

Community Safety Building Authority

Year in Review

2019-20

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DEPUTY SECRETARY/ CHIEF EXECUTIVE OFFICER'S FOREWORD

The Community Safety Building Authority (CSBA) was formed a little over a year ago to build and upgrade the infrastructure needed to help keep the Victorian community safe.

Establishing a new group is challenging at the best of times. And these have been extraordinary times. CSBA's inaugural year of operations has occurred in one of the most challenging environments in recent memory, as the Victorian community has experienced major emergencies with fires, floods and the coronavirus (COVID-19) pandemic.

I'm incredibly proud of the achievements we have made over this period. We've built on the best work of our predecessor business units within DJCS to forge a cohesive group, focused on being the best at what we do.

In the past year, CSBA has managed a portfolio of projects with a budget of over 3 billion dollars, including \$1.42 billion of new investment across the prison system in the 2019-20 State Budget.

A number of projects have reached practical completion this year or will do so imminently. It's also very pleasing to see our major high value, high risk projects reaching significant milestones, and the progress on these projects being reflected through positive Gateway reviews and working relationships with our contractors.

We have done a significant amount of work to improve project governance and reporting, while also refining our approach to risk and issues management. We have also increased project monitoring and oversight and have worked with our clients to ensure clarity in roles and responsibilities. This revised approach to project delivery has helped ensure that our projects are delivered to a high quality, on time and within budget.

Our high-value, high-risk projects have undergone a number of Gateway reviews, obtaining a 'green' result for each. This positive result is testament to our business transformation to date, and our continued focus on achieving excellence in project delivery.

In addition to contributing to the achievement of government priorities under the Community Safety Statement, our projects are providing positive economic impacts across the state including through supporting job creation in regional and metropolitan areas. This has never been more important than now.

All of this work puts us in a strong position to continue to build on our growing reputation for excellence in service delivery over the coming year and beyond.

Unsurprisingly, our biggest strength remains our people. I thank everyone at CSBA for their hard work and the commitment they bring each and every day to delivering great outcomes, and in particular for continuing to do so under difficult conditions during this pandemic. Our achievements over our first year are testament to this commitment, and I look forward to the next year of milestones and positive outcomes.



CORINNE CADILHAC

Deputy Secretary, Justice Infrastructure
Chief Executive Officer, Community Safety
Building Authority

ABOUT THE COMMUNITY SAFETY BUILDING AUTHORITY

About us

Formed on 1 July 2019, CSBA designs, procures, builds and upgrades the infrastructure needed to keep the Victorian community safe.

The primary focus of our work is to provide the end-to-end project management and delivery of Victoria's new prisons, youth justice centres and court and custody facilities, in addition to emergency services facilities and public safety features. Additionally, we modernise, expand and upgrade existing infrastructure within the corrections, youth justice and emergency services portfolios.

As well as keeping the community safe, our projects are constructed in a way that maximises benefit to the Victorian community by creating jobs and providing opportunities for apprentices, trainees, cadets, Aboriginal and Torres Strait Islanders, disadvantaged Victorians and people with a disability.

An essential part of our work is consulting with Traditional Owners, local councils, local community members and other key stakeholders across the Victorian Government.

We support three Ministers across five portfolios and have projects across metropolitan and regional Victoria.

Values

CSBA promotes and embraces the Department of Justice and Community Safety's values of:

- working together
- making it happen
- respecting our people
- serving the community
- acting with integrity.

At CSBA, our values are aligned with the foundations of the highest standards of project delivery performance.

Our purpose

Our **mission** is to deliver new infrastructure and upgrade existing assets and infrastructure that increases community safety and promotes an effective and efficient justice system.

Everything we do supports the Department of Justice and Community Safety (DJCS) achieving its priorities.

Our priorities are to:

- Transform our systems and processes to support organisational performance and evolution.
- Achieve excellence in project delivery.
- Plan for the future by setting the course for long term organisational maturity.
- Invest in our people and building capability.
- Focus on our clients and improve our service offering as a delivery partner.

OUR GROUPS

Office of the Deputy Secretary/CEO

Incorporating Safety, Commercial and Legal, Reporting and Administration, and Governance and Assurance functions, the Office of the CEO provides support and direction across all CSBA projects.

Commercial and Legal

The Commercial and Legal team provides strategic commercial, procurement and legal advice across CSBA. The team oversees and guides projects throughout the construction project life cycle including market assessments, sourcing and tender preparation, and contract negotiations and reviews.

