

Community Safety
Building Authority
Year in Review
2020-21





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1. Deputy Secretary / Chief Executive Officer's Foreword

The Community Safety Building Authority (CSBA) delivers justice and community safety infrastructure projects across Victoria. These projects provide the infrastructure needed by our emergency services, corrections and youth justice systems to deliver critical work to maintain community safety.

CSBA was formed in July 2019 and has grown against a backdrop of challenging and extraordinary events, such as the Coronavirus (COVID-19) pandemic, and significant emergencies in Victoria including bushfires and floods.

Despite the significant challenges, CSBA has maintained a strong and continued focus on delivering infrastructure. The CSBA workforce is now made up of more than 115 staff and I am incredibly proud of the work that has been done this year. A total of 13 CSBA projects were completed in 2020–21 including the Barwon prison kitchen and gatehouse project, the Fulham and Port Phillip projects, and emergency services facilities for Wangaratta, Knox, Anglesea and Point Lonsdale.

Project delivery excellence is a hallmark of CSBA and this is reflected by the positive and productive working relationships we maintain with our contractors and stakeholders. Our approach to project management, governance, reporting, and assurance ensures projects of high-quality are delivered on time, and on budget.

Through social procurement and Local Jobs First policies, CSBA drives positive outcomes for socially and economically disadvantaged community groups. Our engagements with contractors for the delivery of infrastructure require them to facilitate opportunities and career pathways for many social enterprises, including those that represent people with disabilities, Aboriginal and Torres Strait Islanders that create equitable long-term employment opportunities.

CSBA's continued collaboration with First Nations people to increase Aboriginal and Torres Strait Islander participation reflects an important part of the way we approach our work. Whether through design, cultural heritage management or employment pathways, CSBA actively consult and invest in opportunities with our traditional custodians.

Our position and reputation for ensuring project excellence also continues to grow by helping to keep the community safe through ensuring timely delivery of infrastructure that supports justice, emergency services, court and custody systems.

As I look back on a busy year in which we have reached practical completion on projects and reached significant project milestones I congratulate and thank all CSBA staff for a wonderful and successful year. We continue to go from strength to strength, and I am excited to continue this in the coming year.

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



2. About the Community Safety Building Authority

2.1 About us

Formed on 1 July 2019, CSBA designs, procures, builds and upgrades the infrastructure needed to keep the Victorian community safe. **CSBA currently has 48 projects under management, with a value of almost \$2.8 billion.**

The primary focus of our work is to provide end-to-end project management and deliver 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.

2.2 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 systems and processes that 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.



2.3 CSBA Advisory Board

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

Chaired by Bernie Carolan, the Advisory 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 Advisory 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, CSBA performance and overall project oversight.

The Advisory Board members have expertise across design and construction, stakeholder engagement, compliance and assurance, justice, legal, commercial and finance. The Advisory Board meets on a monthly basis.

2.4 A Message from the CSBA Advisory Board Chair

CSBA continues to build on the foundations put in place since its formation in 2019.

2021 again had its share of challenging circumstances, but the CSBA team has continued to deliver major project outcomes while primarily working from home. The Advisory Board has been impressed with the work and resilience of the organisation and we continue to utilise our expertise and experience to guide strategy and decisions affecting large and small projects alike.

Justice and community safety is a dynamic, ever-shifting space, and this past year has seen a need for responses to emerging issues, change, shifts in demand and, of course, pandemic constraints. Nevertheless, CSBA has ensured project milestones continue to be achieved and emerging issues monitored and addressed by implementing appropriate risk management, reporting and governance frameworks.

On behalf of my Advisory Board colleagues, I would like to take the opportunity to congratulate CEO, Corinne Cadilhac, and to thank all CSBA staff and contractors for their diligent and professional approach to delivering high-quality projects for the Victorian community. The Advisory Board is excited for the year ahead and is focussed on continuing to help build the excellent reputation of the organisation amongst its peers.

