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# RISDON PRISON KITCHEN PROJECT

## SUBMISSION TO THE PARLIAMENTARY STANDING COMMITTEE ON PUBLIC WORKS

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*July 2024*

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## I. EXECUTIVE SUMMARY

### 1.1 Document Purpose

This submission seeks approval from the Parliamentary Standing Committee on Public Works (PSCPW) for the construction of a new replacement kitchen, including a bakery, on the Tasmania Prison Service's Risdon Prison site. The project is known as the "New Risdon Kitchen." This document details the need for the proposed project and how the design of the facility addresses the operational requirements.

### 1.2 Objectives

The New Risdon Kitchen will replace the old existing kitchen within the Ron Barwick Prison (RBP) and deliver a contemporary, fit-for-purpose kitchen, that will comply with statutory rules (e.g. building codes, health and hygiene etc.), with optimised operational flow, training spaces, sufficient food storage and a large primary functional area including a bakery, preparation and cooking facilities. This project aims to provide a facility with additional capacity to cater for the entire Tasmania Prison Service (TPS) prisoner population. The TPS facilities include:

- Hobart Reception Prison (HRP);
- Launceston Reception Prison (LRP)
- Mary Hutchinson Women's Prison (MHWP);
- Ron Barwick Prison (RBP) including the O'Hara Independent Living Units; and
- Risdon Prison Complex (RPC), including the Southern Remand Centre (SRC).

The construction of a new kitchen including a bakery will provide ongoing opportunities for employment and support the rehabilitation and reintegration of prisoners. In addition to TPS employees, the new kitchen will initially be staffed only by minimum security male prisoners from within the RBP, as is what currently happens. However, it may also offer employment opportunities for other cohorts into the future, including female prisoners.

Engaging prisoners in meaningful work and training is an important part of any prison-based rehabilitation program, particularly where the work is linked to vocational training and individual case assessments and is aligned to employment opportunities that the prisoner might access upon release.

A simplified vision statement is to deliver:

*'A contemporary kitchen environment producing high quality food and providing integrated work and learning opportunities for prisoners.'*

The driver for change is:

- The current kitchen infrastructure is ageing and non-compliant (originally commissioned in 1960).

- Significant Tasmanian Government investment in corrections infrastructure, to contribute to better rehabilitative outcomes for people within the corrections environment.
- The new kitchen will provide improved education and training opportunities for prisoners.
- The Strategic Plan for Corrections 2023 includes the following priorities:
  - Priority 1: - Improve lives and reduce harm: through targeted rehabilitation and reintegration programs and processes.
  - Priority 3: - Build environments for changes: Improve and build infrastructure to meet the needs of contemporary approaches in Corrections.
  - Priority 5 – Focus on Safety: The safety of the Tasmanian community is our mission, and we will continue to provide programs and interventions that mitigate offending behaviour in an effort to keep Tasmanians safe
  - Building a new kitchen is specifically named up in the Strategic Plan for Corrections as a ‘do now’ activity.
- The Department of Justice Strategic Plan 2022 – 2027 includes the following goals:
  - Goal 1: Improve access to Justice:
    - ‘We provide safe and humane correctional facilities and environments’;
    - ‘We deliver education and rehabilitation services to enhance community safety; and’
    - The New Risdon Kitchen is identified in goal 1.1.3, Deliver capital projects.
  - Goal 2: Deliver and Enhance Services
    - ‘We provide contemporary, fit-for-purpose facilities for our staff and clients’.
  - Goal 4: Be Well managed
    - ‘We proactively manage and replace infrastructure and systems’.

The proposed construction of the New Risdon Kitchen anticipates achieving the following objectives:

- Delivering infrastructure that meets the requirements of the TPS in the South of Tasmania, as well as the Launceston Reception Prison for the foreseeable future;
- Enabling the closure of ageing and non-compliant facilities, where possible;
- Improving opportunities for employment and training for prisoners;
- Improving opportunities for rehabilitation programs and development services; and
- Improving the efficiency of day-to-day operations.

### 1.3 General Project Scope

The New Risdon Kitchen will replace the existing RBP kitchen and deliver a contemporary, fit-for-purpose facility. The facility will provide opportunities for training and employment and support the rehabilitation and reintegration of prisoners.

The project scope encompasses a nominal floor area of 1417m<sup>2</sup> for the New Risdon Kitchen.

The New Risdon Kitchen will be built to a minimum security classification (although the exterior walls and windows will be constructed to a maximum security standard), and will include a breakthrough from RBP to a walkway enclosed within a secure perimeter fence, to the entry of the new kitchen facility.

In summary, the proposed project will deliver:

- A modern kitchen facility, incorporating the following functions:
  - Commercial kitchen (including stores, freezers, cooking, plating, and preparation areas) capable of catering for up to 1000 hot meals per day;
  - Commercial bakery;
  - Loading bay;
  - Training area;
  - Multipurpose space to undertake activities such as cereal packaging;
  - Dry store;
  - Secure perimeter (the walls of the kitchen building and secure fence between the entry/exit from RBP and the New Risdon Kitchen provide a secure line, noting that the cohort accessing the kitchen is minimum security);
  - Prisoner day room; and
  - Staff offices and amenities.
- A kitchen capable of employing up to 70<sup>1</sup> prisoners (up to 50 FTE positions) to participate in employment and training opportunities, as part of their case management program (using minimum security male prisoners from within RBP).
- A facility that enables prisoners to participate in rehabilitative programs, in preparation for release into the community.

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<sup>1</sup> Based on the meal capacity the New Risdon Kitchen can be operated with a minimum workforce of 30 prisoners, this has been used as the number to determine equipment selections which determines the overall size of the Kitchen.

- The opportunity for prisoners to obtain relevant qualifications in food services that may help them secure work upon release.
- A facility that supports the option for self-catering in the O'Hara and Vanessa Goodwin units.
- A facility that will provide a variety of genuine meal options in the future to cater for prisoners' preferences (e.g., a menu of three different meal options for the evening meal).
- A facility that actively seeks to employ and train Aboriginal and Torres Strait Islander prisoners, actively contributing to Closing the Gap targets.

## 2. PROPOSED WORKS

### 2.1 Design Approach

The New Risdon Kitchen design has evolved to provide logical simplified access and consideration of environmental design, including the following:

- Direct access from RBP requiring a stepped pathway and ramp to transition between the different natural ground heights;
- Delivery and dispatch forecourt area with a secure loading bay located off the roadway;
- Efficient flow paths for equipment and storage locations;
- Harvesting rainwater from the roof for reuse in the flushing of toilets and initial washing of bins within the kitchen; and
- Solar panels.

These overall requirements create a layout that includes the loading bay located nearest the road and prisoner access toward the other end of the building. Disability access to the New Risdon Kitchen will occur along a pathway external to RBP, after exiting the main entrance to RBP. Disability access is available to the education and programs space, as well as amenities located near the secure entry to the kitchen including a disability access toilet.

The internal layout of the facility has been designed for optimised operational flow, from the inward delivery, storage, food production and the outward delivery of the prepared meals.

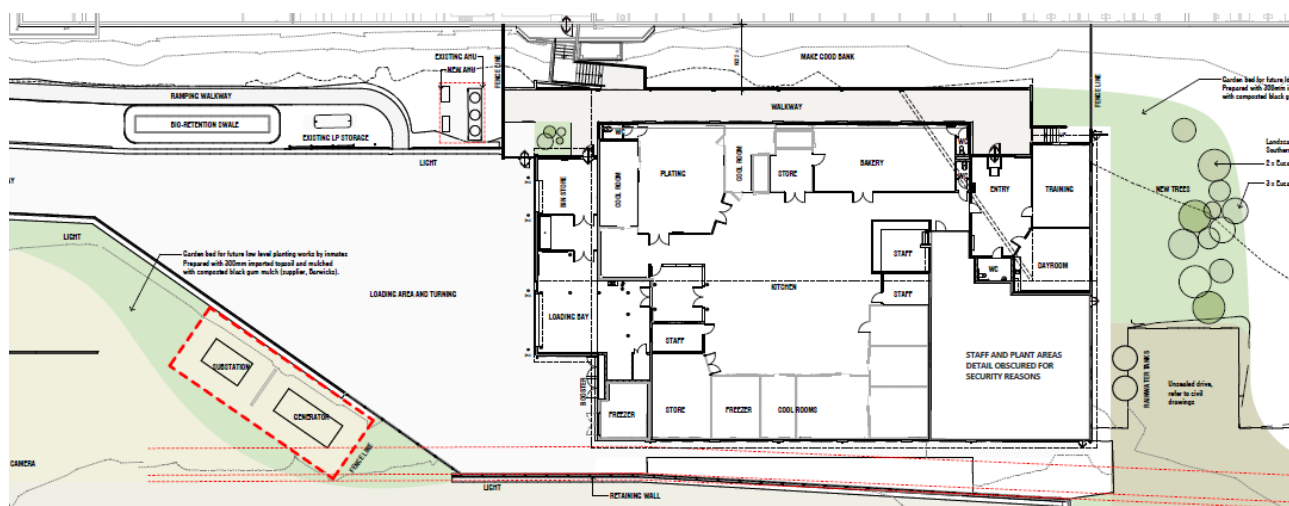
The New Risdon Kitchen meets current industry standards through the selection of modern kitchen equipment. The New Risdon Kitchen uses induction cooktops, as opposed to the current gas appliances, and the existing combi-steamers will be replaced with new electric units.