Governance and Assurance

The Governance and Assurance team provides strategic governance advice across CSBA to support the delivery of its infrastructure program. The team is also responsible for coordinating the CSBA's corporate risk management response and business continuity planning, managing its integrity programs and performing the Secretariat function for the CSBA Advisory Board.

Reporting and Administration

The Reporting and Administration team develops and advises project teams on the effective implementation of the CSBA's Project Management Analytics and Reporting System and project management framework. It analyses emerging issues and trends and prepares financial, data and process modelling using CSBA management, analytics and reporting system techniques.

Safety

The Safety team provides support and advice on health and safety matters, enabling and supporting the delivery of projects across CSBA. The team is focused on site-based and project-related areas, particularly construction safety, and is also responsible for driving CSBA's active client agenda.

Major Projects

Responsible for the delivery of major, high-value and/or high-risk infrastructure projects, the Major Projects unit delivers new build projects across the corrections and youth justice portfolios.

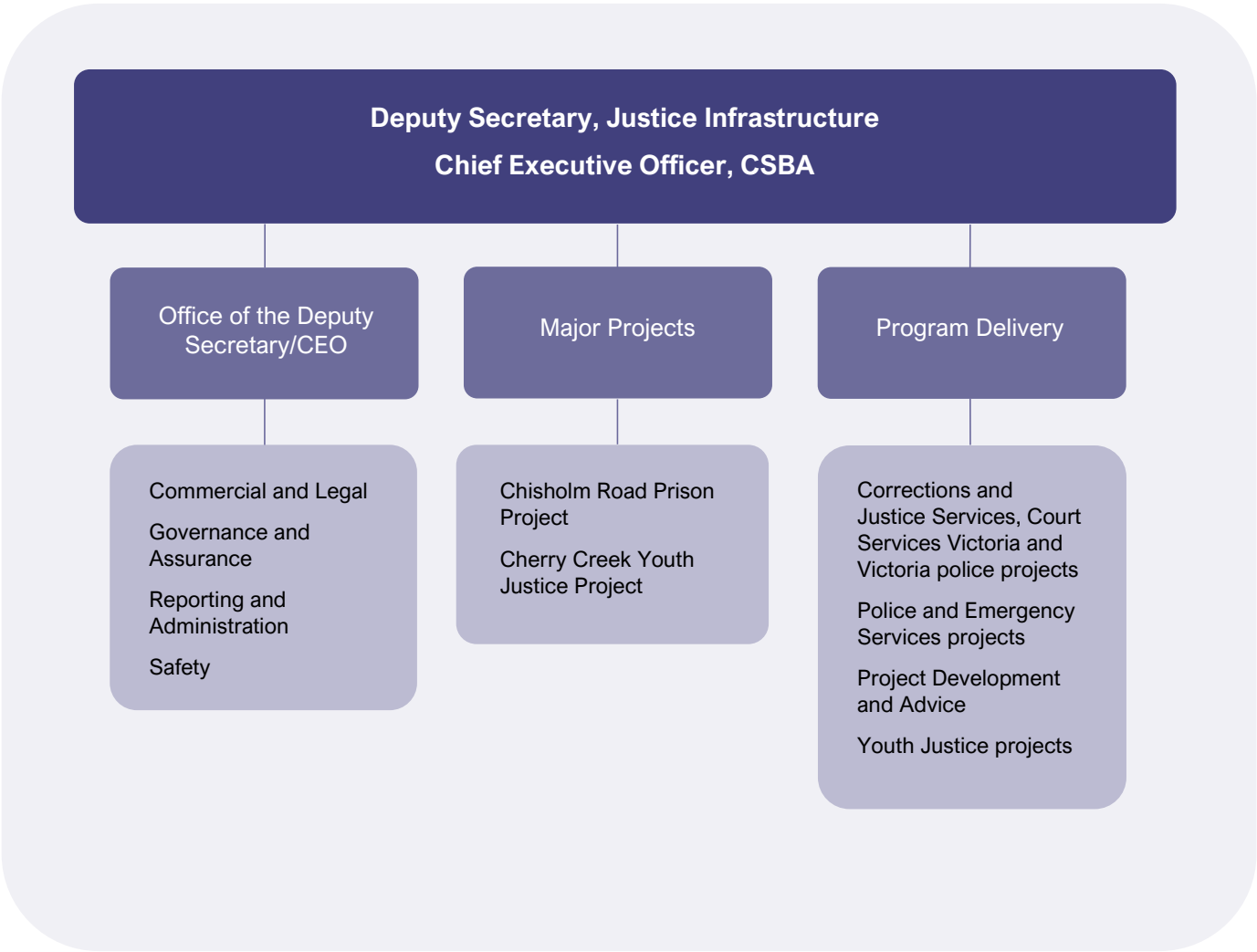
Program Delivery

The Program Delivery unit is responsible for the development and delivery of new build, expansion and upgrade projects for groups across the justice portfolio.

