctional services in this report refers to outsourcing the management of the facility with the ultimate responsibility remaining with the public sector. The operators are accountable to the government and need to supply a service that is at least consistent with publicly run facilities. This is quite different to the usual meaning of privatisation whereby the private sector owns and controls the assets to provide services that were traditionally provided by the government.*”

⁸ Value for money is usually defined as the efficient, effective and economic use of resources

⁹ Report No. 13/53 (No. 156) – September 2005

¹⁰ Ibid. page 3

- » *The following factors have influenced governments to privatise correctional services:*
 - *Growth in prison populations leading to overcrowding;*
 - *Ageing prison infrastructure;*
 - *Growing costs in a highly labour-intensive industry with strong union influence;*
 - *Less flexibility in the public system to meet changing demands; and*
 - *Need for more effective prison programs.*
- » *The greater management flexibility in the private system can create better response times regarding issues of innovation, expansion, staff promotions and terminations. Supporters of privatisation view public prisons as being less flexible, unable to keep up with technological changes or the changing needs of staff and inmates.*
- » *Detractors of privatisation argue that companies should not profit from incarceration and that there is no incentive to rehabilitate inmates as a reduction in the number of inmates will lead to a less profitable industry. By reducing the number of repeat offenders, private companies are in effect reducing the demand for their services and their revenue. However, in the course of this inquiry, the Committee saw no evidence that would support these arguments".*

The Report made six findings, four¹¹ of which quoted below may be relevant to the current Inquiry:

1. *The overtime, sick leave and other employee related expenses in some publicly managed correctional centres are excessive, for example, Mulawa exceeded the 2004-05 budget for employee related expenses by 40 per cent.*
2. *The correctional centres operating under the 'Way Forward' model have reduced overtime, sick leave and other employee related expenses. It is early days and progress needs to be monitored on a regular basis to ensure the planned results are being achieved. To allow the stakeholders to understand and assess the performance of corrective services, external reports should clearly show the results achieved under the 'Way Forward' against the results under the traditional model.*
3. *Justice Health, a division within NSW Health, provides the health services for inmates housed in publicly managed correctional centres. The cost is covered by the health budget and is approximately \$20 per inmate per day. This is more than double the cost of health services provided by GEO at the Junee Correctional Centre. However, Long Bay Hospital would be a large component of the cost in the public system. Nevertheless, GEO is providing efficient and effective health services to the inmates in the privately managed facility.*
4. *Despite the difficulty in making comparisons between the performance of particular correctional centres, the privately-operated centre was a useful comparison for the Department during the development of its 'Way Forward' strategy".*

The operations by GEO at Parklea Correctional Centre have proved to be extremely effective with the highest level of responsiveness to the demands and requests made by CSNSW to assist in managing challenges and issues experienced across the corrections system.

GEO has continuously demonstrated a high level of responsiveness, co-operation and support that has resulted in very efficient and effective operational solutions to assist the State.

GEO has consistently demonstrated that during periods where the State corrections system has certain demands and challenges, it has thoroughly considered strategies and options available to assist.

¹¹ Ibid. Page vii

G) RAPID-BUILD DORMITORY PRISONS

GEO operates a rapid-build (cellular) unit at Parklea. GEO's international experience suggests that rapid-build correctional capacity can play a valuable role in meeting unexpected or exceptional peaks in demand; however, caution should be exercised by jurisdictions as whole-of-life costs can be significantly higher than conventional solutions.

Parklea Correctional Centre does have a demountable unit constructed as part of the rapid-build program implemented by CSNSW.

This demountable unit was commissioned in December 2015 and has been used to house 80 inmates as part of the centre's operations.

The decision to construct the demountable unit within Parklea Correctional Centre was a decision made by CSNSW with formal notification provided to GEO.

H) THE BENCHMARKING OF PRISONS IN NEW SOUTH WALES

Benchmarking is the application of common performance measures across all prisons. These cover all areas of operation including safety and security. Each prison is set individual targets (benchmarks) against these measures dependent on its role, function and prisoner population. Benchmarking allows for an accurate comparison of prison performance by way of a consistent scorecard. Benchmarking also aids safe and secure operations, continual improvement and competition. There is no 'benchmarking formula', nor does benchmarking involve the application of an arbitrary level of staffing; rather the prison is required to meet the performance benchmarks it has been set and employs the resources — including staffing — necessary to achieve these.

The benchmarking of prisons is of fundamental importance to all. Benchmarks (which stipulate acceptable performance metrics) ensure evidence-based decisions can be made at all levels — from the operational to strategic. In fact, without benchmarks, performance of prisons cannot be reliably assessed.

From GEO's perspective benchmarking offers the opportunity for an outsourced prison to definitively demonstrate how it is performing, and — for both the supporters and opponents of outsourcing — to confirm, or disprove, their claims.

