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THE PARLIAMENTARY STANDING COMMITTEE ON PUBLIC WORKS MET IN COMMITTEE ROOM 1, PARLIAMENT HOUSE, HOBART ON MONDAY, 19 AUGUST 2019.

SOUTHERN REMAND CENTRE PROGRAM

Ms KATHRINE MORGAN-WICKS, SECRETARY, DEPARTMENT OF JUSTICE, **Mr DALE WEBSTER**, DEPUTY SECRETARY, DEPARTMENT OF JUSTICE, **Mr IAN THOMAS**, DIRECTOR, TASMANIA PRISON SERVICE, DEPARTMENT OF JUSTICE, **Mr ALEX NEWMAN**, DIRECTOR, XSQUARED ARCHITECTS, AND **Mr KAVAN APPELEGATE**, DIRECTOR, GUYMER BAILY ARCHITECTS, WERE CALLED, MADE THE STATUTORY DECLARATION AND WERE EXAMINED.

CHAIR (Mr Valentine) - I remind you that a committee hearing is a proceeding in parliament. This is an important legal protection that allows individuals giving evidence to a parliamentary committee to speak with complete freedom without the fear of being sued or questioned in any court or place out of parliament. It applies to ensure that parliament receives the very best information when conducting its inquiries. It is important to be aware that this protection is not afforded to you if statements that may be defamatory are repeated or referred to by you outside the confines of the parliamentary proceeding. It is a public hearing. Members of the public and journalists may be present and this means your evidence may be reported. Do you understand that?

Witnesses - Yes.

CHAIR - Thank you. Ms Morgan-Wicks, you are welcome to make an opening statement, if you wish.

Ms MORGAN-WICKS - Thank you, Chair, and thank you to the committee also for taking the time to visit the prison this morning. I am pleased to be here today representing the Department of Justice and speak to the submission for the Southern Remand Centre program. Along with departmental representatives, Mr Dale Webster and Mr Ian Thomas, I am joined here today by representatives from our design team, Mr Alex Newman from XSquared Architects, and Mr Kavan Applegate from Guymer Bailey Architects.

The Southern Remand Centre is the first major infrastructure project the department is undertaking as part of an 11-year strategic infrastructure framework for custodial corrections in Tasmania. This request follows on from the work to build the Vanessa Goodwin units at the Women's Prison, the recommissioning of division 7 in the minimum security prison, work underway to expand the pre-release centre attached to the minimum security prison, and a major upgrade to electronic security at the Hobart Reception Prison. All of this work sits under the threshold for this committee.

The Southern Remand Centre will provide urgently needed additional beds at Risdon prison and the upgrades to the Risdon Prison Complex will not only improve facilities, but will enable the more efficient operation of the Southern Remand Centre. It is also the first step in enabling the department to implement the key pillars of the strategic infrastructure framework for custodial corrections. It targets specific prisoner cohorts and optimises opportunities for rehabilitation,

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community engagement and reintegration and supports cultural change within the Tasmanian prisons system.

This is in contrast to the one-size-fits-all approach that has occurred in the past. The demand for beds will increase over time, with current male accommodation at around 95 per cent capacity and female at around 67 per cent capacity. With the completion of the last of the small infrastructure projects in late 2019, the design capacity of the Tasmanian prison system will be 759 beds. However, recent demand analysis completed by the department indicates that the prison population will reach 787 by late 2021 and rise to 1137 in 2029-30.

It is also important to note that the 2020 design capacity includes the current Ron Barwick Minimum Security Prison, which was constructed in 1960 and will celebrate its 60th birthday in 2020. Whilst still functioning as a minimum prison, it is well past its useful life and will become an increasingly expensive liability to the state in terms of ongoing maintenance. In addition to addressing increasing prisoner numbers, particularly in relation to remandees, and decreasing reliance on ageing infrastructure, construction of the new Southern Remand Centre will allow the department to ensure that its management of remandees is consistent with international rules relating to the treatment of prisoners.

The Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, known as OPCAT, was recently ratified by the federal government and the United Nations Standard Minimum Rules for the Treatment of Prisoners, the Mandela Rules. These rules, along with the standard guidelines for corrections in Australia, as well as the Inspection Standards for Adult Custodial Services in Tasmania developed by the Tasmanian Custodial Inspector, include obligations relating to the separation of remandees from sentenced prisoners and the use of separate prisons and separate sections of prisons for the treatment of different classes of prisoners.

Further to these rule-based obligations, it is important to highlight that a key driver for the construction of the new Southern Remand Centre, including its design and the principles used to operate it, has been the Breaking the Cycle Strategic Plan for Tasmanian Corrections 2011-2020 and the 2016 update title Breaking the Cycle - A Safer Community: Strategies for Improving Throughcare for Offenders 2016-20. These plans include an emphasis on creating a prison system that allows prisoners and remandees to both develop where necessary, and maintain, strong ties and relationships with their families and the communities they will be returning to upon release, with the aim of supporting a safer Tasmania through the reduction of reoffending.

As the community is aware, the Southern Remand Centre program comprises two key infrastructure projects, one being the Southern Remand Centre, and the other upgrades to facilities at the Risdon Prison Complex. These upgrades will enable the Tasmania Prison Service to operate more efficiently when the remand centre comes online, but also provides much-needed upgrades to ageing facilities, namely, the medical centre and visits centre. In addition, the outdated kitchen facilities that service the prison will be replaced with a contemporary commercial kitchen to be built in the Risdon Prison Complex.

The design principles informing the projects are based on contemporary correctional design and we have engaged specialists in this field to lead the design process. Emphasis will be placed on creating an environment that is positive, mentally stimulating, provides access to justice, and enhances access to family and support services. In designing some of the proposed works, most

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notably the upgraded gatehouse and the expansion of the RPC visitor centre, specific care will be taken to soften the experience, particularly for children visiting parents and relatives.

While focusing on informed and contemporary design, the department acknowledges the establishment of a best-practice remand facility will only occur through the alignment of design and how it is intended to operate the facility. To that end, the department has engaged specialist resources, including a very experienced and senior correctional manager, to work closely with the Director of Prisons and his staff to develop an operating model for the Southern Remand Centre that will support the delivery of a best-practice facility and provide a foundation for the culture change within the Tasmanian prison system which is envisaged in the strategic infrastructure framework for custodial corrections.

The department has also recruited change management expertise to aid the development and implementation of a change management framework that is both specific to the Southern Remand Centre Program and will also provide a solid foundation for change associated with the construction and commissioning of future facilities such as the proposed northern prison facility.

In conclusion, committee members, I would like to briefly address the issue of value for money. The Government's investment in the proposed southern remand facility will address known shortfalls with the accommodation at the Risdon Prison site and will enable the department to commence a planned and strategic response to a predicted increase in demand for prisoner accommodation throughout the Tasmanian prison system over the next 10 years.

It will also enable the department to better comply with contemporary, international, national and local standards for corrections - most notably relating to the separation of remandees from sentenced prisoners and the individualised treatment of individual classes or cohorts of prisoners.

As outlined in the department's submission, much thought has been put into the design of the new facility with the aim of creating a positive and mentally stimulating environment that considers the safety and psychological health of both staff and remandees. There has been an emphasis on sustainability, the life cycle cost of the facility, and the thoughtful and effective use of electronic and communications technology, aligned to the needs and safety of staff who will be working there and the remandees living there.