Project Development and Advice sits within the Program Delivery unit and is responsible for the development of new capital projects. The team has expertise across project initiation, business case development (capital bids), commissioning and operational readiness in addition to environment and planning.

With dedicated scheduling and engineering professionals forming part of the team, Project Development and Advice also provide general construction advice and support across all CSBA projects.

OUR STRUCTURE



CSBA AT A GLANCE

PROJECTS OVER THE PERIOD

CSBA has led **79 projects** with a combined approved budget of **\$3.4 billion**.



PROJECT BREAKDOWN

As at September 2020, CSBA had **49 active projects** under management, with 29 additional projects awaiting closure.

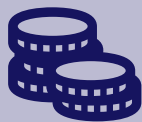
COMMUNITY ENGAGEMENT



CSBA held **15 Community Advisory Group meetings** across its two Major Projects across the 2019-20 period.

PROCUREMENT

CSBA has processed more than **180 procurement approvals** over the period, valued at **\$1.4 billion**.



CONTRACTOR HOURS



CSBA oversaw approximately **600,000 hours of contractor work** across 14 locations.

ACTIVE PROJECT PORTFOLIO BREAKDOWN AS AT OCTOBER 2020



THE CSBA WORKFORCE



As at October 2020, the **CSBA workforce was made up of 113 staff**, of which **more than 50 per cent were women**.

Since July 2019, CSBA has **recruited to 55 VPS positions**.

100% project delivery and staff participation during **COVID restrictions** including remote working.

SAFETY

42 CSBA staff completed **White Card** training.

The **CSBA Safety Team** undertook **127 site visits**.

Introduction of the **'active client'** agenda.



OUR ACHIEVEMENTS IN DETAIL

The establishment of the CSBA Advisory Board

The CSBA Advisory Board (the Board) provides strategic support and advice to the CSBA executive and project teams.

Led by Bernie Carolan, the Board's oversight and advice helps ensure that project delivery aligns with the approved business case, scope and technical requirements, provides value for money, and is consistent with broader justice and community safety policy objectives.

The Board's role includes considering, reviewing and endorsing key project documents and decisions (including major procurement evaluation recommendations), providing independent and objective advice on matters including project and portfolio related issues and CSBA performance and overall project oversight.

Board members have expertise across design and construction, stakeholder engagement, compliance and assurance, justice, legal, commercial and finance. The inaugural Board meeting was held in November 2019, with monthly meetings occurring thereafter

The introduction of the Management Analytics and Reporting System

CSBA has developed a Project Management Analytics and Reporting System (Project MARS) to help standardise project management and optimise governance oversight and reporting across its portfolio.

Project MARS, and its accompanying framework, provides a model to guide systematic project management throughout the life of a project. It provides definitions, standards and the processes by which CSBA projects are expected to be managed and sets a common standard for project management across CSBA's delivery portfolio.

A MESSAGE FROM THE CSBA ADVISORY BOARD CHAIR

CSBA has delivered some remarkable achievements in its first year of operations, in the most challenging of circumstances. The Advisory Board will apply our skills and experience to help ensure those achievements are consolidated in current and future Projects - large and small; in Justice facilities or general Community Safety building projects.

Government has established priorities in place for the Projects which CSBA is delivering; but in the world of Justice and Community Safety there will always be emerging issues, often at short notice. CSBA is ensuring it has the structure, expertise and mind-set to simultaneously meet its known deliverables and adapt to any new circumstances.

I congratulate the CEO, Corinne Cadilhac, and all CSBA staff and contractors for their professionalism and resilience in delivering so much during CSBA's first year. The Board is confident it can help CSBA become recognised as a leader amongst its peer State-Owned Building Agencies.

BERNIE CAROLAN

Chair, CSBA Advisory Board

OUR NEW BUILDS

Chisholm Road Prison Project

CSBA continues to manage the build of Victoria's new maximum-security prison at Chisholm Road, Lara. Once completed, the new 1248-bed facility will ensure that the prison system is well-equipped to meet future demand.



Artist impression – gatehouse

Appointed as Managing Contractor in October 2019, John Holland commenced onsite early works in March 2020 and main works in September 2020. There are more than 650 workers currently involved in onsite works and many more involved in management, design, prefabrication and off-site works.