BERNIE CAROLAN
Chair, CSBA Advisory Board



3. CSBA year at a glance



13

projects were completed in FY 2020-2021



248

site visits performed by the CSBA Safety team



4,469,387.23

contractor hours worked from July 2020 to October 2021



\$395,980,111

Value of 71 new contracts



\$2.761b

total budget (\$billion) of projects under active management at end October 2021



17

CSBA projects in construction as at end October 2021



48

CSBA projects under active management at end October 2021

11 Corrections and Justice Services

30 Emergency Services

3 Youth Justice

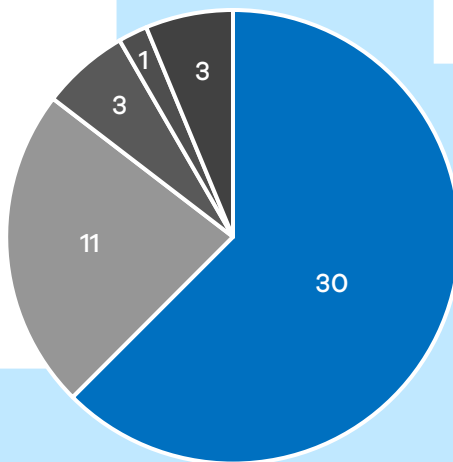
3 Project Development and Advice

1 Victorian Institute of Forensic Medicine



CSBA Workforce

As at October 2021, the CSBA workforce was made up of 115 staff, of which more than 61 per cent were women.





Completed Projects July 2020 – October 2021



Corrections and Justice Services

MAP CCTV – August 2020: Supply and installation of upgrades to CCTV assets and associated technologies at Melbourne Assessment Prison.

Corella Place – February 2021: Increase in physical & electronic security and detection measures, construction of a new perimeter fence, installation of enhanced CCTV & virtual perimeter detection, reconfiguration of the security monitoring room and update of the mobile duress system software.

Fulham Correctional Centre – September 2020: 137 new beds at Fulham Correctional Centre, comprising of a 102-bed accommodation unit and a 35-bed management unit, and associated infrastructure upgrades.

Port Phillip St John's Expansion – September 2020: Construction of an additional 20 medical beds and an updated model of care in St John's Unit in Port Phillip Prison.

DPFC Food Industries – March 2021: Building modification and commercial fit out works to accommodate the new equipment required to the food industries building.

Barwon Kitchen upgrade and new Gatehouse – September 2021: Upgrade of existing critical infrastructure and facilities at Barwon Prison, delivering kitchen upgrades and a new gatehouse.



Emergency Services Infrastructure Authority

Anglesea Surf Life Saving Club – September 2020: Clubhouse redevelopment managed by Anglesea SLSC.

Wangaratta SES – June 2021: Construction of a new relocated depot for the Wangaratta SES Unit.

Point Lonsdale Surf Life Saving Club – May 2021: Clubhouse redevelopment managed by Point Lonsdale SLSC.

Port Campbell Surf Life Saving Club – May 2021: Memorial deck managed by Port Campbell SLSC.

Marine Search and Rescue (MSAR) – June 2021: Procurement of new or refurbished vessels as part of the MSAR program.

Knox SES – August 2021: Construction of a new relocated depot for the Knox SES Unit.



Youth Justice

Malmsbury Education Building – December 2020: Strengthening and repair of ceiling spaces in the Youth Justice Malmsbury Education Building to prevent ingress from occurring.



4. Our achievements in detail

4.1 Social procurement

CSBA is committed to supporting broader social and economic outcomes through social procurement, which benefits all Victorians by leveraging buying power to include social value. This ensures all Victorians can participate and contribute to Victoria's economy by targeting areas of disadvantage and addressing systemic inequalities. This can be done by engaging social enterprises to generate real jobs and training for Victorians experiencing disadvantage or living with a disability.