The department has also selected a procurement model aimed at delivering cost certainty and value for money. In addition to the physical design and the construction of the new facility, there will be a heavy investment in developing an operating model and a change framework that will ensure the operations of the facility are both contemporary in terms of corrections best practice, and aligned with the philosophy and principles underpinning its design.

Thank you for providing the opportunity to make an introductory statement.

CHAIR - Thank you for that.

I will give an opportunity for members to ask overview questions about this particular project and then I will move through page by page to make sure we cover everything. I think it is important - it is a significant project at \$79 million, or something of that order.

Do members have any overview questions that they might wish to ask?

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Ms RATTRAY - With regard to the change management position, I am interested in exploring that a bit more. That is going to be key to the entire complex through this potential build and then post. Can I have some further explanation?

Mr WEBSTER - The department has a number of major projects under way besides infrastructure. We have the Justice Connect program, which is the criminal justice ICT upgrade. We are also working in the ICT space with local government. We are putting together a unit called the Organisational Change Unit. Its job will be to work with across all our major projects, working with our staff to change the culture, rather than just building a prison and importing the old way of doing it. They will develop a framework and that framework will lead us into a long-term change process. This project was the first to come on line because it is a project of just over two years. Their focus initially will be the southern remand process. In addition, one of Mr Thomas' senior staff at deputy chief superintendent level has been transferred to the project team to make sure we have that close liaison with the prison system, particularly the Director of Prisons so the buildings we deliver are the ones that are going to deliver the operating model that the Director of Prisons wants.

Ms RATTRAY - In regard to the culture change, I know that is probably more operational, but through the exchange we had at the prison site, we talked about the fact that personnel working at the prison had been engaged in the design process. Can you give me some idea of what that engagement is? I think that will be the start of the change of culture.

Mr THOMAS - We have had a number of sessions with Alex and his team, the architects, right from the early concept. These designs were no more than bubbles on a piece of paper. We have taken those design concepts to a more detailed design and taken the staff on the journey. We have had several engagement sessions with the staff across all elements of TPS: our correctional officers, offender management and therapeutic services, industries, kitchen, to ensure that they understand what we are building and why and to get their input and ideas. It will send a clear direction about what we are trying to create so that the environment that we create is an environment that prisoners are quite happy to live in. Their punishment is the loss of their liberty. We want to create a modern environment that they can live in and they can use their time in prison to address their rehabilitation needs.

Ms RATTRAY - With that staff engagement at all levels, can you already see any improvement in the culture of the entire TPS?

Mr THOMAS - Definitely. By getting a greater understanding of what we are trying to achieve through this build, and more broadly the other infrastructure projects, the staff are becoming more engaged and feel more empowered to contribute to the development both in the design itself but also in the operating models of the areas as we take these designs forward.

Mr WEBSTER - Through you, Chair, one of the programs to do with change that we have already commenced is some of the key influencing staff in the prison service have been taken to the mainland to look at modern facilities there. For instance, we took the kitchen manager to have a look at the Ravenhall kitchen so they get a feel for a different type of kitchen.

Mrs PETRUSMA - A follow on from what you were saying, Mr Webster, I note that page 11 of your submission mentions that you reviewed and undertook extensive research in relation to the design and operation of prisons in other Australian jurisdictions and also attended prison design and development conferences, and inspected contemporary design of facilities on the mainland.

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For the record, can you outline to us which prisons in other Australian jurisdictions you took note of and also the conferences? Where were they and what facilities were inspected?

Mr WEBSTER - I might pass to Mr Newman, who did the design work.

Mr NEWMAN - We visited the Ravenhall Prison, designed by Guymer Bailey Architects. We also visited the Hopkins Correctional Centre in Ararat. We visited Port Phillip. There were a few other prisons that other correctional officers went to without us. There were a number of correctional conferences held in Australia in the past couple of years. The last one I went to was in Brisbane, but they have been in Melbourne and Sydney over the past few years.

CHAIR - Just a corollary to that, have you had the opportunity to get international input through relevant standards that need to be complied with? Could you comment on that for the record?

Mr APPLGATE - There is a couple. The Mandela Rules, which is a significant piece of international documentation, and there are some guidelines put out by the International Committee for the Red Cross, which are also providing very good framework and that our facility stacks up very well against.

I have attended the last two International Corrections and Prisons Association conferences. We are constantly trying to ensure that we are up to speed on international trends and best practice around all the key jurisdictions.

Mrs PETRUSMA - In regard to that, is the Custodial Inspectorate aware of the plans and everything else - approved the plans?

Mr THOMAS - They have been invited and have attended a number of briefings we've held on the design and the overall concept.

Ms MORGAN-WICKS - If I may add to that, certainly each and every recommendation that is made by the Custodial Inspector we are taking into account in terms of formulation of our designs for future infrastructure facilities. As to some of the more negative recommendations, for example, we know they will be fixed by certain elements of the Southern Remand Centre or through some of our upgrades in some of the divisions in Ron Barwick. You will note that the prison's response to Custodial Inspector reports will often refer to encapsulating that in the design for the new facility.

CHAIR - You mentioned in your opening statement looking at the demand over the next 10 years in particular. Is that far enough out, do you think? What governs how far out we look in regard to these things? Why 10 years, I suppose is what I'm asking - why not 15 or 20 years?

Ms MORGAN-WICKS - Certainly at Justice over the last couple of years we have really expanded our focus in terms of the data modelling and we've received resourcing to have a demand model prepared, which we've picked up from the Victorian jurisdiction and had some fantastic assistance from them to apply. It is a demand model looking not just at prisoner numbers but all the inputs into the justice system to then try to determine the impacts on the Magistrates Court, for instance, or the Supreme Court, through to Community Corrections and then into our corrections environments.

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Those various modules are slowly coming on as we start to get all the data together. We started by looking at the first 10 years in terms of the current, and what we saw was probably a steadily increasing rise in prisoner numbers. We experienced a flatter period some four to five years ago but we have started to see now what is a steady increase. It is not just in Tasmania; we are seeing it across every jurisdiction in Australia and we are comparing those numbers to other jurisdictions.

We took the opportunity to do a stocktake of all our beds and infrastructure. Ian can probably discuss some of the more rapid bed installation we have done across some of our divisions in the prison, but we needed to prepare, in the first instance, a 10-year plan in terms of our infrastructure strategy. It is quite common to do a 10-year infrastructure map in terms of budgeting. Certainly we will look beyond the 10 years and particularly the northern prison looks well beyond 10 years because that's going to provide capacity that will come online in the latter end of this decade forward.

CHAIR - I have a further question on that but I will wait until we get to it in the report. If we start right at the beginning to see if there are any questions that members wish to ask on page 1 or the introduction. A question I have is on the third dot point on that page where it says:

The works will include upgrades to existing RPC facilities to enable the increased capacity of prisoners/remandees requiring the shared use of these facilities.

Given that it's generally the case that you like to keep prisoners separate from remandees, it's interesting to see that it says 'prisoners'. Do you feel that there might be a time when you need to use this space for prisoners because you simply have an overflow situation? Is that why you're mentioning it here in this report?

Ms MORGAN-WICKS - The third bullet point is not in relation to the separate southern remand facility but the shared facilities that will benefit the Southern Remand Centre but also the rest of the prison. A good example is the replacement of the 60-year-old kitchen. That kitchen will not cope with the increased number of beds that will go into the Southern Remand Centre, which is why we need to upgrade that component of shared facilities. As we are adding beds into the environment as well, we know that the health centre needs to be upgraded and have increased capacity. So we've split it into two projects - one being the main Southern Remand Centre and the other being around \$9.3 million for those upgrades on the shared facilities which will benefit all of the site.

