



PARLIAMENT OF TASMANIA

PARLIAMENTARY STANDING COMMITTEE ON PUBLIC WORKS

New Risdon Prison Kitchen Project

*Presented to Her Excellency the Governor pursuant to the provisions of the
Public Works Committee Act 1914.*

MEMBERS OF THE COMMITTEE

Legislative Council

Ms Rattray (Chair)
Mr Harriss

House of Assembly

Ms Butler (Deputy Chair)
Ms Burnet
Mr Wood

TABLE OF CONTENTS

1	INTRODUCTION	3
2	BACKGROUND.....	3
3	PROJECT COSTS	6
4	EVIDENCE	7
5	DOCUMENTS TAKEN INTO EVIDENCE	24
6	CONCLUSION AND RECOMMENDATION	25

1 INTRODUCTION

To Her Excellency the Honourable Barbara Baker AC, Governor in and over the State of Tasmania and its Dependencies in the Commonwealth of Australia.

MAY IT PLEASE YOUR EXCELLENCY

The Committee has investigated the following proposal:-

New Risdon Prison Kitchen Project

and now has the honour to present the Report to Your Excellency in accordance with the Public Works Committee Act 1914 (the Act).

2 BACKGROUND

- 2.1 This reference recommended the Committee approve construction of a new kitchen on the Risdon Prison site to service the Risdon Prison population.
- 2.2 The existing kitchen is located in the Ron Barwick Prison (RBP), which is the oldest facility on the Risdon Site, having been constructed in the late 1950s. It was originally built to cater for a much smaller number of prisoners. However, due to the rise in prisoner population across the State, it is becoming increasingly difficult for the Risdon Prison Catering Services team to prepare, store and cook meals for the current prisoner population. Furthermore, growth in the prisoner population is predicted to continue in the immediate future, which will only exacerbate the difficulties already being encountered.
- 2.3 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 Tasmanian Prison Service 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.
- 2.4 The footprint of the kitchen is small and not fit-for-purpose, with the inadequate preparation, cooking and storage space impacting negatively on daily operations. This results in a number of inefficient processes, with spaces used for multiple purposes, which requires careful management and cleaning to avoid cross-contamination of products and meals. The difficulties of operating a large food production service in the small confines of an aged facility with an inefficient layout also presents a greater potential risk of incidents and injuries to persons working in the facility.
- 2.5 Lack of space in the RBP kitchen has led to product and meals being stored 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.

- 2.6 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.
- 2.7 There are also no areas dedicated for training in the RBP Kitchen, which has no capacity to expand or alter operations. This limits opportunities to provide vocational and educational learning opportunities for prisoners.
- 2.8 Current kitchen operations are also 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.
- 2.9 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. 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.
- 2.10 Ultimately, while the RBP kitchen complies and operates in accordance with Hazard Analysis Critical Control Points (HACCP) requirements and Workplace Health and Safety regulations, it is not fit-for-purpose, creates significant logistical challenges to operate, and does not meet contemporary commercial kitchen standards.
- 2.11 Recognising these identified deficiencies and constraints, the Tasmanian Prison Service (TPS) has decided that construction of a new kitchen facility is required to appropriately support the provision of catering services to the prison population.
- 2.12 The new kitchen will be built on the Risdon Prison site, adjacent and connected to the RBP. It 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.
- 2.14 The proposed works will deliver a modern, efficient and fit-for-purpose kitchen facility, and will include the following:
 - 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;

- Prisoner day room; and
 - Staff offices and amenities.
- 2.15 The new kitchen will be capable of employing up to 70 prisoners (up to 50 FTE positions). The new kitchen will provide prisoners with opportunities to participate in employment and training opportunities, as part of their case management program, supporting their rehabilitation and reintegration into the community. Prisoners will have the opportunity to obtain relevant qualifications in food services, which may help them secure work upon release

3 PROJECT COSTS

- 3.1 Pursuant to the Message from Her Excellency the Governor-in-Council, the estimated cost of the work is \$15 million.

The following table details the current cost estimates for the project:

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
Construction Cost Estimate from Quantity Surveyor	\$ 16,278,000
PROJECT TOTAL	\$ 18,763,000

- 3.2 The Department's submission provided the following information on the funding sources for the 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**.¹*

¹ Risdon Prison Kitchen Project, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice, page 29.

4 EVIDENCE

4.1 The Committee commenced its inquiry on Wednesday, 24 July last with an inspection of the site of the proposed works. The Committee then returned to Committee Room1, Parliament House, whereupon the following witnesses appeared, made the Statutory Declaration and were examined by the Committee in public:-

- Rod Wise, Deputy Secretary, Corrective Services, Department of Justice;
- Colin Shepherd, Acting Deputy Secretary Strategy, Governance and Major Projects, Department of Justice;
- Amber Smith, Acting Director, Strategic Infrastructure Projects, Department of Justice; and
- Robert Ford, Associate Architect, Xsquared Architects.

The following Committee Members were present:

- Hon Tania Rattray MLC (Chair);
- Ms Jen Butler MP (Deputy Chair);
- Ms Helen Burnet MP; and
- Hon Dean Harriss MLC.