The overall design of the new facility generally uses standard forms of construction to provide more economic construction costs. The precast concrete walls and truss frame design considered the need for longevity and maintenance requirements of the building. Colour has been introduced with a small lower section of metal cladding facing the main roadway.

Care has been taken to consider the fact that RBP may not exist for the whole lifespan of the new kitchen facility. For this reason, the pedestrian entrance to the kitchen is highlighted with an angle roof. This element also has colour added and replicates the finishes and architectural treatment of the nearby and recently constructed Southern Remand Centre.

The design has sought to provide value for money whilst including minor details which will help lift the aesthetic feel of the space and improve the working environment for staff and the prisoner cohort.





## 2.2 Environmental Site Assessment

Given the potentially contaminated land overlay (rifle range) for the Site, an Environmental Site Assessment (ESA) was required for the planning application to assess the Site against the relevant provisions of the Potentially Contaminated Land Code (PCLC) of the Tasmanian Planning Scheme.

Pitt & Sherry were engaged to complete the ESA for the Site. The ESA has been prepared as a Preliminary Site Investigation (PSI) incorporating a site history review (SHR) and included targeted sampling of the proposed kitchen area.

Based on the findings of this PSI the following conclusions were that the reported concentrations of tested contaminants of potential concern (CoPC) in Site soils at a depth of 0.2 metres below ground surface (mBGS) were either:

- Below the laboratory limits of reporting (LORs); or
- Where detected, were within adopted human health and ecological criteria for the nominated land use (high-density residential, based on most sensitive permitted use in the Community Purpose zone) and intrusive maintenance workers (IMW) (i.e., construction and excavation workers).

While asbestos fibres were reported in one sample (SB01/0.2) and synthetic mineral fibres (SMF) were reported in all samples except one; the PSI (ESA) includes recommendations for protection measures (i.e. development of a Construction Management Plan), which must be implemented during construction. Provided the testing and disposal of any contaminated soil on site is undertaken in accordance with the recommended protection measures, the Site will be suitable for the intended use.

## 2.3 Design Approval

In January 2024, the Department's Southern Corrections Program Steering Committee approved the New Risdon Kitchen Project detailed design. Following this approval, construction documentation was progressed and finalised. This documentation was issued for pricing in June 2024.



The Department of Justice has a robust Governance Structure in place to provide relevant oversight and approval of the project as it progresses through all project phases, including design. The Southern Corrections Program Steering Committee is the overarching approval committee (Governance is discussed further at point 6 of the document).

All desired project outcomes have been tabled, discussed, and then reviewed for compliance with the endorsed Project Return Brief and TPS operational model. Where elements of the design have differed from the approved Project Return Brief, this has been reported through the Schematic Design and Detailed Design Reports and approved by the Southern Corrections Program Steering Committee. This consultative approach has resulted in a design that allows all the required outcomes to be achieved.

The approved design is available at **Appendix A – Design**.

### 3. NEED FOR THE PROJECT

#### 3.1 Background

In 2008, the TPS developed a Master Plan which formed part of the Department's submission to the Government for funding to proceed with Stage D of the Prisons Infrastructure Redevelopment Program (PIRP). One of the key elements of the 2008 Master Plan was the construction of a new kitchen within RPC. The Master Plan was updated in 2015 and a new commercial grade kitchen and canteen dispensary within RPC was one of the agreed infrastructure items to focus on over the next three years.

In 2017, the Department introduced the Strategic Infrastructure Framework for Custodial Corrections in Tasmania (the Framework) as a means of establishing a program of works to address increasing prisoner numbers and shortcomings with existing prison infrastructure in Tasmania. The Framework was written in the context of a state-wide TPS master plan and proposed a phased approach to the construction of a number of new prison facilities and the reallocation of some existing facilities as new accommodation becomes available. The Framework was proposed to be implemented over 11 years, subject to approved budget funding.

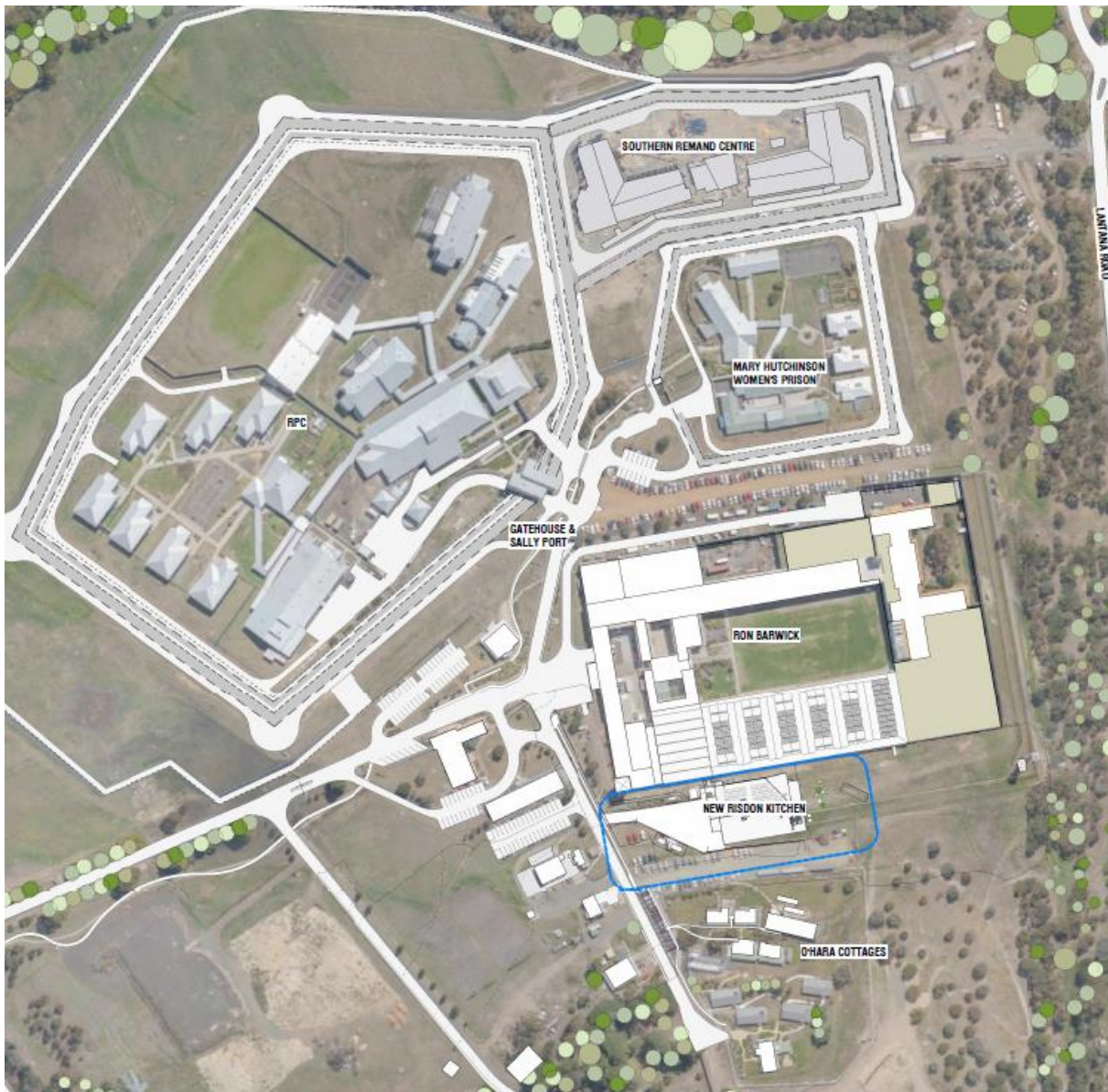
In 2018, funding was provided for the SRC Program to deliver the SRC and upgrades to the RPC gatehouse, health extension, prisoner processing area, visitor area and a new kitchen. However, due to a funding shortfall largely due to construction market pressures and sub-contractor price escalations as a result of COVID-19, the kitchen was removed from the scope of the SRC Program.

An additional \$15 million was allocated to the SRC Program in November 2020, however, due to the possibility of unacceptable delays to the Program if the kitchen was reinstated in the SRC Program scope, it was decided that the new kitchen project would be delivered as a standalone project.