CHAIR - Okay. There is no problem. Any other questions on that page?

Ms RATTRAY - With regard to the alterations and extensions to the visitor centre, we were informed this morning that that is because there will be more opportunity for visitors to come to visit those who are going to be in the remand centre. I want to clarify that that's part of those new requirements for the remandees.

Mr THOMAS - The intent is that the visitor centre will be expanded to recognise the increase in prisoner remandee capacity but we will develop a different operating model for the visitor centre as well. So depending on a prisoner's classification and status, and the different cohorts that have been referred to, that will decide when they get their visits. We really want to maximise the opportunity for remandees to access the visits they are entitled to as a remand prisoner and also access their legal representatives whilst they're in custody. We envisage that the centre will be in use seven days a week.

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Ms MORGAN-WICKS - The significant focus for a remandee is about preparing for trial and having access to legal services, so that has to be a priority for that upgrade.

Ms RATTRAY - Yes, and certainly to keep their friends and family - their relationships - still going, because they'll need that support through that time. Is that the basis for that?

Mr THOMAS - Yes, absolutely.

CHAIR - Page 6 is about current needs and priorities. It's pleasing to see the statement at the top about ongoing safety of the Tasmanian community by providing a safe, secure, humane and effective correctional system, et cetera. Further down in 2.1.2 you talk about the relevant standards state. For the record, would you outline which particular standards you are following? We talked about the Mandela Rules, which is an international set. Are there any other Australian standards you're following in particular that we need to raise for the record?

Mr THOMAS - There is a set of correctional standards that we followed in most of these designs, which are broadly the Corrections Victoria standards, particularly on cell design and capacity, which are broadly used across most of Australia. To accompany that there is the Australian Corrections Guidelines which is a set of standards agreed between each of the jurisdictions in Australia around how their facilities operate, so we've been comparing both of those.

CHAIR - The Custodial Inspector is spoken of in 2.1.2, where you say -

The inspection standards for adult custodial services in Tasmania are administered by the Custodial Inspector.

Is that a Tasmanian government position or a national position?

Mr THOMAS - That is a Tasmanian government position.

CHAIR - It is not some national individual?

Mr THOMAS - No.

Ms MORGAN-WICKS - With the federal ratification of the Optional Protocol to the Convention Against Torture, or OPCAT, that will introduce an element of international inspection to which Tasmania is yet to be required to comply. Whilst it is being ratified, we are not expecting the first inspections under OPCAT until 2020-21 if Tasmania is selected as a first entry state.

CHAIR - And we're not going to get to the point where we've signed off on this and finished it to find that - oops! - we haven't got the right locks in place. On one occasion there was something of that order. We're not going to get to that point where we missed a crucial point in its design?

Ms MORGAN-WICKS - No, we do not believe so.

Ms RATTRAY - A point of clarification in regard to the reference to the Australian standards, I am pretty sure I read somewhere that it said Australia and New Zealand. Is it all the one -

Mr NEWMAN- It does say that.

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Ms RATTRAY - That is what Ian referred to, Australian and New Zealand.

CHAIR - Point 9.1: remand prisoners should be managed as a separate group to sentenced prisoners unless they indicate in writing that they have no objection to being accommodated with sentenced prisoners. They should have as little contact with sentenced prisoners as possible. They may not know what they are letting themselves in for, so how do you handle that circumstance when they might say yes, I am happy to be put in with prisoners, it doesn't bother me?

Ms RATTRAY - They may well know some.

CHAIR - They may, but I am interested to know how much opportunity you give them to appreciate what that means.

Ms MORGAN-WICKS - Chair, at the moment they don't have the opportunity because we don't have a separate facility to accommodate remand prisoners. This will allow the state to comply with the standard.

CHAIR - Okay, it provides that better option. The Mary Hutchinson Women's Prison has a capacity of 63 and, in the table below, Mary Hutchinson Women's Prison lists 71. Turn over the page and look at population growth, in that top table on page 10, it says 5 per cent male and 0 per cent female, yet the previous page shows a growth. Am I reading that incorrectly?

Mr NEWMAN - I believe it is available beds, so the 71 is four additional beds.

Ms MORGAN-WICKS - One table is current operational capacity and the other is predicted. So that is not actually increase in -

CHAIR - It is not the actual growth; it is predicted growth?

Ms MORGAN-WICK - Yes, it is capacity, it is not growth. It is just the number of beds available.

CHAIR - Thank you for clarifying that.

Mrs PETRUSMA - Can you outline how you have considered Aboriginal heritage on the site?

Mr WEBSTER - The first application we put in was the application for an Aboriginal Heritage permit. The Aboriginal Heritage Committee considered that and a permit was issued. Risdon has been done in a series of zones for Aboriginal heritage. The new remand centre is another zone for us to look at. Given that it is quite a unique location the general rule that has been applied to us across the Risdon site is that, rather than doing ongoing archaeology, we remove 400 mm of topsoil, which is then stored in what is called zone five. That allows for future archaeological research and exploration.

There is a second application that needs to be lodged. We need to do some trenching to put some high-voltage work through, and for the kitchen because we have enlarged the size of the kitchen. It is greater than the original permit we had for the original Risdon, so we need to get that as well. At this stage we have it for the Southern Remand Centre and we need a further permit for the kitchen and for high-voltage work.

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Mrs PETRUSMA - It was good to read what you wrote about external spaces for spiritual reflection. You are acknowledging Aboriginal heritage of the site but you are going to consider Aboriginal artworks for the site as well. What do you foresee happening there?

Mr WEBSTER - The art process is that, as you would appreciate, we go through Arts Tasmania, through the relevant Arts minister, to get permission to put out a submission. In this case we would be putting out a submission that invites Aboriginal organisations to provide us with art work, such as reflective spaces. In the Mary Hutchinson Women's Prison, as part of the Vanessa Goodwin upgrade, a reflective space is being built along indigenous lines within that facility. We see that as an idea that we will build on in the new facility but that is a little bit down the track for us but we would go through that process.

Ms RATTRAY - In regard to creating a positive and mentally stimulating environment, I am aware that inmates get a bit rowdy if they have too much time on their hands or are not stimulated. Can you give me some idea of what that might entail in this design objective?

Mr THOMAS - We are aiming to create an environment that, in many ways, looks as least like a prison as possible. It acknowledges that when these people first come to prison, often it is their first time, they are removed from their families; all those stresses and anxieties are created by coming to prison. We don't want to add to those by putting them in an austere or intimidating environment. We want to make it light, airy, employ use of bright colours, et cetera, access to the outdoors and the fresh air, give them the opportunity to engage in physical activities to address their health needs, and to be able to maintain those family ties, et cetera. All of those things are stimulants for them in the right direction so that they can begin to get ready for their trial and, if they are convicted, to work in an environment that allows them to focus on their reoffending; not being in an environment where they fear for their safety or they feel enclosed or suppressed, so to speak.

Ms RATTRAY - In regard to the seating arrangements in the visitor centre, we were told this morning that those cold, unmovable seating arrangements are going to be replaced with something more comfortable and aesthetically pleasant. Is that one way -

Mr THOMAS - That is exactly right. It is that kind of direction that we are trying to move into. It can still serve exactly the purpose we need it to but, to use your words, it doesn't need to look cold and uncomfortable. That goes through to some of the design in the units. Gone are the old traditional bars and high windows in walls. It is more large windows, lots of light and air coming in to stimulate people's senses.