Our Chisholm Road Prison Project is providing \$279 million in direct economic benefits to the Greater Geelong region. Ongoing jobs will be generated for the region, and local workers, sub-contractors, and suppliers within 30 kilometres of the project site are being engaged in the construction of the project. Four per cent of the total labour hours (120,000 hours) are being delivered by Aboriginal and Torres Strait Islander workers. A further 10% of labour hours are being delivered by apprentices, trainees and cadets.

The Cherry Creek Youth Justice Project is on track to exceed its Aboriginal Employment Target of 50,000 labour hours and Major Project Skills Guarantee (apprentices, trainees and cadets) target of 125,000 labour hours.

The Dame Phyllis Frost Centre project has a strong social procurement focus and has set ambitious targets to meet. People affected by the COVID-19 pandemic, older unemployed people, and young people in contact with the criminal justice system are amongst the target groups the project aims to include in meaningful,

long-term employment opportunities. Similarly, 10% of the total construction labour hours are earmarked for Victorian apprentices, trainees and cadets, and 3% for Aboriginal and/or Torres Strait Islander employment.

These three major projects highlight the ways in which CSBA is actively engaged and committed to addressing systemic inequalities and supporting broader social and economic improvements for all Victorians.

4.2 Recognition of First Nations People

CSBA recognises the contribution of First Nations people to our projects, as workers across a range of trades and professions, and as advisors and traditional custodians of the lands where our projects are constructed.

An important part of the way we approach infrastructure at CSBA is to actively invest to ensure meaningful and sustainable career opportunities for Aboriginal and Torres Strait Islander peoples and support for Indigenous enterprises across our projects.

For example, in partnership with our contractors:

- 4% of the contract value for the upgrade and expansion of Barwon prison is allocated to employment opportunities for Aboriginal and Torres Strait Islander peoples
- The upgrade and expansion of Middleton prison incorporates an inclusive Aboriginal and Torres Strait Islander workforce participation plan, environmental management and natural resource consultations.
- Our project to upgrade and expand the Dame Phyllis Frost Centre has



ongoing partnerships with specialist Indigenous agencies including RAW Recruitment and Services, Wamarra and TSS Total Surveying Solutions.

- Wamarra is an Indigenous-owned and led local business working on several CSBA projects, including the Cherry Creek Youth Justice Centre, Dame Phyllis Frost Centre and Chisholm Road Prison. Wamarra employs 26 Aboriginal staff with skills in design, management and a variety of trades.

Wamarra's Managing Director, Hayden Heta, is delighted with the positive changes that working with CSBA has facilitated for his organisation.

"Winning work on the Chisholm Road project has allowed Wamarra to employ 10 more people and has provided a training ground for our employees to gain new skills in a range of construction areas. It has allowed us to create pathways for people towards meaningful and sustainable careers."

CSBA is committed to continue working with First Nations people to increase Indigenous participation within the infrastructure industry.

4.3 CSBA 2020-21 Local Jobs First Report

Guided by the Local Jobs First policy, we provide opportunities for locals to succeed. This ensures that when we build the infrastructure that make communities safe, we are also creating jobs and opportunities for Victorian businesses, and providing full and fair opportunities for local small and medium enterprises to participate in public sector purchasing. This policy is also designed to provide opportunities for Victorian apprentices, trainees, and cadets to work on some of Victoria's largest infrastructure and construction projects.

Projects (TEI of \$3 million or above) – commenced

- three procurements valued at \$11.6 million in metropolitan Melbourne
- estimated local content commitment of 93.9 per cent
- creation of 4.76 and retention of 9.06 apprentices, trainees and cadets
- creation of 7.06 jobs and retention of 36.09 jobs



Chisholm Road Cultural Centre Artwork – Together, Nathan Patterson from Iluka Art



The Chisholm Road Community Advisory Group assisted with recommending the artist (Nathan Patterson) who developed the artwork being installed in the Visits Centre and the Cultural Centre.