The original kitchen design was to be a two-storey building located within the RPC, between the industries buildings and the health building extension. The kitchen was to be designed to medium/maximum standard and was contained within the sterile zone of the RPC.

The original design brief for the kitchen was to build a facility in RPC that would only provide meals for prisoners held in RPC. This design was then revised to build a facility that could cater for 850 meals per day, operating 5 days per week, employing medium and maximum security prisoners only from within the RPC, but providing meals across all of the prisons at the Risdon site. In July 2021, workshops with SRC builder Hansen Yuncken (HY) and the TPS identified a range of concerns regarding the buildability of the New Risdon Kitchen within the RPC and specifically significant potential increased costs associated with building within an operational maximum security facility. Further, it was identified that once completed the new kitchen would present a range of operational impacts on the TPS that would lead to increased ongoing operational costs.

In October 2021, the Department's Major Projects Oversight Committee (MPOC) considered four alternative location options. MPOC recommended proceeding with the option to build in an alternative location outside of the RPC. In August 2022, the Attorney General and the Minister for Corrections and Rehabilitation, approved the location of the new Risdon kitchen immediately to the southern side of the RBP (location shown on the below image).



### 3.2 Existing Facility

The RBP, where the current kitchen is located, is the oldest facilities on the Risdon Site, having been constructed in the late 1950s. The last major upgrade in the kitchen occurred in 2005 with the kitchen being converted from a servery style kitchen to a kitchen allowing for the operation of a cook chill model. The current kitchen has reached the end of its useful life due to age and capacity constraints, with the infrastructure now having deteriorated to a point that constant maintenance is required to meet required standards that allow the TPS to keep it operational. It is no longer deemed fit-for-purpose, nor does it meet the essential functional and operational requirements of a commercial kitchen.

Food Safety Assessments conducted by the Clarence City Council (CCC) over the past few years have been consistent in highlighting the deterioration of the current kitchen building. Annual external and internal audits are also conducted by Auditing Services Australia (ASA) and Tasmanian Quality Solutions (TQS) respectively, ensuring that the building complies with



current regulation. Both audits raise similar issues to the CCC inspections with concerns to certain structural elements, referencing damage to walls that require repair and repainting in multiple areas and ceilings showing signs of corrosion within the kitchen facility.

In audits and assessments undertaken, heavy wear and pitting are a constant issue highlighted due to the older nature of the floor requiring recurring maintenance. Over the past 3.5 years the TPS has spent \$72,550 on floor maintenance. Implications of these works are not only on the maintenance budget but have an operational impact on production, with parts of the kitchen needing to be shut down for up to 3 days while the maintenance works are carried out. To provide ongoing service to prisoners during instances like this, the TPS is required to rearrange, where possible, the location of where food production occurs or increase production on days leading into and following maintenance (ensuring product remains within appropriate use by dates). At times, where food production is unable to occur as needed, bakery items are purchased externally.

The decommissioning or repurposing of the current kitchen within RBP is not included in the scope of the New Risdon Kitchen Project other than for a small selection of existing equipment which is suitable for re-use in the new facility.

### 3.3 TPS Operations – Existing Facility

The RBP kitchen was constructed originally to service a significantly smaller number of prisoners. Due to the rise in prisoner population across the State, it is becoming increasingly difficult for the Catering Services team to prepare, store and cook meals for the current prisoner population, which is only predicted to continue growing in the immediate future.

The footprint of the kitchen is small and not fit-for-purpose; with inadequate preparation, cooking and storage space that impact the logistics of daily operations. This often results in inefficient processes whereby spaces are used for multiple purposes, requiring careful management and cleaning to avoid cross-contamination of products and meals between functions carried out in the same spaces. TPS Catering Services team members refer to the difficulties of working in the small confines of an aged facility while operating a large food production service. As a result, there is potential to increase the risk of Work Health and Safety (WHS) incidents and injuries to persons working in the facility.

The lack of space in the RBP kitchen requires the TPS to store product and meals in refrigerated shipping containers outside the kitchen and the RBP external perimeter at a cost to the Department of Justice. This results in additional time for product and meals to be transported to and from storage containers to the kitchen or other locations via forklift.

Furthermore, the small footprint of the RBP kitchen has resulted in equipment, such as large planetary mixers, being attached to metal pallets so they can be mobilised with a trolley jack for use in multiple areas. This equipment would ideally be professionally installed and used *in situ*, however due to the confined space, this is unable to occur.

The limited space also results in amenities, including toilets, being installed in office spaces used by Catering Services team members. The staff meals area is too small to facilitate all Catering Services staff taking breaks simultaneously.

There is a small space available for the prisoners to have a drink or meal break, however it does not have the facilities for heating of food. An urn and toaster are available. This area is also used at times for work production if required operationally.

In addition, there are no areas dedicated for training of staff or prisoners in the RBP Kitchen, which has no capacity to expand or alter operations, including to provide vocational and educational learning opportunities for prisoners in the facility.

Current kitchen operations are heavily reliant on manual handling processes, with the inability to meet food production requirements on reduced prisoner labour numbers (if required) due to the use of non-automated equipment.

While the RBP kitchen has some CCTV video camera coverage, it is limited, resulting in potential increased WHS risks in a facility that has up to 50 prisoners working, many of whom use untethered high risk tools (like knives and other implements). Security issues are also exacerbated with poor lines of sight, which make it difficult for Catering Services staff to monitor prisoners while conducting commercial kitchen operations.

Ultimately, while the RBP kitchen complies and operates in accordance with Hazard Analysis Critical Control Points (HACCP) requirements and WHS regulations, it is not fit-for-purpose, creates significant logistical challenges to operate whilst catering for an ever-increasing prisoner population, and does not meet contemporary commercial kitchen standards.

## 4. ADDRESSING THE NEED

In planning for the New Risdon Prison Kitchen, the Department of Justice project team (including, catering and strategic infrastructure project staff and the kitchen consultant), reviewed and undertook research in relation to the design and operation of correctional kitchen facilities in other Australian jurisdictions. As part of this work, the project team attended the Food Pro Expo in 2023 held at the Melbourne Convention Centre that had a large range of modern commercial kitchen grade equipment on display. During this visit, Department of Justice staff also took the opportunity to inspect three Victorian Correctional Facilities and view their contemporary kitchen designs and operations. This has facilitated a better understanding of new and improved technologies and has assisted with the approach taken for the design of the New Risdon Kitchen.

### 4.1 TPS Operations – New Facility

The New Risdon Kitchen will, as far as is reasonably practicable, replicate a community standard of catering services as a working environment, assisting to prepare prisoners for reintegration into the workforce on release from custody. The New Risdon Kitchen will provide meaningful employment for minimum security prisoners, linked to vocational and education pathways aiding in preparation for a successful transition into the community following release increasing their likelihood of employment.

The TPS Risdon kitchen operations and processes will support a dynamic security model that maximises freedom of movement and workplace autonomy balanced with supervision and control measures appropriate for minimum security.

As part of acting on *Changing Lives, Creating Futures – A Strategic Plan for Corrections in Tasmania 2023*, the TPS is actively considering how the New Risdon Kitchen will contribute to the successful delivery of the strategic plan. These outcomes are reflected below.

Contribution to Changing lives, creating futures	
Improve lives and reduce harm	The New Risdon Kitchen will provide increased education and training opportunities for staff and prisoners with a focus on vocational pathways in hospitality. Education and employment opportunities in the correctional setting are vital to improving the lives of inmates and ensuring they are less likely to reoffend.
Build environments for change	A considered investment in fit-for-purpose infrastructure which will enable the TPS to support the changing needs of the service in a safe and contemporary environment
Closing the gap	The delivery of traditional First Nations food to align with significant cultural events and times, where practicable, will enable the TPS to embed cultural recognition and diversity into our practices.



The new kitchen will provide an opportunity to directly involve Aboriginal people, including our prisoners, in the delivery of activities that promote cultural recognition, and provide an opportunity to build cultural competence in our staff.

Employment strategies in the kitchen will maximise opportunities for Aboriginal and Torres Strait Islander prisoners to be engaged in meaningful activities whilst in custody.

Prison Management will foster a positive culture that encourages staff and stakeholders to embrace the aims and philosophy of the New Risdon Kitchen, where people are informed and consulted within their sphere of work.

Staff working in the New Risdon Kitchen will engage with prisoners in a manner that promotes pro-social behaviour and assists with their rehabilitation. Therefore, the New Risdon Kitchen has been designed in a manner that ensures staff are visible, accessible, and approachable to prisoners.

