

INFRASTRUCTURE

PRISONS

REDEVELOPMENT

PROGRAM



Tasmania

INFORMATION SHEET 4 **Prisons Infrastructure Redevelopment Program (PIRP)**

December 2002



Additional funding for the health facilities within the Project

In October the Attorney-General, Judy Jackson, announced that an additional \$10 million has been approved by Cabinet to increase the size of the new Secure Mental Health Unit and to include the Prison Health Centre in the current building program.

The inclusion of the Health Centre in this stage of the redevelopment will enable a more efficient delivery of services. It will mean that all services to male, maximum security prisoners will be delivered from within the new facilities. It will also enable the existing Prison Hospital to be put to other use, following completion of Stage C construction.

The Secure Mental Health Unit is to be built on the same site as the existing Prison at Risdon Vale. The increase in funding will enable the size of the Unit to be increased from 20 to 35 beds, which will more adequately meet expected future demand for such a facility.

Appointment of Design Consultants

The final tender for the short-listed design consultants has now been conducted, followed by a period of interviewing and selection. The successful tenderers for the project are:

ARCHITECT:

BPSM (Hobart), with sub-consultants Phillips Smith Conwell (Brisbane) and Heffernan Button Voss (Hobart).

CIVIL, STRUCTURAL AND ENVIRONMENTAL ENGINEER:

Johnstone McGee & Gandy P/L (Hobart), with sub-consultants SEMF Holdings P/L (Hobart) and CCD Australia (Perth).

MECHANICAL AND ELECTRICAL ENGINEER:

GHD (Hobart, Canberra and Melbourne offices), with sub-consultants Engineering P/L (Hobart).

FIRE ENGINEER:

Connell Mott MacDonald (Melbourne), with sub-consultants Johnstone McGee & Gandy P/L (Hobart).

SECURITY AND COMMUNICATIONS ENGINEER:

Barry Webb & Associates (Brisbane & Melbourne offices)

LANDSCAPE ARCHITECT:

Barwick and Associates (Hobart) and Prue Slatyer (Hobart)

HYDRAULIC ENGINEER:

CCD Australia (Melbourne), with sub-consultants Johnstone McGee & Gandy P/L (Hobart) and SEMF Holdings P/L (Hobart)

Over the coming months the Consultants will be developing detailed designs for each of the facilities to be included in the redevelopment. They will be using all of the information collected from consultations conducted to date to inform this design process. Once proposed designs are available feedback will be sought from internal and external interest groups.





Offender Services Staff with artwork completed by Prisoners as part of the art competition and exhibition.

What else has been happening?

Tree Planting along the Grass Tree Hill Rivulet

In August and September this year a team involving Prisoners, Greening Australia, Prison Service staff and local Risdon Vale community members commenced the planting of two and half thousand native trees along the Grass Tree Hill Rivulet which passes through the Prison site. This collaborative project provided a valuable 'program' for prisoners who were able to engage in on-the-job training and practical experience in planting techniques and plant care. In the years to come the trees will provide valuable screening for the new Prison facilities.



Prisoner Art Exhibition

In October an art competition was held at the Prison for inmates and the best works were exhibited at the Glenorchy Library.

The exhibition was well received, with a number of very positive comments from people visiting the Library and a high level of community interest in the art works.



Artworks completed by prisoners as part of the programs currently offered at Risdon Prison complex.

Left: Community volunteers working on the tree planting project along Grass Tree Hill Rivulet.

Education and Programs

A 2 day workshop was held in October 2002 to undertake detailed planning for the provision of education and programs for prisoners in the new facilities. The workshop involved staff from a range of areas including Offender Services, Custodial staff, Professional Associations, Administration, Organisational Development Support Officers and members of the Redevelopment team.

One model being considered involves a structured program of courses, work and activities for prisoners which is tailored to the needs of groups of prisoners and is referred to as "a structured prisoner day". This model provides further separation for different classifications and special groups (e.g. maximum protection prisoners). The model will seek to ensure a high level of engagement of prisoners over the structured day.

Further consultation with internal and external interest groups will take place once a draft of the new approach is available.

Do you wish to continue receiving this Information Sheet?

Please let us know if you no longer wish to remain on our mailing list or if you would prefer to receive this Information Sheet electronically. If you would like to make comments about the redevelopment you can contact the Prisons Infrastructure Redevelopment Program Unit on:

Phone (03) 62334758
Email pirp@justice.tas.gov.au

Or send comments through the website:
www.justice.tas.gov.au/pirp/index.htm

Your feedback is important to us.



Royal Hobart Show Display

In October an exhibition was held at the Royal Hobart Show to take the new Prisons and The Secure Mental Health Unit 'to the people'. This was part of the broader Exhibition put together by all Government Departments. This proved to be a valuable community consultation and information sharing exercise given the numbers of people who pass through the Show over the 4 days. It provided the Redevelopment Team with a chance to talk about the reasons for the redevelopment as well the benefits of the project to the broader community.



