

Serco FAQs

February 2014

Who is SecureFuture?

SecureFuture is the consortium that was selected by the Department of Corrections to design, build, maintain, finance and operate the new men's corrections facility at Wiri for 960 prisoners.

What outcomes has the Department of Corrections contracted from SecureFuture?

SecureFuture's contract with the Department of Corrections focuses on three outcomes:

- Sentence compliance
- Reduction in reoffending
- Better outcomes for Māori

Why do we need a new men's prison?

The new corrections facility is needed to manage capacity in Auckland. At present, prisoners from the Auckland area are housed in facilities outside the city, which in turn displaces prisoners from their home regions to other areas.

It's important that prisoners remain in the area they come from, so they can stay close to family and whānau. It also helps them establish local employment links that will be useful after they are released from prison.

Some existing prisons don't meet the Department of Corrections' current or future needs, particularly for security innovations, and the physical layout, which in the new facility is designed to promote rehabilitation.

Why was Serco chosen to run the facility?

Serco has extensive experience in running prisons in New Zealand (Mt Eden Corrections Facility), Australia and the United Kingdom. Serco will bring to New Zealand new ideas and new ways of working with prisoners.

Serco's innovative approach includes but is not limited to investing in education and skills training for prisoners. Serco will employ teachers and vocational specialists, psychologists, health workers and corrections officers with a broad range of skills as part of the total management plan.

Serco's approach to reducing reoffending involves tailoring programmes to individual needs and producing specific reintegration plans to prepare for life outside prison.

While Serco is a global company, they live locally, think locally and act locally.

Serco FAQs (continued)

Serco's goal for the new corrections facility is for it to be recognised as a centre for correction excellence in New Zealand, delivering outstanding service to improve public safety.

Serco is committed to provide prisoners with the opportunity to change.

Serco works in different markets and sectors across the globe, bringing wider organisational capability to manage Serco New Zealand's business.

What is the construction timeline?

Construction began in September 2012 and is expected to be completed in February 2015.

What is special about the design of this facility?

The facility's design draws on international research and expertise to ensure that the outcomes of reducing reoffending in a safe, secure and decent setting can be met.

The design respects and relates to the specific cultural and environmental needs of the Wiri (South Auckland) region.

This corrections facility will be one of the most modern in the world.

How many buildings are there on the site?

In total, there will be 29 buildings on the site, including residential, health, training and education buildings. There are three house blocks, for prisoners with higher security ratings, and 10 residence units for prisoners with lower security ratings.

How many prisoners will be housed in this facility?

There will be a maximum 960 prisoners. Muster management is a matter for the Department of Corrections. While there may be fewer than 960 prisoners, there will not be more than 960. We expect that approximately 1500 prisoners will move through the facility each year.

How many prisoners will be double bunked?

Half of the prisoners will be double bunked. That's 480 out of the 720 prisoners in the house blocks. The low security prisoners (240 prisoners) who live in the residences will live in single rooms.

How are the residences different from the house blocks?

The men living in the residences will have a greater degree of autonomy, including self-catering. This means that they will be given a budget to (nominally) buy their own food. The six men in each unit will live in a flatting situation, responsible for their own

Serco FAQs (continued)

cooking and laundry. This will help them prepare for release which will mean they are better prepared to live a normal life.

What security ratings will the facility have?

The facility can take prisoners up to a high security rating. The classification of a prison is determined by the highest classification of prisoners accommodated there; hence this will be a high security facility. The only prison in New Zealand to take maximum security male prisoners is Auckland Prison (formerly Paremoremo). The new facility will hold sentenced prisoners only, although some prisoners may be facing further criminal charges for outstanding offences.

How many employees will work here?

There will be around 250 employees, in a variety of different positions.

What positions will the new facility employ?

The new facility will have a wide variety of positions, including but not limited to, Prison Director; Senior Management Team; Human Resources and Training; Finance; Procurement and Subcontracts; Corrections Officers; Trade Instructors and Vocational Trainers; Chaplain; Health and Safety; Personal Trainers; Librarian and Healthcare.

When is Serco recruiting?

Some of the transition team are in place now. Serco will recruit for key senior positions between now and mid 2014. The following provides a general indication of the recruitment timeline.

July 2014	Senior management team commence
March 2015	Corrections officers commence
April 2015	Non-custodial employees commence

Will the staff be experienced?

All new prisons open with a combination of experienced and non-experienced staff. We always ensure there are sufficient experienced staff on site.

We will be seeking staff for this facility based on the needs and capabilities of each applicant and the skills and attributes sought.

How will Serco ensure employment opportunities for South Auckland locals?

Serco will be working with the Department of Corrections, the local community and education providers in South Auckland to ensure the opportunities to employ people from the local community are maximised wherever possible. Our recruitment strategy is taking shape and we will have a deliberate focus on South Auckland.

Serco FAQs (continued)

How will Serco ensure opportunities for Māori?

Serco will be working with the Department of Corrections, the local community, education providers, key Māori stakeholders and other key stakeholders to employ a workforce that is reflective of the prison population. This will include the appropriate representation of Māori and Pasifika. The recruitment strategy is taking shape and Serco will have a deliberate focus to ensure that the workforce is reflective of the prison population.

What is Mana Whenua's role in the new facility?

Serco acknowledges and respects the historical association that both Ngāti Te Ata and Te Ākitai Waiohū have with the land.

Serco will ask for assistance from Mana Whenua iwi to ensure that all services are respectful of the Mana Whenua culture and values. Serco will also appropriately consider Mana Whenua interests in all dealings with the operation of the facility.