While prisoners working in the New Risdon Kitchen will be extended a level of trust that allows them to work with a degree of autonomy in some positions and areas, the design and security features of the New Risdon Kitchen ensure all persons working in, or accessing the facility are safe and secure. The design provides an open plan, as much as is practicable, noting some areas are separated from others for the purpose of temperature control, delineation of functions and workflows, and to improve safety and security. The New Risdon Kitchen has been designed in a manner that minimises risks of potential incidents and emergencies and facilitates the safe and secure management of prisoners and other persons working in and/or being escorted to and from the facility.

An *Operating Manual* is currently being developed for the New Risdon Kitchen, and will be accessible to all TPS staff, including persons working in the facility.

The Manual will include:

- Procedures and processes for the operation of the New Risdon Kitchen;
- Static and dynamic security controls and processes, including consideration of prisoner movement, secure area management, and entry and egress procedures;
- Internal (Departmental and TPS) and external (WHS, HACCP, Environmental Health) compliance and audit requirements. The manual will also highlight the positive benefits and outcomes that a modern and contemporary facility achieves when designed to current and contemporary WHS, HACCP and Environmental Health standards.
- Induction processes for staff, prisoners or other persons required to work, or deliver services, within the facility; and
- Responsibilities for duties within, or relating to the management and operation of the New Risdon Kitchen.



The design of the New Risdon Kitchen addresses the current operational challenges being managed by the TPS (refer to *Section 3.3 – TPS Operations – Existing Facility*) by providing a contemporary fit-for-purpose kitchen and bakery, with optimised operational flow, training spaces, a larger primary functional area and modern kitchen equipment. The equipment chosen includes the ability for some automation and will provide the following benefits:

- The ability for prisoners to be trained and work with contemporary commercial kitchen equipment enhancing opportunities for employment upon release into the community;
- Improved efficiency with a greater capacity to cater for up to 1000 hot meals per day;
- The ability to meet food production requirements with a reduced prisoner cohort (minimum of 30 prisoners) if required;
- Improved control over adhering to standardised recipe cards due to technology advancements in new equipment; and
- Reductions in the risks associated with manual handling (new equipment is fitted with mechanical restraints).

The New Risdon Kitchen supports the potential option for self-catering in the O'Hara and Vanessa Goodwin units.

The future state of the New Risdon Kitchen aims to provide a variety of genuine meal options for prisoners.

## 4.2 Architecture and Interiors

Interior selections for the new Risdon kitchen consider the benefits of what a well-designed aesthetically comfortable environment provides for the staff and prisoners occupying the spaces. Opportunities for the use of colour have been pursued to reduce the institutional quality of the built environment, particularly in prisoner areas and back of house staff areas that are not being directly used for food production.

The new kitchen production areas have finishes which have been selected for their function and performance as required by a commercial kitchen within a correctional facility. This includes, epoxy floor or vinyl finishes, insulated cool room panel wall linings, stainless steel cladding and painted fibre cement ceilings.





*3D images showing internal design for the New Risdon Kitchen*

### 4.3 Environmentally Sustainable Design

Where possible and giving consideration to the project budget, sustainable design principles have been considered. These include:

- Harvesting rainwater from the roof for reuse in the flushing of toilets, along with initial washing of bins within the kitchen. Water tanks have been allowed for in the project scope to enable this;
- Solar panels to support the new kitchen operating with electric equipment; and
- Opportunities for natural ventilation have been considered in the delivery areas.

### 4.4 Building Services Design

#### Mechanical

Mechanical systems provided to the new Risdon Kitchen building include air conditioning and statutory ventilation systems. Air conditioning is provided to occupied spaces via new ducted split systems from a dedicated plant room with intake and discharge louvres to suit. Ventilation systems include commercial kitchen exhaust hood systems designed in accordance with AS1668.2 to suit proposed appliance layouts. Mechanical services are supplied by a mechanical services switchboard located in the plant room.

#### Electrical, Communications and Infrastructure

Based on the selected kitchen equipment, the new Risdon Kitchen maximum demand is expected to be of the order of 1000A. A load of this size has dictated a requirement for a new substation which is located near the entry driveway to the facility. An emergency power generator, for essential services required by the kitchen, is located adjacent to the substation.

The new Risdon Kitchen building's Main Switchboard is located adjacent to the main plant room within a dedicated switchboard room. The main switchboard is fed from the new substation and emergency generator set, with reticulation to supply electrical distribution boards and the mechanical services switchboard.

A dedicated communications room is located adjacent to the electrical main switchboard room and will accommodate racks and other data communications, CCTV surveillance and security systems equipment. Network cabling will be distributed via the roof space and shall be Category 6 (or 6A), in accordance Department of Justice IT requirements, with patch panels, data outlets, and accessories to match. Data requirements for security services have been designed in conjunction with Security Consultants' requirements.

### Hydraulics

The Kitchen will be serviced from an existing, adjacent DN150 water main, supplying the proposed fire hydrants, sprinkler system and domestic water services.

Hot water shall be provided via an electric storage system located in the plant room with a pumped water loop servicing all amenity areas within the kitchen.

Waste from the kitchen will be connected into the existing sewer main running adjacent to the proposed building, with the addition of two grease arrestors located in the main entry driveway for ease of servicing.

Stormwater from the new kitchen will be collected in two rainwater storage tanks located external of the north-east corner of the building. Stormwater overflows will be plumbed from the storage tanks and connected to the site stormwater infrastructure. The rainwater storage system will be filtered and pumped throughout the building to service toilet flushing and initial wash down of bins.

### Fire Services – Wet and Dry

Fire hydrants are provided externally in accordance with AS2419 and TFS requirements. Internal fire hydrants are not required to achieve full hydrant coverage.

Fire hose reels are provided in accordance with AS1221 and the NCC. All fire hose reels will be located within lockable cabinets in suitable locations to ensure coverage to the entire building.

The Kitchen building, including Plant Room and the roof space, will be protected by an automatic fire sprinkler system in accordance with AS 2118.

The Kitchen building will also incorporate a smoke detection and alarm system in accordance with AS1670.1 and AS1670.4. Note that with a sprinkler system installed, smoke detection will not be installed in areas where there is a risk of false alarm.

A monitoring panel will be located in a secure location within the Kitchen in the staff workstation, with monitoring and alarms repeated at the Gatehouse Master Control Room in RBP.

### Structural

The single level kitchen building will be designed as a concrete slab on ground with the remainder of the structure predominantly standard precast and blockwork construction, with steel truss roof framing to create a column free kitchen area.

The floor slab incorporates numerous set downs, drainage and plumbing penetrations, under floor insulation as required by the NCC, and additional insulation under freezers, as typical for a commercial kitchen.

A site geotechnical investigation and report has been undertaken by Geo-Environmental Solutions. The investigation has established that rock is expected typically 0.6m below the existing ground level. Rock at depth will require removal by rock breaking equipment.

### Security

The new electronic security systems installed as part of this project will be based on open platform solutions that can be installed and maintained by multiple integrators and align with the TPS Electronic Security State-wide Strategy.

To support the controlled, safe and secure movement of prisoners to and from the kitchen, electronic locking, intercoms, Closed Circuit Television (CCTV), static duress buttons and personal duress beacons will be installed in the new kitchen.

CCTV coverage will be provided in all prisoner accessible areas. CCTV display monitors will be provided within the kitchen staff office area to enable staff to locally view cameras as required.

The following functions will be delivered:

- A secure perimeter provided by the building fabric;
- CCTV coverage of the internal and external building perimeter;
- Provision of Electronic Access Control applied to select doors to allow staff movement via the use of access cards within the kitchen;
- A public address system for local announcements to be made from the staff office area;
- Secure loading bay to enable prisoners' arrival by vehicle (if required); and
- The ability for the RBP gatehouse to view the New Risdon Kitchen by CCTV if required, as well as a link to the RPC Gatehouse by way of a future-proofing provision.

## 5. STATUTORY PLANNING

### 5.1 Development Application

Following approval of the Detailed Design, a Development Application was lodged with Clarence City Council in January 2024. The Department received the approved planning permit in March 2024.

A minor Amendment under S.56 of the *Land Use Planning and Approvals Act 1993* was submitted to council due to clarifications to the recommendations in the Environmental Site Assessment, which formed a condition of the permit. The Department received approval of the minor amendment to the permit in June 2024.

## 6. CONSULTATION AND GOVERNANCE

### 6.1 Consultation

Formal engagement with key project stakeholders commenced in October 2022, with the establishment of a New Risdon Kitchen Project Working Group. The Working Group comprises representatives from outputs within the TPS that are directly affected by the New Risdon Kitchen Project (see governance, section 6.2.2 for further detail).

The Working Group's input and subject matter expertise has been crucial to work through the design phases of the project. This process has helped to ensure that the project objectives have been met. Members of the Working Group have communicated project progress back to their staff and have sought input and feedback, and advocated for the project. The Working Group met on a fortnightly basis.