Artist impression – community

With the project expected to be constructed with more than 90 per cent local materials and being primarily built by Victorian contractors, workers and apprentices, more than 1,000 jobs are expected to be created during the two-year construction stage.

Once operational, more than 650 ongoing staff across a range of roles including prison officers, psychologists, teachers, health workers and administrative and maintenance staff will be required to operate the facility. The project is also expected to deliver economic benefits worth \$279 million to the Greater Geelong region.

With completion expected in 2022, this project is an essential part of the government's commitment to improving community safety.

Cherry Creek Youth Justice Project

CSBA has made significant progress in the building of Victoria's new youth justice centre. Located west of Werribee, the 140-bed facility will cater for future demand, provide enhanced safety and security, and have the capacity to deliver rehabilitative services for young people.

The project commenced onsite early works in 2019 and has since donated 2,000 tonnes of basalt to the Victorian Fisheries Authority, to assist with a number of reef construction projects which are occurring across the State.



Artist impression – gatehouse

With John Holland appointed as the Managing Contractor, main construction works commenced onsite in October 2020.

The project is expected to be constructed with 90 per cent local materials and be primarily built by Victorian contractors, with 19 per cent of the 930,000 hours of work projected to be completed by apprentices and trainees.

Once operational, the facility will require more than 250 ongoing staff across a range of roles including youth justice custodial officers,

psychologists, teachers, health workers, administration and maintenance staff. The facility is expected to be completed by mid-2022 and commence operations later that year.

SOCIAL PROCUREMENT

As part of its project delivery, CSBA is committed to supporting broader social and economic outcomes through social procurement.

While Chisholm Road Prison Project is in the early stages of construction, it is well on its way to achieving its social procurement goals. Already 26 social enterprises, disability enterprises and Aboriginal businesses have been engaged on the project, including four businesses local to Geelong, with nearly \$3 million spent on employment of persons with a disability or disability enterprises.

The Cherry Creek Youth Justice Project has engaged with local industry, Aboriginal businesses and businesses that support the employment of persons with a disability through the early works phase of the project and continues to expand the number of these engagements as main works commences.

Similarly, the Dame Phyllis Frost Centre 106-bed and Supporting Infrastructure Project has a strategy in place that will deliver significant benefits to Aboriginal people, disadvantaged Victorians and women by providing long-term employment opportunities and engagement with social enterprises.

These three major projects are generators of employment, creating thousands of jobs in construction and supporting industries, and enabling creation of thousands more ongoing jobs once facilities are built.

INNOVATION

Dame Phyllis Frost Centre - 106-bed and Supporting Infrastructure Project

A three-stage, five-year expansion program was developed for the Dame Phyllis Frost Centre to meet projected demand and operational requirements in the women's prison system.

The first stage of the program aims to provide additional beds and supporting infrastructure by means of a trauma-informed approach to design. This approach seeks to support the rehabilitation of women entering the system by reducing stressors and stimuli that have an adverse effect on the individual's health and wellbeing.



Artist impression – reception accommodation building

The trauma-informed design of the facility expansion has been created through careful collaboration between CSBA, Corrections and Justice Services and the project's Principal Design Consultant team.

The Early Works package, which included works such as site stabilisation, bulk earthworks and temporary access roads, achieved practical completion in mid-2020, within budget.

The Main Works package includes two 20-bed accommodation units, a 66-bed accommodation unit and supporting infrastructure. With onsite works expected to commence by the end of 2020, the project is anticipated to reach completion by mid-2022.

Prison Infill Expansion Program

The 2019-20 State Budget allocated \$798 million to expand the capacity of the male prison system, building within existing boundary walls. This expansion will provide an additional 460 cells with 636 beds and supporting infrastructure across five prisons.

The program is using a Modular Cell design from New South Wales, marking the first time DJCS has built accommodation blocks with steel modular cells manufactured offsite. This innovative approach to construction promotes cost efficiencies and reduces the overall risks associated with undertaking construction works in an operational prison.

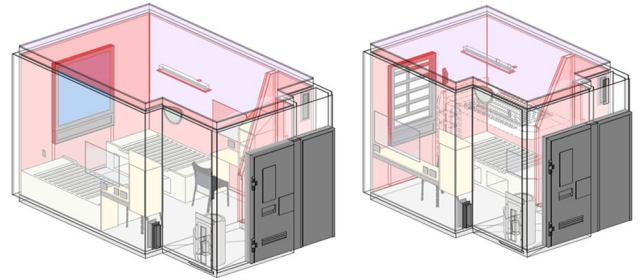
The program will provide significant economic and employment benefits, with approximately 85 per cent of the total program value anticipated to contribute to Victoria's economy and local jobs, while also ensuring that employment opportunities are created for disadvantaged people in our community.