Overview

4.2 Ms Smith and Mr Wise provided an overview of the need for and the scope of the proposed works:

Ms SMITH - ...The Ron Barwick Prison, where the current kitchen is located, is the oldest facility on the Risdon site, having been constructed in the late 1950s and commissioned in 1960. I think as could be seen from our walk-around today, 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 Tasmania Prison Service 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.

The Department's goals are set out in the strategic plan, and they are to provide a sustainable, safe, secure, humane and effective corrections system and improve access to justice. The new Risdon kitchen project is a key initiative to be delivered under this strategic plan.

Further, the new kitchen aligns with priority 3 - improve and build infrastructure to meet contemporary approaches in corrections - of the strategic plan for Corrections.

A key objective of the project was to design and construct a new kitchen that caters for the increasing demand in prisoner numbers, and provides opportunities for prisoners to engage in meaningful work and training, supporting rehabilitation and reintegration back into the community. When complete, the new kitchen will replace the existing kitchen in Ron Barwick, and deliver a modern, contemporary, fit-for-purpose facility.

...

Mr WISE - ... When the original Risdon Prison was first built, I think there were probably 150 to 200 prisoners who transferred from the old Hobart Gaol. I think in the 1960-61 year, there was a 218 average population in the prison system. We've now got 800 prisoners today and the trajectory is on the increase.

...

As you would have seen from this morning's visit, the facility is really straining to accommodate the number of people and deliver the number of meals that are required.

Storage is clearly an issue. We've got a number of shipping containers and storage areas outside of the kitchen area that have to be utilised because we can't fit them in the one facility. That creates a whole heap of issues for us in terms of safety, manual handling, the movement of goods and people throughout the facility, and it is no longer as effective a facility as we would like it to be.

On top of that, part of the goal of corrections is to provide prisoners with opportunities to acquire the sorts of skills and develop resources that will allow them to survive on the outside once they are released. We really need a modern facility to be able to properly train prisoners in hospitality. Hospitality is a terrific industry for prisoners to go into and they can get very useful skills in the prison environment. But what we would want them to do is become familiar with modern equipment, modern standards of kitchen practice, and they are struggling to do that in the environment that they have got at the moment.

It's also constrained, the whole environment, in a number of different ways. It's a rabbit warren, as you would have seen, and that is difficult for a whole range of reasons. Supervision is difficult. It is difficult to make sure that you know where everyone is at the one time; it is difficult to make sure that people are behaving as they should. From a work health and safety perspective, it is difficult to provide the sort of supervision that they need. And from a vocational training perspective, it is hard to get across everyone to instruct them in the way that you would want to.

We also rely, in any correctional environment, on a range of security measures. There are physical security barriers across every correctional site; but we also rely very much on dynamic security, which is the interaction between staff and prisoners. In most cases, the dynamic security is more important than the physical security, which is very often defeatable. But if you understand prisoners and where they are coming from, and you're getting intelligence from them and they're talking to them about issues that arise and talking to you about concerns that they might have, then you are in a position to proactively work with them to stop security issues from arising. In an environment where there are so many nooks and crannies, and supervision is so difficult, that is really hard, but in a more open facility, where we can encourage our staff to engage on a better level with the prisoners whom they are supervising, we expect much better outcomes in that area.

So, from a vocational training perspective, from a security perspective, we believe that we need a modern facility that meets the needs of the corrections side, in addition to a facility that will allow us to deliver 800 to 1000 meals on a daily basis in a much more efficient way than we are able to at the present.

Project History

- 4.3 The Department's submission noted the New Risdon Prison Kitchen was originally part of the Southern Remand Centre (SRC) Program, and provided some background to this and the reasons why it was now being undertaken as a stand-alone project, and its proposed location:

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.²

4.4 The witnesses reiterated at the hearing why the new kitchen was progressed as a separate project:

CHAIR - ...It might be worthwhile having on the public record that this proposed project is part of the larger project that happened at the Risdon Prison site...

Mr SHEPHERD - The kitchen is a very important part of the master plan that was first developed in 2017. Then in 2018, funding was provided for a range of infrastructure projects including what we would call the Southern Remand program of works. Part of that original program was to deliver the kitchen, the new Southern Remand Centre, and some upgrades in Risdon Prison complex that were needed in response to the additional prisoners that were going to go into the Southern Remand Centre.

² Risdon Prison Kitchen Project, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice, page 10.

As often happens with these large infrastructure projects, when we got to the final approval and contracting stage we found that the original budget did not necessarily match with what we had thought. We had to go through a value management exercise to find some savings and the one thing that was removed as part of that value management exercise was the kitchen. That was then re-funded in 2020 with an additional \$15 million allocation from the government.

Design

4.5 In its submission, the Department provided a description of the approach taken to design the new kitchen and the reasons why the design presented to the Committee had been chosen:

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.³

³ Risdon Prison Kitchen Project, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice, page 7.

4.6 The Committee explored the design process further at the hearing. The Committee heard about the design process, including how design priorities were determined, the site constraints and special considerations arising within the Risdon Prison and Ron Barwick Prison environment:

CHAIR - ... this is where we might have some input from the architects around how you design a modern kitchen facility for a prison complex. So, just some understanding of how that unfolds and, given the really sensitive areas, certainly around security and safety, we would be interested to have some understanding...