Ms RATTRAY - Even a window on an angle that provides a seat is something that is useful. I am very pleased to see that we are going to be moving away from grey concrete as well. I don't expect a rainbow of colours but I am pleased to see that because walking into the façade itself, we like concrete but not so much of it. Thank you.

CHAIR - Your fourth last dot -

The design for the facilities must support sustainable principles and encourage the use of low-energy fittings and include opportunities for water harvesting or energy production.

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I believe some water harvesting is occurring in this project. Are you looking at putting solar in any part of this to assist with energy recovery, or is there some other component that might fit that bill?

Ms MORGAN-WICKS - I might ask Alex to talk about this, but we've talked this morning about the example of the water tanks and storage.

Mr NEWMAN - The use of solar hasn't been actively considered but it was raised by staff at a workshop I held on Friday, so it's definitely something we can include. As we discussed this morning, because of the fall across the site we end up with a large undercroft area under the ground floor of the buildings and we are including large water tanks to harvest the rainwater from both of the large buildings.

CHAIR - What is that going to be used for?

Mr NEWMAN - It will be used for irrigation in the garden and the landscaping, but also to flush the toilets.

CHAIR - Okay, that is a good use. So you are considering solar?

Mr NEWMAN - We'll look at it going forward if it's an option.

CHAIR - It is interesting. Even with the schools there's not a lot that's done and it's possibly an opportunity lost. Or there may be some other policy reason why they don't do it. I was interested when it was mentioned here what energy production it was actually pointing at.

Mr NEWMAN - We're also focusing on energy usage. That's another key area where we can make a real difference.

CHAIR - Flicking across to page 13, I have a question on 3.1.7, where you say special consideration should be given to ease of access to the facility for the elderly or people with a range of disabilities. You are not just talking about wheelchair access. Do you want to expand a little on what other types of facilities you have to meet the needs of those with disability?

Mr NEWMAN - We have two fully accessible cells in each building, but another form of disability might be poor vision so we will have contrasting door frames to doors. It's just those sorts of items that will be included.

CHAIR - With the Southern Remand Centre, you say that -

The facility, whilst classified as maximum security, will contain smaller accommodation units.

Should that be maximum security?

Mr WEBSTER - A remand centre is maximum security by its nature, because people entering a remand centre are unknown to the system. The individual remandees may have their security level downgraded once you actually get to know them, but you need to assume that a remand centre is maximum security.

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CHAIR - Okay, that's a fair comment.

Mrs PETRUSMA - Under 3.1.9, the third dot point down says that building materials that prevent escape and reduce the risk of self-harm or harm to others will be used. For the record, can you outline what sort of materials they would be?

Mr NEWMAN - We are still in the process of specifying everything but at the moment it is assumed that we would be looking at a concrete construction similar to quite a few of the buildings at Risdon. That may change once we get the managing contractor on board if they have different ideas of how they want to take things forward. We are looking at a lot of steel furniture in the cells - bed bases.

Mr THOMAS - If I may just add, it's really to look at the use of materials that are in line with that cultural change we're trying to make. So aesthetically pleasing to look at and use but very difficult to damage or create weapons or items from, and also safe for cell compliance. It removes the opportunity for people to try to harm themselves by the use of both the material and the way it's used in the design.

Mr WEBSTER - The other thing to add there is in terms of the feeling of safety. We are also envisaging that they will have two sets of locks, one that is prisoner operated and one that is staff operated, so a prisoner who feels they need to retreat into their own space, so to speak, will have the opportunity to be able to lock themselves in their cell to create that level of safety for themselves.

CHAIR - That's an interesting concept if they can lock themselves in their cell.

Mr WEBSTER - More that they can lock others out, really.

CHAIR - Except staff.

Mr WEBSTER - Except staff. There's an override on staff.

Ms MORGAN-WICKS - It is also an opportunity to lock their own valuables in their own cell because at the moment it is open in terms of cells.

CHAIR - Okay, that is interesting. On page 15 it talks about a Schedule 8 drug dispensary with observation holding rooms. For the record, would you explain what sort of security you have around a Schedule 8 drug dispensary?

Mr WEBSTER - It needs to be fairly hard on security because if you're storing S8 drugs they need to comply with the national standard for the storage of them, and increase that for a prison, obviously. In addition to that, the idea is that once you've dispensed them you make sure they're consumed prior to release of the remandee back to their own cell, hence the idea of the holding areas next to those. Innovation in drug manufacture over the recent period might see this become less of a problem over the future as S8 drugs become longer lasting drugs that can be dispensed less often, but at this stage we are looking at daily and sometimes twice-daily dispensing.

Mrs PETRUSMA - Because some are becoming depots, so they can be in for a month or whatever.

Mr WEBSTER - Yes.

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CHAIR - I have a question on reed switches. Someone talked about cells provided with mechanical locks with reed switches - would someone explain that?

Mr THOMAS - A reed switch will let you know if the door is open or not. If the door has been opened it will sound an alarm. It's a way of checking that all the doors are locked at the end of the night.

CHAIR - So it's a simple device.

Mr THOMAS - Yes.

Ms RATTRAY - On page 15 it says the precinct has been designed with setbacks from the perimeter wall and fences. We had quite a bit of discussion about that when we were on site today. It would be useful to put on the record why this particular site has been chosen over a couple of others that were available - without having any visuals - for *Hansard*.

Mr NEWMAN - The department looked at a number of different sites before selecting this one. There are large falls across the different areas of the Risdon title. There is one near the entrance area that potentially would work but there are large electricity lines that bisect the site and easements or distances off those where you're not allowed to build, so that basically ruled out one of the sites. There was another site with an 18-metre drop from one side to the other end. The flattest site which is down below the existing facility nearer the waterway is flat but can flood. The site that has been selected still has a fall - it is about 7 metres across the side - but that's why we went with this site.

In terms of setbacks of buildings, a concrete wall is proposed on three sides of the new facility mainly to help with the visual separation between the women's and the new SRC site, and in line with national guidelines, there are setbacks from those perimeter lines that you shouldn't have your buildings within, so we end up with a sterile zone and a perimeter roadway for Tasmania Fire Service to access if need be.

Ms RATTRAY - Thank you, that was worthwhile.

CHAIR - On page 16, it says at the top -

Doors to all buildings, services, spaces, including plant room and secure equipment room and all external doors will be monitored by the security alarm system.

What's the situation in the event of a power failure? What failsafe mechanisms do you have?

Ms RATTRAY - You can't divulge that in a public hearing.

CHAIR - No, you might not be able to. Just confirming that there are fail-safe mechanisms is all I'll need.

Mr THOMAS - Yes, we do have a large generator on site that can facilitate that in the event of a power-

Mrs PETRUSMA - Chair, it was pointed out to me while we were visiting today.

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CHAIR - I can appreciate that. I can understand why you might not want to deal with it in detail. The generator is quite significant that can run for x period of hours?

Mr THOMAS - Yes, a number of days, if need be. It is also worth adding for clarity that in the event of a power outage there are manual overrides, so a lot of the doors and gates could be overridden with a manual key.

Mr WEBSTER - It is also worth noting that part of the works is an upgrade to the high voltage substation.