CSBA DELIVERY MODELS AND INNOVATION

CSBA's projects operate under a range of construction delivery models that support the individual project's objectives, including Managing Contractor, Public Private Partnerships, Design and Construct, and Construct Only. For the two Major Projects, Chisholm Road Prison Project and Cherry Creek Youth Justice Project, the Managing Contractor model is used.

The Managing Contractor model facilitates early collaboration with the contractor on the design and construction methodology to ensure that the scope of work is understood prior to the delivery stage.

All locations are expected to be completed in 2023 with 39 beds at Middleton, 212 beds at the Metropolitan Remand Centre, 48 beds at Marngoneet Correctional Centre, 94 beds at Hopkins Correctional Centre and 243 beds at Barwon Prison.



Modular Cell 3D Models – double and single bed

Safety

Active Client

Safety is at the forefront of everything that we do and has guided the introduction of the CSBA's 'active client' agenda, which promotes taking a proactive and informed approach to project delivery through a health and safety lens.

Over the period, CSBA implemented progressive, evidence-based health and safety practices across its projects. Project teams are influencing delivery partners to implement improvements to site practices and processes, as well as ensuring that health and safety receives greater focus across various forums.

The CSBA Safety team will continue advancing the active client agenda as risk is managed through the three lenses of human health and safety, impacts to project delivery, and reputational risk with external stakeholders.

Assurance

The CSBA Safety team developed an assurance process focused on the seven critical site risks. The process includes key risks such as traffic management, plant and pedestrian interaction, temporary works, working at heights, excavations, lifting and crane works and coronavirus (COVID-19). The team also assess risks relating to occupational violence and public safety.

COMMUNITY SAFETY

Melbourne Protective Security Enhancement Program

CSBA continues to manage the roll out of the Melbourne Protective Security Enhancement Program, which is installing long-term security measures at nine of Melbourne's busiest and most iconic sites. The program also includes the installation of a new public-address system and an upgraded security camera system across the CBD.

The Victorian Government has allocated \$52.5 million to undertake the upgrade, which is taking a world-leading approach to public safety. Once complete, the upgrades will provide pedestrians with protection from vehicle-based attacks, as well as improving how police monitor and respond to emergency incidents.

The program has achieved significant milestones to date, with six of the nine pedestrian protective zones reaching completion.



Upgraded security measures at Bourke Street Mall, which includes planters installed at each end of the mall and 131 steel bollards along the length of the mall

Melbourne's CCTV network has also been expanded with 30 new cameras added and the existing cameras and network upgraded. Additionally, speakers have been installed at 94 locations across the CBD to create a public-address system for use in emergencies.

The program is approximately 75 per cent complete with the remaining works expected to be completed in 2021.

Relocation of the Victoria State Emergency Service Wangaratta Unit

The Emergency Services Infrastructure Authority within CSBA continues to manage the delivery of the new Victoria State Emergency Service (VICSES) Wangaratta Unit headquarters. With an approved budget of \$4.784 million to construct and deliver the unit, the new fit-for-purpose facility will enable volunteers to safely and efficiently respond to emergency events.



Artist impression – VICSES Wangaratta Unit

VICSES Wangaratta is at the forefront of keeping the community safe, particularly during times of severe flooding to which the Rural City of Wangaratta is prone. The current VICSES Wangaratta Unit poses a range of operational limitations and occupational health and safety issues for the volunteers who operate out of the site.

Midson Construction (VIC) Pty Ltd were appointed as the principal contractor in mid-May 2020, with construction commencing later that month. The new headquarters – which are located in an emergency services precinct – will enable VICSES Wangaratta to respond more efficiently and effectively to emergency events while also assisting other emergency services agencies in the local community.

With the new headquarters expected to be operational from January 2021, VICSES Wangaratta Unit members will be able to spend more time attending incidents and protecting their community, in addition to recruiting and training new volunteers.

OUR CORONAVIRUS (COVID-19) RESPONSE

Contract negotiations

CSBA developed a negotiation strategy in May 2020 to guide its approach to claims arising from coronavirus (COVID-19) on projects, particularly the Chisholm Road Prison Project and Cherry Creek Youth Justice Project.

The negotiation parameters have been developed with regard to the likely time and cost impacts associated with each trigger event directly attributable to coronavirus (COVID-19), existing contractual entitlements (if any), and the whole of government framework for impacts of coronavirus on infrastructure projects.

