



Annual Report 2024-2025

Court Security and Custodial Services Contract

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1 Contract Background and History

In 2008, the Department of Justice became responsible for assisting the Minister for Corrective Services in administering the *Court Security and Custodial Services Act 1999*. The Act provides for the administration of court security and custodial services; for persons to have certain powers in respect of those services; and for related matters.

In 2016, the State of Western Australia (the State), via the Department of Justice (and its equivalents) entered into a contract between Ventia Australia Pty Ltd (the Contractor), previously Broadspectrum, for the delivery of court security and custodial services.

The Court Security and Custodial Services contract between the State and the Contractor (the Contract) was renewed for recommencement in March 2023, with the current term expiring in March 2027.

Under the Contract, the Contractor provides court security, movement services, lock up custody management services and custody services for persons in custody in metropolitan and regional areas. The Contractor maintains a fleet of secure vehicles to provide these services, as well as facilitating transport by air and coach.

The provision of movement services for persons in custody includes transportation between police lockups, courts, court custody centres and prisons.

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.

In addition, the Contractor is responsible for providing court security for metropolitan and regional courts under the Contract. Depending on the court, this can include the provision of court orderlies, gallery guards, primary security checkpoints, perimeter security to external premises and security for public areas in major courts.

2 Contract Management

2.1 Overview

The Contract is overseen and monitored by the Court Security and Custodial Services Contracts team (CSCS) within the Operational Support directorate of Corrective Services, Department of Justice.

Contractual performance and service delivery is assessed daily and managed through monthly contract management meetings attended by the contractor managers and other Department and Contractor representatives. The meeting agenda includes the review of Specified Events, performance against Key Performance Indicators (KPI), Performance Improvement Notices and other contract management oversight mechanisms. It also provides a forum to discuss operational matters affecting the movement and escorting of persons in custody and court related services.

The Contract operates under a defined governance framework that is overseen by the Court Security and Custodial Services Board (the 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 Corrective Services Deputy Commissioner Operational Support and includes representatives from prisons, the Western Australia Police Force, Courts and Tribunal Services and the Contractor.

Advice on contractual strategic and policy issues is managed through the newly created Strategic Planning Group (SPG) meetings attended by the Corrective Services Assistant Commissioner Operational Support and Contract Managers. The group was commissioned at the Board meeting of Wednesday, 12 March 2025. The purpose of the SPG is to provide advice to the Board on strategic and policy issues referred to the group.

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 being met by the Contractor.

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

In addition to regular on-site attendance, four regional compliance reviews were undertaken in the 2024/2025 financial year at:

- Eastern Goldfields Courthouse in November 2024;
- Bunbury Courthouse in May 2025;
- South Hedland Courthouse in May 2025; and
- Broome Courthouse in June 2025.

Table 1. Schedule of Operational Compliance attendance at service delivery sites

Operational Compliance Attendance Completed			
Armadale Courthouse	31	Mandurah Courthouse	22
Bandyup Women's Prison	5	Marooomba Airlines Terminal	11
Canningvale Ventia Vehicle Depot	1	Melaleuca Women's Prison	2
Casuarina Prison	31	Midland Cemetery	1
Central Law Courts	34	Midland Courthouse	32
Children's Court of WA	5	Perth Children's Court	15
David Malcolm Justice Centre	13	Perth District Court	30
Family Law Courts	18	Perth Watchhouse	29
Fiona Stanley Hospital	49	Pinnaroo Memorial Park	1
Fremantle Cemetery	5	Rockingham Courthouse	27
Fremantle Courthouse	35	Rockingham General Hospital	2
Fremantle Public Hospital	14	Royal Perth Hospital	7
Guildford Cemetery	1	Sir Charles Gardner Hospital	4
Good Shephard Catholic School (funeral)	1	St John of God Hospital	3
Hakea Prison	44	State Administrative Tribunal	14
Joondalup Courthouse	28	Stirling Gardens Magistrate Court	3
Kalgoorlie Court	1	Stirling Gardens Supreme Court	21
Karrakatta Cemetery	1	Broome Courthouse	3
KEMH	4	Broome Hospital	1
South Hedland Court	3	Bunbury Courthouse	3
		Total	555

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. The Contract also provides for periodic refresher training requirements for specified training including Cardio Pulmonary Resuscitation (CPR) and Perform First Aid (PFA).

Contract Workers training requirements are regularly reviewed throughout the year to ensure mandatory training requirements are being met and maintained. KPIs are applied where training requirements are identified as not being met.