Mr FORD - ... Xsquared Architects, in conjunction with Guymer Bailey Architects, have a lot of correctional facility experience...

...

We have used FCA (Foodservice Consultants Australia) kitchen consultants, who also have correctional facility experience. We worked very closely with the Department of Justice and TPS (Tasmanian Prison Service) kitchen staff to undertake a series of workshops to write a brief and work through their requirements, and came up with concept plans that were worked through over a number of different iterations. We then went through a peer review process as well, which Amber could probably add more to. But that process certainly made us focus on the efficiencies of the circulation, the process. And, in the planning, we effectively have an entry point, a circular process that goes through storage, into the preparation, into the cooking, into the packaging, and then back out through storage. That's sort of the efficiencies in the design and the layout of the kitchen...

...

... The site is on a slightly sloping hill. We are between the Ron Barwick facility and the O'Hara Cottages facilities, and there is an existing car park that you would have seen there on site today. So, we have a footprint that is, effectively, a maximum width that we could actually build the kitchen. We have an entry point that comes through from Ron Barwick which is fairly well set because we want to make that sort of similar approach that the inmates will come up through the stairs to enter the facility. So, we have some defined points and constraints on the site. Then, when you look at the delivery process, because you've got the driveway and deliveries coming up, and you've got rubbish going out, there is a circulation requirement there for servicing the facility. We have kept the walkway and the inmates' entry points separate to that so that they were completely independent and didn't cross over or interfere with that delivery and circulation process. That is sort of the main site constraints that we've got there.

What we have then done is also, because we have inmates that are exiting through from Ron Barwick up to the site, they are effectively external to the building. So, we have fence lines between the building connecting to Ron Barwick, and they are a secure line, effectively. You move up into the building and the building itself - the perimeter envelope of the building and the nature of the products that we have used, it is all pre-cast concrete. So, we have there, effectively, a building that has a high-security rating for the external walls, even though it's a minimum-rated facility. The external windows that you will see on the plans that are in the induction training room and the day spaces, we've got glazing in there that is equivalent to the performance of the glazing in the cells at SRC (Southern Remand Centre). So, there are no bars on the windows but we have got that high-security rating of the facility.

Moving into the kitchen and that open workflow circular that goes around the space: by opening it up, we avoid that crossover and rabbit warren scenario that we have in the existing facility. It also allows for passive surveillance of the kitchen staff to be able to view across all the workspaces into the different areas.

Effectively, the only areas that are closed off in separate rooms are done so because of the environmental control requirements. So, the plating area is in a lower temperature room, so, we have cool-room panelling in closing it off, but we have glazing into that space. The bakery

has different requirements but we have glazing into that area, so you can see right through the facility. On the plans, you will notice that there is an office sort of work station area that can overview the whole food prep, cooking into the bakery, right down to the plating, right through into the delivery area. That open plan and passive surveillance was certainly something that was important and discussed at length. SCG Consultants, who were engaged as security consultants independent of our consultant team, but they worked with us –

...

... They also work in 3D and Revit, like we do. They access our model and share their models, and they were able to develop their security layout and camera views based on being able to understand, in 3D, what the models are.

...

CHAIR - One positive would be the fact that it's almost a greenfield site rather than a refurbishment. That, obviously, has more management challenges when you're trying to still use a facility but upgrade it.

...

Mr SHEPHERD - That's absolutely right. As we discussed, strategically, the decision to put the kitchen in its location is about some of the longer-term planning that we have for the site. Had we put it inside Ron Barwick, for example, at a point in time when we then had to replace Ron Barwick, we would have lost the kitchen, whereas by having it in a separate location, it will still be able to operate when we're doing any changes to Ron Barwick.

4.7 Noting the deficiencies that have been identified with the existing kitchen, the Committee asked the witnesses to describe some of the benefits of the new kitchen design:

Ms BUTLER - ...I think it's important that there be a comparison between the current design, because it is such a tight environment - I think you referred to it as a rabbit warren in your opening address - and what the difference will be with the new design?

Mr SHEPHERD - As has already been described, the main issue is that it is a central design where it is open plan. The sight lines are very open. As you will have seen from the plans, the kitchen itself sits in the middle and the circulation flow works around the outside of that. A lot of the smaller rooms - the storage or the cool stores - are on the outside of the building. From a safety perspective you are able to see everything, as opposed to what you witnessed this morning when you came for your visit. The fact is there is a number of interconnecting corridors and rooms which make it that rabbit warren.

Whilst there are still cameras set up in the existing kitchen, the sight lines will be more open in the new facility. We will also have more cameras, I would say. The cameras have gone through the design process and have been put in those locations to maximise the sight lines so there are no nooks and crannies, as Rod has described, where you can pick up what everyone is doing.

...

Ms BURNET - I am interested in some of those other design features that you might have considered in relation to that work flow, and also some of the possible improvements to work health and safety in that design.

...

...Currently, we have a very old kitchen and there is a fairly greasy floor. Ms Smith, you suggested that there were ongoing significant repairs; so, the floor and also work stations for people using the kitchen.