CHAIR - Do you exercise a power failure every so often just to check out how it all operates?

Mr THOMAS - It is part of our business continuity plans. From time to time we run generator tests just to make sure that it will work if we need it to work.

CHAIR - You definitely need it to work. Closed circuit monitoring and those sorts of things have similar fail safes?

Mr THOMAS - Yes.

CHAIR - Anti-masking detection? 'Most detectors with anti-masking detection'. I wasn't aware of what anti-masking was.

Mr WEBSTER - This is built into our electronic security system standard. This standard says that the detectors have a system built into them that will set off an alarm if they are being blocked.

CHAIR - Is that what it means?

Mr WEBSTER - They are not detecting anyone, but if there is something wrong.

CHAIR - They can't put something over it.

Mr WEBSTER - Not just something over it, but if you electronically try to mask it. It signals back that there is something wrong. It is a fail-safe.

CHAIR - Just prior to 3.1.12, drone detection will be considered as part of the requirements for the electronic security solution. That is actively under considerations?

Mr THOMAS - Part of our considerations is we develop the electronic security model for the Southern Remand Centre.

CHAIR - Any further comment? Over to page 17.

Ms RATTRAY - These appear to be contemporary new building requirements.

CHAIR - The choice of local, natural low-toxicity, durable, low-maintenance materials will be considered at the time of specification. No aluminium cladding.

Ms MORGAN-WICKS - I will let the director of building answer.

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Mr WEBSTER - It is banned.

CHAIR - I think this building may have had some component, even as new as it is.

Mr WEBSTER - For the record, buildings can have a component of aluminium composite panel. It is only when it is used in a way that is high risk that it is a problem. Any cladding on this building that is aluminium composite panel is compliant and not of a high risk.

CHAIR - Thank you, I had to ask that question given the current climate. Page 18, any comments there? Gas storage - can you explain how that is being handled for the new kitchen? Is there any change, or anything we need to be aware of?

Mr NEWMAN - At the moment the existing laundry building has LPG gas canisters on site. We're looking at having a new supply to the new kitchen. It helps, if there is a power failure, to have some reliance on gas. We are looking at having an external gas tank installed.

Ms RATTRAY - One of those big ones.

Mr NEWMAN - One of the big tanks outside the secure perimeter and fed in under. That would help with refill. A second tank is being considered for SRC. We may look at having one central location for both. That is still a work in progress.

Mrs PETRUSMA - Gas is usually used on the facility for cooking, laundry, hot water?

Mr NEWMAN - Yes. At the moment we would be looking at it for hot water for the Southern Remand Centre. We could also use this as an opportunity to connect the women's prison.

CHAIR - The last dot point on the upper part of the page: Ensure high indoor environment and safe water quality. Can you explain what 'high indoor environment' means?

Mr NEWMAN - I think that means high indoor quality. One area we haven't mentioned is that we have an acoustic engineer on board and we're trying to make sure the acoustics of the rooms are not poor. This is one of the drawbacks they have at the existing facilities.

CHAIR - You think there is probably a word missing and it should be 'high indoor quality environment'?

Mr APPELGATE - It links to the word 'quality' at the end of the sentence.

CHAIR - Okay, it's the way I'm reading it.

Mr WEBSTER - I think it's also important that the indoor environment and the quality of it is enhanced by the amount of light that is envisaged, particularly in the indoor space. During the winter months most of the remandees will spend their time in that indoor environment. The design actually pours light into those two central corridors.

CHAIR - You mention that further down, just before the last three dot points:

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Natural light connects you to the garden area and nature will be of particular focus. Use of colour and good acoustics.

Ms RATTRAY - Yes.

CHAIR - That should please you, member for McIntyre. Over to 19. Any comments there?

Mrs PETRUSMA - It says that you're going to be putting in iris scanners. They are going to be for who: everyone, guards, prisoners, visitors?

Mr THOMAS - At the moment it is part of that electronic and technology upgrade solution that we're looking at where it can really add value. Iris scanners are typically used to grant access and egress to areas. At the moment they're used in the dispensing of S8 medication. We're certainly looking at using them for all prisoners to gain access to areas, as well as staff and visitors as they go in and out of the prison.

CHAIR - It mentions that a new public entrance into the gatehouse is 'glazed, open and contemporary'. Is the glazing of any significant standard?

Mr WEBSTER - Yes, it has to be under the Building Code of Australia.

CHAIR - This is 3.1.14.5:

Due to the expected increase in demand -

'Mandatory sentencing increasing it even further' is a comment here. That is a political statement, I'd better not go there.

Additional holding cells will be added to the current processing area and a new larger storeroom and store.

I won't go any further with that. Anything further on page 19? Page 20?

Ms RATTRAY - We talked about the high voltage upgrade.

CHAIR - Yes, we've already done that. Aboriginal camp sites:

The site is a known location of relatively rich Aboriginal camp sites. Numerous artefacts have been found and all works on site are subject to Aboriginal Heritage Act permit processes.

Mrs Petrusma touched on this. Can you give us a rundown on the processes you went through to deal with significant Aboriginal heritage sites? Or at least the possibility of Aboriginal heritage sites? What you found? How you dealt with that in terms of gaining acceptance from the Aboriginal community?

Mr WEBSTER - The Risdon Prison site as a whole has been disturbed to a large degree over the 200 years of European settlement. As such, there are remnants of Aboriginal campsites but it is a known Aboriginal campsite area. It is documented back to Lieutenant Bowen's day that that area was used by Aboriginal people. Regarding the permit going back to previous building, we've

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been careful to engage with Aboriginal Heritage early and we've already done that for this site. As part of that we have done some archaeological work around the site. The solution that has been accepted by Aboriginal Heritage is that we remove 400 mm of topsoil which we then store on the Risdon site that is called zone 5 - it is to your right as you drive up the main driveway - and it is stored there for future archaeological exploration, so that they can do that, given it is significant to the Aboriginal people and as Mrs Petrusma asked about the link to creating Aboriginal art and also having reflective sites across the new complex, which we have done in Mary Hutchinson. We're very pleased that the Aboriginal Heritage community came on site with us, as you did today, and had a walk around and were able to talk us through what they saw on the site as well.

CHAIR - And they're happy with the way things are being dealt with? That's the important thing, obviously.

Mr WEBSTER - Yes, they are happy. It's important to note that because it's such a disturbed site it's unlikely that we would find a site that was obvious. It is likely that underneath the soil there are a lot of artefacts, which is why the idea of removing the top 400 mm and storing it came up and was used with the 2006 build and the 2015 build, as well as this particular process.

CHAIR - It is important to get that aspect right, I think, given the history of that site nearby.

Mr WEBSTER - That's right.

CHAIR - On page 22, could you put on the record what is happening with the Tasmanian Government Arts Site Scheme? The first dot point is an outdoor installation in the SRC precinct that acknowledges the local indigenous community who would have used the area in the past, and an indoor installation to the visitor centre that complements the outdoor installation using the same theme so that all visitors, not just those visiting remandees, can share the experience. Is there any consultation you can talk to us about with the Aboriginal community or how that artwork will be achieved?

Mr WEBSTER - It's too early for a consultation at this stage but as part of the arts program you are required to go out to public consultation and ask for public submissions. The intent is to go out to a variety of Aboriginal organisations to invite them as part of this process. As it says in the submission, subject to approval from the Arts minister, that's the process we intend to go through.

