

New Grafton Correctional Centre

17 October 2017

Chris Cox – Northern Pathways

Paul Cassel – John Holland

Peter McIntosh – SERCO

Clint Bambrick - SERCO



New Grafton Correctional Centre

Will be delivered as a public private partnership (PPP) to deliver high quality, efficient, value-for-money correctional services. Northern Pathways will be responsible for the design, **construction, operation and maintenance** of the facility with ownership to be retained by the NSW Government.

The Northern Pathways Consortium



Working locally for over 60 years, a Tier 1 Australian builder and recognised leader in the corrections sector

Leading operator of correctional facilities in Australia, New Zealand and the UK

Australia's recognised leader in infrastructure and Public-Private Partnership (PPP) projects

With an unsurpassed global track record as independent investor and manager of PPP projects

Animated fly through

[Fly through of completed facility](#)

(2 minutes)

Construction Phase

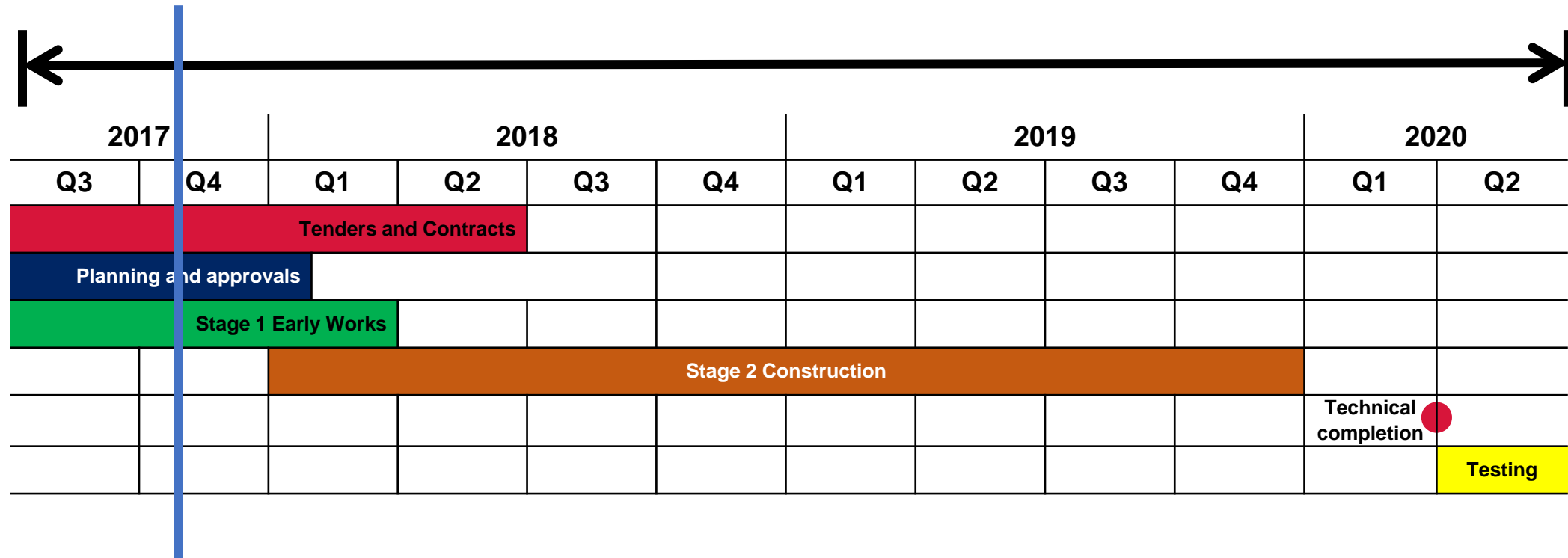
John Holland



Delivery Overview

November 2016

June 2020



Status line

Planning Update

- Stage 2 EIS and Development Application is currently being assessed by DPE
- Northern Pathways has provided a Response to Submissions to the DPE
- Determination from DPE expected by end of 2017
- Documents at www.majorprojects.planning.nsw.gov.au