3 Key Issues in 2024/2025

3.1 Volume (Band) changes

The Contract Management team undertook a banding review due to the fluctuation of service delivery volumes to identify whether periodic spikes in volume warranted consideration of a change to the band. The review was designed to provide better value to the State and to build additional operational capacity for the Contractor to provide the level of service that will meet trending levels of demand.

During the reporting period 1 July 2024 to 30 June 2025, ten Volume Bands affecting three services were changed which came into effect on 1 April 2025.

List of volume band services:

- Court transfers – metro and regional;
- Lock-up clearances – metro and regional; and
- Medical escorts – regional.

3.2 Contract Variations

During the reporting period, several short-term and long-term variations were approved for services that are not covered under the existing provisions of the Contract.

List of variations:

- Court security at Bunbury Family Court Counselling Circuit (ongoing);
- Court security at Esperance Court for District Court trial x 3;
- Prisoner movements from Broome to Perth to enable infrastructure upgrades and population management; and
- Court Security at Perth Children's Court (weekends & public holidays).

3.3 Fleet review

The Department continues to maintain oversight of the maintenance and repairs of the current vehicles used by Ventia in its delivery of services as well as the production of the Contractor's 43 new fleet vehicles. The Department's focus is to expedite the transition of new fleet vehicles into service as quickly as possible.

Seven out of 19 new eight-seater vehicles are in service with a further 12 scheduled to be fully operation by November 2025, creating a total of 152 additional seats.

3.4 Industrial Action

During this operational year, there have been several periods of industrial unrest from the Contractor staff who are represented by the Transport Workers Union. This has had a significant impact on the custodial landscape and other stakeholders such as Courts and the Western Australia Police Force. There were six events that impacted operations during the reporting period.

The Contractor is still in negotiations with their employees regarding their Enterprise Agreement.

3.5 Contract Disputes

The Contractor issued three Dispute Notices to the State on 10 July 2024 and 25 March 2025, regarding Hospital Sit movements, Cathedral Services and the Fiona Stanley Hospital Secure Unit. The State Solicitor's Office is representing the State in relation to these disputes, with the disputes yet to be finalised.

3.6 Person in Custody who died while in hospital

Three deaths in custody occurred while the persons in custody were at hospital under guard between 1 July 2024 and 30 June 2025. The Coroner has yet to conduct inquests for the three deaths in custody.

4 Cost of services provided under the Contract

The cost of delivering the services under the Contract for the period 1 July 2024 to 30 June 2025 was \$66,292,036 comprising:

Description	Payment
Custody Movement Services (metropolitan and regional areas)	\$42,035,477
Court Custody and Court Security Services (metropolitan and regional courts)	\$29,094,904
Gross Total	\$71,130,381
Less: Abatements applied	\$4,838,345
Net Total	\$66,292,036

4.1 Custody movement services

The cost of delivering the custody movement services between 1 July 2024 and 30 June 2025 for metropolitan and regional areas was \$42,035,477.

A total of 62,332 person in custody movements occurred by various means (air, coach, secure vehicle, or other vehicles) for the reporting period. This is a 16% increase of movements compared to the previous financial year with 53,680 movements.