Ms RATTRAY - There is something for outdoor and indoor so there will be two, but it will still come under - is it 2 per cent, what is it now? One per cent? It was 2 per cent at one stage and I think it -

Mr NEWMAN - It is capped at a maximum of \$80 000 and \$8000 goes directly back to the management of the system so it's \$72 000 worth of artwork. My understanding is it might be split into two. Whether that's one work or two pieces of art from the same artist is yet to be determined.

Ms RATTRAY - If it's opened up it should be to all artists, not just the indigenous community. Is that how it will be?

Mr WEBSTER - That's right. There will be an element of indigenous and an element of non-indigenous but we think it's important to the site, given where Risdon is, that we have that Aboriginal heritage. Submissions are sent out publicly and published in all three daily papers.

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Ms MORGAN-WICKS - Which will comply with the Treasurer's Instructions.

CHAIR - Regarding page 26, program delivery, you talked about a project management model in your opening statement. Could you remind me what model was being used?

Ms MORGAN-WICKS - On page 26 we are describing the governance for the actual project because it is a very large infrastructure project, with the two at \$79.3 million. We have a dedicated steering committee chaired by our deputy secretary of corporate and strategy, Dale Webster. It also has as a business owner our deputy secretary responsible for corrections, the director of the Tasmanian Prison Service, Ian Thomas, and also some of our cross-agency input to try to bring the best from infrastructure project experience across agencies. We have a deputy secretary from State Growth, we have also involved the Health Service given the health centre upgrades that will be required, and as secretary I also attend. I don't have an official role but given the size and importance of this project I try to attend all steering committee meetings.

CHAIR - It is good to have that on the record, thank you for that. I know it's in the report but putting it on the record is important. Any questions on page 27?

Ms RATTRAY - In regard to the end-user engagement, the third paragraph on page 27 talks about works within the government-mandated three-year period. It is talking about the scale of the program.

Ms MORGAN-WICKS - In terms of the design and Mr Thomas referred before in relation to the engagement of staff, particularly in the early stages of design, but a key end-user is also our remandees and other prisoners who are benefitting from the shared facilities. In terms of the engagement we undertake surveys of inmates and prisoners, including remandees, regarding their experience within the prison and what they would like to see in terms of improvements as part of the overall change management and process through the design and stages of construction, which will have some level of interruption or increased activity on the site. So it's just managing people's understanding and engagement through each stage of the process. Then we get to the actual change in operating model once we start operating the facilities. Ian might have something to add to that.

Mr THOMAS - To add to what has been outlined, there is a number of opportunities we already have to engage with prisoners that we use for a number of reasons. We have a prisoner peer council in each of our facilities, particularly in RPC but more broadly across all the prisons and, as we increasingly get into the build stage, it becomes an interest for them. They read the papers and see what is going on and they'll see the buildings coming out of the ground. So we will engage with them in the right way to inform them about what's occurring. A lot of the feedback we'll get from them is useful as we go through the design but particularly, as has been referred to, the operating model as well. Some of the things we have already incorporated into our design thoughts are from learnings about how we manage prisoners in our current accommodation.

Mr WEBSTER - The reference to 'three-year', I will clarify that because it does say 'mandated by government', but that is mandated by the infrastructure needs rather than just by government. If we look at our trajectory of numbers, we need those beds by 2021, so that's why we have set that as our target date for the build. Second, as Australia has now signed up to the OPCAT and we've brought in the Custodial Inspector, we need to move quickly to have remandees treated in a way that is consistent with the treaty.

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Ms RATTRAY - This starts the identified three models for consideration, ending with model number three. It lists all the benefits of using the managing contractor model. I'd like a brief overview as to how you arrived at model number three, the managing contractor model.

Ms MORGAN-WICKS - I might start and hand to Mr Webster. We did take specialist advice in relation to the procurement method because the managing contractor model, which is probably the most complex out of the three models but we believe will provide the best outcome for us, is probably rarely used in the states. An example would be the delivery of the Royal Hobart Hospital redevelopment under a managing contractor model. We are aiming for every success with the delivery of this managing contractor model. Mr Webster may speak to the advice we sought.

Mr WEBSTER - We took both legal and construction advice around what should be our model of procurement. Critically, with a managing contractor, it is the way it's staged. It saves us time through the process and, again, time was critical for us in this process. Second, it also allows us to better engage with the managing contractor in iterations and instructions and things like that. Whilst we have the design team in Guymer Bailey and Xsquared on board already, we will novate them to the managing contractor at some point. They will be part of the team that is managing this process as well. It is a methodology that gives us better control than design and construct, not as great as just construct, but it also allows us to do the design alongside early works and things like that rather than doing it as a couple of steps and you do lose time in that step. It is more of an iterative process.

Ms RATTRAY - I notice that's the one that is going to negotiate cost savings. I'm sure that's one we're all very pleased to see.

Ms MORGAN-WICKS - Bringing the managing contractor in early and having that novation in the design so that you can look at the materials, the products selected and specifications, et cetera, rather than we've designed it all and here it is, please construct it and give us what you think your estimate is to do that, we believe there are better opportunities for value in the managing contractor model.

Mr WEBSTER - It is also a model that generates more innovation, both at design stage and at the managing contractor stage. They can bring innovation in to the build, not for the prisons but the university's NRAS building on the corner of Melville and Elizabeth Streets, the dropping in of the plumbing as a module, the bathrooms and kitchens as modules is that type of innovation that comes from the managing contract format.

CHAIR - That's an interesting one and probably avoids that conflicts that might exist if you had a totally separate design, engaging the same firm who did the design to do the build or to have significant input into the build. I have heard of contracts that block others from having a fair chance.

Ms MORGAN-WICKS - It is also in trying to avoid re-design once you have appointed the contractor to construct.

Mr WEBSTER - Of the three models, the design allowing design and construction, we lose most control. With managing contracts we keep a high level of control over design.

Ms MORGAN-WICKS - Particularly in a prison environment, we believe that is where -

CHAIR - But also, the level of risk you are taking on is more commensurate with the level of expertise you have yourselves, you are not construction engineers, are you?

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Mr WEBSTER - Exactly right.

CHAIR - The third last dot point notes the GCS provides certainty around costs but I wonder whether that model ends up with a higher tender price.

Mr WEBSTER - The importance is that there is a process by which you achieve the GCS. You just don't let your managing contractor go away and come up with a GCS. You engage in a process in which you are negotiating back and forth, so you have a target construction sum in mind. You need to compare it and you need to work with the contractor rather than say, go away and come up with a figure -

CHAIR - Rather than blindly accepting it.

Ms RATTRAY - We have a price so we have to fit within our budget. The Treasurer regularly makes that very clear.

Ms MORGAN-WICKS - Yes, he does.

CHAIR - That third last point includes an agreed contingency. How does the department know what a 'reasonable' contingency is? The managing contractor would be keen to use that to reduce their risks, wouldn't they? Do you have any comment on that?

Mr WEBSTER - That's right. We engage a quantity surveyor to advise us and a construction consultant. We have both of those on board already to give us input into that. The other thing is that contingency is there to manage risk. We need to consistently assess the risk and whether the contingency matches the risk. If we were going to them and saying, look, we haven't done Aboriginal heritage, so we are going to have to go through that so we do not level of the land will be after Aboriginal heritage, that is increasing the risk so you would expect a contingency.