Strategic Projects (TEI \$50 million or above) – commenced

- two procurements based in metropolitan Melbourne, valued at \$106.49 million with an average estimated local content of 94.3 per cent
- five procurements based in regional Victoria, valued at \$174.03 million with an average estimated local content of 94.9 per cent
- eight state-wide procurements, valued at \$46.08 million with an average estimated local content of 98.6 per cent
- creation of 10.4 and retention of 40.3 apprentices, trainees and cadets
- creation of 61.5 jobs and retention of 340.4 jobs

Strategic Projects – completed

- one procurement based in metropolitan Melbourne, valued at \$6.04 million with an estimated local content of 99 per cent
- one procurement based in regional Victoria, valued at \$8.34 million with an estimated local content of 92.27 per cent

Outcomes achieved on completed Strategic projects

- an average of 92.28 per cent of local content outcome recorded
- a total of eight new apprenticeships created and three apprenticeships retained
- 80 small-to-medium sized businesses were engaged through the supply chain.



Jaycob is an apprentice bricklayer working at Chisholm Road Prison Project, as one of the trainees, cadets and apprentices completing a total of 300,000 labour hours on the project.

Two years ago, Jaycob faced significant challenges – he'd become disengaged from school and didn't see a clear pathway into work. But through the Regional Industry Sector Employment (RISE) program through the City of Greater Geelong, he gained trade skills and support to complete his Certificate 2 in Construction Pathways.

Supported by RISE, Jaycob gained an apprenticeship with local Geelong masonry company Caruso Bricklaying to work on Chisholm Road, and was recently awarded as Southwest Regional Master Builders 'Apprentice of the Year'.

Jaycob has gained confidence and become a valuable team member.

"My future feels bright with the people I've been working with, and being able to work on this big project," he says.

Jaycob is one of more than 1200 workers now on site at Chisholm Road – one of the region's largest construction projects – overseen by the Community Safety Building Authority on behalf of the Department of Justice and Community Safety.



5. Infrastructure keeping communities safe

5.1 Safety

Safety is paramount in our approach to infrastructure projects at CSBA. We take an evidence-based, progressive, proactive, and informed approach to project delivery through a health and safety lens. The CSBA Safety team provides project teams with support and advice on health and safety matters, enabling and supporting the safe delivery of projects across CSBA. The team is also responsible for driving CSBA's 'active client' agenda and project delivery philosophy. This means:

1. building internal health and safety capability at CSBA
2. supporting the engagement of competent contractors
3. performing ongoing project safety assurance
4. sharing information between contractors and stakeholders, to affect positive project health and safety outcomes.



CSBA Safety Team performing a site visit

For 2020-21, CSBA Safety:

- Collected contractor data on more than 2.8m contractor work hours, and 290 health, safety and environment project incidents
- Continued to play a critical role in maintaining a site presence through the COVID-19 pandemic, and performed 248 site safety walks
- Coordinated 'White Card' training for 12 CSBA staff and welcomed 44 new starters to CSBA with safety introduction sessions
- Delivered six 'active client' training modules to CSBA staff
- Completed six 'pre-works commencement checklist' processes for new CSBA projects
- Held nine meetings with WorkSafe Victoria representatives.



Barwon Precinct Traffic

Due to multiple CSBA projects in the Barwon precinct (CRPP, PIE Barwon, Barwon Capital Works and PIE MCC), as well as separate nearby residential construction projects, the area saw a significant increase in traffic. This raised the likelihood of increased congestion and delays to road users, including the public and Corrections staff, and the risk of a significant traffic accident in the area. CSBA Safety, with the support from CSBA Barwon precinct project teams, implemented preventative measures to mitigate these risks, including:

- Establishing two regular information sharing forums (contractor and Corrections facing)
- Encouraging contractor and Corrections workforces to report instances of near misses or traffic accidents through official reporting channels
- Liaising with Department of Transport representatives to request additional traffic risk mitigation measures, and Vic Police units to increase patrols to monitor speed
- Performing roadside traffic assessments and data collection
- Developing communication materials to display in Corrections and CSBA project work areas
- Presenting to Corrections workforces to update them of these measures and upcoming periods of congestion.