Construction Update



Additional Services Works

- **High voltage power**

- Construction of new substations and supply lines (December 2019)

- **Potable water**

- Work anticipated to be complete by early 2018 (in consultation with Clarence Valley Council)

- **Avenue Road upgrade**

- Work anticipated to be complete by early 2018

- **Communications**

- Completion of new service to site by Telstra expected late 2017 or early 2018

Indigenous participation

Participation	Contract requirement	Aspirational Target	Current stat (6 October)
Indigenous directly engaged staff and workforce	1.5%	5 - 8%	4%
Aboriginal (APiC) Business Participation	1.5%	5 - 8%	TBC
Aboriginal (APiC) Project spend	Approx \$10.8 million (50/50 direct vs indirect)	5 - 8%	TBC
Subcontractor procurement	All subcontractors will be required to provide a management statement of support and commitment for Aboriginal Business Participation.		

Target number of apprentices and trainees for NGCC

John Holland and subcontractors

Project Training Target

- 20% of the total project workforce participating in structured training

Apprentice Target

- Apprentices must be employed to undertake 20% of the trade work involved in the contract
- This means there will be an apprentice for every four tradespeople

Construction Approvals

- The Project has an approved Environmental Protection License to manage works during delivery under the *POEO Act 1997*
- Under the Planning approval, the Project has a CEMP which details how we will manage our impacts during the construction phase
- The document is broken into Sub Plans for specific elements including:
 - Traffic
 - Waste
 - Flora and Fauna
 - Noise and Vibration
 - Heritage

Subcontractor information

Variables from previous contracts

Things that may be different from previous contracts

Compliance to:

- The Building Code (abcc.gov/building-code) and The Implementation Guidelines to the New South Wales Code of Practice for Procurement Building and Construction (industrialrelations.gov.au)
- Confidentiality Deed Polls
- National police checks

Tenders – contracts let to date

Package	Scope	Subcontractor	Duration (Months)
Temporary/ Permanent In- Ground Services	Temporary/permanent Electrical, Hydraulic, Communications and Security inground infrastructure	Laser Plumbing and Electrical	18 months
Mechanical Services	Design and Construction of Mechanical Services	Climatech NSW P/L	Project duration
Hydraulic Services	Design development, design finalisation and the construction of the Hydraulic Services	JR Keith P/L	18 months
Wet and dry fire services	Full design, supply, install, configuration, testing, commissioning (including integrated commissioning) and handover training of the NGCC Fire Services	Triple M Fire P/L	Project duration

Tenders – contracts let to date

Package	Scope	Subcontractor	Duration (Months)
Stage 1 Bulk Earthworks & Stormwater	Mobilisation, Site Establishment Works, Erosion & Sediment Control Install, Permanent Detention Basin Construction, Demolition of Existing House/ Stockyards /Fencing, Stage 1 Bulk Earthworks & Stage 1 Stormwater Works	Ditchfield Contracting	12 months
Water supply & water cart	Supply potable water and water cart for dust suppression	Jacques Earthmoving	Project duration
Fuel supply	Onsite fuel supply and equipment refueling services	Caltex	Project duration
Rubbish removal & septic pumping	Skip bin supply, rubbish removal, septic servicing	JR Richards/ Clarence Valley Septics	Project duration

Tenders – contracts let to date

Package	Scope	Subcontractor	Duration (Months)
Site Accommodation	Site accommodation buildings, ablution blocks, changerooms etc.	Ausco	Project duration
Volumetric cell and pre-cast fence panels	Supply of pre-cast volumetric cells and fence panels	Civmec Construction	24 months
Structural Steelworks	Supply & install structural steelwork	Hutchins Bros	24 months
Rubbish removal & septic pumping	Skip bin supply, rubbish removal, septic servicing	JR Richards/ Clarence Valley Septics	Project duration