Table 2. Total individual custody movements 2024/2025

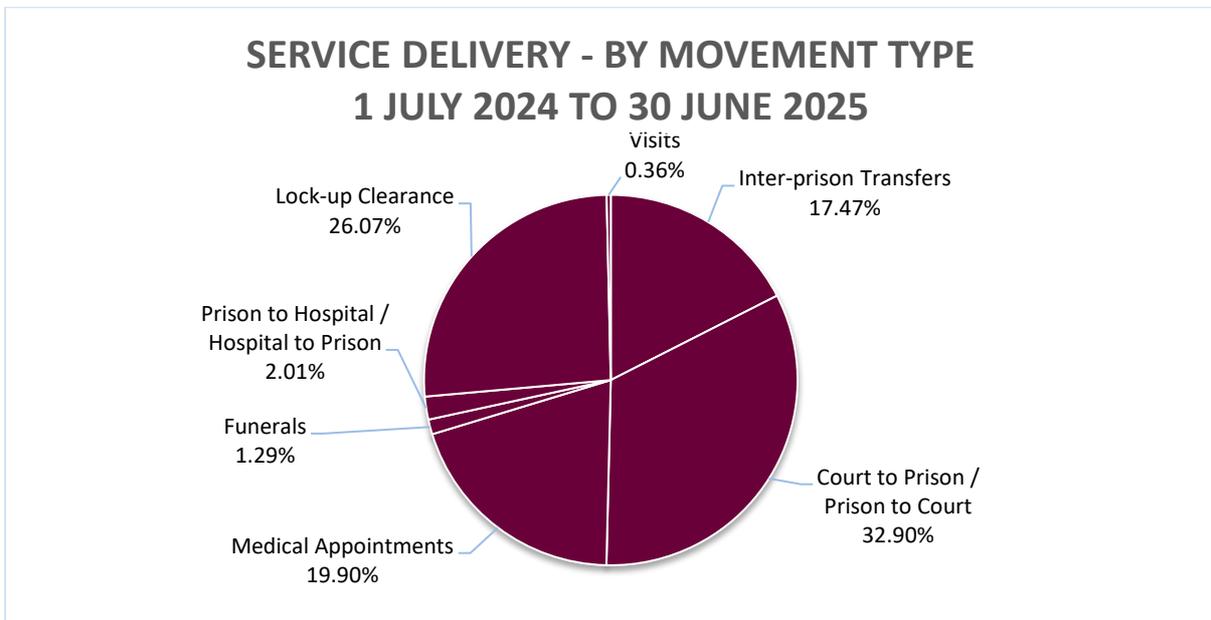
Services	Movements	Comments
Inter-prison Transfers	10,889	Inter-prison individual movements include metropolitan to regional and vice versa, and within regional areas and the metropolitan area. Movements are conducted by coach, air or secure vehicle.
Court Transfers	20,505	Court to prison and prison to court individual movements from the court and prison locations that are specified in the Contract.
Medical Appointments	12,406	Medical appointments include individual movements for scheduled and unscheduled appointments in the metropolitan and regional areas.
Funerals	806	Funeral movements include individual movements to funeral services locations that have been approved for persons in custody under the Department's policies and procedures.
Hospital Admissions	1,250	Hospital admissions include individual movements undertaken to facilitate 881 (scheduled and unscheduled) hospital admissions.
Lock-up Clearance (Metropolitan and Regional) ¹	16,254	For regional areas, this service clears persons in custody from 25 WA Police Hub locations to local regional prisons. This service requires persons in custody to be cleared within 24 hours of the Contractor receiving notice from Corrective Services. During this reporting period, individual lock-up clearances from metropolitan areas for persons in custody were also cleared from the Perth Police Complex in Northbridge.
Visits	222	These services include individual visits movements to visit ill relatives and other approved escorts.

Figure 1. Total movement services by month

¹ This data is drawn from the Contractor reported data and reflects the contractual service provisions.



Figure 2. Total annual movement services by type



4.2 Court Custody and Court Security Services

The cost of delivering the custody and court security services between 1 July 2024 and 30 June 2025 for metropolitan and regional courts was \$29,094,904.

5 Contractual Performance

5.1 Specified Events and Key Performance Indicators (KPIs)

The Contract is structured in a way that indicates the Contractor’s performance through the total value of abatements applied by the State over the financial year. Abatements are applied in two circumstances: when Specified Events occur and for Performance Failures.

A Performance Measure dashboard showing the type and number of Specified Events that occurred in the 2024/2025 reporting period is included in Annexure A.

When a Specified Event occurs, the State has a discretion as to whether to apply the full level of abatement level specified in the Contract, per incident. This discretion is exercised by taking into account a range of considerations, including any mitigating circumstances that are put forward by the Contractor.

Another performance indicator is to measure the Contractor's performance against 36 KPIs. The Contractor's failure to meet a KPI is classified as a Performance Failure that attracts a Performance Assessment Point (PAP) and payment reduction.

A Performance Measure dashboard showing the type and number of Performance Failures against KPIs (measured in PAPs accumulated per category, per quarter) in the 2024/2025 reporting period is included as Annexure B.

5.2 Corrective Measures applied

The total value of abatements applied for Specified Events and Performance Failures for the period 1 July 2024 to 30 June 2025 was \$4,838,345.

Of this, the Specified Event abatements during the reporting period totalled \$4,180,158 with the following significant failures occurring:

- 1x Escape of a person in custody, with the abatement amount of \$120,474 applied.
- 5x Unauthorised release of a secure person in custody, with the total abatement amount of \$225,286 applied.
- 12x Unauthorised release of an unsecure person in custody, with the total abatement amount of \$319,255 applied.