As of November 2021, no significant accidents had occurred in the area relating to CSBA construction works.

5.2 Our Coronavirus response

The continually changing COVID-19 public health directions and requirements of industry stakeholders presented ongoing challenges to the CSBA Safety team throughout 2020-21. In response to COVID-19 and industry restrictions, the CSBA Safety team played a key role in interpreting requirements and rules, sharing information and updates, and supporting project teams in the health and safety, commercial and delivery risks to their projects.

The commercial and legal team provided strategic advice on complex extension of time claims arising from the pandemic, which were assessed consistently as

possible across CSBA projects and within CSBA's COVID Framework.

Throughout the year CSBA continued work on projects declared as State Critical Infrastructure. CSBA followed Victorian state public health directions and provided guidance to our contractors on construction site activity to ensure the safety of workers. CSBA staff worked tirelessly with other government departments and our contractors to ensure the impacts of COVID-19 were effectively managed to keep project delivery on track to meet the needs of the justice and emergency services systems.



5.3 Justice Asset and Infrastructure Plan

CSBA led development of the Justice Asset and Infrastructure Plan, the first strategic plan focused on asset investment required to meet pressures based on supply and demand analysis over a 10-year timeframe. The plan has identified interventions to address asset and demand challenges across the justice system, including interventions for Victoria Police, Court Services Victoria, Corrections Victoria, Youth Justice, and the Victoria State Emergency Service.

Recognising that there are interdependencies in the justice system, the plan helps to take a system-wide approach to identifying, understanding the sector, and prioritising asset requirements and options for the future. The methodology also includes a consideration of how assets and infrastructure can support the delivery of operational reform and optimal justice outcomes, as well the extent to which the system can withstand shocks such as natural disasters and pandemics. The implementation of the plan and its underlying interventions will be best supported by leveraging governance and ancillary processes, including existing budget processes.

The plan will be used to feed into WOVG strategic planning, for example identifying potential justice use for sites in precinct structure plans. The robust methodology is aligned to Infrastructure Victoria's methodology for development of their 30-year strategy, enabling DJCS to have well-supported input into the strategy from a system view for the first time.

Through a systemic lens the plan highlights opportunities for collaboration

between justice agencies where common needs align. This supports the development of opportunities such as justice precincts, co-location and the development of new integrated models of service delivery like the West Melbourne Court and Custody Complex (see below). The plan provides a prioritised proposal for strategic investment to provide the greatest level of benefit for the criminal justice system and Victoria as a whole, and will be continually reviewed to retain currency of information as well as provide expanded scope to include all parts of the justice and emergency services sectors.



5.4 Chisholm Road Prison Project

CSBA continues to manage the build of Victoria's new maximum-security prison at Chisholm Road, Lara. **With a total funding commitment of close to \$1.2B**, the Chisholm Road Prison Project (CRPP) is designed to hold both sentenced and remand prisoners and is an essential part of the government's commitment to improving community safety.

Traditional Owners of the land and the Regional Aboriginal Justice Advisory Committees have been engaged on the design of the facility and have provided feedback that has been incorporated into the design.

This year the project achieved key milestones including:

- All infrastructure has been supplied to the site including the water and power supply, sewer connection, and an upgrade substantial to gas infrastructure in the precinct;
- installation of all modular cells;
- installation of the perimeter pre-cast wall;
- all 42 buildings are now out of the ground, with services install progressing and finishing trades commencing. Many of the buildings have already had their electrical power supply energized.

The project has exceeded social procurement targets relating to providing opportunities for disadvantaged Victorians and providing opportunities for people with disability. For instance, 30,000 labour hours was targeted for disadvantaged Victorians, and CRPP has currently achieved 58,000 hours.

As a result of lessons arising from the COVID-19 pandemic there will be an increase in the utilisation of wireless network access in prisons. All prison cells will have access to the Offender Side Network, which is envisaged to provide opportunity for in cell learning programs and video calls.