Mr FORD - The floor, for example, that was mentioned and was quite obvious in constant state of repair in the existing kitchen. The new flooring through this kitchen is an epoxy floor system. There are a couple of different types to use depending on the locations where they are to be used. One of them goes up to 9 millimetres thick, which is for dealing with the extreme cold in freezers to the thermal shock of having boiling water poured onto them.

We have the full kitchen area in epoxy finishes graded to multiple grates or floor wastes. The current code that we have now you've got floor wastes with falls in floors that would be steeper and at closer centres than was required by the previous existing kitchen. Likewise, within the cool rooms there are significant floor requirements to get drainage out of the kitchens through into the external drains, because you can't have a drain within the freezer. The floor finishes that have been selected are deemed fit for purpose. They are non-slip. They are a specific product that is used in commercial kitchen projects. Currently, we have blue colour selected. We had some discussion about the colour and there are other options on colours but blue, I think, is the one that we have landed on and that's in our selections. So, the floor finishes are fit for purpose, epoxy and non-slip.

Ms BURNET - And other efficiencies as well?

Mr SHEPHERD - That's right. We're putting in a lot of modern kitchen equipment. You would've witnessed this morning that there's quite a lot of manual handling so we'll be reducing some of that down. Also, the circulation flow will allow for that interaction of having to move materials in and out.

CHAIR - Like conveyor belts, and the like.

Mr SHEPHERD - Yes. It will be a unidirectional flow. As Rob described this morning, there's been a lot of work done into the storage for the shelves and those sorts of things, so we've taken all of that into account. Again, from a workplace health and safety perspective, that will reduce a lot of that manual handling and the risk that comes with that. Then, obviously, we're down to the nitty gritty of stainless-steel benchtops and those sorts of things from a cleaning perspective and hygiene and all that sort of stuff as well.

...

Ms BURNET - ...a lot of the work is, obviously, very repetitive and I am interested to know if that is designed for... you mentioned the conveyor belts and the moving surfaces.

Mr WISE - The plating area has a conveyor belt system for moving the product along as they do the different processes until they get to the end of sealing the packaging, so that saves a bit of manual handling.

Another thing from a safety point of view is that we've added an emergency shower into this facility.

CHAIR - For anyone who gets burnt or for chemical spills.

Mr WISE - Or if there are chemical spills because there are chemical cleaning agents that are around. That's another thing that was added in as a request from the Tasmania Prison Service (TPS) as well. They're not often in commercial kitchens, but it was felt appropriate in this instance.

Ms BURNET - In relation to food and any sort of food poisoning or trying to reduce the risk of that. We saw this morning that there were issues with storage and containers to meet those demands. I'm interested to hear how you've catered for those things to try and reduce the risk of spoilt food.

Ms SMITH - We've worked very closely with the kitchen consultant who we have on board, who's also worked in line with food safety standards. Currently, the TPS goes through a process of having their facility checked on a regular basis as well to meet those standards, so currently they are. But we've ensured that, as Rod touched on, we have temperature-controlled areas and we are introducing the purchasing of modern equipment, refrigeration and the way that its managed - that circular flow through the facility - to ensure that we are adhering to those modern standards that we need to.

Providing Training Opportunities for Prisoners

- 4.8 The ability to undertake training and development opportunities is an important measure to assist in prisoner rehabilitation, and the Committee recognises the important role this plays in a prisoner's successful re-entry into the community. The Committee sought to understand what type of training may be available to prisoners through the new kitchen:

CHAIR - ...will there be opportunity to receive certificates for those inmates who will be working in the kitchen? If they are going to be using more modern technology, does that come with a certificate type of arrangement?

Mr WISE - It does. Through the TAFE courses, they can get certificates.

CHAIR - So, through the VET courses?

Mr WISE - Yes. They can get certificates. And one of the other things that a modern kitchen allows, which probably older facilities don't, for the higher-level certificates you need to be competent in cooking not just the standard prison fare but other, more sophisticated meals as well. A good kitchen, a modern kitchen, allows you to do that. So, they could cater for conferences that might be held in the Tasmania Prison Service, for example, and be able to develop their skills in that way, and then be able to get those higher-level certificates.

CHAIR - Gaining a certificate is a relationship with TasTAFE.

Mr WISE - That is right.

CHAIR - Have you already started working on building on that relationship? I don't believe it is very firmly in place at this point in time.

Mr WISE - It is underdone, but we have a reasonably large TAFE presence in the prison system and this is an opportunity to develop it.

Prisoner Input into Design

- 4.9 The Committee recognised the importance of worker input in designing workplaces that operate effectively and efficiently. The Committee asked the witnesses what opportunity prison kitchen workers had to provide input into the design of the new kitchen:

Ms BURNET - In relation to the design and any input from inmates, is there a way that they can directly input into this design?

Mr WISE - The opportunity for their input into design has passed. The staff liaise with the prisoners on a daily basis, so the things that aren't working are brought to the staff's attention. If the prisoners have a view about how things could be done better, then they are fed into the staff views on a constant basis.

What we have done, is that the prisoners will be involved in terms of finalising the operating model. We are trying to replicate what is a modern kitchen in every respect. In any workplace where employees get the opportunity to feed into how things operate and the best processes that can be put in place, that will happen. Already the arrangements have been made to have the prisoners as a critical part of developing those processes.