The remaining abatement for the period 2024/2025 was attributable to 261 Performance Failures, totalling a \$658,187 payment reduction. It is noted that the following are the top three KPI failures by volume and have been persistent throughout the year and account for 48% of all KPI failures:

- KPI 4 – Treats all persons fairly and with respect for the inherent dignity of the human person, having due consideration to differing, individual and cultural needs. This KPI also includes timeliness of complaints.
- KPI 7 – The transport fleet is maintained in good operating condition, in accordance with DCS minimum standards for secure vehicles.
- KPI 30 - Each person in custody is delivered to prison from court by 6:00pm.

5.3 Performance incentive payment

The Contract 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.

5.4 Performance Improvement Notice

Provision of Roving Guards

A PIN was issued on 18 October 2024, in relation to the repeated failure to provide a sufficient number of uniformed Roving Guards across several court facilities between 26 March 2024 and 3 October 2024, in breach of Schedule 7, Clause 1.15 of the Contract.

The Department required the Contractor to submit a Rectification Plan outlining measures to:

- Prevent recurrence of the breaches;
- Ensure compliance with staffing and training requirements;
- Provide accurate ePEMS data weekly for a period of three months; and
- Supply current Operational Procedures for managing staff unavailability.

The Department endorsed the Rectification Plan on 31 December 2024.

Training and Training Records

A PIN was issued on 30 October 2024, in relation to deficiencies in the provision of training and maintenance of training records. The notice was issued pursuant to Clause 35 of the Contract due to multiple breaches, including:

- Failure to ensure that all Contract Workers completed mandatory training (Certificate III, Certificate IV, First Aid, CPR, and Control & Restraint refresher training) within prescribed timeframes; and
- Failure to maintain accurate training records, in breach of Clause 16.7(c) and Clause 1.12 of Schedule 5.

The Department endorsed the Rectification Plan on 28 January 2025.

Performance of Hospital Sits

A PIN was issued on 24 March 2025, in relation to failures in the performance of Hospital Sits. The notice was issued pursuant to Clause 35 of the Contract and relates to breaches of Schedule 6, Clause 1.4(c)(iii), which requires the Contractor to provide staff availability within three (3) hours for unscheduled hospital sits.

As of the date of this report, the Rectification Plan has not yet been endorsed.

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Annexure A - Performance Measure Dashboard - Specified Events

SE	Specified Events [SE]	Q 1	Q 2	Q 3	Q 4	TOTAL 2024/25	TOTAL 2023/24
1	SE 1 - Death of a PIC (person in custody).	0	0	0	0	0	0
2	SE 2 - Escape of a (Secure) PIC: Court Custody Services.	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
2	SE 2 - Escape of a (Secure) PIC from Unsecure environment: Movement Services.	0	0	0	1	1	0
2	SE 2 - Escape of a (Unsecure) PIC: Movement Services.	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
4	SE 4 - Unauthorised release of a (Secure) PIC.	1	2	2	0	5	0
4	SE 4 - Unauthorised release of a (Unsecure) PIC.	6	1	1	4	10	7
5	SE 5 - PIC inflicts self-harm resulting in a Non-Serious Permanent Disability.	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
6	SE 6 - PIC inflicts injury on a person which results in a Non-Serious Permanent Disability.	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
7	SE 7 - PIC inflicts injury on a person resulting in Death	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.	1	0	0	1	2	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
8	SE 8(c) - Failure to provide a Service leading to a Service being rescheduled with Agency completing the Service.	0	0	1	0	1	1
8	SE 8(d) - Failure to provide a Service leading to Court or Tribunal being unable to proceed as intended.	3	1	5	3	12	8
8	SE 8(e) - a failure by the Contractor to receive into custody, a person at the designated time, in accordance with the Service Requirements;	0	0	0	2	2	0
8	SE 8(f) - Failure to provide a Service leading to a scheduled movement being cancelled or which needs to be rescheduled by the Principal.	0	0	3	1	4	0
8	SE 8(g) - Failure to provide a Service leading to a scheduled appointment of PiC being cancelled or rescheduled.	67	153	134	68	422	230
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 been undertaken.	83	72	108	167	430	214
8	SE 8(i) - Failure to provide a Service leading to Scheduled Hospital Sit being cancelled/carried out/completed by the Principal.	2	2	4	1	9	15
8	SE 8(j) - Failure to provide a Service leading to PiC being unable to attend a funeral for more than half the time.	15	29	41	15	100	91
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.	6	1	2	5	14	55
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
9	SE 9 - Failure to perform the Services in a responsive and innovative manner to achieve quality outcomes.	0	0	0	10	10	1
10	SE 10 - Failure to comply with a requirement under clause 35.2 of the Contract.	0	0	0	0	0	0
11	SE 11 -A failure to comply with the actions and/or achieve the outcomes set out in the Performance Improvement Notice or the Rectification Plan or any other arrangement as agreed by the Principal.	0	0	0	0	0	0
	TOTAL	184	261	301	277	1023	622

