

Meeting Notes - Meeting No. 11

Clarence Correctional Centre - Community Consultative Committee (CCC)

Monday 5 August 2019: 4:00pm – 6:00pm

Location: John Holland site office – 313 Avenue Road, Lavadia

Chairperson: Margaret Harvie.

Community representatives present: Sharron Lee Todd, Julie Perkins, Tania Williams, Bob Thompson, Geoffrey Jones, Jason Connell

Northern Pathways representatives: Peter McIntosh (Serco), Michael Cramb (John Laing)

In attendance: Tiffany Jones (John Holland Group - JHG), Glen Scholes (Serco) Bree Hiatt (Serco)

Note taker: Imogene Gardiner

Apologies: Martin Oates, Elizabeth Fairweather (Clarence Valley Council - CVC), Paul Cassel (JHG).

Item	Description	Details
1.	Welcome, apologies and introductions	<ul style="list-style-type: none"> Margaret Harvie (MH) welcomed Glen Scholes (GS) and Bree Hiatt (BH) who have recently joined Serco. They both provided a brief introduction of themselves (summarised below). GS is the newly appointed General Manager of the Clarence Correctional Centre. GS has 30 years experience in corrective services. He previously held the position managing all prisons in northern NSW (from Kariong to Grafton, and Broken Hill to Wellington. He has also worked in security and intelligence for CSNSW, and in community and custody areas for Queensland Correctional Services. Serco’s innovation, programs and interfacing with the community drew him to the position. BH has been appointed as Communications Specialist. She was previously contracting in Grafton in community and stakeholder engagement. She will begin to take over some of TJ’s community responsibilities as JHG begin to finish their role in the project. Around the table introductions for the benefit of Glen and Bree.
2.	Declarations of pecuniary and other interest	<ul style="list-style-type: none"> Geoffrey Jones is a business owner who already provides supplies to Juvenile Justice and the Corrective Services NSW and may have an interest in future contracts through Northern Pathways. Tania Williams is a TAFE NSW employee. TAFE NSW is engaged in identifying and is exploring the provision of vocational education and training to the consortium. Julie Perkins is the Chairperson of the Gurehlgam Corporation, an organisation that provides services for Aboriginal people.