Tenders – contracts let to date

Package	Scope	Subcontractor	Duration (Months)
Chain Wire Fencing and Gates	Supply & installation of the Temporary and Permanent chain wire fencing and gates	Coffs Harbour Fencing	18 months
Electronic Security Services	Design, supply, install, configuration, testing, commissioning (including integrated commissioning) and handover training of the NGCC Electronic Security Services system	SAAB Australia	Project duration
Construction Survey	Survey - Temporary Works, Site Works, Technical Completion and Commercial Acceptance Survey	Usher and Company Pty Ltd	Project duration
	Approximate total awarded contract value		\$259,000,000

Tenders – contracts to be let in next 3 months

Package	Scope	Approx. Value	Duration (Months)
Concrete supply & batch plant	Onsite concrete batch plant and supply of project concrete requirements	\$8 - 10,000,000	Project duration
Generator hire	Temporary generator hire	\$2.5 - 3,000,000	Project duration
Vertical transportation	Supply and install of lifts	\$100 -150,000	12 months
Site security	Temporary site security services during construction phase	\$300 - 400,000	Project duration
Electrical and Communication Services	Design development, design finalisation and the construction of the Electrical and Communications Services	\$50 - 55,000,000	Project duration

Tenders – contracts to be let in next 3 months

Package	Scope	Approx. Value	Duration (Months)
Doors, door hardware, door frames and windows	Supply of non-secure doors, hardware, door frames and windows	\$10 - 20,000,000	24 months
Concrete reinforcement	Supply of concrete reinforcement products	\$2 - 3,000,000	Project duration
Formwork and concrete pour	Formwork, steel reinforcement and concrete pour	TBA	Project duration
Flat panel pre-cast	Precast flat panel supply	TBA	Project duration
Approximate value of tenders to be awarded in the next 3 months			\$139,000,000

Tenders – contracts to be let in early 2018

Package	Scope	Approx. Value	Duration (Months)
Metal roofing and wall cladding	Supply and installation of metal roofing, wall cladding etc.	\$9 - 10,000,000	18 months
Landscaping	Project landscaping package	\$7 - 8,000,000	12 months
Volumetric cell and pre-cast panel installation	Installation of volumetric cells and concrete pre-cast panels	TBA	Project duration
Stage 2 Earthworks	Detailed excavation	\$1 - 2,000,000	9 months

Tenders – contracts to be let 2019 and beyond

- Details of these contracts will be communicated later in 2018

Website EOI Register

<http://northernpathways.com.au/careers-and-industry/>

- All website expressions of interest are collated into a central spreadsheet which can be searched for goods and services from local suppliers
- This list is also made available to our subcontractors who are looking for local goods and services

Labour hire and employment

All current available positions with John Holland are advertised via their website johnholland.com.au

A number of local employment agencies have been identified to boost local employment and participation including:

- Complete Staffing Solutions - completestaff.com.au
- WorkPac - workpac.com
- Aboriginal Employment Strategy (AES) - aes.org.au
- DMAC - dmacpersonnel.com.au
- Programmed Skilled - programmed.com.au

Local employment and spend to date

- As of 9 October 2017 – John Holland direct purchase orders to local businesses: \$485k
- This excludes personal spend of employees
- Local employment – 38%
- Contract of approx. \$20M let to Laser Plumbing and Electrical for temporary plumbing and electrical
- Total number of staff inducted: 256
- Average workforce per day: 70