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Annexure B - Performance Measure Dashboard - Key Performance Indicators

KPI	Key Performance Indicators (KPI)	Q1	Q2	Q3	Q4	Total 24/25	Total 23/24
1	Contractor achieves a 99.5% compliance with the Contractor's Operating Manual.	0	0	0	0	0	0
2	Each Project Plan submitted prior to Service Commencement.	0	0	0	0	0	0
3	Each Project Plan is reviewed and, if applicable, updated at least once every six (6) months and in accordance with Best Industry Practice.	0	0	0	0	0	123
4	The Contractor treats all persons fairly and with respect for the inherent dignity of the human person, having due consideration to differing, individual and cultural needs.	18	7	9	1	35	20
5	Operating Manual provided no later than 30 days prior to Service Commencement.	0	0	0	0	0	0
6	Marked up copy of Operating Manual provided on anniversary of the Services Commencement Date each year.	0	0	0	0	0	0
7	The Transport Fleet is maintained in good operating condition, in accordance with DCS minimum standards for secure vehicles, at all times.	5	4	10	33	52	34
8	Contractor Resources Register maintained as required.	0	0	0	0	0	0
9	Each Contract Worker completes required training.	6	0	0	0	6	21
10	Each Contract Worker holds Certificate III within 12 months of commencing work.	15	0	0	0	15	0
11	Contract Worker employed as a supervisor holds Certificate IV within 12 months of commencing work.	4	0	0	0	4	0
12	Fleet Management System maintained at all times with the required information.	0	0	0	0	0	0
13	Critical incidents reported within specified times.	1	2	2	1	6	7
14	Major incidents reported within specified times.	8	6	6	0	20	18
15	Low Level incidents reported within specified times.	0	0	1	0	1	4
16	Monthly Perf Report submitted within 10 business days of end of each month.	0	0	0	0	0	0
17	Contractor provides an Annual Performance Report by 1 September each year.	0	0	0	0	0	0
18	Achievement & maintenance of ISO certification of a Quality Management System at all times 12 months after service commencement.	0	0	0	0	0	0
19	Contractor prevents PICs inflicting self-harm.	0	0	0	0	0	0
20	The Contractor ensures any use of restraints is authorised and the Person in Custody is correctly restrained.	0	0	0	0	0	0
21	Use of restraints authorised and PIC is correctly restrained.	0	2	0	0	2	1
22	Primary security checkpoints manned at all times.	0	0	0	0	0	97
23	Gallery Guards are present at each specified courtroom.	0	0	0	0	0	36
24	Court Orderlies are present at each specified courtroom	0	0	5	0	5	48
25	Duress alarm attended within the determined period.	0	0	0	0	0	0
26	Authorised vehicles enter the Sallyport where Contractor has control.	0	0	0	0	0	0
27	Appropriate/nutritionally balanced meal provided to PICs between specified timeframes.	0	0	0	0	0	1
28	Each PIC collected from Court Custody Centre no more than 60 minutes from the last court.	6	12	3	6	27	19
29	Each PIC is delivered to the required court by the time specified on their warrant.	1	0	2	2	5	9
30	Except for the conduct of later courts, each PIC is delivered to prison from court by 6:00pm.	21	2	3	11	37	18
31	PIC arrives at the relevant Court Custody Centre 30 minutes before the scheduled start where no warrant time specified.	0	0	2	5	7	23
32	PIC arrives to a medical appointment prior to the appointment time.	7	2	0	7	16	9
33	Each Lock Up cleared within 24 hours of receiving notice to clear.	5	7	3	3	18	15
34	The Contractor maintains effective management of court custody centre keys	0	1	1	3	5	1
35	Contractor reports security and custody facilities breakdowns and failures.	0	0	0	0	0	0
36	The Contractor tests duress alarms at courthouses at which it provides court security services at least once per month and maintains a log of such testing requirements.	0	0	0	0	0	0
	TOTAL	97	45	47	72	261	504