Broader engagement within the TPS, including Union members and delegates, commenced in March 2024 with staff information sessions. Further engagement and consultation is planned over the coming months, as the TPS review and update their operating procedures.

An internal Department of Justice website with Frequently Asked Questions in relation to the New Risdon Prison Project is available for viewing by all TPS staff. Additional specific communications will be released to staff following the achievement of future project milestones.

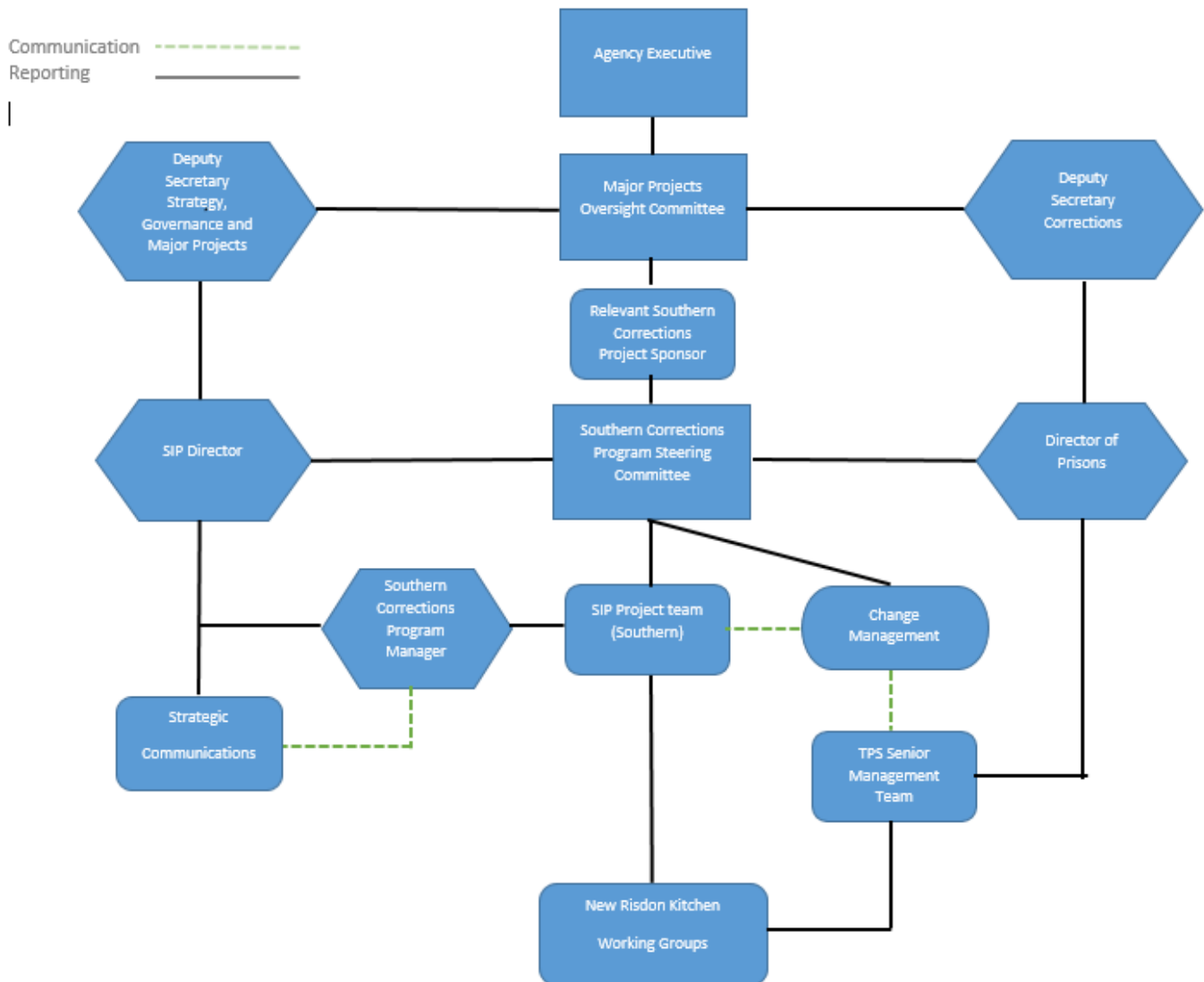
A change management plan has been developed in collaboration with TPS stakeholders. The purpose of this plan, and the change management approach for this project, is to ensure stakeholders utilise and adopt the outputs delivered by the change so that business outcomes can be delivered and allow TPS operations to smoothly transition into the new kitchen facility.

The key objectives of the change management approach are to:

- maximise the involvement of TPS stakeholders to build and maintain commitment to and enthusiasm for the new kitchen, utilising a range of engagement mechanisms; and
- mobilise change leaders within the TPS to engage with impacted stakeholders and to lead the change with confidence and consistency.

## 6.2 Governance

The New Risdon Kitchen Project is governed by an executive level Southern Corrections Program Steering Committee with representatives from key stakeholder groups. The following diagram illustrates the governance structure for the Southern Corrections Program.





### 6.2.1 Southern Corrections Program Steering Committee

Southern Corrections Program Steering Committee members have extensive experience in overseeing large, complex project within Government as described below:

Title	Department	Project Role
Deputy Secretary (Corrections)	Department of Justice	Project Sponsor Chair
Deputy Secretary (Governance, Strategy & Major Projects)	Department of Justice	Member
Director – Strategic Infrastructure Projects	Department of Justice	Member
Director of Prisons	Department of Justice	Project Business Owner Member
Assistant Director of Prisons	Department of Justice	Member
Nursing Director – Group Director – Forensic, Correctional Health and Alcohol & Drug Services	Tasmanian Forensic Health Service	Member
Director Finance	Department of Justice	Member
Director Organisational Change	Department of Justice	Member
Chief Information Officer	Department of Justice	Member
Organisational Change Lead	Department of Justice	Attendee
Program Manager – Southern Justice Program	Department of Justice	Attendee
Relevant Strategic Infrastructure Project staff (as required)	Department of Justice	Attendee

The Southern Corrections Program Steering Committee meet monthly to enable the project to progress in line with the project timeline.

### 6.2.2 Working Group - Design

The Working Group - Design was established by the project team following engagement of the consultant team. The function of this group was to bring together key stakeholders to provide a forum for discussion and debate key issues that were identified or emerged during the design phase, and allowing contribution to recommendations regarding the impact of the New Risdon Kitchen.

Following the completion of the design, in May 2024 the Working Group - Design ceased operation, noting the original purpose for the Working Group had been achieved. An Operational Readiness Working Group has now been established to focus on operational activities that need to be undertaken by the TPS to prepare to operate the new kitchen (*refer 6.2.3 Working Group – Operational Readiness*).

The Working Group – Design was chaired by the Department's Strategic Infrastructure Projects team and membership included the design consultant team, Change Management Office, and subject matter experts from within the TPS as described below.

Title	Department	Project Role
Project Manager	Strategic Infrastructure Projects	Chair
Program Manager	Strategic Infrastructure Projects	Member
Assistant Director of Prisons	Tasmania Prison Service	Member
General Manager, Ron Barwick Prison	Tasmania Prison Service	Member
Industries and Facilities Manager	Tasmania Prison Service	Member
Manager Catering Services	Tasmania Prison Service	Member
State-wide Maintenance Manager	Tasmania Prison Service	Member
Work Health & Safety Officer	Tasmania Prison Service	Member
Head of Financial Operations	Tasmania Prison Service	Member
ICT Solutions Architect	Department of Justice	Member
Design Team	Xsquared Architects & Guymor Bailey Architects	Attendee
Security Consultant	Security Consulting Group	Attendee
Quantity Surveyor	Matrix Management	Attendee
Organisational Change Lead	Department of Justice	Attendee

### 6.2.3 Working Group – Operational Readiness

The Operational Readiness Working Group has been established by the Change Management Office following the completion of the design in May 2024. This will allow key representatives from within the TPS to come together and undertake operational activities to prepare to operate the new kitchen. This includes the finalisation of the Operating Manual and the development of the Commissioning and Transition Plan, including training requirements for staff and prisoners.