<p>3.</p>	<p>Actions Arising from Last Meeting</p>	<p>Action items outstanding from the last meeting:</p> <p>Aboriginal Legal Service</p> <ul style="list-style-type: none"> • Peter McIntosh (PM) met with representatives from the Aboriginal Legal Services and Legal Aid in Coffs Harbour. It will remain as an ongoing agenda item to continue the conversation. • Bob Thompson (BT) advised that the Aboriginal Legal Service Office in Grafton has closed and moved to Coffs Harbour which has put increased pressure on services. <p>ACTION: PM will meet with the Aboriginal Legal Services and Legal Aid again in Quarter 4 of 2019 to update the agencies on the progress of the project.</p> <p>Terms of Reference - The additional document to the Terms of Reference has been circulated and tabled.</p> <p>Clarence Valley Council’s Social Impact Assessment (SIA) Initiative Update</p> <ul style="list-style-type: none"> • Elizabeth Fairweather (EF) was to provide an update on the Clarence Valley Council’s (CVC) SIA initiative prior to this meeting. In EF’s absence Mike Cramb (MC) provided information on this initiative. • The CVC considered a motion from a Councillor for CVC to take the lead on managing the interface with the multiple bodies that are dealing with the social impacts of the new complex. The CVC recognised this initiative needed to be led by the state government because of the multiple State and federal agencies and NGOs involved. MC noted the Department of Premier and Cabinet are taking the lead on this. • GS advised that he was involved in the social research for Kempsey Prison. The results showed no negative impacts either in increased crime in the area, or increase in prisoner-related families moving to the area. • As part of the Conditions of Approval Northern Pathways is required to monitor and report on social performance indicators following the Correctional Centre commencing operations. <p>ACTION: PM will provide more detail to the CCC on the monitoring reporting requirements on social performance indicators for the project at a future meeting, likely early in the new year.</p> <p>BackTrack Youth Works</p> <ul style="list-style-type: none"> • Tania Williams (TW) advised that there is also the Valley Tracks Program. A similar concept but using working dogs rather than show jumping dogs. TAFE is supporting the program which is being run daily and includes on the job training including applying maths to logistics. There are 12 young people in the program and they are supported by Aboriginal elders. There is a demand for assistance with transport for the young people to the program every day. <p>ACTION: TW to share further information on the Valley Tracks Program with Serco</p>
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<p>4.</p>	<p>Correspondence to the CCC</p>	<p>An email from Robert Stewart was received by the Chairperson on 7 July 2019.</p> <ul style="list-style-type: none"> • This related to discussion recorded in the meeting notes 13 May 2019. • The correspondence was tabled and noted • The matters discussed on 13 May were in direct response to the recent media attention received in regard to Serco’s involvement with the Home Strait Project. • The Committee reaffirmed that the proposed Home Straight Initiative falls outside of the remit of the CCC as had been noted in the previous Minutes dated 13 May 2019. • It was resolved no action from the Committee was required at this time. • This correspondence and future correspondence on this issue will be forwarded to the relevant project lead in Serco to deal with. <p>Further matters raised by Robert Stewart in relation to conflicts of interest have been referred to DPIE who are in direct communication with Robert on these matters.</p>
<p>5.</p>	<p>Report / Update on recent events</p>	<ul style="list-style-type: none"> • A number of media articles were published in the Daily Examiner and one in The Guardian. • The articles focused on the potential social impacts of the correctional centre and Serco’s recruitment of the Senior Management Team. • Tiffany Jones (TJ) advised that as JHG media interaction declines, Serco’s interactions will increase as operations commence.
<p>6.</p>	<p>What we are hearing from the community?</p> <p>(Round the table for all members)</p>	<ul style="list-style-type: none"> • GJ noted it has been very quiet in the community. The only comments have been focused on the condition of Avenue Road. The edges of the road are cracked and falling away to the north of the prison site. • TJ advised that the condition of this road is an issue for Council. JHG has put in place a strategy to limit workers using these roads. All drivers from Yamba and Maclean must use 8 Mile Lane to access the site. Only Ulmarra and surrounding residents can use Avenue Road to the north to access site. This initiative has received positive feedback from residents and a major reduction in traffic volumes. • Jason Connell (JC) advised that he has heard that a roofing company subcontracted to this project has gone broke and left a lot of workers without work and pay. TJ advised that John Holland are aware of the issue and were monitoring the subcontractors. • Bob Thomson (BT) said that he had heard similar comments as JC. • ST further advised that her husband had heard on the talkback radio in Lismore complaints that water rates are increasing and the prison complex is not required to pay water rates. • TJ noted that the Correctional Centre pays Council for water during construction. <p>ACTION: PM to confirm the Clarence Correctional Centre will pay water rates</p>

		<p>during operation.</p> <ul style="list-style-type: none"> • BT had nothing further to report. • Julie Perkins (JP) has 3 issues to report. • The first is that only 1 out of 7 apprentices in the John Holland apprentice pre-employment program remained in work. TJ advised that this issue has been addressed and discussed at a Yarning Circle, and it is mostly personal reasons that apprentices have not remaining employed. John Holland has applied lessons from this program to other projects • The community is questioning why the facility does not include a dedicated detoxification centre. The CCC was advised that the government mandated the services and this decision was beyond the control of the correctional centre. • JP's third issue is that there are rumours that the women prisoners were not going to be treated fairly and their needs not adequately met. • MC advised that historically women's prisons have been designed and operated based on the male prison designs. However, this facility has design features that are specific to women and has been the subject of research and design practice making it unlike any predecessor. Serco's programs are focussed on the needs, aspirations and competencies of individual inmates based on their history and specific circumstances, and have been successful elsewhere. Womens' pathways to prison are different to mens' and can relate to domestic violence, sexual abuse, social poverty and more recently, drugs. Serco's research has informed both the design of the womens prison and the programs to be delivered. • GS confirmed that Serco's programs are superior to any he has seen in other prison. While there is no detoxification facility, multiple programs based around the "Responsible Prisoner Model" focus on incentive driven programs leading to lower recidivism, better training, improved self-esteem and reintegration into society. • MC reiterated that there are design features for the female cohort. Further, he advised that Serco operate the only women prison in Queensland and it is operating very successfully. • TW advised that at the Byron Bay Writers Festival she sat next to an Aboriginal Elder from Brushgrove who told her that he understood that Serco will employ 6,000 people to work on the prison and he was concerned about the impact employees will have on housing. TW clarified that Serco will be employing 600 workers, not 6,000. TW noted that this is an example of how easily the members of the community can confuse key figures. TW also advised that the community are keen to see Serco honour the commitment to employ 80% locals.
<p>7.</p>	<p>Project Planning</p>	<p>MC advised that all key dates are on track. He also noted:</p> <ul style="list-style-type: none"> • There is 8 months of construction work to completion. • The commissioning and testing of buildings has begun. • On 30 March 2020 JHG hand the facility over to Serco. Serco test and trial