We can manage some of that risk down by doing some of the activities early and those sorts of things. Certainly, by doing schematic early and working with our designers early, we are managing some of that risk, so it is a back and forth. That is why I say the GCS is not something you let them go away and come back with. It is a process in which you engage closely with the managing contractor so that there are, effectively and hopefully, no surprises in the process.

Mrs PETRUSMA - In regard to 29, I see that you have done the request for expression of interest and you are in the request for tender process, which is due to conclude in 12 days' time. Is that all on track?

Mr WEBSTER - Yes, it is. We are in the process of writing the tender process for approval.

Ms MORGAN-WICKS - Subject to this committee's approval, of course.

Mr WEBSTER - We can't sign the contract until we have committee approval.

Mrs PETRUSMA - Chair, it has in here that early works will commence on 1 September. I suppose that is in 13 days' time, is that still on track to commence?

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Mr WEBSTER - Some of that is preliminary work, so the Aboriginal heritage work, for instance, the putting up of the fence. I am calling it a bridge, but I am pretty sure Mr Newman will tell me it is a culvert, to come across from Lantana Road. There will be some preliminary works as part of that early work. We would say that is commencing. We have separated approximately \$300 000 of work from this process so they can start prior to approval.

CHAIR - Can you describe for the record what that means for traffic movements and the local community. It would be good to get that on the record.

Mr WEBSTER - It is an entry to the Risdon Prison site from Lantana Road. The entry on to the site is prior to the residential area of that road, because the road comes in off Grass Tree Hill about 30-40 metres before the residential properties start. The entry to our site will be just prior to the residential zone. That will be the main entry for construction. As part of our engagement with the community and council we will work out times for that. Because it is close to residential, we do not want traffic coming in there at night. There will be limits on timing. Parking during construction for the construction workforce will be on the Risdon Prison site, adjacent to the Women's Prison. We walked that earlier today. Fencing will be a construction fence initially. A temporary fence around the construction site so when we get to the construction stage we already have the fence in place. The third part of preliminary works is the scraping of 400 mm of soil for storage on site.

Ms RATTRAY - What is the cost of the managing contractor?

Ms MORGAN-WICKS - To be negotiated.

Mr WEBSTER - That is part of the current tender.

Ms RATTRAY - You have no idea what you are looking at?

Mr WEBSTER - I would be reluctant to say publicly given that we are about to negotiate a contract.

CHAIR - Fair enough. Page 31. Nothing on the target operating model or correctional commissioning?

Page 32. 'Physical infrastructure will be tested to ensure that what has been constructed is in accordance with the intended design'. I have here, 'Surely a preconstruction step that is simply being verified?'

Mr WEBSTER - That is right. That is why we have already engaged a senior member of prison staff to work with the team. We also have an operating model person that is writing up how this building will work. One of the tricks through the building process is we will be consistently making our decisions to make sure we are meeting our operating model rather than building buildings and then trying to design an operation.

CHAIR - On step 3, is the managing contractor still involved at this point, or are they only involved with construction?

Mr WEBSTER - They are still involved because this is commissioning and then there is the defects period after that.

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CHAIR - They are involved in terms of defects but they are not involved in the operation?

Mr WEBSTER - No.

CHAIR - On that same page, value management. 'A program will utilise a formal value management process throughout delivery, as a risk mitigation strategy is needed'. Can you explain that? That value management process.

Mr WEBSTER - As Ms Rattray said, we need to meet our budget so there will be decisions along the way about whether we should do something this way or that way, as well as cost pressures. The process we'll follow is outlined there. The critical issue is that we will be checking in with the Director of Prisons' team, particularly his operating model person, to make sure that any decisions we make are not changing the way we operate. We might compromise and buy Solver paint instead of Dulux because that does not affect the model, but we won't take away the locks that Mr Thomas needs to operate.

Ms RATTRAY - Otherwise he will have to put on more personnel.

CHAIR - You have explained significantly what risk management is. That is important for the construction of this site.

Mrs PETRUSMA - The planning application was submitted by the end of June 2019. Has that gone through Clarence City Council and been approved?

Mr WEBSTER - Yes, it did go through Clarence City Council and we have approval.

Mrs PETRUSMA - Well done, a tick for local government.

CHAIR - Yes, they are the ones you don't hear about. Local government gets it in the ear quite often.

Page 34 - any questions? Page 35 - any questions?

Perhaps, you can talk about dynamic security. The SRC second dot point, under culture -

The SRC rely on dynamic security more so than in other prisons. It requires staff to be more active in monitoring activity and relies heavily on the relationship formed between the remandee and the officer.

Mr THOMAS - Dynamic security is exactly that. It is the professional relationship between the correctional officers and the prisoners. We want to focus on that to create an environment where staff have to and are encouraged to engage safely with the prisoners. By understanding prisoners and understanding what their issues are, what their concerns are, what their associations and cohorts are it allows us to better manage the prison and the dynamics within it. That is what the dynamic security is. It complements the physical and procedural security processes that we have in place. It leads more broadly to that cultural change which we want to create as an environment where both prisoners and staff feel safe and can engage constructively together.

CHAIR - That leads to processes, the first dot point under 'Processes' -

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This will mean that remandees are more independent and able to take responsibility for their actions with less reliance on TPS staff.

Appropriate mechanisms, both for staff and remandees, will need to be in place to support this.

I am assuming that not all remandees are well-behaved individuals. They might be recidivists, so this lends itself to the dynamic nature of what you are talking about?

Mr THOMAS - Yes. A number of people who come through our doors are recidivists. They have been in before and sadly will come through again. However, that relationship between staff and prisoners is critical to managing the behaviours. The physical infrastructure only assists to a degree in how we do that. The relationship between staff and prisoners is critical to minimise any negative or unwanted behaviour by prisoners towards other prisoners or towards staff.

Ms MORGAN-WICKS - The greater access to technology for a prisoner can also then improve their interaction with the staff, so they are not racing off to staff every time to hand over their piece of paper to get their order of Mars bars or something else from the canteen. This is all manually processed at the moment, as is booking a health visit or other appointment within the prison. In-cell and kiosk technology will give prisoners greater visibility over their own accounts, access to funding and allow them to book and manage their time throughout the day without having to go to the staff. The interactions that then occur with staff are of a higher quality level.

CHAIR - That is at the remandee level. Is that happening across the rest of the prison as well?

Ms MORGAN-WICKS - As part of the Justice Connect program, we are looking at in-cell and kiosk technology for the entire prison site, and also for the northern prison.

CHAIR - Does that introduce an opportunity for stand-over tactics by other prisoners wanting to force prisoners to order certain things? A lot of that could occur.

Mr THOMAS - It can do, but our research and experience tells us that it improves the security because, as was mentioned earlier, we can use iris recognition or fingerprint technology to make sure the person accessing that accounts is actually that person. Whereas, the paper-driven model we are a bit over-reliant on at the moment creates more of an opportunity for standover and bullying tactics. The new technology also helps the prisoners to take a bit more responsibility, be accountable and have a bit more autonomy in how they manage their lives, which is a good tool for them to use as part of their repatriation into the community as well.

Ms RATTRAY - In regard to the community that sits around Risdon prison, I did notice that it seems quite close on one side when we were alongside the women's prison. I see that there has been a stakeholder flyer, a Risdon Vale Community Centre meeting and it says here that, in addition, the department will engage a specialist community consultant to assist with further consultation required as a result of the works. Can I have some understanding: if the community is on board more broadly in that initial process, is it a flyer to say that we will be using this entrance? Is that the type of thing we are talking about?