Ms BURNET - It goes to the heart of any sort of design, that the people who use it who may have quite a significant chance to offer what might be something that works better or something that doesn't.

Mr WISE - This is essentially a commercial kitchen, and there are plenty of examples of commercial kitchens where the people who work in them are not prisoners and feed into the design. Those design principles are well understood. I don't think there is anything special about being a prisoner and working in that environment that would mean that we should take that into account.

Mr SHEPHERD - Adding to that, my understanding is that the prisoners are aware that this project is under consideration.

... certainly, the kitchen staff have been engaging with the prisoners and talking to them. They have offered an opinion on certain things and that has been fed back into one of the working groups that have been set up for the project. They have had some opportunity to provide input into what we have been designing.

Security Considerations

- 4.10 While prisoners working in the kitchen are from minimum security, a kitchen located in a prison environment necessitates certain security measures to ensure the safety of prisoners, staff and visitors. The Department noted this in its submission:

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.⁴

...

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.⁵

...

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.

⁴ Risdon Prison Kitchen Project, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice, page 15

⁵ Ibid, page 15.

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.⁶

4.11 The Committee sought further information on the security measures that would be in place in the new kitchen:

Ms BUTLER - ...I was just going to ask a subsequent question around the electronic video surveillance of that kitchen area and what that might look like, and how that would operate.

...

Mr FORD - ...SCG have access to all our models and done all their camera views. Within the staff areas, the TPS staff have got some screens and monitors that they can actually go and view video footage if an incident happened. If they think an inmate had stolen something or some other event had happened, they can actually view it on-site. However, the main feed also goes back to the main master control system, so that high-level side of security is -

...

...It means that the staff don't have to go through a procedure of going to the master control and getting all the approvals to view footage. They can actually just rewind a bit and see what's happened on-site.

Ms BUTLER - So, that provides security to correctional officers as well as other prisoners whilst in the facility too?

Mr FORD - I think that would be fair to say...

Ms SMITH - So, the catering staff are who supervises currently in the kitchen and then, from a correctional perspective, there is a correctional officer that for want of a better term -

CHAIR - Roams.

Ms SMITH - Yes, I wanted to say the word 'rooms'. So yes, that current operating model is what is transitioning into this new facility as well.

...

Mr SHEPHERD - I think one of the big issues here is we've just got to remember that it's a minimum-security prison facility. So, the ethos of operation for that is that there is a reasonable amount of trust given to prisoners.

...

...And as Rod has alluded to, you want that relationship between the staff and the prisoners because that will allow you to, I guess, allay concerns or discover issues earlier than they escalate to become a problem. So, the security systems are set up so that the recording is happening there and then and you can go back and, obviously, view that recording. We have some added security features in this new kitchen, like when people come through the front entrance, they will go through a metal detection system, so both entering and exiting at the end of the day which, you would have seen today, that's not a feature that's available. But, ultimately, we are just simply picking up the current operational model in terms of the kitchen

⁶ Ibid, page 19

staff running the kitchen with the occasional visit from a correctional officer and moving that literally 80 metres from where it is at the moment and -

CHAIR - Into a modern facility.

Mr SHEPHERD - Into a modern facility, that's right.

Transition from the use of Gas to Electricity for Cooking

- 4.12 The Committee understood the new kitchen would operate on electricity rather than gas for cooking. The Committee asked the witnesses to explain why there was a shift away from gas for cooking:

Ms SMITH - ... the move away from gas has to do with the ongoing maintenance. Recently, there was a piece of equipment down for approximately nine months that the TPS catering services were unable to use; the requirements around getting those particular trades to come out and service this equipment, because gas requires dual sign-off. In close consultation and undertaking benchmark exercises with other jurisdictions and other facilities designing and commissioning modern correctional kitchen facilities, they are using electric. Even though we have the gas bullet on site, that will still be utilised for Ron Barwick, but the ongoing maintenance and just the costs and the outright purchase of the equipment, we have undertaken that cost-benefit analysis that electric was the way to go.

...

Mr FORD - Australia-wide and worldwide, people are going to be moving away from gas, just from an environmental point of view. Electrification is the way that people are going to be heading.

I didn't attend it, but I know TPS staff and the food controller went to the expo.

Ms SMITH - The foodpro expo in Melbourne last year.

Mr FORD - That was a good opportunity for them to witness the way the market is going. The technology and induction cooking is advancing really quickly and improving all the time.

Mr SMITH - It was certainly something that we looked at - not just what are other jurisdictions providing within their correctional facilities, but also what are those commercial kitchens so that if the prisoners are undertaking that vocational training within our facility, that they are transferrable skills. We did that level of benchmarking as well. As Rob said, it is definitely the way everything is moving.

Accessibility

- 4.13 The Committee questioned the witnesses on how accessible the new kitchen would be for prisoners living with a disability:

CHAIR - And disability access? It says it's available to the education and program space, as well as the amenities.