The Working Group is co-facilitated and chaired by the Department's Change Management Office and the TPS, and membership includes subject matter experts from within the TPS as described below:

Title	Department	Project Role
Organisational Change Lead	Department of Justice	Co-Chair
Catering Supervisor	Tasmania Prison Service	Co-Chair
General Manager, Ron Barwick Prison	Tasmania Prison Service	Member
Industries and Facilities Manager	Tasmania Prison Service	Member
Manager Catering Services	Tasmania Prison Service	Member
Assistant Manager Food Services	Tasmania Prison Service	Member
State-wide Maintenance Manager	Tasmania Prison Service	Member
RBP Superintendent	Tasmania Prison Service	Member
Work Health & Safety Officer	Tasmania Prison Service	Member
Correctional Officer	Tasmania Prison Service	Member
Project Manager	Strategic Infrastructure Projects	Attendee
Policy Officer	Tasmania Prison Service	Attendee

### 6.2.4 Project Team

The Strategic Infrastructure Projects team is the responsible project team lead that provides project management expertise to manage all phases of the capital infrastructure project. The Strategic Infrastructure Projects team is supported by the following consultants:

Consultant Type	Service Provider
Design Consultant <ul style="list-style-type: none"> <li>- Building Services and Civil Engineering</li> <li>- Kitchen Consultant</li> <li>- Fire Engineering Consultant</li> </ul>	Xsquared Architects/Guymer Bailey Architects <ul style="list-style-type: none"> <li>- Johnstone, McGee and Gandy (JMG)</li> <li>- Foodservice Consultants Australia (FCA)</li> <li>- DDEG (Fire)</li> </ul>
Quantity Surveyor	Matrix Management Group
Electronic Security Consultant	Security Consulting Group
Building Surveyor	Pitt and Sherry
Environmental Scientist	Pitt and Sherry
Legal – Procurements and Contracts	Office of the Crown Solicitor

### 6.3 Project Risk Management

The project has developed a risk register, which identifies the key risks associated with project delivery. The risks are continually monitored and modified as the project progresses with oversight from the Southern Corrections Program Steering Committee.

A summary of key risks identified for the project at the time of preparing this submission are as follows:

Key Risks	Risk Mitigation Strategy
<b>Costs/Design</b>	
Estimates for the final design exceed the approved budget.	<ul style="list-style-type: none"> <li>○ Quantity Surveyor engaged on the project has prepared regular cost estimates throughout the design phase, including the preparation of a pre-tender estimate.</li> <li>○ Early contractor engagement with HY to obtain input based on their market knowledge.</li> <li>○ Close consultation with the TPS, consultants and HY to identify opportunities for cost savings throughout the design phase.</li> </ul>

Construction	
Availability of resources (i.e.: specialist trades) to deliver construction services affects delivery of works.	<ul style="list-style-type: none"> <li>○ The project has engaged with industry/suppliers early in pre-construction stages to understand issues/impacts and drafted schedule accordingly (i.e., allowing sufficient time for construction).</li> </ul>
Unforeseen delays occur during the construction period.	<ul style="list-style-type: none"> <li>○ Regular site meetings have been incorporated into the Specification for Services for the contractor. These will occur throughout the construction phase and will be used to track progress against the agreed baseline.</li> <li>○ The project schedule allows for full documentation of the construction package to minimise the risk of technical difficulties during construction.</li> </ul>
Increased demand for specific materials/products result in cost overrun and delays.	<ul style="list-style-type: none"> <li>○ The program (Quantity Surveyor) has factored in an appropriate contingency for construction (based on local industry knowledge and experience).</li> <li>○ The program has engaged with industry/suppliers early in pre-construction stages to understand supply issues and factor these into Cost Plans.</li> </ul>
Change Management	
Stakeholders do not support the construction of the New Risdon Kitchen and changes to operating processes leading to stakeholder dissatisfaction and inefficient operations.	<ul style="list-style-type: none"> <li>○ Change Management Plan developed in consultation with TPS Stakeholders.</li> <li>○ Delivery of staff information sessions regarding the project.</li> <li>○ Design Working Group established (with representatives from the TPS and consultants) to develop the design for the new Kitchen.</li> <li>○ Operational Commissioning Working Group established (with representatives from the TPS), led by the Change Management Office, to support the finalisation of the Operating Manual, and development of a Transition and Commissioning Plan for the New Risdon Kitchen (including training requirements for staff and prisoners, and transition requirements from the current kitchen to the new kitchen).</li> </ul>

## 7. PROJECT PROGRAM AND BUDGET

### 7.1 Project Program

The Department of Justice Procurement Review Committee endorsed an exemption to directly approach Hansen Yuncken Pty Ltd (HY) for pricing of the construction of the new kitchen.

The new Risdon Kitchen project was included in the original scope of the Southern Remand Centre Program and part of HY's scope of works as the appointed Managing Contractor for this Program. During a value management process undertaken by the Department of Justice the kitchen was removed from the Program. HY had, prior to the value management exercise, undertaken the early planning and design phase for the kitchen. On this basis, the exemption was endorsed pursuant to clauses 2.18.13, 2.18.9 and 2.18.10 of the Treasurer's Instructions.

Design and construction documentation is complete and has been issued to HY, together with Request for Tender documentation, for pricing. HY are to provide their response to the documentation by 10 July 2024. Notwithstanding the exemption, The Department of Justice has communicated to HY that it still reserves the right to tender to the open market and is not obligated to accept HY's tender.

Subject to the required approval and procurement processes, construction is expected to commence in late 2024. The construction program is expected to take approximately 12 months, with Practical Completion, including commissioning of the facility, estimated by the end of 2025. Completion of the Defects Liability Period will be 12 months after Practical Completion.

A summary of the project timeline is as follows:

Detailed Design Approved	January 2024
Development Application Approved	March 2024
Completion of construction tender documentation	June 2024
Construction Tender issued to Hansen Yuncken	June 2024
Parliamentary Standing Committee for Public Works Hearing	24 July 2024
Contract Awarded (subject to approval)	September 2024
Construction Commencement	October 2024
Practical Completion of Construction	October 2025
Commissioning and Occupation	December 2025
Final Completion (Completion of Defects Liability Period)	October 2026

## 7.2 Project Budget

The Tasmanian Government provided an additional \$15 million for the Southern Remand Centre Program in the 2020 State Budget. The Department's Major Projects Oversight Committee determined that the delivery of a new replacement Risdon Kitchen and bakery was the highest priority need for the funding. This \$15 million along with \$2.37 million remaining at the conclusion of the main works component of the SRC Program make up the budget.

Additionally, several infrastructure service upgrade items are required to enable this project to be constructed outside of RBP. These include items such as a new substation, relocation of communications cables, additional in-ground services and an upgrade of security equipment in the RBP Gatehouse. These service upgrades will be funded from the Critical Infrastructure Upgrade Program, with an allocation from this budget of \$1.4 million.

Subsequently, the allocated funding for this project is **\$18.77 million**.

Key elements are highlighted below:

DESCRIPTION	SUM
Consultancy Cost	\$ 1,305,000
Construction/Design contingency	\$ 500,000
Post-Occupancy Allowance	\$ 100,000
The Tasmanian Government Art Site Scheme	\$ 80,000
ICT infrastructure	\$ 100,000
Furniture and equipment (excluding kitchen equipment that is included in the construction contract)	\$ 150,000
Project management and associated costs	\$ 250,000
<b>Construction Cost Estimate from Quantity Surveyor</b>	<b>\$ 16,278,000</b>
<b>PROJECT TOTAL</b>	<b>\$ 18,763,000</b>

The current project cost estimate has been provided by the project's Quantity Surveyor and is based on reasonable allowances for the project's location and current market conditions.



## 8. RECOMMENDATIONS

The Department of Justice has carefully assessed and thoroughly explored the options and solutions available to construct a new Risdon Kitchen. Based on this analysis, the proposed site adjacent to RBP is considered the most appropriate location to build a modern, fit-for-purpose kitchen facility that meets the needs of the TPS and maximises opportunities for prisoner employment in alignment with the TPS preferred staffing model to utilise minimum security prisoners for kitchen labour.

The Department of Justice is confident that the design achieves the project objectives as determined in the Project Return Brief and meets the functional and operational requirements of the TPS. The design provides a modern fit-for-purpose kitchen facility including a dedicated bakery that will deliver a broad range of benefits to TPS staff and prisoners.

The new Risdon kitchen will not only allow the TPS Catering Services staff to meet the increasing needs of the prison population, it will also provide meaningful and transferable skills to the prisoners employed in the kitchen through the utilisation of modern kitchen technology and training spaces.

It is therefore recommended to the Parliamentary Standing Committee for Public Works that approval be given for the New Risdon Kitchen Project to proceed as detailed in this submission.