The negotiation strategy aims to reduce project and financial risk, avoid litigation and preserve the project pipeline and competitive local industry, while ensuring that workforce and community safety is appropriately prioritised.

DELIVERING OUR PROJECTS DURING CORONAVIRUS (COVID-19)

As Victoria moved into Stage 4 lockdown, including restrictions on construction site activity, CSBA worked closely with its key contractors to ensure that work could proceed safely and in accordance with all coronavirus (COVID-19) protocols and requirements.

Proudly, CSBA facilitated continued construction works on all active projects. This included projects in operational prisons. CSBA worked closely with prison staff to ensure compliance with health and safety requirements within the facility as well as onsite.

CSBA continues to work with contractors on all projects to ensure the impacts of coronavirus (COVID-19) are effectively managed to keep project delivery on track and staff and prisoners safe.

Maribyrnong Residential Facility

To slow the spread of coronavirus (COVID-19) to the Victorian community, CSBA led the refurbishment of the former Maribyrnong Immigration Detention Centre, transforming the existing infrastructure into a community residential facility. The facility provides short-term accommodation for vulnerable male prisoners leaving the prison system without suitable housing options in the community.



Maribyrnong Residential Facility – outdoor area

Completed within a six-week construction timeframe, the facility commenced operations on 10 June 2020. The residential facility can accommodate up to 44 residents in single rooms, including post-release offenders and those on parole. Additional facilities include living areas and a shared kitchen, shared communal facilities, administrative offices and outdoor areas.



Maribyrnong Residential Facility – communal lounge

Approximately 100 jobs were created during the construction and refurbishment of the facility with more than 25 jobs since being created across the private, public and not-for-profit sectors to operate the facility.

Economic stimulus

In response to the economic impacts of coronavirus (COVID-19), the Victorian Government is investing in local infrastructure, maintenance programs and critical upgrades to deliver immediate economic stimulus across the State.

CSBA coordinated the submission of initiatives across the Justice portfolio, which resulted in a May 2020 government announcement of a \$48.13 million investment in a range of critical upgrade initiatives across the portfolio.

- **\$20 million** for an **Emergency Services Refurbishment Fund** to support critical upgrades, maintenance and repairs for emergency services facilities and assets.
- **\$5.77 million** for grants to local government for **community safety upgrades**.
- **\$2 million** for critical capital works at the **Victorian Institute of Forensic Medicine**.
- **\$1 million** for upgrades to existing **Aboriginal community gathering place facilities**.
- **\$1 million** for refurbishment and upgrades to program facilities and the Corrections Victoria Manager's Residence at **Wulgunggo Ngalu Learning Place**.
- **\$260,000** for a business case for the **Emu Creek** staff accommodation building and bridge works.
- **\$18.37 million** for critical upgrades to **courts facilities**.

CSBA will coordinate monthly progress reporting to the Department of Treasury and Finance on all initiatives other than those for which Court Services Victoria is responsible.

CSBA directly managed the development of the Emu Creek business case on behalf of Corrections and Justice Services and, if government allocates construction funding, will manage the construction project.

CSBA is also managing the \$20 million Emergency Services Refurbishment Fund on behalf of Emergency Management Victoria.

Safety

In response to coronavirus (COVID-19) and industry restrictions, the CSBA Safety team developed an inspection tool to support contractors in implementing risk management controls.

The movement into Stage 4 restrictions for metropolitan Melbourne on 2 August led CSBA Safety to:

- review COVIDSafe Plans from the head contractors of each of our six active construction projects
- assess the differences in requirements between the pre-State of Disaster declaration Building and Construction Industry Guidelines and the COVIDSafe Plan/High Risk COVIDSafe Plans
- support CSBA project teams to interpret the changes as guidance and information was released
- develop an assurance plan and processes to provide CSBA with confidence in contractors' control measures to mitigate the risks associated with coronavirus (COVID-19).

CSBA will continue to execute the coronavirus (COVID-19) assurance plan and focus on site screening processes, which are a critical measure to mitigate the risk of transmission. Contractor processes are verified periodically to provide CSBA with greater confidence that risks of site-based transmission are being managed as far as reasonably practicable.



Safety site walk – Maribymong Residential Facility

Remote working

On 13 March 2020, the DJCS Secretary advised all business units to review their Business Continuity Plans.

From 20 March, the entire CSBA workforce transitioned to remote working. In addition to being given access to required physical technology such as IT equipment, staff were also provided with advice on how to work from home safely and productively, while also maintaining positive overall health and wellbeing.

