

Europris Workshop

April 2012, Prague

OUTSOURCING JUSTICE SERVICES

Herb Nahapiet OBE

Sodexo Justice Services

What do we mean by outsourcing of services?

🎯 What services are available?

Prison

Security
Support services
Rehabilitation services

Offender

Needs
Challenges

Probation

Public Safety
Support services
Rehabilitation services

Offender

Needs
Challenges

What do we mean by outsourcing of services?

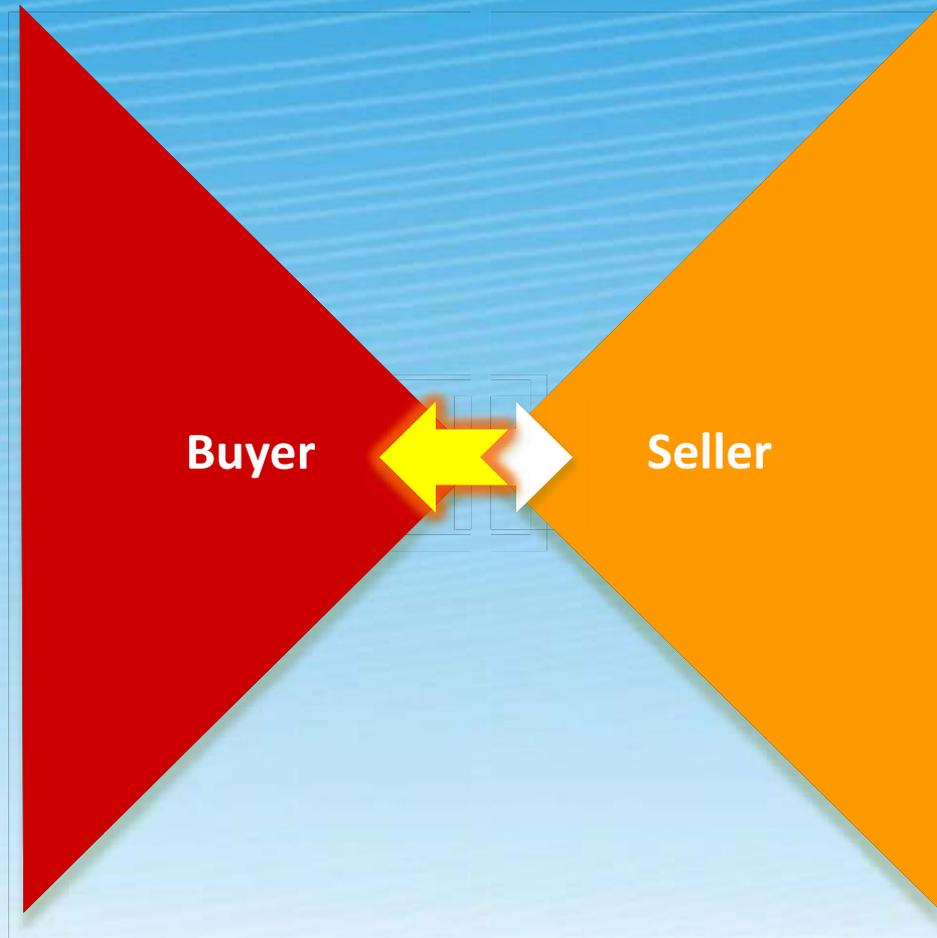
🎯 What services are available?



What do we mean by outsourcing of services?

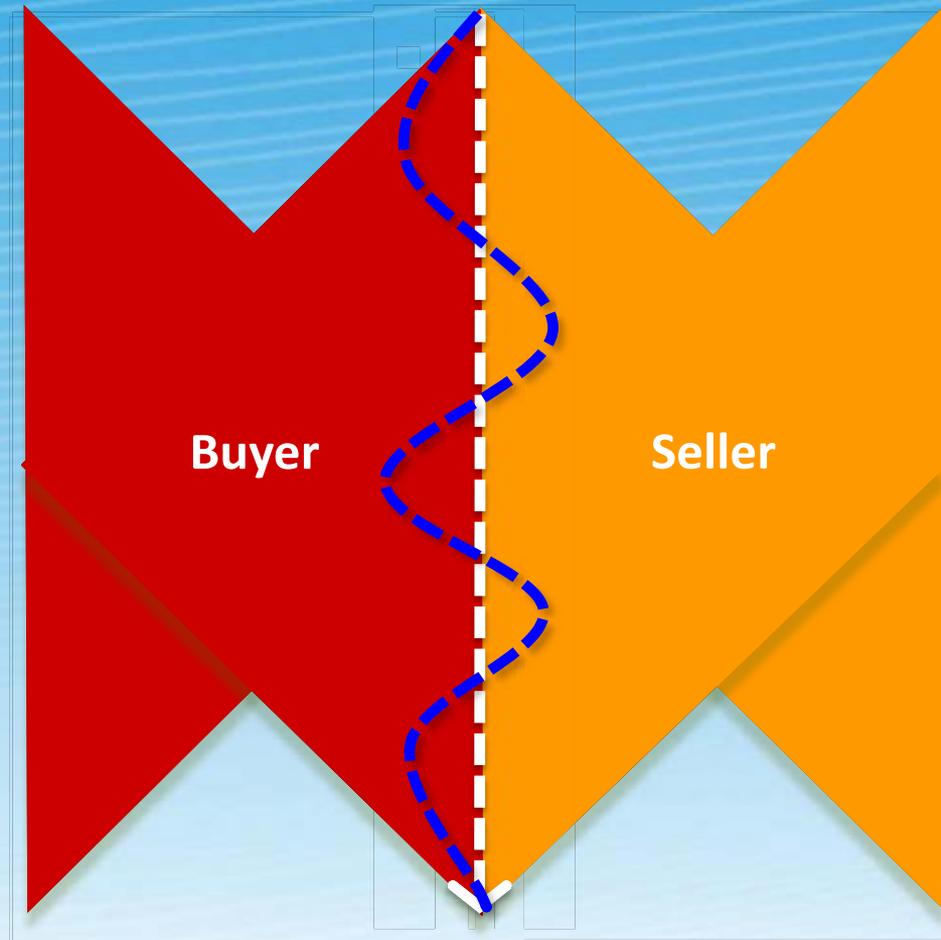
- ① What services are available?
- ① Responsibility and control remains with the government
- ① Not privatisation – Partnership

Not privatisation – Partnership



Transactional Purchase

Not privatisation – Partnership



Relational Purchase

Not privatisation – Partnership



True Partnership

What do we mean by outsourcing of services?

