

From: s. 47F(1)
To: Martin BOWLES
Subject: Nauru
Date: Friday, 24 August 2012 1:41:23 PM

Martin

It has been a while since we have spoken. How is it going in the world of the Department of Immigration, I am sure it is very busy to say the least.

Reason for contact is to enquire how Transfield Services can support you in your task in Nauru,

We can leverage DSG capability by mobilising a combination of our HSIP team and our Garrison team. As a trusted and proven partner of the Commonwealth this will give a highly compliant and flexible solution we believe.

We have recently successfully completed a similar exercise at Warmun.

If of interest let me know and I can set up the appropriate contacts within TS.

Regards

s. 47F(1)

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Thank You.

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From: [Martin BOWLES](#)
To: s. 47F(1)
Cc: [Ken DOUGLAS](#); s. 22(1)(a)(ii)
Subject: FW: Offshore service delivery [SEC=UNCLASSIFIED]
Date: Friday, 31 August 2012 12:08:49 PM
Attachments: [Nauru and Manus Island Services Briefing Paper August 2012.docx](#)

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s. 47F(1)

Thanks for the chat. Here is the paper discussed. The person who is running this is Ken Douglas and his details are below. I have also copied him in to this email. As discussed if you could have someone in Canberra on Monday we could have people work through some of the issues.

Regards and talk shortly
Martin

Ken Douglas
First Assistant Secretary | Detention Infrastructure and Services
Department of Immigration and Citizenship

☎: s. 22(1)(a)(ii)

✉: s. 22(1)(a)(ii)

📞: s. 22(1)(a)(ii)

📧: s. 22(1)(a)(ii)

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Nauru and Manus Island Detention Centre Service Delivery

Purpose

This paper sets out the expectations for the provision of detention services to clients at Nauru and Manus Island Immigration Detention Facilities. It is expected that, through a staged approach to upgrading infrastructure, the facility at Nauru will accommodate 1500 clients and the facility at Manus Island will accommodate 600 clients.

Background

Nauru has two sites, one accommodating 500 clients and the other accommodating 1000 clients. Manus Island has only one site for the proposed 600 clients.

Both sites are envisaged to be 'community living institutions' where clients may come and go from the facilities unescorted and engage with local communities. Client employment within local communities, client relationships and families with Nauruan/PNG nationals and the management of high risk clients will need to be considered once the Department of Immigration and Citizenship (DIAC) develops a position on these issues.

Please see attachment A for maps and images of these sites.

Nauru

Nauru is a small island in the South Pacific with a population of 9,378 as at July 2011. It experiences monsoon rains between November and February with temperature ranges from 26 – 35 degrees during the day and 22 – 34 degrees at night. Unemployment is estimated at 90%. Nauru uses the Australian dollar and is a cash economy. There are four main ethnic groups living on Nauru; Nauruan (58%), other Pacific Islander (26%), European (8%) and Chinese (8%). Christianity is the main religion (around 80%) with Bahai (10%) and Muslim (2.2%). There are limited natural fresh water resources on Nauru, the majority of water is supplied by three desalination plants. Nauru produces coconuts and some bananas, pineapples and vegetables.

Manus Island

Manus Island is an island in northern Papua New Guinea (PNG) about six times larger than Christmas Island. It has a population of approximately 43,000. Manus Island is covered by tropical rain forest with temperatures typically varying from 24 – 32 degrees. It has no dry season. Manus Island uses the currency of PNG, the Kina. The main industries on Manus Island are coconut production and sea cucumber fishing.

Project Timing

It is anticipated that the operationalisation of both the Nauru and Manus sites will be staged to coincide with necessary infrastructure upgrades. Within a one month period, it is expected that around 150 clients will be able to be accommodated at each site (Nauru and Manus - 300 clients in total). Initial client accommodation (for approximately the first three months of operation) may be temporary in nature, such as tents or marquees. By six months of operation, more longer term client accommodation is expected to be coming on line combined with the temporary accommodation and will allow for up to 500 clients at each site (1000 clients in total). Within 12 months, it is expected that both sites will be fully operational and capable of accommodating 2100 clients in total (1500 x 2 sites at Nauru and 600 clients x 1 site at Manus).

Proposal Requirements

The department is seeking an indicative proposal from Serco, by 5:00pm Wednesday 22 August 2012, for the provision of services (outlined below) for immigration detention clients to be accommodated at Nauru and Manus Island, covering three discrete periods:

- Indicative arrangements and costs for the first three months of operation;
- Indicative arrangements and costs for a further six to nine months of operation; and
- Indicative arrangements costs for a further 12 months of operation and beyond.