During May 2020, DJCS undertook an employee wellbeing survey which sought to explore employees' experiences of wellbeing, technology and ways of working during the coronavirus (COVID-19) pandemic. Over 60 CSBA staff participated in the survey, reporting they were generally thriving with many enjoying the benefits of a more flexible working schedule, a better work-life balance and reduced commute time.

Consistent with the broader results of DJCS, 89 per cent of CSBA staff said they were either coping well or mostly thriving working from home. 77 per cent were extremely confident working from home, with the remainder indicating they were moderately confident. Of specific note, 77 per cent of CSBA staff either agreed or strongly agreed they had the information and resources required to support their wellbeing while working from home.

The survey results support remote working becoming an ongoing feature of CSBA's ways of working and will inform planning currently underway across DJCS for a future transition back into the workplace.

While overall indications around remote working have been positive, DJCS recognises it is a difficult environment for many, particularly over a longer period. In addition to the ongoing support and care from the management team, supports such as the Employee Wellbeing and Support service continue to be available to staff to ensure remote working remains sustainable in these times.

Staying connected

Staff wellbeing, connectivity and engagement was a leading priority for CSBA under remote working arrangements. Fortnightly all-staff meetings transitioned to online delivery via Microsoft Teams and continue to provide a way for all staff to connect and share information, while Teams Channels were also created to facilitate conversation, knowledge sharing and informal social interaction.

In August 2020, CSBA hosted a virtual mental health and wellbeing forum for staff. Facilitated by workplace and employee support firm Converge International, the forum provided CSBA staff with the knowledge and skills to develop and maintain mental fitness during the coronavirus (COVID-19) pandemic. Attended by more than 80 CSBA staff, topics such as promoting good habits, staying positive, managing work/life balance, finding purpose and staying connected were discussed.

CSBA continued to celebrate its successes virtually, while also encouraging teams to continue informal social engagement such as, photo sharing, weekly quizzes and Friday catchups.

In September DJCS held an All Staff Forum focused on staff wellbeing. During the forum, a number of staff across DJCS shared their experiences with work from home arrangements and how they had been maintaining their wellbeing during the period.

RECRUITMENT

As the CSBA portfolio of projects continued to increase over the period, and major projects enter the main works phase, workforce numbers were required to increase with it. From July 2019 until October 2020, 55 new recruitments were finalised, of which 45 per cent (25 recruitments) were undertaken entirely remotely, from April until October 2020. This included interviews, on-boarding to departmental systems, computer distribution and set up, and introduction to CSBA processes.

VICTORIAN INDUSTRY PARTICIPATION POLICY

In August 2018, the Local Jobs First Act 2003 (LJF) was amended, bringing together the Victorian Industry Participation Policy (VIPP) and the Major Project Skills Guarantee (MPSG) policy, which were previously administered separately.

VIPP is a procurement policy designed to develop local industry in Australia and New Zealand, ensuring small and medium sized enterprises have full and fair opportunity to compete in Victorian government contracts. The MPSG policy provides opportunities for Victorian apprentices, trainees and cadets to work on some of Victoria's largest infrastructure and construction projects.



Aerial photo – Cherry Creek Youth Justice Project site

VIPP applies when a project is deemed Standard under the LJF policy when:

- located state-wide or in metropolitan Melbourne and is valued at \$3 million or above; or
- located in regional Victoria and is valued at \$1 million or above; or
- noting MPSG policy applies when projects are valued at \$20 million or above.

VIPP and MPSG apply when a project is deemed Strategic under the LJF policy where:

- the Total Estimated Investment is \$50 million or above; or
 - projects fall under the [High-Risk, High Value Framework](#); and
- noting Ministerial approval is required to set minimum local content.

Local Jobs First

CSBA 2019-20 Local Jobs First Report:

Strategic Projects – Commenced:

- 9 procurements valued at \$8.65 million in Melbourne metro
- creation of 2 and retention of 3 cadetships in Melbourne metro (MPSG)
- 9 procurements valued at \$210.79 million in regional Victoria
- creation of 50 and retention of 57 apprenticeships, traineeships and cadetships in regional Victoria (MPSG)
- 1 state-wide procurement valued at \$169,200
- average estimated local content commitment of 99 per cent.

Strategic Projects – Completed:

- 2 procurements valued at \$749,073 in metropolitan Melbourne
- estimated local content commitment of 100 per cent.

Standard Projects – Commenced:

- 1 procurement valued at \$3.47 million in regional Victoria
- estimated local content commitment of 91 per cent.

*All LJF data in this document is accurate as at July 2020.



Photo of the new Management Unit at Fulham Correctional Centre which achieved practical completion in early 2020.