Mr SHEPHERD - We considered access for people living with disabilities as part of the project and I guess we have a performance solution where you would have seen there is ability for people to enter into or leave from Barwick through the front gates and then they could come up using the existing walkways and then be brought into the facility or, dependent upon what level of disability the individual has, they could be transported up. The actual design for the loading bay allows for a vehicle to come inside, for the loading bay to close and then they can enter in through to the walkway, which would then bring them up through the main entrance so they could pass through the usual security functions.

We still have the opportunity, I guess, if we ever felt it was required, that we could look at putting in some sort of stair-climbing system or those sorts of things. But at the moment, we're quite comfortable because, from what we've been told, at the moment there aren't a

lot of people living with disabilities who are working in the facility. But we think the performance solution I've just described will be adequate for the small number of people who do to be able to get there. And we absolutely would want those people to have the same opportunity to work there as anyone else.

Ms BURNET - You'd hate to think that they weren't in the kitchen or weren't trying to get those kind of skills because they had a disability.

Mr SHEPHERD -No, absolutely not.

Mr WISE - And given they're minimum-security prisoners, it doesn't present the same sorts of risks as moving people outside the facility in some other areas of the system.

Ventilation, Heating and Cooling

4.14 The Committee was interested to understand what systems would be installed to regulate the internal environment to ensure appropriate ventilation, worker comfort and safety:

Ms BUTLER - ... if you could run through the natural ventilation consideration within the space that's documented - that opportunities for natural ventilation have been considered in the delivery areas. If you could run that by us?

Mr FORD - In the delivery loading dock areas, obviously, you get vehicles entering and exiting that area. We also have a bin washdown area. So, the design that we have in that instance is not a full mechanical ventilation system. We've actually got external levers in the front of the building to allow for natural ventilation of those spaces.

Ms BUTLER - Also, with cooling and heating systems for the actual kitchen itself, what would that look like? So, in summer when it's particularly hot in a kitchen or in winter when it can be very cold?

Mr FORD - We have a central mechanical plant that runs the air-conditioning system. It's a fully ducted system. Because of the kitchen and the nature of it, you've got a lot of exhaust, so there is a lot of take-up area, so there's always going to be a lot of exchange and changeover of air. Kitchens are always a hot space so, whether it's going to be in the middle of winter or summer, the internal environment in here should be fairly stable.

Mr SHEPHERD - We've got all the necessary ventilation systems in place that you need for a commercial kitchen, or any of the exhaust removal.

Mr FORD - The hoods themselves, they are sized appropriate to the kitchen equipment that has been selected. The kitchen consultant has given all the information and worked with mechanical consultants to determine the duct sizing and the hood sizing, and the volumes of air to be extracted.

Ms BUTLER - They are all compliant with the similar standard that has been used at other prison sites in so far as extraction and safety?

Mr FORD - It would be designed in accordance with all the appropriate standards to do with mechanical air conditioning systems for a kitchen.

Re-use of Existing Plant and Equipment

4.15 The Committee recognised the re-use of equipment, where appropriate, should be considered to reduce project budget pressures and provide value for money in the use of public funds. The Committee questioned the witnesses on what plant and equipment may be redeployed in the new kitchen:

Ms BUTLER - ... I did have a question about the re-purposing of existing plant equipment from the current site to the new site, if some of the equipment is still in good working order. Is that being considered as well?

Ms SMITH - We are taking a blast chiller, which is a newer piece of equipment that has been purchased in the recent years. That will transition over to the new facility. Unfortunately, a lot of the other equipment is ageing. Some of the loose equipment will be taken over - that's stuff that can be placed on benches, and that will come over. But from that long-term vision and what the TPS will do with the current space, that's still to be worked through. Certainly, most of the equipment is nearing the end of its useful life, or will be by the time this facility is commissioned.

...

Ms SMITH - We went through an exercise to look at the equipment, its age and does it meet contemporary standards -

...

Mr SHEPHERD - I think it was described this morning, that some of the existing infrastructure will be retained and will be used, particularly for some of the storage and the cold storage. We will still have to have an area within Ron Barwick where we're holding onto product, so it's not like everything won't still have a use when we move out.

Potential for Female Prisoners to Work and Train in the New Kitchen

4.16 The Committee understood the kitchen was currently staffed entirely by male prisoners for the RBP. The Committee asked how female prisoners might be able to work and take advantage of the opportunities to undertake training in the new kitchen:

Ms BUTLER - Female prisoner access to the kitchen: it is mentioned in the submission that that will be looked at in the future. What's the strategy around the introduction of females into that area?

Ms SMITH - ... we have thought about that strategically to enable the design to be flexible enough to allow, whether it be females or other cohorts, if deemed appropriate by the TPS, to work within the facility.

Mr WISE - ... ideally, we'd like to be able to accommodate women prisoners in there as well as men. It presents management challenges, I suppose.

In our initial iterations of the kitchen, it was going to be two-storey and we were going to be able to split up male and female prisoners, potentially, or different groups of prisoners, so prisoners requiring protection from others. In the design that we've finished up with that's more difficult. But in terms of how you deliver services across a day, you can split it up. So, we could, at some stage, have a morning shift of male prisoners, for example, and bring on an afternoon shift of women.