- ① What services are available?
- ① Responsibility and control remains with the government
- ① Not privatisation-partnership
- ① Services subject to contract
 - Clarification of requirements
 - Clarification of reward and risk transfer
 - Penalties and incentives
 - Moving to measurable outcomes
- ① Many different models
 - Supply contract
 - Management contract
 - Public private partnership for design, construction, finance and operation

Many different models



**FOOD
SERVICE**

Supply Contract



**SUPPORT
SERVICES**

**FOOD
MAINTENANCE
CLEANING
EDUCATION
HEALTHCARE
TRAINING
REHABILITATION**

Management
Contract



**ALL SPECIALIST
SERVICES**

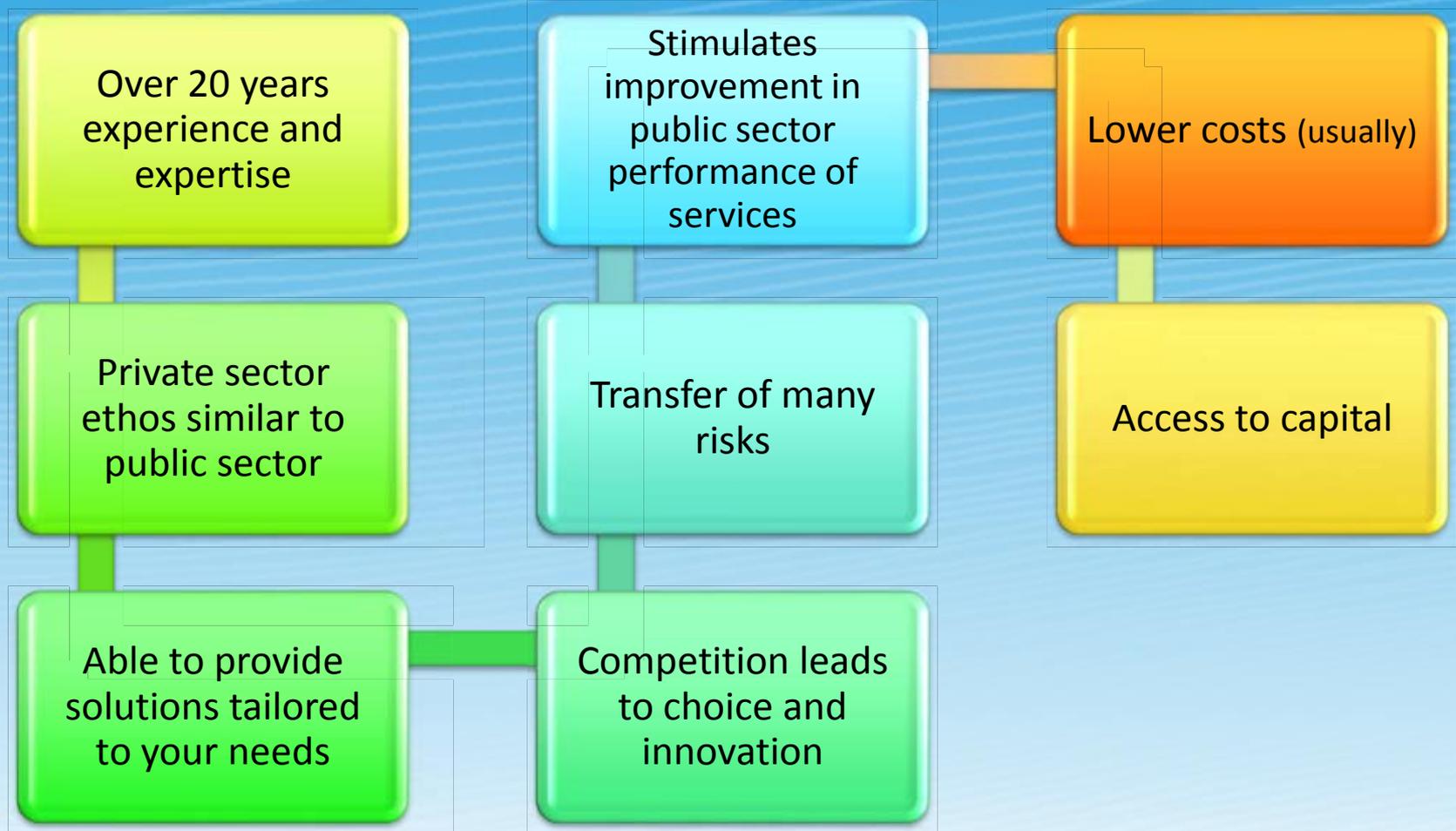
**DESIGNING
BUILDING
FINANCING
OPERATING
SECURITY**

Public, Private
Partnership

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 - Moving to measurable outcomes
- ① Many different models
 - Supply contract
 - Management contract
 - Public private partnership for design, construction, finance and operation
- ① Used extensively by other sectors
 - Health, Education and Defence

Why involve the private sector?



Potential challenges

Fear of the unknown
by administrators
and politicians

Pressure from unions

Political will

Lack of commissioning
expertise

Lack of money

Definition of model

Clarification of
requirements

Management
of private sector
providers



Speakers

🎯 Colin Lovett

Vice President of Strategic Development – **Carter Gobel Lee**

🎯 Robert Lyman

Business Development Director – **Serco Civil Government**

🎯 Tami Mazel Shachar

Vice President Sales and Marketing – **3M Track and Trace**

🎯 Richard Allenby

Business Development Director – **G4S Care and Justice Services**

🎯 Nicolas Thomazo

President – **Sodexo Justice Services, France**

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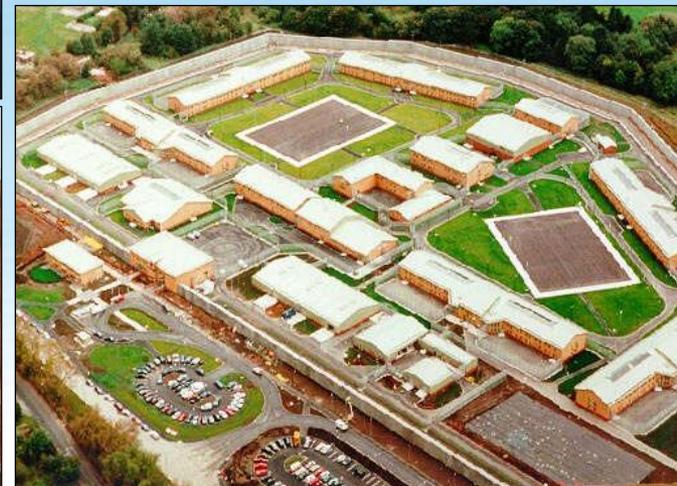
Colin Lovett