Serco will assist Mana Whenua iwi in exercising their guardianship of the land and its surrounds, including the joint development and teaching of kaitiaki programmes, in partnership with Mana Whenua iwi, which will be taught to both employees and prisoners.

What happens in the Wharekura and Fale Pasifika?

These are cultural centres for Māori and Pasifika prisoners. There will be a range of cultural activities and programmes to reconnect prisoners with their culture. Over time, these centres will be a place where prisoners, their whānau and iwi can come together to celebrate successes, such as graduation ceremonies when prisoners complete a programme they have been participating in.

What industries are Serco providing?

Industries are still under development. It is important that the industries Serco develops at the facility are meaningful and appropriate for the men in our care. Serco wants to offer prisoners practical skills and training that can translate into realistic employment opportunities when they leave prison.

Serco is very interested in exploring opportunities with local businesses that may be able to provide such employment opportunities in the future.

Depending on their security rating, prisoners may be eligible for day release from the facility to go to work. Their experience in training and working in industries within the facility will stand them in good stead for external employment opportunities.

Serco FAQs (continued)

What other roles or job opportunities are available for prisoners?

Many of the jobs that are needed to run the facility will be done by the prisoners and there are training opportunities included in these jobs. These roles include cleaning (including training in the use of chemicals); kitchen (NZQA catering qualifications); laundry; horticulture; recycling and maintenance.

Along with employment opportunities, prisoners will have the chance to develop their interpersonal skills, through mentoring, using pre-existing skills to train other prisoners and take on representative roles, such as unit liaison representative. Prisoners may also take on cultural and literacy training roles, including teaching to reo to other prisoners.

What programmes and interventions will Serco run within the prison?

Prisoner programmes are aligned with a 'pathways' strategy, which is drawn from international research into reducing reoffending and underpinned by the Serco kaupapa. The pathways model identifies eight key areas where positive intervention reduces the likelihood of offending. These are:

- Attitudes, thinking & behaviour
- Alcohol and drugs
- Children and family
- Health & well-being
- Finance, benefits and debt
- Employment
- Settled accommodation
- Social support

Who will deliver these services?

Interventions and programmes will be delivered following a number of models. Some will be provided by staff through day to day interaction with prisoners and others will be delivered in a more formal environment either by staff or contracted service providers.

At this stage Serco is planning what services will be delivered by partners. They will be in a better place to discuss this further in the next few months.

Who will deliver health services to prisoners?

The decision is yet to be made if Serco will employ health professionals in-house or contract these services into the facility. Either way, there will be a health centre in the facility to ensure the health and wellbeing of those in Serco's care. Prisoners will be able to book medical appointments to see a nurse, doctor or dentist.

Serco FAQs (continued)

How is the kitchen run?

Serco will run the kitchen. Many of the jobs that are needed to run the prison, including the kitchen, will be done by the prisoners and there are training opportunities included in these jobs. Prisoners working in the kitchen can opt to take NZQA approved qualifications in catering. They will also have the opportunity to learn new skills such as healthy eating and budgeting, which will assist them in reconnecting to their whānau on release.

How is the laundry run?

Serco will run the laundry. Many of the jobs that are needed to run the prison, including the laundry, will be done by the prisoners and there are training opportunities included in these jobs.

How will you manage violence?

Serco will have a zero tolerance approach to all forms of violence, bullying and intimidation. There will be an active anti-bullying strategy in place. The approach will be to manage the offender and support any victims.

What will be the approach to drugs and illicit substances?

There will be a zero tolerance approach to drugs and illicit substances. Support and interventions will be provided to prisoners to assist them to manage and overcome any dependencies or harmful habits.

What will be the approach to gang members?

Gang-related activities will not be tolerated. All prisoners will be managed as individuals.

How will Serco ensure the safety and security of the community?

The safety and security of the community and everyone within the facility is paramount. There will be a risk management approach to identifying and managing all issues that could impact on the safety and security of the facility and the community. All staff will be well trained in what to do and what is required of them.

How do you work with the women's prison?

Auckland Region Women's Corrections Facility (ARWCF) is referred to by the Department of Corrections as a working prison. They have a similar philosophy to Serco in relation to providing employment opportunities to prisoners while they are in prison, to reduce their likelihood of reoffending on release. Because the two facilities are located next to each other and Serco and ARWCF share similar goals, they will work together to gain support from local businesses.

Serco FAQs (continued)

Currently, the canteen on the construction site is run by prisoners from ARWCF. The food is great and the canteen is very popular with the construction workers.

Serco will have a good working relationship with ARWCF and their other neighbours. They are both part of the wider prison network and it is important they are there to provide support to each other when it's needed.

How does Serco know they are ready and it is safe to open the new facility?

SecureFuture and the Department of Corrections have an agreed set of milestones that Serco will meet to ensure that the facility is safe, secure and decent. These milestones started when the first construction workers moved onto the site and will continue through until the prisoners arrive. This will include a significant number of building and operational tests completed by an independent reviewer and Department of Corrections staff.

High level timelines

Q1 2014	Prison Director starts work
July 2014	Senior management team will start work
February 2015	Construction is completed and buildings handed over to Serco
March 2015	Custodial staff will start work
March 2015	Furniture and fittings installed
April 2015	Remaining non-custodial staff will start work
April 2015	Complete security sweep of the prison
April 2015	Public open day
May 2015	First prisoners arrive, and then continue to build up over the coming weeks
August 2015	At full operating capacity