The number of women is much smaller, as you heard this morning. We're aiming for - 64 today, we opened with but we were looking at, say, 50 male prisoners on deck at any one time and a total number of 70, so that allows for a number of prisoners each day to be off seeing doctors or doing programs -

CHAIR - And court appearances.

Mr WISE - And court appearances. All those sorts of things that might drag them away. Some of them will be ill and so on. But if we have a pool of about 70, we'd hope to have about 50 of those people. We've only got 64 women in total, many of whom won't want to work in the kitchen and don't have to. A reasonable proportion of the female population is on remand, and remand prisoners can't be compelled to work. So, we might struggle to get the same numbers of women on a shift as we do for the men. But it's an opportunity because, again, it's a terrific opportunity to deliver vocational training for those women. There is a small kitchen in the Mary Hutchinson Women's Prison -

CHAIR - Where they do their lunch?

Mr WISE - Where they do their lunch, but they could also do more, and so they can do food handling, they can do the early-level certificates. But it's not the same sort of experience as they would get in working in a big commercial kitchen.

Continuing Operations when Staff Numbers are Affected

4.17 The Committee heard how the new kitchen could continue to function when the normal complement of prisoner kitchen workers was not available:

Ms BUTLER - ... When the prison is in a lockdown, for instance, how do you maintain those numbers of prisoners being able to work in the kitchen during those lockdown periods?

Mr WISE - One of the things that led us to placing the kitchen where it is, is that it is serviced by the Ron Barwick Prison, which is minimum-security. Generally speaking, that prison doesn't have lockdowns. The higher maximum-security area might be in lockdown but the Ron Barwick Prison will be able to send its prisoners there in any event. So, the chances are small.

We do have potentials of gastro and COVID and all of those sorts of things which might limit the number of people who are available to work in the kitchen, but, as you've already heard, there is a greater degree of automation so we believe that we can still produce the adequate number of meals with a reduced staffing complement. And, if worst comes to worst, we can go to emergency plans where we can bring food into the site.

...

Ms SMITH - The catering service does think about that ahead of time as well, so they do have stockpile if the facility happened to not be able to work for a day or two, or longer.

Procurement

4.18 The Committee was aware the project may not be put out for tender, as the Department had an exemption to directly engage with Hansen and Yuncken, the managing contractor for the Southern Remand Centre Program. The Department's submission provided an explanation of how and why this had arisen:

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.⁷

4.19 The Committee sought to explore this matter further at the hearing:

CHAIR - ... You might talk about that relationship that you have had with the previous builders of the buildings that have been completed...

⁷ *Risdon Prison Kitchen Project*, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice, page 28.

...

Mr SHEPHERD - The original work that was contracted was done by Hansen Yuncken and they did a fabulous job working on the Southern Remand Centre.

CHAIR - Through the COVID time as well.

Mr SHEPHERD - Yes. As a result of that work, we applied for and received an exemption that allows us to use Hansen Yuncken, if we so choose, into the future. We have gone through an exercise with Hansen Yuncken where we have asked them to give us a price for the work, which we have now received, and we are pretty confident that the advice that we have received is a fair reflection of the market. We would probably see that the work that they have done is unlikely to change if we were to go out to tender. They looked at up to 118 subcontractors to understand what price they would be prepared to offer. We have had a good look at that and we're confident that the value that they've suggested would be the cost for the project is what the market would reflect at the moment.

Realistically, this is just another stage of the Southern Remand program but it's a very important stage for us. It's probably the last piece of work from the Southern Remand program for us to complete.

...

Ms BUTLER - Could you run through the importance of that relationship with the previous build at the Southern Remand Centre, and explain, for the record, the specialised nature of that work in that site and how important the relationship is with the organisation that will potentially be conducting the new build? Can you explain, for the record, how specialised that work is, and why that relationship with that group and their understanding of what it requires is so important?

CHAIR - Particularly at a site that needs to be secure the entire time.

Ms SMITH - Exactly; and I was going to start with those security requirements of the prison environment. Understanding that is definitely something Hansen Yuncken were wonderful at, in terms of the Southern Remand program. We had Southern Remand as an identified site but we also did \$9.43 million worth of upgrades within the Risdon Prison complex - that's within a live prison environment. To enable those works, we had to undertake shutdowns of certain systems within the prison. The ability of Hansen Yuncken to remain flexible, to come up with other solutions and work with us as a team, and the consultants I must add - it was a very collaborative approach by everybody. When we say 'project team' we're talking holistically - everybody who worked on the project. As we touched, on through the height of COVID, we had so many issues with workforce availability and availability of materials. Hansen Yuncken remained agile, they were able to address program issues and worked with us and the consultants when we had those challenges to identify solutions.

CHAIR - And you came in under budget.

Ms SMITH - They certainly did. After the value management exercise, we managed to sign Hansen Yuncken up under a guaranteed contract sum. It was a managing contract and, yes, indeed, by the end of the project it was delivered within the time and on budget.

...

Mr SHEPHERD - For the record, I would add the work that we need done is quite specialised in nature and we have a very good relationship with Hansen Yuncken; but there are other companies that we believe could do work for us and have done work for us in the past.