Carter Gobel Lee



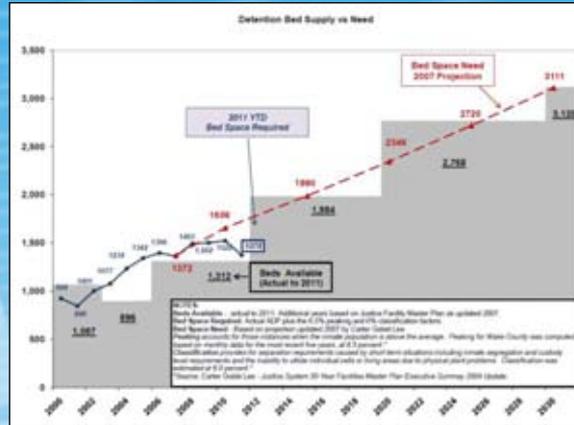
CGL Firm Overview

- ① More than 37 years of experience
- ① Focused on prisons and detention projects
- ① Aims to provide efficient and reliable buildings to serve clients as excellent investments for more than 50 years



Services

- 🎯 Planning
- 🎯 Design
- 🎯 Program Management
- 🎯 Maintenance
- 🎯 Finance/Development



Corrections

- ① 742 prison and corrections projects
- ① Experience in 15 countries
- ① **28** of the 50 largest jails in the USA
- ① 40 of the 50 US State Prison agencies
- ① Services for more than 700,000 offender beds

	Capacity		Capacity
1 Los Angeles County, CA	22,477	26 DeKalb County, GA	3,636
2 New York City, NY	19,636	27 Orleans Parish, LA	3,514
3 Cook County, IL	10,607	28 Gwinnett County, GA	3,492
4 Maricopa County, AZ	9,395	29 Palm Beach County, FL	3,366
5 Harris County, TX	9,391	30 District of Columbia	3,250
6 Philadelphia City, PA	8,685	31 King County, WA	3,154
7 Dallas County, TX	8,097	32 Jacksonville City, FL	3,137
8 Orange County, CA	7,019	33 Riverside County, CA	3,132
9 Shelby County, TN	6,669	34 Travis County, TX	3,008
10 San Bernardino County, CA	5,914	35 Clark County, NV	2,984
11 Miami-Dade County, FL	5,845	36 Milwaukee County, WI	2,974
12 Broward County, FL	5,504	37 Wayne County, MI	2,951
13 Sacramento County, CA	5,075	38 Fulton County, GA	2,949
14 Orange County, FL	4,721	39 Kern County, CA	2,687
15 Alameda County, CA	4,673	40 Mecklenburg County, NC	2,668
16 San Diego County, CA	4,664	41 Marion County, IN	2,656
17 Tarrant County, TX	4,562	42 Suffolk County, MA	2,644
18 Bexar County, TX	4,528	43 Cobb County, GA	2,559
19 Hillsborough County, FL	4,190	44 Franklin County, OH	2,541
20 Pinellas County, FL	4,151	45 York County, PA	2,446
21 Davidson County, TN	4,010	46 El Paso County, TX	2,440
22 Santa Clara County, CA	3,825	47 Essex County, NJ	2,434
23 Fresno County, CA	3,778	48 Bernalillo County, NM	2,236
24 Allegheny County, PA	3,713	49 Polk County, FL	1,808
25 Baltimore City, MD	3,683	50 Denver County, CO	1,792

Franklin County Prison

Chambersburg, PA

470 beds

12,800 gsm

€ 20 million

Constructed 2007

Services Provided:

- 🎯 Planning
- 🎯 Programming
- 🎯 Program Management
- 🎯 Maintenance



Altcourse Remand Centre

Liverpool, England

First UK PPP prison
1132 beds
1997



Al Wathba Prison

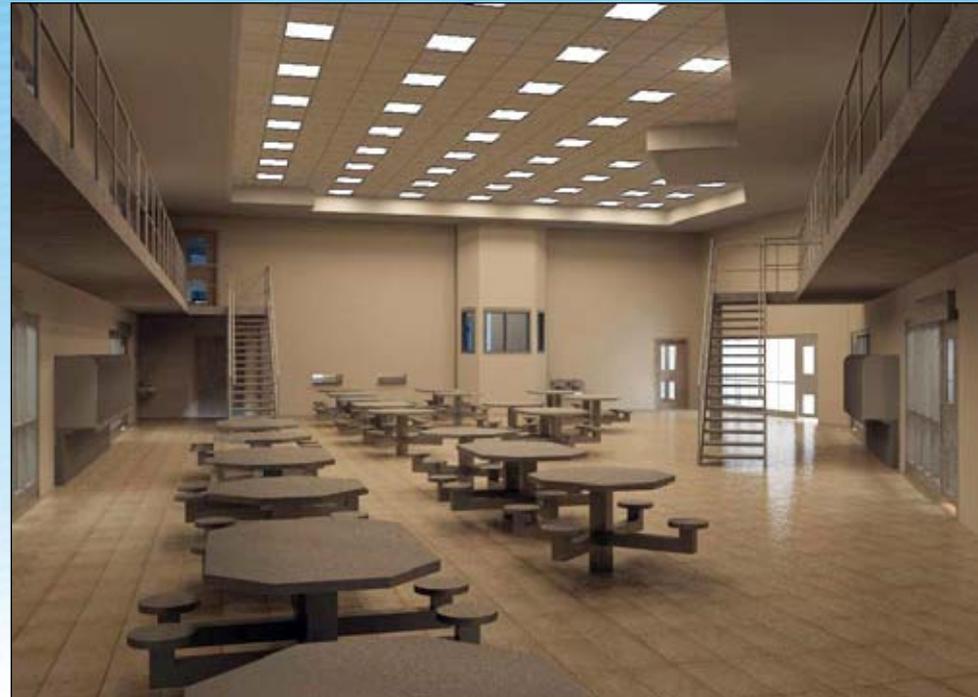
Abu Dhabi, UAE

5,500 beds

- 🎯 2400 state operated male
- 🎯 500 state operated female
- 🎯 2100 privately operated male