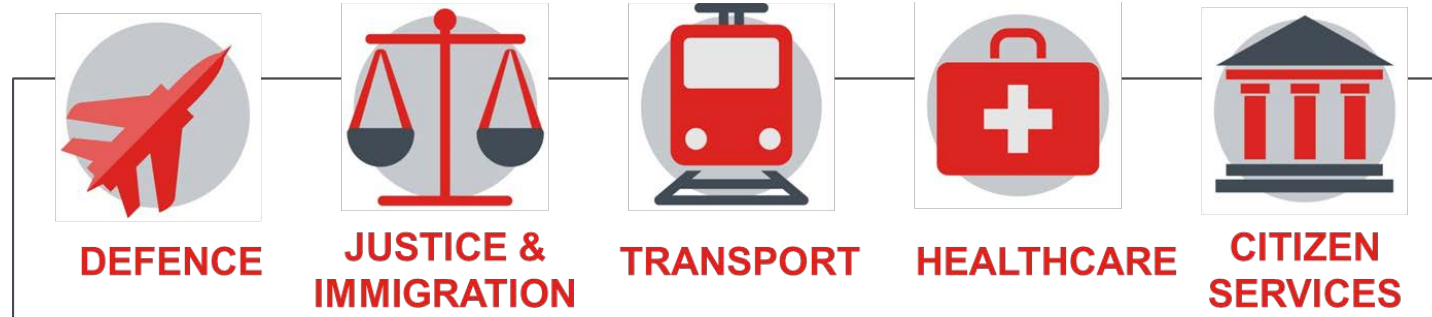
Operations

SERCO



Serco Delivery Experience

Serco is a leading fully integrated international solutions and services provider internationally and has significant Australasian operational experience including custodial services



Facility	Location	Capacity	Type
Auckland South Corrections Facility	NZ	960	Medium, High
South Queensland Correctional Centre	QLD	404	High
Acacia Prison	WA	1,470	Medium
HMP Doncaster	UK	1,145	Medium
Immigration Detention Facilities	Aust	1,300- 12,000	High to Low
Wandoo Reintegration Facility	WA	77	Minimum
HMP Thameside	UK	1,232	Remand, Medium, High
HMP Dovegate	UK	1,060	Medium
HMP Lowdham Grange	UK	920	Medium
HMP Ashfield	UK	400	Protection
HMP Kilmarnock,	UK	692	Remand, High



Our Goals

- Reducing adult reoffending
- Reducing domestic violence
- Reducing violent crime
- Protecting our kids
- Improving Aboriginal education outcomes
- Improving education results (via educating one, or more parent)
- Reducing youth homelessness (via reduced family breakdown).



Our goal is to shape the pathway of every Inmate in our care towards responsibility, recovery and community capable citizenship

Rehabilitation and Reintegration

OUR PHILOSOPHY

- Inmate centric, delivering individualised services which meet diverse and complex needs, in a safe and secure environment, from which principles of respect and decency, drive service delivery of purposeful activity to achieve meaningful and lasting outcomes for those imprisoned
- Services designed around inmates, not staff or buildings
- Delivery focused on outcomes, not just outputs

INMATE CENTRIC

- Individualised assessment of needs and risk, including health
- Correctional Complex design

TIMELY RESPONSE TO DIVERSE & COMPLEX NEEDS

- Women's Strategy
- Remand Inmate Strategy
- Aboriginal and Torres Strait Islanders engagement plan
- Staff Recruitment and training – move from traditional skills base to one capable of delivering trauma informed services – facilitation rather than direction and command

SAFETY & SECURITY

- Constructive and meaningful relationships with inmates and communities to achieve intelligence led dynamic security
- No over reliance solely on physical security infrastructure

RESPECT & DECENCY

- Community Consultation and Engagement Group operating on two levels
- Independent 'eyes and ears' – delivered through monthly interactions with inmates to provide the inmate voice and concerns
- Community Consultation Groups – community concerns, inmate community work opportunities
- Corporate social responsibility issues

PURPOSEFUL & MEANINGFUL ACTIVITIES

- Educational, Training and Vocational Opportunities linked to formal certifications
- Opportunities through e-learning to address diverse learning styles and access to comprehensive range of subject areas
- Aboriginal and Torres Strait Islanders – empowerment, recognition and integration

Rehabilitation and Reintegration

Serco is integrating local community partners to assist with rehabilitation and reintegration activities