Planning for staff facilities

A survey asking about what type of facilities are needed for staff in the new Prison was conducted in September 2002. The main focus of the survey was to gain feedback from staff about support facilities (e.g. lockers, showers, occupational health and safety requirements and staff dining facilities).

The information collected will be used to inform detailed planning and design.

Use of the old maximum security prison building during stage C of the redevelopment program

During this stage of the redevelopment (stage C) the current Maximum Security Prison will continue to operate. The plan is to demolish it following the completion of stage D. In the meantime the new prison facilities will be connected to the current Maximum Security Prison.

The existing Prison will be converted to provide a suitable environment for some medium and a number of minimum security inmates. Some provision is required for a small number of minimum security prisoners within the secure perimeter as there will be some who must be housed in this environment because of the nature of their particular crimes.

The decision about where minimum security facilities will be located in the future will be made by the Government prior to the completion of stage C of the redevelopment.

The conversion of the existing Maximum Security Prison will involve creating a different type of environment that provides incentives for prisoners to work towards a lower security rating (e.g. greater access to outdoor recreational facilities, more freedom to move about this part of the complex). Some preliminary work has been done to look at how this can be achieved and staff input into this process has been invaluable.

Transition team

A transition team has been established to assist the transition to the new Prison facilities and operating model. This team is headed by Graeme Barber, Director of Prisons and also involves Beth Chapman, Manager of Organisational Development and Heidi Jones, Executive Assistant. An Organisational Development Consultant will be recruited in the near future for this team.

The Transition Team is working on the detailed planning of many of the operational issues for the new prison facilities (e.g. the structured day concept, the role of volunteers, how the visitor processing system will work, transfer arrangements between the Prison and the new Secure Mental Health Unit).

The Department of Health and Human Services has also been planning for the transition to the new facilities. A dedicated officer has been seconded to work intensively with the PIRP team during the coming design phases.

Preliminary work on the staffing model for the new prisons

Background research about the type of staffing model required for the new prisons has commenced. Consideration will be given to the use of multi-disciplinary teams and specialised roles (e.g. security, program support, program delivery, administration) in the new operating model. The detail of the roles will be developed in consultation with staff and professional associations.

Staff feedback to date has indicated that the new operating model should ensure that there is clarity about both roles and rules of operation and the rewards and sanctions for prisoners.

Organisational Development

A Change Management Plan has been completed. This plan has identified:

- the future direction of the Prison Service;
- the gap between current practice and what is needed in the future;
- issues to be addressed for the transition to the new model to take place; and
- what type of work is required for successful implementation of the change initiatives.

This plan has been endorsed by the Prison Service Strategic Management Group.

A survey of the culture of the Prison workplace has also been completed. An independent consultant designed and analysed the survey which was intended to identify features of the current culture that should be taken forward into the new Prison and those which could be modified or left behind. The results of the survey have been discussed by Prison Service Management and staff will be involved in deciding what can be done to develop the culture further.

There has been a focus on ongoing staff communication with regular updates provided in the staff newsletter 'Key Points', workshops with participants drawn from a variety of areas across the Prison Service and informal consultations with staff on site.

A key part of staff communication across the Prison site has been the role played by the Organisational Development Support Officers (ODSOs for short). The ODSOs are people drawn from all across the Prison Service who provide input from staff and relay information about the redevelopment and other change processes to their colleagues.

The new operating model will require a reassessment of staff training needs in order to equip and support staff to work in a different way. A leadership and management training program is currently being developed in conjunction with TAFE.

Right: Organisational Development Support Officers.



The staff newsletter *Key Points*.

The first module will be run for Custodial and non-Custodial managers in December. The program will be extended to Chief, Senior and First Class Custodial Officers in 2003.

A working party has been set up to review and improve the working relationships between Custodial and non-Custodial groups of staff and to assist in the planning of new ways of working (e.g. the use of multi-disciplinary teams).



Catering for inmates in the new Prisons

Most of the industries will also continue to operate from the current prison complex during stage C, including the kitchen. The current kitchen has the capacity to produce the meals required for prisoners across the new complex in the short term. The meals will be appropriately transported to the accommodation blocks. This is quite different to the current arrangement where all prisoners are escorted to central dining areas and line up for meals from a servery from the kitchen. In the new Prisons each accommodation block will have a meals facility or a method of catering that is suited to the particular inmates (e.g. minimum security prisoners will be preparing their own meals, maximum security prisoners will be eating in a meals room in their own accommodation block).

Development Application and The Parliamentary Standing Committee on Public Works

In recent months work has been progressing on the Development Application for the new facilities. This will be submitted to Clarence City Council, together with the design for the overall development.

The project must also be presented to the Parliamentary Standing Committee on Public Works prior to letting the building contract.