170,390 gsm

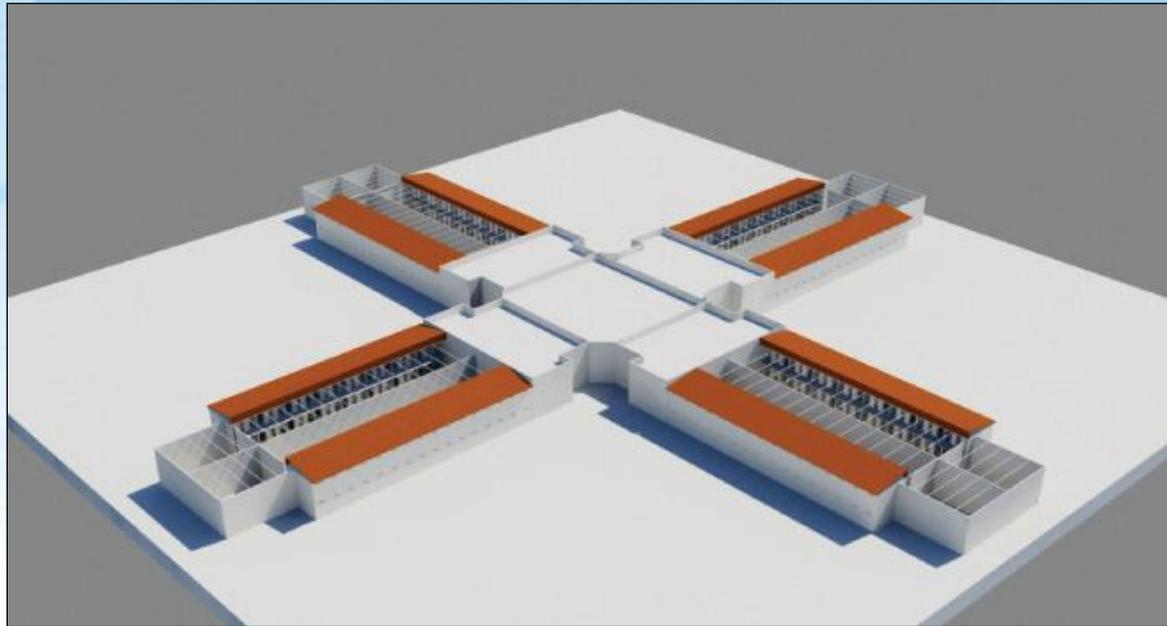
€248 million



Mexico Prisons

7 PPP projects

- ① Durango
- ① Gusave
- ① Huimanguillo
- ① Islas Marias
- ① Monclova
- ① Papantla
- ① Tepic



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Robert Lyman

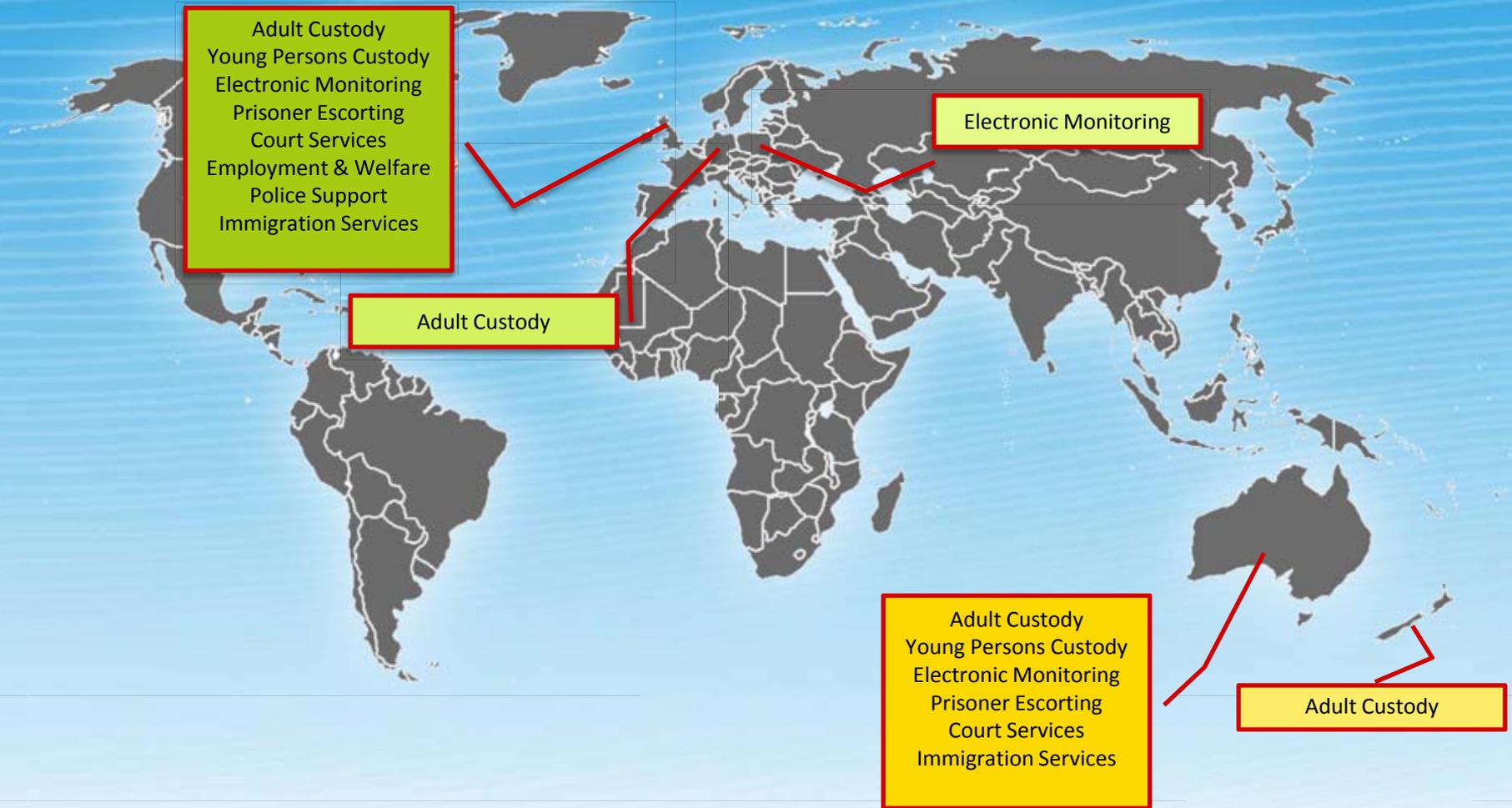
Serco Civil Government

serco

What we do

- ① Active in the UK outsourced service market since 1968 when awarded management of high security RAF Fylingdales Early Warning Radar
- ① Since then, outsourcing has expanded to 800+ contracts in aviation, defence, education, healthcare, justice, police and immigration, local government, science and transport
- ① Range of justice outsourcing experience includes:
 - Prisons – via management contract and PPP (PFI)
 - Prisoner Transportation and Court Services
 - Youth Custody and Children's Services
 - Electronic Monitoring
 - Immigration Services – Detention and Repatriation
 - Police Support Services