- Gurehlgam Corporation –indigenous outcomes
- Social Futures –inmate support networks
- North Coast Community Housing –accommodation needs
- North Coast TAFE –vocational employment and training
- ACE Community College –educational needs
- ETC –employment pathways

Staff Profile

Focussing on Local Employment opportunities

600 multidisciplinary staff

- Trades Training
- Education Facilitators
- Administrative roles
- Correctional Officers
- Catering
- Program Delivery Officers
- Welfare and Development Staff (Counsellors and Psychologists)
- Medical Staff – Nurses and Doctors
- Facilities and Centre Maintenance

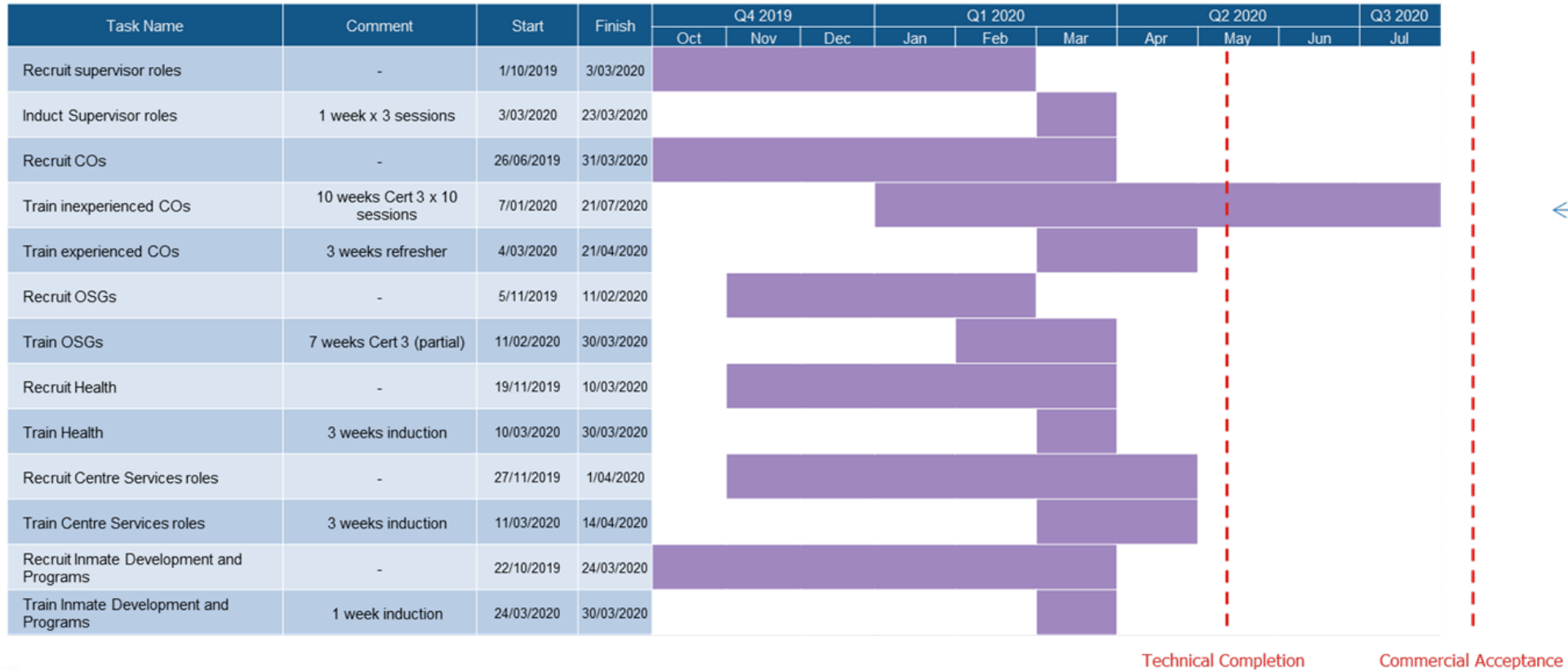
Staff Profile

- 70% local staff and 30% staff to be relocated from other Serco contracts
- People with life skills – not necessarily trained security guards
- 70% Female Staff for the female centre and approximately 50% for the male centres
- A minimum of 8% indigenous staff
- Experienced and inexperienced staff
- Will aim to provide job ready skills training where appropriate
- We will undertake extensive recruitment marketing closer to operations