Mr WEBSTER - It is that type of thing. We want to keep them informed of what we are doing at all times and give them a conduit to understand what we are doing. For instance, the bus route

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is close to where we are putting in that bridge/culvert. We were asked questions such as, will this interrupt our bus route? People need to know that. Ongoing, it will be about letting them know what we are up to if there are days when we have significant crane work happening and putting things in.

We found it really important when we are extending Risdon as it is now towards the boundaries and we have already started to talk to the neighbourhood centre, which the Director of Prisons' team already have a close relationship with. We supply vegetables to the centre; we do the gardening at the centre. Through them, we have already started to talk about where we are going to have the trade cars parking on our site. We will need to rehabilitate that part of the site. Again, we engage with the community to do a tree planting and Landcare-type activity, which we did along Grasstree Hill last time. All of those things are about letting the community know what we are doing but also making them feel like we are part of that local community. The community consultant will be on the group we are putting on, and we have appointed corporate communications, which will also help us with in talking to our northern community when we move forward up there as well.

Mrs PETRUSMA - The feedback that I have from the Risdon Vale and Warrane Mornington neighbourhood centres, I attended an event and the inmates were helping to plant a new community garden for the Warrane Mornington Neighbourhood Centre last week, is that it was really well received by everyone in the local community.

Ms MORGAN-WICKS - That is wonderful and it is really positive part of an opportunity for prisoners to be giving back to the community.

Mrs PETRUSMA - They were doing great job of planting new fruit trees and seedlings and everything else, it was good.

CHAIR - That is good, all positive.

Ms RATTRAY - There will be interruption to running of the site as it stands now. You have talked about engagement with staff, the inmates and the like. Would you like to add anything that might give us some comfort that people are on the journey with us and not thinking this is going to be a real nuisance for a long time?

Mr THOMAS - That consultation model we have established at the prison now will continue through the whole build. As we get into each of the shared facility areas that are going to be redeveloped as part of the build, because they are in the main working prison, we will work with the people that will be influenced by that to ensure any disruption is minimised. As we work with the builders and the other people involved in the team, our intention will be that the prison needs to operate as normal, as much as it can. You heard Mr Webster say this morning that when we do the gatehouse, we will build the extension first, move into that, do the work on the other side and then cut through.

It will be the same model, in principle, with the kitchen and health. The kitchen is a bit easier, we can build standalone. Health and visits, we will do the alterations and then cut through and join the two areas up. Consultation will continue but we envisage any disruptions to be minimal.

CHAIR - SRC site works; the sub-total and total don't seem to correlate.

Ms RATTRAY - I think it's a discount for the size of it.

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CHAIR - No, it's a mistake, I think, compared with the project summary under appendix 1. Can someone confirm -

Ms MORGAN-WICKS - Yes, that looks like an error.

CHAIR - It is supposed to be \$10 941 rather than \$11 231, perhaps.

Mr WEBSTER - That is right. The higher figure includes the preliminary works and the lower figure is minus the preliminary works, which will go ahead prior to -

CHAIR - So, it is \$10 941.

Ms MORGAN-WICKS - Yes, because we then reach 79.35 million, including preliminary works of \$300 000.

Mr NEWMAN - There is a breakdown of that \$10 million.

CHAIR - Yes, it is on appendix 1. That is why I picked it up. That's okay. It is 100.08 per cent.

Ms RATTRAY - I trust that the people who have put this together have some idea of how much the road, footpaths and paved areas will cost.

CHAIR - I was interested in the description of the sally port, which sent me to Google. Apparently, it comes from a Latin word, 'salire'.

Mrs PETRUSMA - I did the same thing, Chair.

CHAIR - Yes, interesting. Any further questions on the detailed financial parts?

Mrs PETRUSMA - Chair, on the break down, the allowance for preliminaries is 15 per cent. Are you talking about the preliminary works that you have already done? Is that the scraping or anything like that?

Mr WEBSTER - No, the allowance for preliminaries is for preliminary things like design, Mr Newman is going to have to help me out with -

Mr NEWMAN - It's the builder's overheads, site set up and all of that.

Mr WEBSTER - Preliminary works is a minor part of work, about \$300 000 in total, preparing the site to hand over to the managing contractor.

Mrs PETRUSMA - I have another question in regard to the kitchen.

Ms RATTRAY - We know that the old one worked quite well. It's a little bit of hospitality today, thank you very much.

Mrs PETRUSMA - I just noticed that there wasn't an allowance for appliances like ovens, cooktops, dishwashers, fridges and things, or cool rooms. Is that -

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Mr NEWMAN - Those costs, I believe, are included under FFNE as a separate line item for the project.

Mrs PETRUSMA - It wasn't under special equipment or fixtures when I went through the detailed breakdown. I went through these in here and there wasn't anything that looked remotely like it.

Mr NEWMAN - I think it might be under miscellaneous.

CHAIR - At the end?

Ms RATTRAY - Do you think that ought to be identified rather than under miscellaneous?

Mr NEWMAN - At this stage it's almost a contingency figure because we'll do assessments and there is equipment we can transfer from the current kitchen into it. The cold room is certainly something that's costed in there, but things like individual pieces of equipment - equipment exists in both the bakery and the kitchen in the current Risdon so we are doing a lifespan assessment of all that equipment and some of it will transfer across. That's why it's batched up as a figure rather than detailed because we have to do that lifespan assessment.

Ms RATTRAY - Sometimes it's cheaper, though, to replace than to relocate, in my experience.

Mr NEWMAN - That is absolutely right and that's part of that assessment we need to do.

Ms RATTRAY - It seems like a good idea to remove or just move it on, but it doesn't always work.

Mrs PETRUSMA - Just because the kitchen is about 60 years old or something.

Mr NEWMAN - But some of the equipment is less than 12 months old.

Mr WEBSTER - The FFNE allowance is \$4.4 million, which is under the miscellaneous section at the back.

Mr NEWMAN - That includes the artwork and the IT for the cells.

CHAIR - Thank you very much for that fulsome explanation of our queries and questions. There are just a few questions we need to ask before you disappear. You have answered some of them in here in detail but they are as they are.

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

Ms MORGAN-WICKS - Yes, they do.

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

Ms MORGAN-WICKS - Yes, they are.

CHAIR - Are the proposed works fit for purpose?

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Ms MORGAN-WICKS - We believe they will be.

CHAIR - Do the proposed works provide value for money?

Ms MORGAN-WICKS - Yes, we think they will.

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

Ms MORGAN-WICKS - Yes, they are.

CHAIR - Thank you. Just to remind you about parliamentary privilege: everything you have said is protected by parliamentary privilege here but if you go out those doors and mention it to anyone else or statements are made in the media or whatever, which I am sure you're not going to do but nevertheless you need to know, you will not have parliamentary privilege.

Thank you very much for your attendance today. We have really appreciated the site visit and the opportunity to see the inside of the works and what is proposed. It has been very good and we appreciate you coming.

Ms RATTRAY - Chair, I would just like to add that should this particular reference see favour and is progressed, it would be really useful for a briefing to the Legislative Council members. I know there is huge interest in what happens at TPS.

CHAIR - Yes, that is something to keep in mind. In any event, we will retire to deliberate.

Ms MORGAN-WICKS - Thank you very much for the opportunity.

THE WITNESSES WITHDREW.