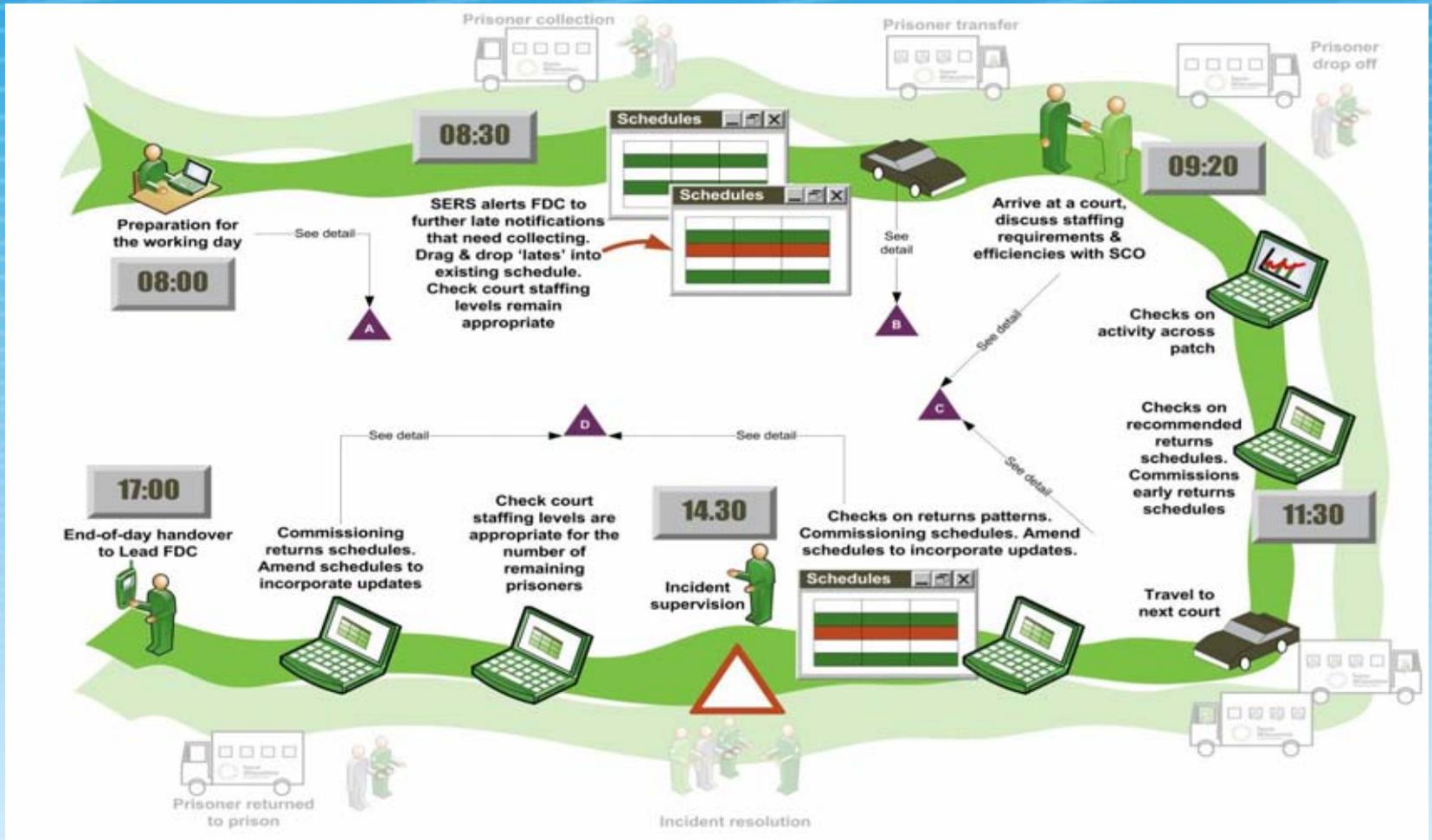
Where we Operate



Serco Justice in the UK

- ③ Manages/operates 6 prisons and 1 Secure Training Centre (12-17 years old)
 - HMP/YOI Ashfield
 - HMP Kilmarnock
 - HMP Doncaster
 - HMP Thameside
 - HMP Lowdham Grange
 - HMP Dovegate
 - STC Hassockfield
- ③ Provides transport and custody services
 - to 73 courts, as well as prisons and police stations
 - utilising 184 vehicles and 1,000 staff
 - moving @700 prisoners each day (276,000 prisoners per annum)
 - Completing c.1m prisoner movements per annum
- ③ Delivers Electronic Monitoring services supporting 11,000 offenders each month
- ③ Manages/operates 2 Immigration Removal Centres
 - Yarl's Wood
 - Colnbrook

Offender Logistics Case Study



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Tami Mazel Shachar

3M Track and Trace



About 3M Electronic Monitoring

- ⊙ Global provider of **leading presence and location verification** technologies for monitoring individuals in the Law Enforcement and Corrections markets
- ⊙ Nearly 2 decades of international experience in ~30 countries worldwide (private operators and government agencies throughout Europe, Latin America, the Middle East, the Pacific Rim and the U.S.A)
- ⊙ Offers the widest variety of EM products in the industry
- ⊙ 3M Electronic Monitoring is part of 3M, a diversified technology company serving customers and communities with innovative products and services. With \$27 billion in sales, 3M employs about 80,000 people worldwide and has operations in more than 65 countries.

Electronic Monitoring is a community based corrections and probation supervision tool which give an alternative to imprisonment



3M Electronic Monitoring - Geography



Europe:

- 1 Spain
- 2 Portugal
- 3 Andorra
- 4 Germany
- 5 Belgium
- 6 Denmark
- 7 Sweden
- 8 Finland
- 9 Switzerland
- 10 Austria
- 11 Luxembourg
- 12 Italy
- 13 Estonia
- 14 The Netherlands
- 15 Serbia
- 16 Bosnia



The challenges of the correctional industry

- ① Global overcrowding in prisons – conditions are below acceptable standards
- ① High costs of incarceration – cost per prisoner per day is very high and alternatives are needed.
- ① Pre-trial period: long waiting lists of the unsupervised individuals – many are sent home without supervision for years
- ① Public security concerns – pre trial offenders or offenders sentenced are sent back to community without supervision due to overcrowding and lack of resources
- ① Rehabilitation issues
- ① Security of inmates and staff and Management challenges Inside the correctional facilities