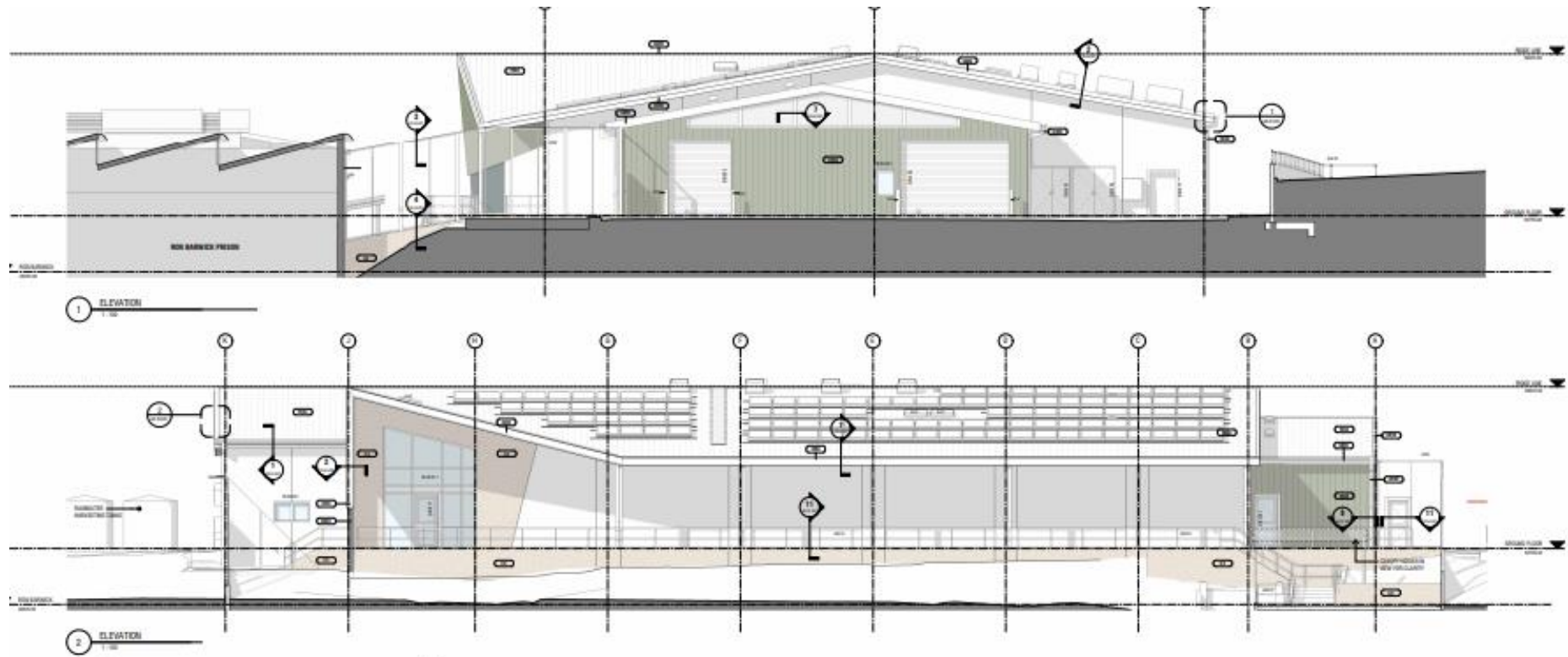
## 9. APPENDIX A – PROPOSED DESIGN



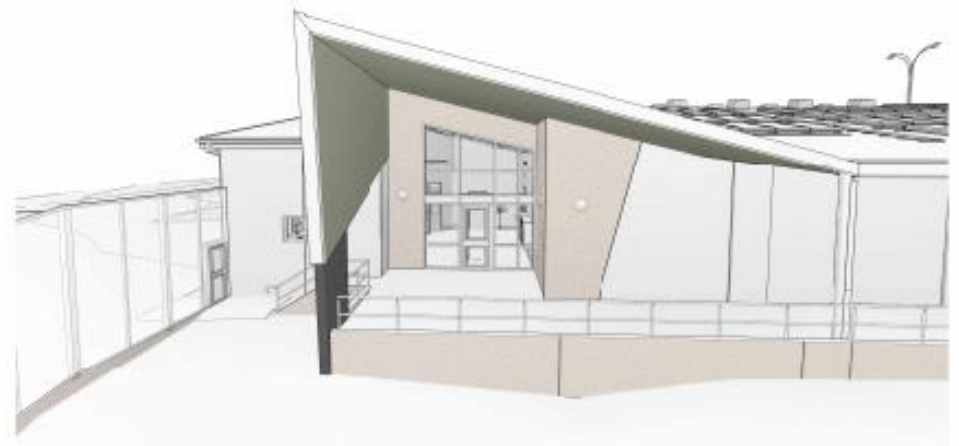
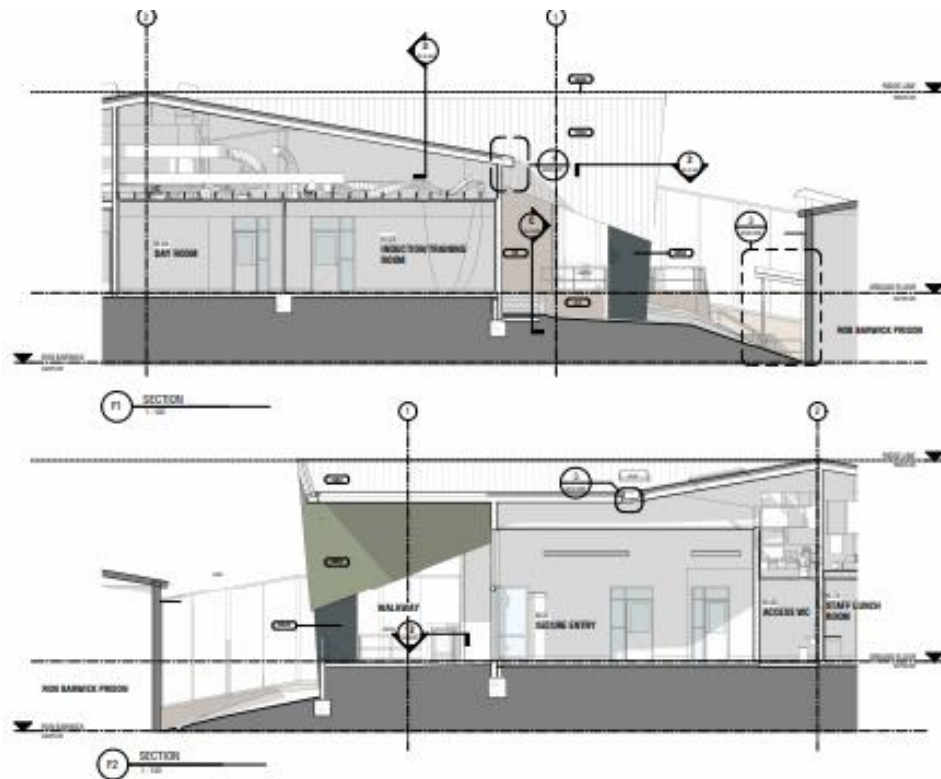
*\*External view of the New Risdon Kitchen from North East Corner*