The reality for us is that there isn't a large number of companies at the moment in the state. There are probably only half a dozen that could take on these sorts of project with the scale and complexity that we're talking about. So, whilst Hansen Yuncken did a very good job, I want to make it clear that there are other companies that could do the work; but it is very specialised and, obviously, the more experience you get from completing one of these projects, the better you will be the next time around.

Project Timeline

4.20 The Committee noted the project timeline, with construction expected to be complete by October 2025. The Committee asked the witnesses if this was expected to be achieved:

CHAIR - ... we are always interested in whether those proposed project timelines and dates that have been provided are on target.

Mr SHEPHERD - I think we very much believe that that is the case...

...

... As we were talking about earlier today, there are probably some nuances around the awarding of the contract, but we believe that these are realistic targets and this is certainly what the project team is working to, and I don't see any reason that we wouldn't be able to think that we would meet those.

Ms SMITH - In discussion with Hansen Yuncken, they're aware of our timeframes and they haven't raised any issues to do with the program.

Mr SHEPHERD - That's probably one point that we might not have necessarily mentioned before, but one of the real advantages...because we are on the greenfield site, but it is external to any working environment, in terms of prison operations.

...

... It will be an easy building site to work on. If you compare that having to take your tools and your staff through a gateway into a working prison, and the delays that you could expect, by having that external and being able to fence it off to make it a construction site, and the very easy access for the tradies and for the construction team to be able get there and work.

Ms SMITH - It's a twelve-month construction.

Potential Impact of Cost Escalation on the Project Scope

4.21 The Committee was aware that recently many projects have been subject to budget pressures due to escalation in construction costs. The Committee was keen to understand how this would be managed and what impact cost escalation may have on the scope of the project:

Mr HARRISS - I guess mine is around cost escalations. We know that is very relevant in 2024. I imagine that has been considered, but also are there areas of the project that could be scaled back, if budget becomes an issue?

Mr SHEPHERD - My answer would be that as we do with any project that we are involved with, if the budget became an issue, we would look at value management exercise. There would be areas that potentially we could scale back. As you would see the project is made up of a number of elements, so we would be able to look at some of those.

CHAIR - For example, what might one of those areas be that could be scaled back?

Mr SHEPHERD - We somewhat deal in hypotheticals, because I was just going to say that we are very confident that we have the budget that we need for the project. But, if we were to scale back, then we would go through a normal value management exercise.

...

... Some of the things that we could look at would be reduce the footprint of the building. Things like, we've got a training room in there, we could potentially take that out, we would still be able to offer training opportunities.

...

...that's an exercise we go through whenever we do these sorts of value management propositions. As I've said, it is somewhat a hypothetical question, because we don't believe that we need to do that. We have already gone through a value management exercise, as Rod has alluded to. We started off hoping to be able to have vegetable processing inclusive in this. We had a two-storey building where we would have separate areas where we could have different cohorts in the building at the same time, but we have to be very careful of managing out budget. And we have done that and where we've landed, as I said, we are very confident that we have the budget to deliver the project.

Does the Project Meet the Requirements of the Public Works Committee Act?

4.22 In assessing any proposed public work, the Committee seeks an assurance that each project meets the criteria detailed in Clause 15(2) of the Public Works Committee Act 1914. Broadly, and in simple terms, these relate to the purpose of the works, the need for and advisability of undertaking the works, and whether the works are a good use of public funds and provide value for money to the community. The Committee questioned the witnesses who provided the following confirmation:

CHAIR *...Do the proposed works meet an identified need or needs or solve a recognised problem?*

Mr WISE - Yes.

CHAIR *- Are the proposed works the best solution to meet identified needs or solve a recognised problem within the allocated budget?*

Mr WISE - Yes.

CHAIR *- Are the proposed works fit for purpose?*

Mr WISE - Yes.

CHAIR *- Do the proposed works provide value for money? They're not Rolls-Royce. They're just the Kingswood model? Is that correct?*

Mr WISE - Yes.

CHAIR *- Are the proposed works a good use of public funds?*

Mr WISE - Yes.


5 DOCUMENTS TAKEN INTO EVIDENCE

5.1 The following document was taken into evidence and considered by the Committee:

- *Risdon Prison Kitchen Project*, Submission to the Parliamentary Standing Committee on Public Works, July 2024, Department of Justice.

6 CONCLUSION AND RECOMMENDATION

- 6.1 The Committee is satisfied the need for the proposed works has been established. Once completed, the proposed works will replace the current ageing, inefficient and poorly laid out kitchen with a new, fit-for-purpose, contemporary kitchen at Risdon Prison.
- 6.2 The proposed works will address the current operational and logistical challenges being managed by the Prison's Catering Service team, 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.
- 6.3 The new kitchen will improve the efficiency of kitchen operations, reduce the risk of manual handling and provide for an increased meal preparation capacity. Importantly, by providing employment and enabling vocational training opportunities, prisoners will have the chance to develop meaningful and transferable skills to support their rehabilitation and return to the community upon release.
- 6.4 Accordingly, the Committee recommends the New Risdon Prison Kitchen Project, at an estimated cost of \$18.77 million, in accordance with the documentation submitted.



**Parliament House
Hobart
15 August 2024**

**Hon Tania Rattray MLC
Chair**