The Electronic Monitoring Process

3M EM's Existing Technologies



Pre Trial

Short Sentence

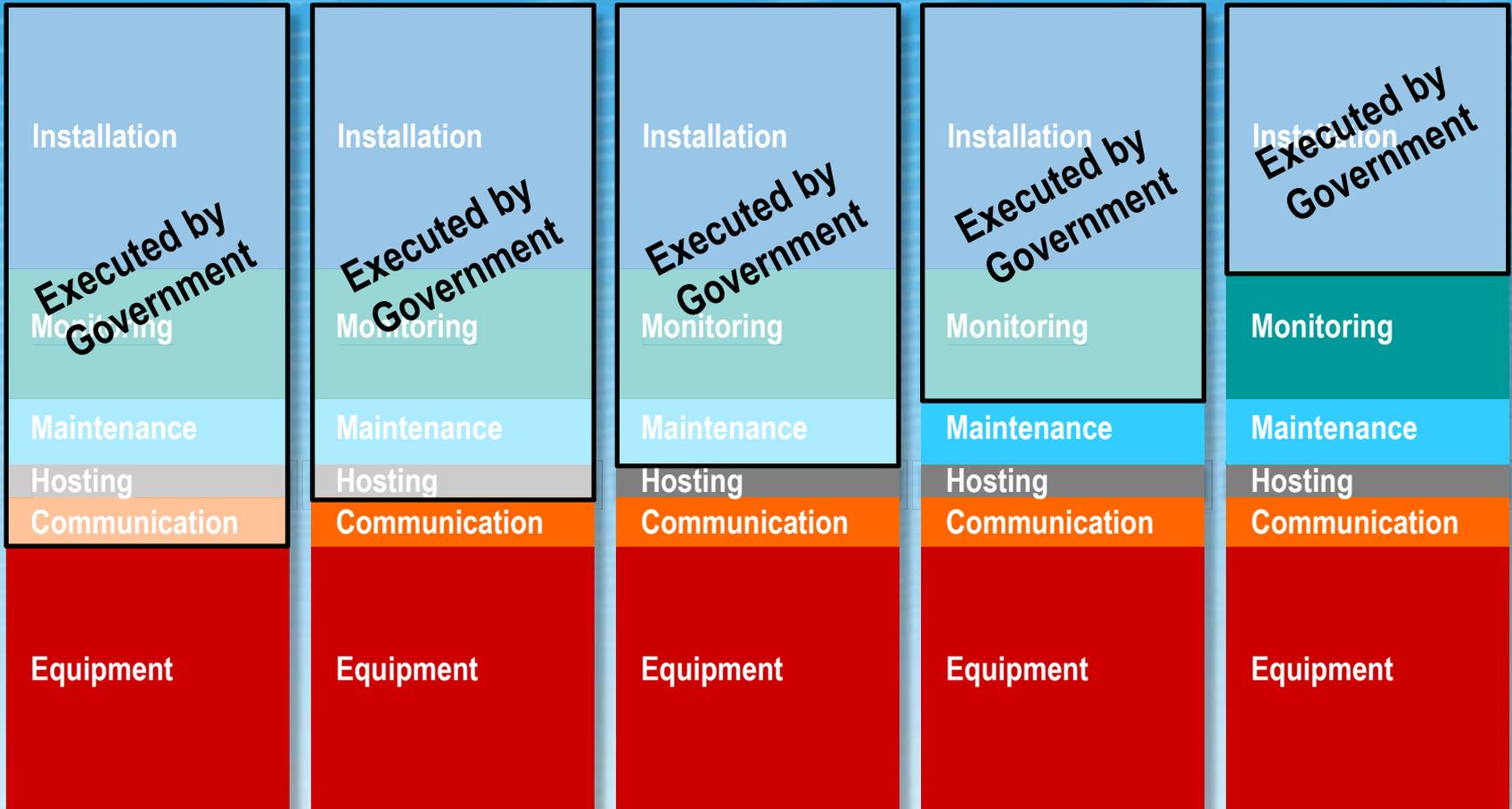
Inmate Tracking
Offenders on leave

Early Release
Rehabilitation

Post Release



Program Models – Government role vs Private agencies



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Richard Allenby

G4S Care and Justice Services



G4S Care & Justice Services

- ① Active in the UK outsourced prison market since 1992 when awarded manage / operate contract for HMP Wolds, the first UK private sector prison
- ① Range of justice outsourcing experience includes:
 - Prisons – via management contract and PPP (PFI)
 - Prisoner Transportation and Court Services
 - Youth Custody and Children's Services
 - Electronic Monitoring
 - Immigration Services – Detention and Repatriation
 - Police Support Services



Where we Operate



Focus on UK Justice Infrastructure

🎯 In the UK G4S:

- Manages / operates 6* prisons and 3 Secure Training Centres (12-17 years old)
- Provides custody services in 39 courts
- Provides custody assistance in 30 police custody suites
- Provide facility maintenance services to 340 court / tribunal and administration buildings

🎯 G4S provides prison services via a range of contractual models:

- * HMP Altcourse, HMP Parc and HMP Rye Hill are PPP (PFI prisons)
- * HMP Oakwood and HMP Wolds were built by the public sector and tendered for the private sector to manage / operate
- * HMP Birmingham was the first existing public sector prison to transfer to the private sector (To G4S on a 15 year contract from October 2011)



UK Justice Infrastructure Case Study 1

HMP ALTCOURSE PRISON LIVERPOOL, UK

- UK'S 1ST PPP PRISON
- OPENED IN DECEMBER 1997
- ACCEPTS YOUNG OFFENDER AND ADULT MALES
- CAPACITY 1328 PRISONERS
- **G4S** HAS A 25 YEAR OPERATING CONTRACT TO 2022
- SERVICES PROVIDED: **PRISON SECURITY AND OFFENDER MANAGEMENT; PERIMETER GUARDING; RECEPTION, ADMISSION AND DISCHARGE SERVICES;**
- **CATERING; CLEANING; MAINTENANCE SERVICES AND LIFE CYCLE REPLACEMENT**
- **HEALTHCARE; EDUCATION; VOCATIONAL TRAINING FOR INMATES; TREATMENT PROGRAMMES FOR SUBSTANCE ADDICTIONS AND SEX OFFENDERS); INDUSTRIES / WORKSHOPS**



- ONE OF THE TOP PERFORMING PRISONS IN THE UK
- THE CHIEF INSPECTOR OF PRISONS IN HIS REPORT OF 18TH APRIL 2000, DESCRIBED HMP ALTCOURSE AS THE 'JEWEL IN THE CROWN OF THE PRISON ESTATE