*\*Road access view of the New Risdon Kitchen.*

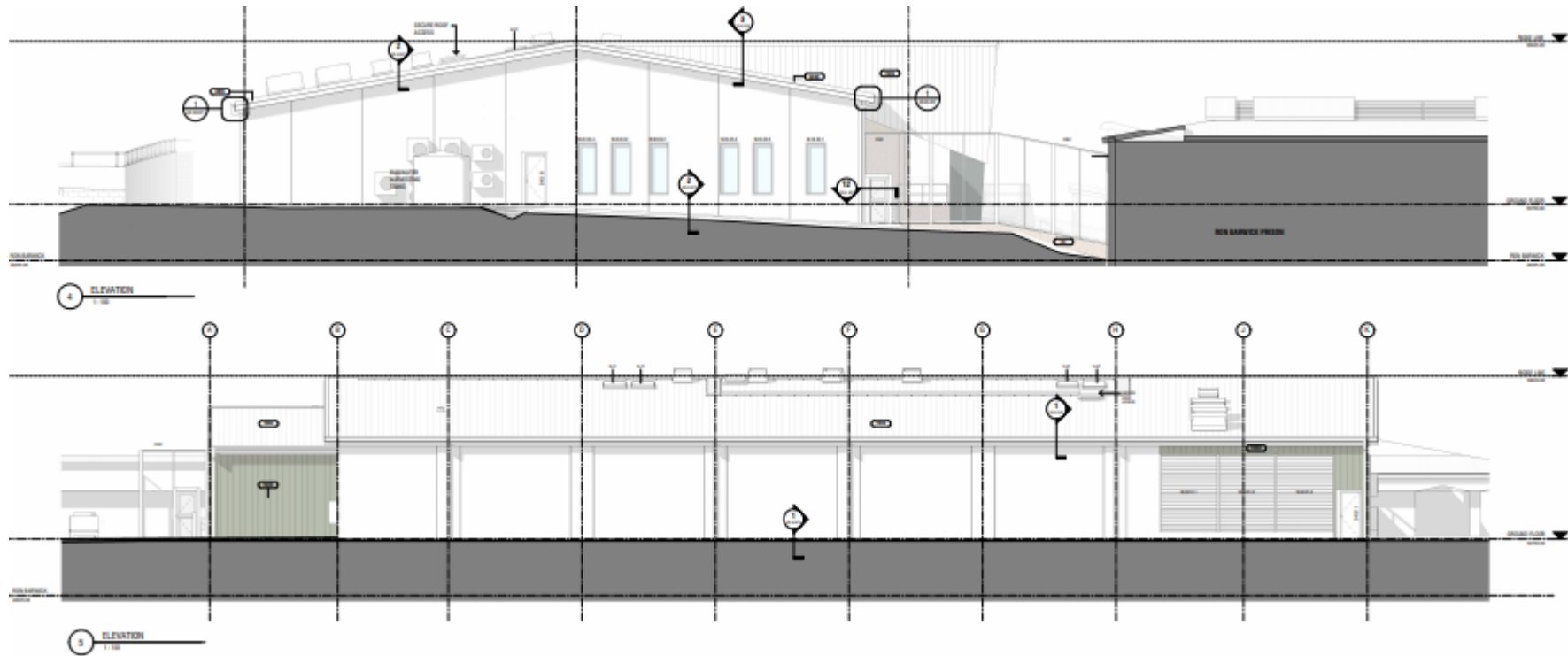


*\*Elevations of the New Risdon Kitchen*



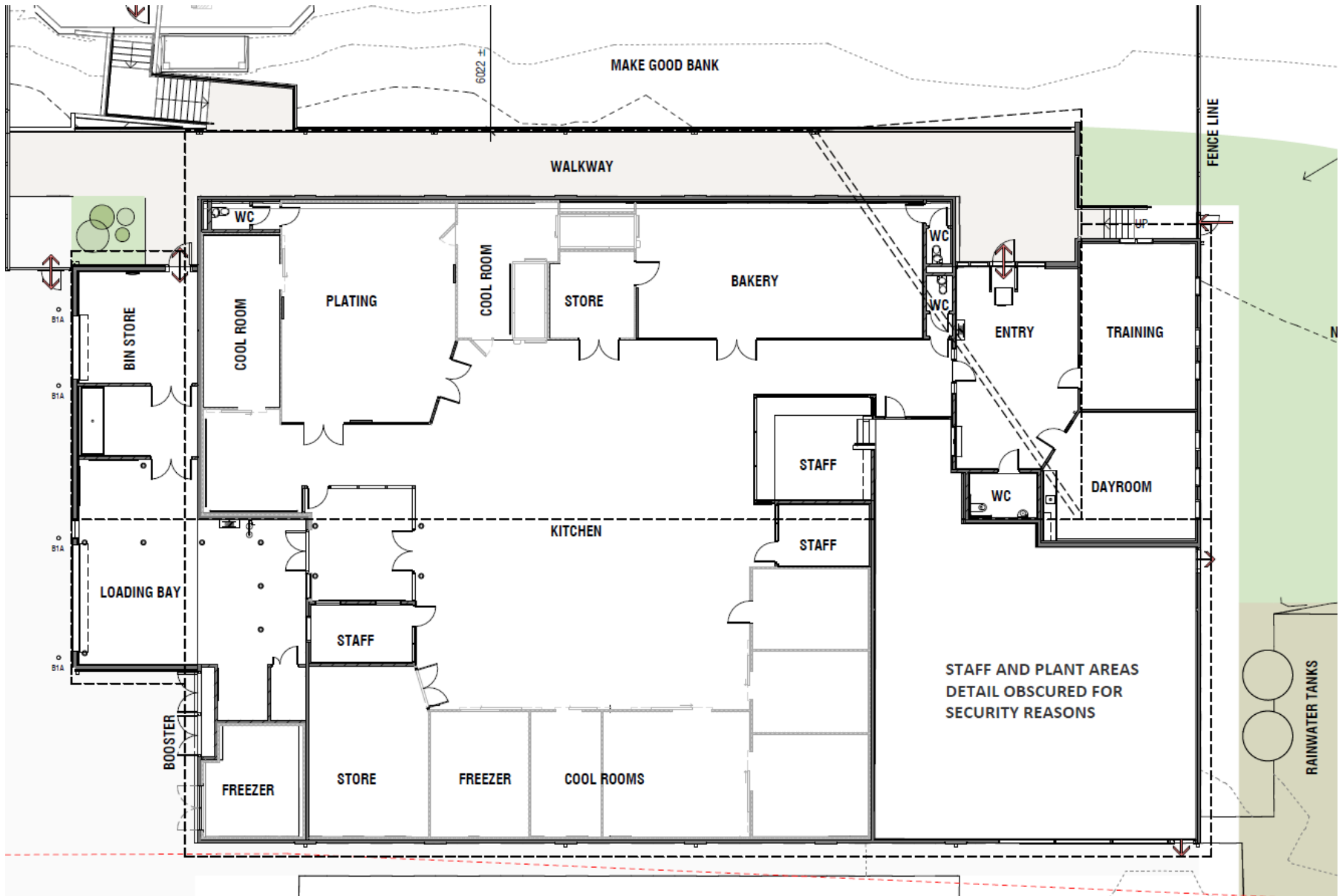
ENTRY-30 VIEW



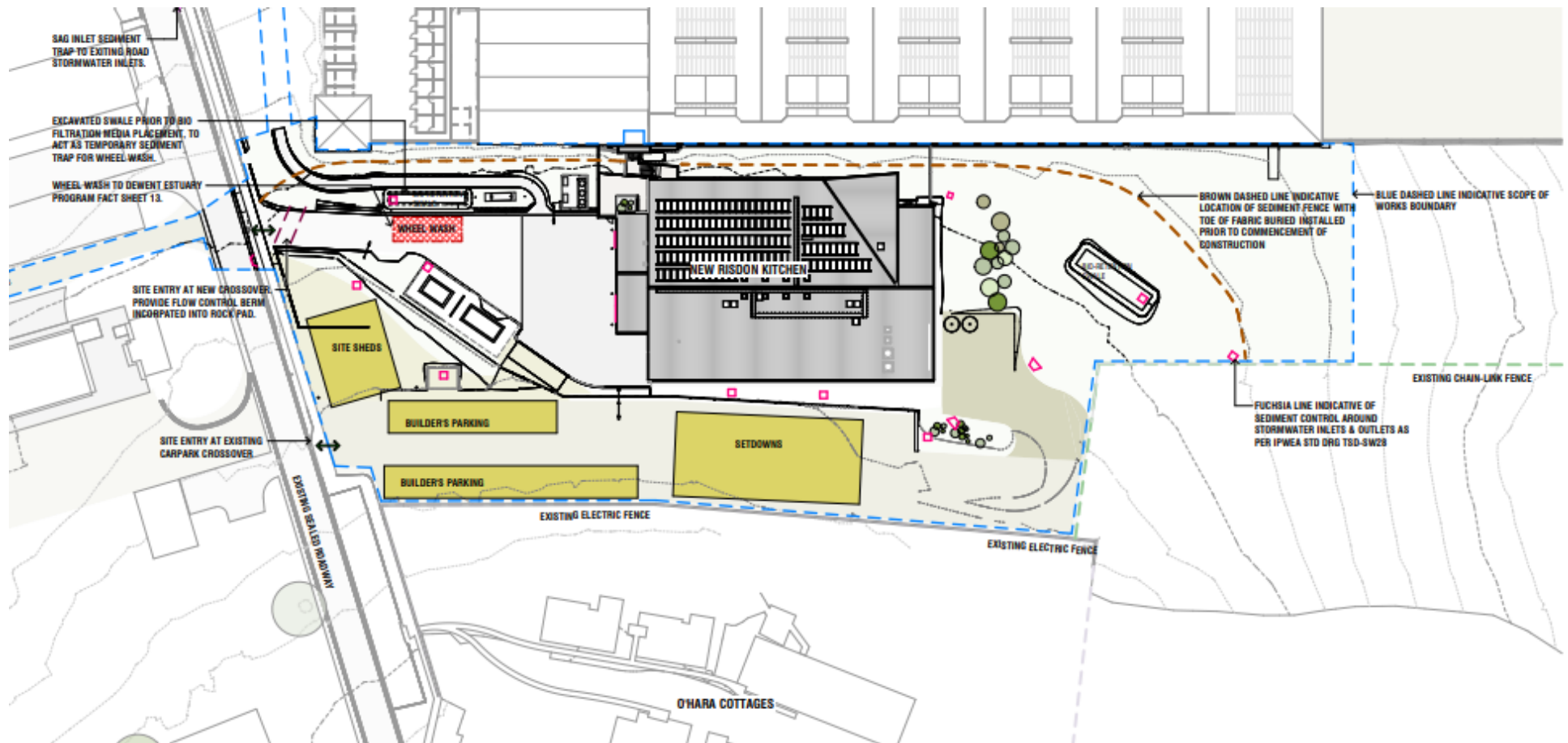


*\*Elevations of the New Risdon Kitchen*

***New Risdon Kitchen Floorplan***







\*Site layout of New Risdon Kitchen



Department of Justice

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