In the absence of benchmarking only the comparative costs of public versus private prisons are available. There is no benefit to the community in delivering inferior performance at a cheaper cost. By introducing benchmarking this cost metric can be considered alongside quality of performance, thus providing a complete picture of value for money to the taxpayer.

In the context of corrections, benchmarking should be applied to measure performance (i.e. cost and quality of services provided). Benchmarking used solely to compare inputs and/or costs will produce an unbalanced measure of value for money.

Where correctional benchmarking has been adopted it has proved a valuable tool. In the UK, the Prison Rating System applies 31 performance metrics to all UK prisons, resulting in a rating from 1-4. Each quarter results are published by way of a league-table for all to see. The most recent Prison Rating System league table indicates that the UK's private prisons are outperforming their public prison peers.

Correctional benchmarking requires the application of two metrics:

1. A suite of key performance indicators (KPIs) that seek to measure all aspects of a prison's performance. This should include KPIs applicable across all prisons (e.g. assaults, escapes, deaths, drug use, contraband) and a set that are applied only to those prisons to which they are applicable (e.g. offending behaviour programs that would generally only be applied to sentenced prisons). Where practicable, KPIs should be outcome-based (e.g. would measure actual reoffending by a prison's released inmates rather than delivery of a set volume of programs) so leaving the prison free to pursue strategies required to meet the KPI.

2. Benchmarks for each KPI the prison is expected to meet. For some KPIs these would be set at a common level (e.g. no escapes) while for others the benchmark would reflect the role and function of the particular prison. For example, a remand facility holding inmates fresh into custody — many for the first time — might be expected to experience a higher rate of self-harm than a prison holding inmates at the end of their sentences and nearing release. As a result, each of these prisons, while having the same self-harm KPI applied, would be set different benchmarks.

GEO's contracts have benchmarked KPIs. A sliding scale of benchmarks are applied to many KPIs allowing GEO to demonstrate performance from 'compliant' through to 'exceptional'. This provides both GEO and its clients with a high degree of visibility as to performance, and excellent early identification of trends.

Correctional benchmarking results are also a key information source used to inform operational decision-making. Best practice achieved by a GEO facility is used by other GEO facilities, where relevant. Correctional benchmarking also stimulates competition between facilities to strive for better performance.

Correctional benchmarking was addressed in the *NSW Auditors Office 2016 Report* into the Performance Frameworks in Custodial Centre Operations, in the following recommendation:

By June 2016, the Department of Justice (Corrective Services NSW) should:

- provide greater detail of private correctional centre performance in annual reports

By December 2016, the Department of Justice (Corrective Services NSW) should:

- consult with service providers, including private and public providers on outcomes, output and performance requirements
- establish Service Level Agreements for public correctional centres which set and align KPIs with the Commissioning Intentions, and set centre-specific KPIs and benchmarks appropriate for the purpose of the centre
- establish contracts for new services or renewed tenders which set and align KPIs with the Commissioning Intentions, set targets informed by benchmarking, and set centre-specific KPIs and benchmarks appropriate for the purpose of the centre
- use a 'balanced scorecard' ranking system to assess public and private correctional centre performance
- publish Service Level Agreements and public correctional centre performance reporting public and private correctional centre performance
- strengthen the link between Performance Linked Fees (PLFs) and outcomes.

I) ANY OTHER RELATED MATTERS

GEO and community relations

GEO is proud of its record of commitment to the local communities in which its centres operate.

GEO's strong support of local communities is highlighted by a 'buy local' policy, sponsorships, scholarships, works programs and active support of charities. GEO invests over \$100 million each year in local economies through wages, payments to local contractors, rates, sponsorships, grants and charitable contributions.

GEO centres are integrated members of their communities. Regular meetings with community representatives ensure involvement in GEO decisions that may have local impact. Centres also operate as the network hub of community service deliverers who provide programs to assist inmates successfully reintegrate into society.

"GEO made sure they took the community along every step of the way with them. GEO is a good corporate citizen. There is dialogue with the community and GEO is very supportive of our community. 15 years on and GEO is part of our community — has a presence in our community, has involvement in our community and importantly, listens to our community. I know I speak for residents when I say I hope GEO is here for many years to come." Mayor of Junee 2008

Parklea Correctional Centre

Parklea Correctional Centre has been managed by GEO since October 2009 and immediately the centre embraced GEO's focus on the community. Some of the highlights of GEO's recent community relations work at Parklea include:

- Readiness For Release And Integration (REFRAIN) — The REFRAIN initiative provides guidance, preparation and a support pathway for inmates approaching release. The initiative ensures there are essential services such as housing, employment and family or community support in place for the inmate. It provides a mentoring support service with the program commencing within the prison and continuing on release, covering the crucial period when most reoffending occurs. Mentors come from a range of support organisations within the community. REFRAIN was developed by GEO at Parklea. The initiative is unique to Parklea and plays an important role in Parklea developing strong working relationships with local community organisations.
- Community Consultative Group — Parklea actively engages with the community through its Community Consultative Group. Members of this group change from year-to-year and have included representatives of Blacktown Uniting Church, Hillsong, Blacktown Police-Citizens Youth Club, Always Kingdom Church, Providential Housing, Parramatta Rugby League Club, NSW Council for Pacific Communities and Landcom.
- Shine for Kids — Shine for Kids is a community-based organisation that supports children who have one or both parents in the criminal justice system. The organisation works with children and young people to build on existing skills, learn new skills and develop positive self-esteem. The organisation has a centre in the grounds of the Parklea Correctional Centre and GEO proudly supports and works with Shine for Kids.