		<p>the facility for 3 months to ensure it is functioning properly and then the first prisoners enter in July 2020.</p> <ul style="list-style-type: none"> • The agreement with CSNSW is that the complex will ramp-up with 90 prisoners being admitted per week. • JHG are currently at 20% local employment. This figure has dropped due to the specialised trades and complex systems that are currently being installed requiring skills which cannot be resourced locally.
<p>8.</p>	<p>Operations Update</p>	<p>Community Engagement</p> <ul style="list-style-type: none"> • Serco have ramped up for major recruitment which will continue into 2020. The Phase 3 focus is a “Call to Action – Apply Now” and promoting specific roles. • The first Correctional Officer Courses will begin in November 2019. • Serco are recruiting 40 – 50 people for health services. • BT asked whether all correctional staff will be required to complete the Serco’s specific course. PM confirmed that all staff must complete the State approved Serco course. It is a 10 week course and involves learning and practicing the Serco philosophy as this prison will be operationally different and Serco want to build the culture for how the prison is run. • MC indicated he is on the board of a Serco run prison (the only private prison in that jurisdiction) which he says is easily the best performing prison in that country measured by reduced recidivism and positive reintegration into the community, and multiple other measurable data. • BT asked about Union membership. PM advised that Serco will actively engage with relevant representative Unions. • BT asked whether there are Unions for private prisons. PM confirmed Serco prisons interact with the union, United Voice. • GS advised that to achieve the desired outcomes there will need to be an innovative culture / ethos this will be explained to new employees during their training. <p>Employment Update</p> <ul style="list-style-type: none"> • As at 31 July 2019 Serco has received 1,945 expressions of interest for employment. • The following members of the Senior Management team have commenced: <ul style="list-style-type: none"> ○ General Manager – Glen Scholes ○ Deputy General Manager Female Custody – Denise Alexander ○ Operational Performance Manager – Robyn Barlow ○ People and Capability Manager – Tanya Woodruff ○ Senior Finance Business Partner/Commercial Manager – Michael Stewart

9.	Construction Update	<p>The CCC were shown the latest aerial footage of the site- noting:</p> <ul style="list-style-type: none"> • PM described that the Female Facility has various styles of living arrangements to cater for the differing needs of women. • MC advised that the area leading from the Visitors / Reception and Gatehouse to the Multifaith Centre is architecturally attractive with “soft features” and a residential pallet so when visitors, particularly children, come to visit their loved ones they don’t feel like they are in a prison. This leads to better outcomes and family engagement. • GS advised that the Multifaith Centre is separate to the 3 facilities and will be set up for different groups and religions. There are also faith centres within each of the 3 Male maximum security, Male minimum security and Female prison facilities. • GS advised that visits to a Multifaith Centre can be cyclical depending on the demographic of the prison, but generally prison populations across NSW are mainly Christian and Islamic. • Minimum security has individual cells and use a shared kitchen which is part of Serco’s Responsible Prisoner Model. There are 10 prisoners in each wing, and each building has 4 wings. Prisoners take responsibility for catering and cooking, learn social skills, respect and self-discipline • There are no bars on any of the windows within the prison.. The glass is a reinforced high performance product and has been impact tested to check its strength.
10.	Update of Road and utilities	<p>HV Transmission Line Route - The final route can be seen on the INSW website.</p>
11.	Project Progress – Community Engagement	<ul style="list-style-type: none"> • TW advised that the JHG Women in Construction Day was beneficial in providing the opportunity for women to visit the site and understand the opportunities for women in construction. • TJ advised that JHG are gradually passing the community engagement responsibilities to Serco to ensure they are fully prepared by the time the operational phase commences. • MH advised that the Department of Planning, Industry and Environment Conditions of Approval for the CCC require that this Committee operate for a further 2 years from the commencement of operations. It is intended that the current membership would be invited to remain through that period. <p>ACTION: CCC members should advise MH as soon as possible and before July 2020 if they do not wish to serve on the CCC for the two years following the commencement of operations.</p>
12.	Next Meeting and close	<p>4pm - 6pm on 25 November 2019. It was suggested that this might be at the Clarence Valley Council offices. Rather than a meal the meeting might be followed by a Christmas drink and nibbles.</p> <p>ACTION: TJ to confirm location and catering.</p>