UK Justice Infrastructure Case Study 2

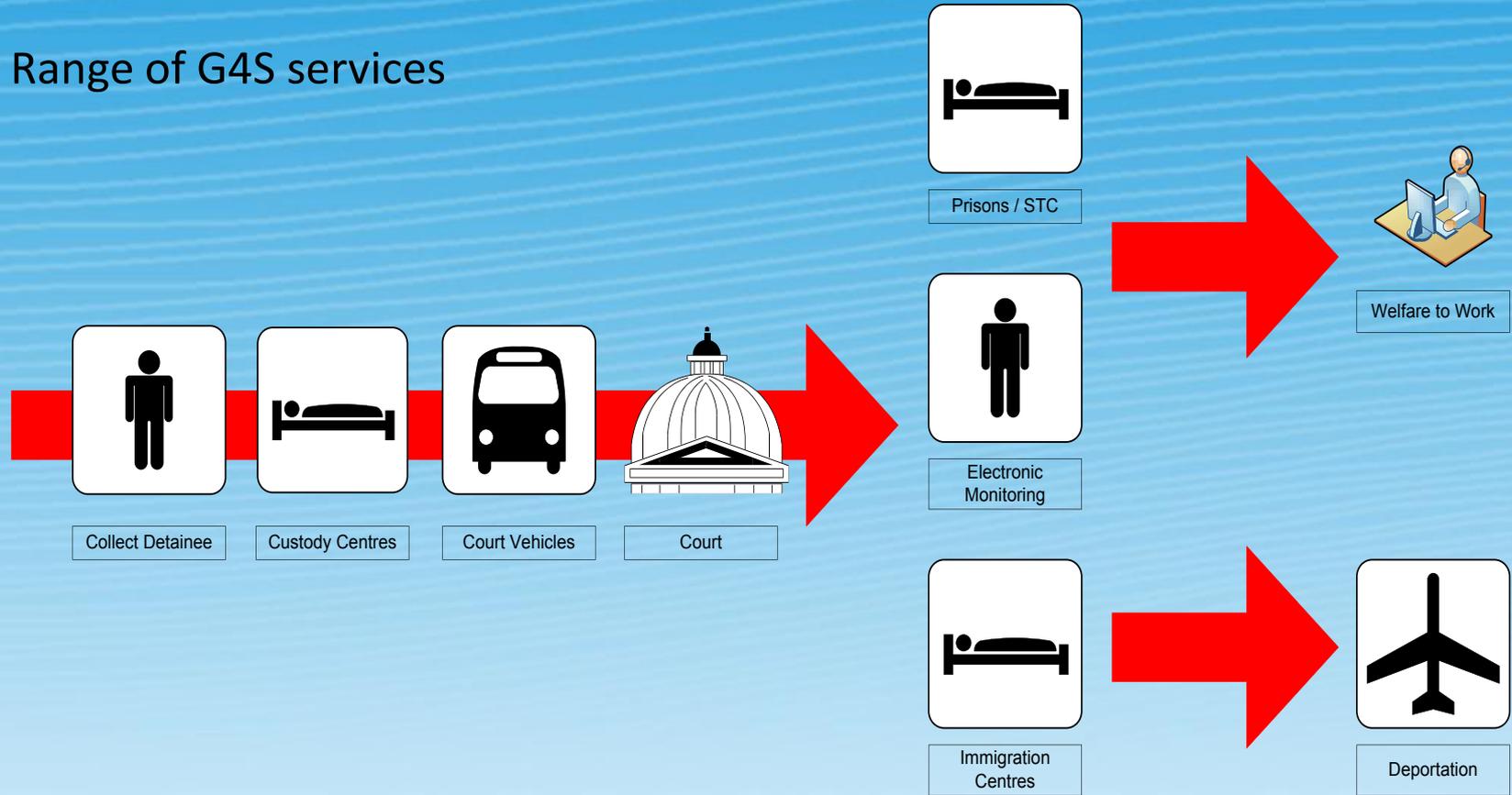
Ministry of Justice Facilities Management Contract

- AWARDED TO G4S OCTOBER 2011
- CONTRACT OPERATING FROM FEBRUARY 2012
- CONTRACT TERM IS FIVE YEARS
- SERVICES PROVIDED:
**MAINTENANCE, CATERING, CLEANING,
SECURITY AND ENERGY MANAGEMENT
SERVICES TO OVER 340 COURT, TRIBUNAL
AND ADMINISTRATION BUILDINGS ACROSS
THE MIDLANDS, WALES AND THE NORTH
OF ENGLAND.**



The Range of G4S Care & Justice Services

Range of G4S services



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OUTSOURCING JUSTICE SERVICES

Nicolas Thomazo

Sodexo Justice Services – France



Where Sodexo Operate

An International network of experts in Justice Services



Where Sodexo Operate

Providing services in 120 prisons in 9 countries



Range of Sodexo Justice Services

Full specialist services

including:

Design
Build
Finance
Operation

Support services

including:

Catering
Cleaning
Maintenance
Laundry
Healthcare

goes into whatever we do

Rehabilitation

including:

Education
Sports training
Mother and baby units
Art and cultural workshops
Psychological services
Drug dependency programmes
Skills training for work on release