Costs would not be binding, and are intended to be indicative only. The information contained in your proposal will be used to inform further discussions.

Service Delivery Expectations

Underlying Principles and Assumptions

Contractual Considerations

- In selecting an appropriate organisation or organisations to undertake the services outlined in this document, it is possible that the department may engage in a full competitive process (ie no assurance exists that the incumbent service provider will be appointed to deliver these services).
- It is expected that any engagement of Serco to provide the services outlined in this document, should this occur, would be via a separate Contract for Services with the department.

Infrastructure

- It is expected that Serco would be taking over an established facility (ie Serco is not required to establish any physical infrastructure).
- Accommodation for Serco (and other service provider) staff would be provided within reasonable distance of each site.
- Australian Workplace Health and Safety regulations would apply, as well as any related local regulations.
- IT capability and capacity at each site is unknown.

General

- Need for 24/7 service delivery (specifics to be recommended by Serco).
- Ability to fully implement existing departmental processes and policies is unknown, but the intent of these would apply and should be reflected in your proposal.

- The services would be subject to monitoring by designated parties representing government and civil society in Australia and Nauru/PNG.
- Engagement of local staff to the fullest extent possible.
- Partnership with DIAC, Nauru Government and Nauru community will be important.
- Work Health and Safety (WHS) requirements managed in line with Australian legislation.
- Performance regime managed in line with key performance indicators.
- Management and governance in line with Departmental standards.
- Maintenance of minimum staffing levels.
- Information management will be required to be delivered at a high level.
- Staff training would be included in the service providers responsibilities.

Scope of Service Delivery Arrangements

The offshore sites will operate on the basis of “open” facilities ie clients will be able to leave the sites during the day and minimal security will be required. This different approach will require a new way of thinking about the provision of many of the services. Your advice regarding approaches and suggested innovations would be welcomed as a part of this process.

Detention services expected to be delivered include:

Client engagement and Programs

- Religious needs and pastoral care for clients covering a number of different faiths.
- Programs and activities suitable for different client cohorts.
- Individual allowance program or similar based on available shop facilities, programs and activities and whether catering is provided, self-catering or a combination of the two.
- Hairdressing services.
- Education for all minors in line with Australian education standards.

Facilities Management

- Ongoing maintenance of utilities including water, electricity, sewerage, telecommunications and information technology infrastructure.
- Clothing, sheets, bedding, towels and other client welfare needs to be provided in line with current Departmental standards.
- Storage facilities for client property, food and client welfare stores.
- Accommodation for clients to be suitable for different cohorts – family groups, unaccompanied minors (UAMs) and single adult males (SAMs).
- Maintenance of client cooking and cleaning facilities.
- Asset management in line with Departmental standards.

Transport and Escort

- The provision and maintenance of vehicles to transfer clients and staff to/from airports, hospitals and other locations as necessary.
- Escorting officers for clients on island may be required based on client and/or facility risk ratings.
- Escorting clients off island will be required.

Cleaning

- Provisions allowing client self-cleaning for their accommodation, laundry and cooking utensils.
- Accommodation to be cleaned where clients do not maintain sanitary conditions (a WHS requirement).
- Site cleaning, including shared living areas, mess, canteen/shop facilities and offices (DIAC and service providers).
- Accommodation cleaning on client departure.

Catering and Canteen

- Food supplies, cooking equipment and cooking facilities will need to be supplied and maintained with provision for both client self-catering and service provider catering.
- Staff catering may be required including DIAC and service providers.
- Dietician services to be provided.
- A canteen/shop for client welfare and food requirements required.

Entry and Security

- Induction and reception processes in line with Departmental standard.
- Client property to be managed in line with Departmental standards.
- Individual Management Plans (IMPs) to be implemented for all clients.
- Client dossiers to be maintained for all clients.
- Biometrics to be taken from all clients in line with current processes. This may occur on Christmas Island should clients be processed there prior to transfer to Nauru or Manus Island. Otherwise, biometric collection facilities will be required.
- Visitor management required for facility visits.
- Incident management in line with Departmental standards.
- Contingency, security and safety plans developed and reviewed in line with Departmental standards.
- Dynamic/physical security provided, based on a 'community living institution' framework and risk management principles.
- Centre and client risk assessments conducted in line with Departmental standards.
- A psychological support program in line with Departmental standards.

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