Correctional Officer Training

Training Program

Last staff are trained post CA in line with ramp-up



- Each ITC will be 10 weeks in duration (as per current Corrections duration)
- Each ITC will include 20 participants
- prior to OC will have the opportunity to undertake “shadow operations” at other Serco sites

Industries

The aim and purpose of our industries programmes:

- Our industries programmes are designed to support rehabilitation and reintegration outcomes for inmates
- As part of Case Plans all inmates are expected to undertake meaningful activity, this includes participation:
 - Education and vocational training programs
 - Cognitive and behavioural programs
 - Employment
- Our industries are aimed to develop commercial partnerships with businesses aimed to give inmates an 'employee experience'
- Establishing tri-partite support networks with alliance partners and commercial partners to offer prisoners pathways into employment when released
- Ideally training targeted at current and forecast skills shortages
- Our preference is to work with local partners but where inmate R&R outcomes are not being met we may seek interest from outside businesses.

Industries

The types of opportunities available:

- Businesses can either operate from the facility or engage the facility to be part of their supply chain
- Traditionally most industries have consisted of labour intensive light manufacturing but given the scope and scale of NGCC there is a considerable range of options available and some options include metal/wood/mechanical manufacturing, laundries, agricultural (handling/sorting), bakery, textile related, food processing, ICT assembly, contact centres.
- All options can be considered as long as rehabilitation and reintegration outcomes are supported.
- There are also some operational and infrastructure limitations that need to be considered.

Precinct	Number of Workshops	Total Workshop Space (m2)
Male Maximum	5	1846 m2
Female	1	379 m2
Male Minimum	4	1577 m2
TOTAL	10	3802 m2

Industries Capability

How to be involved:

- The facility becomes operational in July 2020 and requirement is for industries to be operational by that time.
- We will be seeking preliminary Expressions of Interest from businesses in Q1/Q2 of 2018. This will be supported by a detailed information package and local advertising in the area.
- We will then work with each potential partner to refine the opportunity and finalise fit out and commercial arrangements.
- Happy to consider more detailed proposals in the meantime through the Northern Pathways website.
- We also engaged with several businesses during the bid during the bid and discussions are ongoing with them.



Procurement

Local procurement of goods and services

- Large quantities of goods and services will be required in the operations and maintenance of NGCC
- Examples of goods and services to be procured at NGCC:
 - Fresh food and produce
 - Kitchen consumables (eg cooking utensils, packaging)
 - Industries materials and consumables
 - Facilities maintenance services
- Local procurement will be important to support the operations at NGCC
- Expect to seek expressions of interest from local businesses 12 months prior to operational commencement

Operational Readiness Phases



	Key Activities	Dates	Exit Criteria
Planning and Mobilisation	Establishment of all Services (staff, processes and tools)	30 June 2017 - 31 March 2020	Technical Completion (by JL)
Operational Commissioning	Commercial Acceptance testing	1 April 2020 – 30 June 2020	Commercial Acceptance
Ramp-up	Acceptance of Inmates across the prison complex	30 June 2020 – 20 November 2020	1700 Inmates
Continuous Improvement & Stabilisation	Review and update processes to optimise service	21 November 2020 – 30 May 2021	Serco Project Co agreement

Contacting the Project

- P: 1800 449 848
- E: info@northernpathways.com.au
- M: GPO Box 191, South Grafton NSW 2460
- W: www.northernpathways.com.au

Questions?