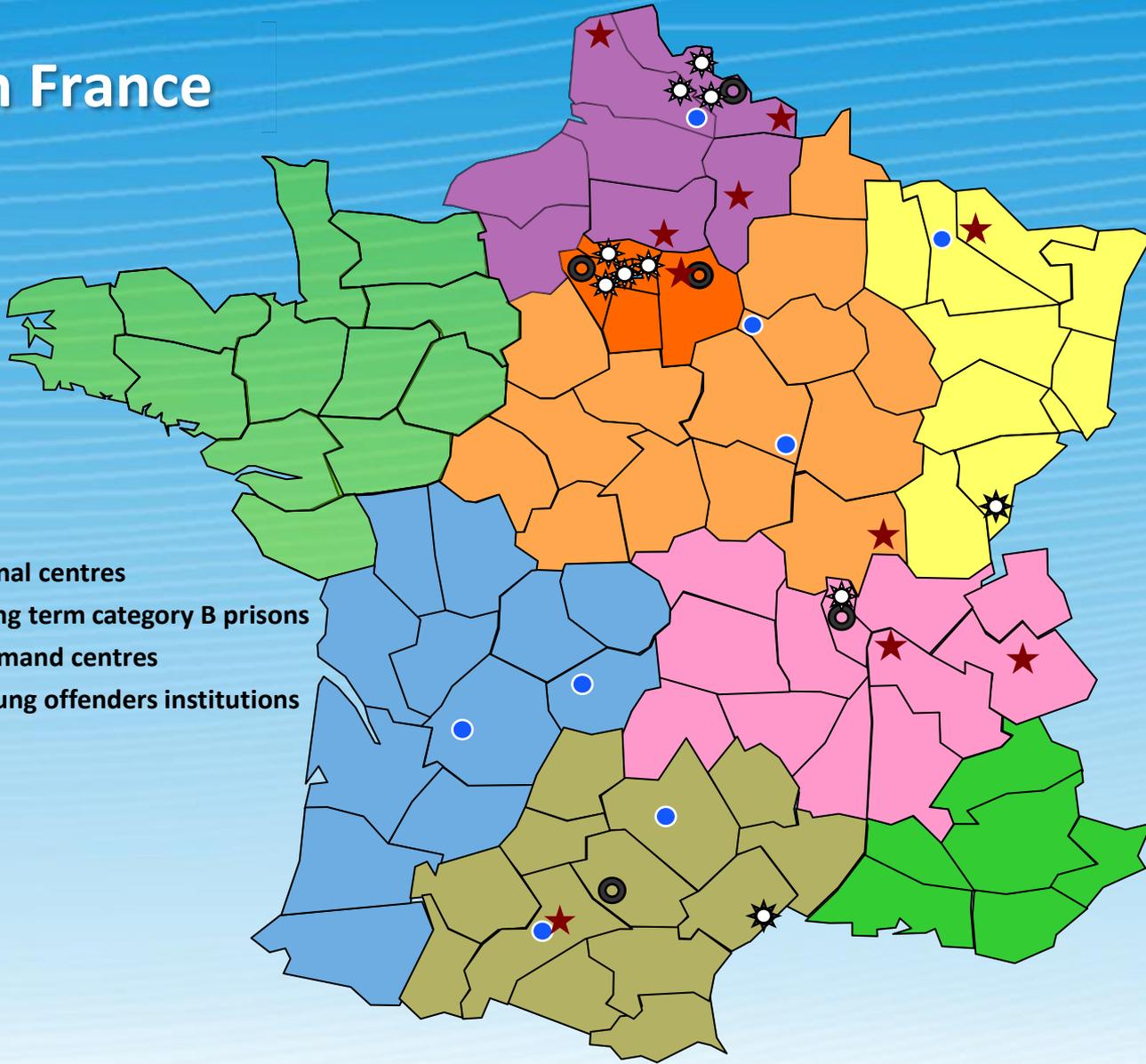
In the UK

Sodexo Justice Services provide full specialist services – Design, build, finance and all operations in 4 prisons



In France

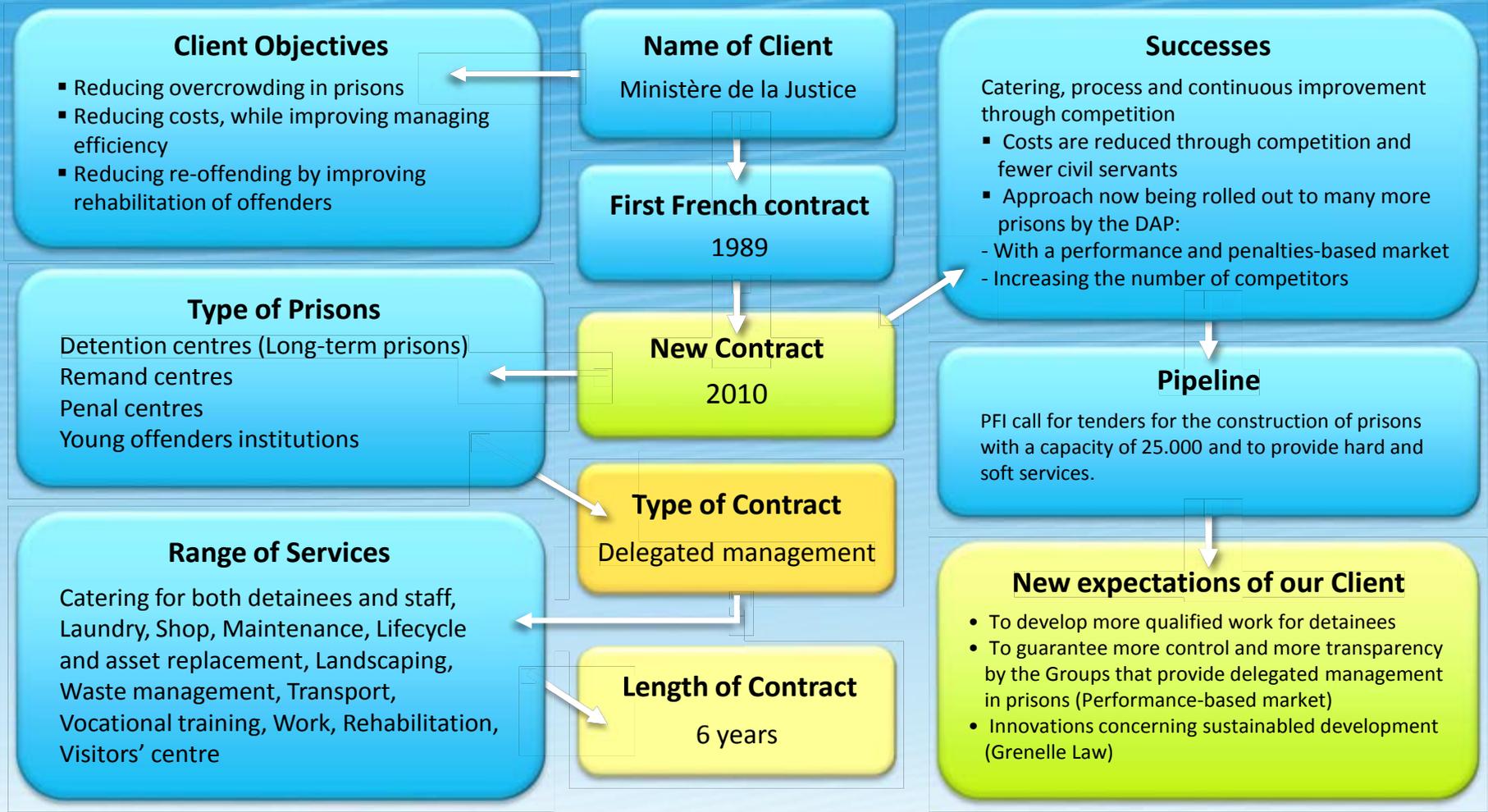
- ★ 11 Penal centres
- 8 Long term category B prisons
- ☼ 10 Remand centres
- ⊙ 5 Young offenders institutions



Support Services – Bapaume



Key characteristics of Sodexo Justice Services – France



Some successes of Sodexo Justice Services – France

🎯 INSERXO: a structure dedicated to rehabilitation

- Setting up construction sites outside the prison, where the detainees work for the local community.
- A successful example : the restoration of accommodation in a village in northern France



- 🎯 Placing detainees who are at the end of their sentence; INSERXO helped 180 detainees finding a job in 2011
- 🎯 A call centre recently opened in the prison of Bapaume; 20 detainees work there on a daily basis