- Active industries centre — At Parklea the industries program provides employment for about 150 inmates, teaching them valuable skills that they can use in the future. There is a metals shop, woodwork shop, laundry, food services unit, ground maintenance and print shop. The industries centre is also used to support many community organisations in a practical way. For many years Parklea was building and fitting-out fully equipped fire trailers for Community Fire Units (CFU). The centre provided over 100 trailers each year to fire units throughout the state.
- Cultural Centre — In 2013, GEO established a Cultural Centre at Parklea to enhance its capacity to deliver cultural, spiritual and development programs to inmates. Programs run at the centre help inmates better understand their cultural heritage and gain an appreciation of other cultures. Activities staged in the centre include cultural arts and crafts, music, performing arts and educational programs with a focus on literacy and numeracy for inmates from non-English speaking backgrounds. Volunteers from community organisations affiliated with Parklea also use the centre to deliver programs for inmates.
- Police Citizens Youth Clubs — Parklea Correctional Centre has a long-history of support for and active involvement with Police Citizens Youth Clubs in the local area. The centre has supported major fund-raising initiatives on an annual basis including contributing thousands of dollars annually to the 'Time4Kids' campaign. The support is not just monetary, but also involves supplying personnel and materials. Over the years the Parklea industries centre has assisted with refurbishment and fit-out of a number of PCYC clubrooms including those at Blacktown, Mt Druitt, Penrith and Parramatta. Projects such as this allow inmates employed in the centre's workshop and engaged in vocational training to develop their skills and make a positive contribution to society.
- White Ribbons for the campaign against domestic violence — For the past three years Parklea Correctional Centre inmates have made white ribbons to support the campaign against domestic violence. In 2017 they made 42,000 ribbons by hand over a six-month period and helped raise significant funds for the campaign.
- Art from Inside — Parklea Correctional Centre is a major supporter of the Australia-wide 'Art from Inside' program run by Prison Fellowship Australia. Parklea works with the organisation on a number of ventures and for the last few years has hosted the NSW section of the annual 'Art from Inside' exhibition.
- Bicycle recycling program — Parklea has played a major role in a bicycle recycling program developed by the Blacktown City Council. The program sees bicycles that would otherwise be destined for landfill, restored by inmates. Once they are restored the bicycles are given to children within the Blacktown area.
- The Children's Hospital at Westmead — Parklea holds an annual fundraising event for The Children's Hospital at Westmead called the Elaine Adams Memorial Cup. The day consists of a staff and guest lunch, staff and inmate raffles and an auction of items donated by local businesses, suppliers and the prison's cabinet-making workshop. Held on Melbourne Cup Day, the day typically raises over \$5,000 for the hospital.
- Western Sydney University, Hawkesbury Campus — Work groups from Parklea undertake regular landscaping projects to assist with the ground maintenance and generation of the community garden on the university's campus site. This activity is undertaken for Western Sydney Disability Services who requested this support.

Junee Correctional Centre

The Junee Correctional Centre also has a proud history of supporting the local community. It has an established network of more than 40 community agencies and meets regularly with almost 30 charities, non-government organisations, government agencies, indigenous representative bodies and business groups.

Recognising that all inmates benefit from being involved in community works programs, Junee has developed an innovative range of support programs in collaboration with the Junee Advisory Group.

Each year the centre provides about 15,000 hours of support work at numerous community sites. This includes maintenance of many streetscapes and grounds, sporting clubs, churches, schools, aged care and community facilities. Other activities include refurbishment work for the community done in the industries workshops, donation of inmate art to schools and the preparation of meals in the centre kitchen for the local 'Meals on Wheels' program.

Junee's efforts are not restricted to inmate-delivered programs. It also supports education in the local community through scholarships and each year provides some \$80,000 in donations, scholarships and sponsorships.

An example of the community work undertaken by Junee was the recent (December 2017) efforts of inmates and staff to raise more than \$78,000 for a local cancer charity — more than double the charity's average annual fundraising income. The inmates restored a 1980s WB Holden coupe utility that was raffled to raise proceeds for Can Assist Junee. GEO staff took the ute to regional events and worked closely with Can Assist Junee to ensure the raffle received as much exposure as possible.

THIS SUBMISSION WAS PREPARED BY:

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