FUTURE INFRASTRUCTURE PLANNING

THE YEAR AHEAD

With 30 projects expected to be in main works delivery phase during 2021, CSBA will continue to find new ways to innovate and provide value for money outcomes for Victorians, while building and modernising the infrastructure needed to promote an efficient and effective justice system.

Over the next year, CSBA will focus on delivering projects funded through the Victorian Government's Building Works economic stimulus package. With funding allocated to upgrade infrastructure and facilities across Victoria's emergency services, this important investment will not only ensure that emergency management facilities remain fit for purpose, but will also provide support to Victorian businesses and workers affected by the downturn in the Victorian economy caused by coronavirus (COVID-19).

CSBA will continue to strengthen its workforce and focus on driving excellence in project delivery, while also helping Victoria's recovery post the coronavirus (COVID-19) pandemic.

Justice Asset Infrastructure Plan

CSBA has taken the lead on the coordination of the Justice Asset and Infrastructure Plan (JAIP) with key stakeholders being Corrections and Justice Services, Community Correctional Services, Court Services, Victoria Police and Youth Justice. The JAIP will develop a specific asset plan providing a key support to the justice system, by recognising the current and future demand pressures, leveraging policy and legislative controls that might impact demand growth and clearly outlining the sector specific and system-wide needs and options

Specifically, the JAIP seeks to provide a framework within which strategic investment can be prioritised, to provide the greatest level of benefit for the criminal justice system and Victoria as a whole.

Work on the JAIP is well progressed, however due to the coronavirus (COVID-19) emergency the coordination effort was suspended in April 2020 and reengagement with stakeholders is due to commence in early 2021.

APPENDIX 1

OUR LEADERSHIP GROUP

Name	Title
Corinne Cadilhac	Deputy Secretary, Justice Infrastructure CEO, Community Safety Building Authority
Jason Price	Executive Director, Program Delivery
Steve Johnston	Executive Director, Commercial and Legal
Julianne Brennan	Director, Reporting and Administration
Laura Walsh	Director, Governance and Assurance
Andrew Heinrichs	Director, Safety

OUR ADVISORY BOARD

Name	Title
Bernie Carolan	Chair
James Cain	Board Member
Jane Leslie	Board Member
Louise Glanville	Board Member
Peter Severin	Board Member

APPENDIX 2

OUR CLIENTS AND STAKEHOLDERS

Stakeholders

Attorney-General

Country Fire Authority

Court Services Victoria

Life Saving Victoria

Marine Search and Rescue

Melbourne City Council

Minister for Crime Prevention, Corrections and Youth Justice

Minister for Police and Emergency Services

Victoria Police

Victoria State Emergency Service

Victorian Institute of Forensic Medicine

WorkSafe Victoria

Clients

Corrections and Justice Services

Emergency Management Victoria

Justice Health

Youth Justice

APPENDIX 3

OUR PROJECTS

As at October 2020

Corrections and Justice Services

Barwon Prison – Kitchen Upgrade and New Gatehouse

Chisholm Road Prison Project

Corella Place Hardening

Dame Phyllis Frost Centre – 106 Beds and Supporting Infrastructure

Dame Phyllis Frost Centre – Fire Upgrade

Fulham Correctional Centre Expansion

Langi Kal Kal – Wastewater Treatment Plant

Port Phillip Prison – St John's expansion

Prison Infill Expansion Program

- Barwon Prison
- Marngoneet Correctional Centre
- Metropolitan Remand Centre
- Middleton
- Modular Cells
- Hopkins Correctional Centre

Police and Emergency Services

Emergency Services Refurbishment Fund

Melbourne Protective Security Enhancement

Youth Justice

Cherry Creek Youth Justice Project

Malmsbury Strengthening

Parkville Strengthening

Emergency Services Infrastructure Authority

- Anglesea Life Saving Club (LSC)
- Aspendale LSC
- Barwon Heads 13th Beach Surf Life Saving Club (SLSC)
- Black Rock LSC
- Bonbeach LSC
- Brighton LSC
- Broadmeadows State Emergency Service (SES)
- Caroline Springs SES
- Carrum LSC
- Chelsea SES
- Clyde SES
- Craigieburn North SES
- Cranbourne SES
- Emerald SES
- Knox SES
- Essendon SES
- Marine Search and Rescue Program
- Mentone LSC
- Northcote SES
- Officer SES
- Point Cook SES
- Point Lonsdale LSC
- Point Lonsdale SLSC temporary facilities
- Port Campbell SLSC
- Wangaratta SES
- Wonthaggi LSC temporary facilities