View of Officer Post in Main Accommodation Unit (top) and CRPP from NW Corner (bottom)



Chisholm Road Prison Project:

- The new 1248-bed facility will ensure that the prison system is well-equipped to meet future demand.
- The project is the single largest construction site in the state, and is 5 times larger than the size of the MCG.
- The project is providing \$279 million in direct economic benefits and creating jobs in the Greater Geelong region. \$126 million for services and supplies from businesses in Greater Geelong and Melbourne's western suburbs, and \$74 million to employ local sub-contractors and workers living within 30 kilometres of the project site.
- It has created over 1200 jobs for Victorian contractors, workers and apprentices exceeding over 3 million working hours.
- CRPP is expected to be constructed with more than 90 per cent local materials.
- Four per cent of the projects total estimated labor hours (120,000 hours) will be delivered by local Aboriginal and Torres Strait Islander workers.
- Will also direct a total of \$16.3 million to social enterprises that support Aboriginal and Torres Strait Islanders, disadvantaged Victorians, and people with a disability.
- 10% of labor hours on the project are allocated to apprentices, trainees and cadets with a further 30,000 hours targeted at Victorians living in postcode areas with high unemployment.
- 10 veterans of the Australian armed forces are currently employed through Veterans in Construction.

5.5 Cherry Creek Youth Justice Project

The Cherry Creek Youth Justice facility situated west of Werribee has been designed as a specialised facility focused on staff safety, improving accommodation and treatment and support responses to some of Victoria's most complex and challenging young males aged 15-18 years. The facility will provide 140 beds in total and will include an intensive intervention unit, a specialised health care unit, dedicated mental health beds and state-of-the-art education and vocational skills facilities.

Providing a new fit for purpose Youth Justice **facility is an essential part of the government's commitment** to improving community safety, to rehabilitate, and reduce recidivism of young people.

Most notably this year, through savings identified on the project, the project scope was able to be expanded to include external yards for all accommodation units, providing operational outcomes that are deemed as fundamental for the rehabilitation of young people.

The project is also on track to exceed its Aboriginal Employment Target of 50,000 labour hours and Major Project Skills Guarantee (apprentices, trainees and cadets) target of 125,000 labour hours.



Cherry Creek Youth Justice Project
October 2021 – facing east (top) and
west (bottom)



Cherry Creek Youth Justice Project:

- The total approved TEI is \$429.942m, which includes a Department of Education and Training contribution \$10m
- Construction began in October 2020. Completion is expected in mid-2022 and the facility will be fully operational later that year
- 850 tonnes of steel has been installed – the weight of 156 elephants
- The project will provide more than 600 jobs on site, and further jobs in management, design, prefabrication and off-site works
- By August 2021, one million labour hours had been delivered on site
- Once operational, Cherry Creek will require more than 250 ongoing staff across a range of roles including youth justice custodial officers, psychologists, teachers, health workers and administrative and maintenance staff
- Cherry Creek is targeting construction with over 90% local materials, and will be primarily built by Victorian contractors, workers and apprentices
- A Community Advisory Group, featuring representatives from the Wyndham City Council and members of the local community, was established in June 2017 to ensure local input throughout the planning and development stages of the project.



5.6 Dame Phyllis Frost Centre Project

The Dame Phyllis Frost Centre (DPFC) is one of two women's prisons in Victoria and is located 26 km north-west of Melbourne in the suburb of Ravenhall. The prison provides secure accommodation and services to a range of cohorts including remand, sentenced, mainstream, management and protection prisoners. DPFC also accommodates women with mental health conditions, and cognitive impairment disabilities, as well as young children who have been approved to live with their mothers. The new buildings have been designed to increase access and engagement with rehabilitation programs and help female prisoners transition back into the community following their release.

The DPFC project has a strong social procurement focus with ambitious targets and initiatives. Examples of the commitments include:

- employment of people affected by COVID-19 pandemic;
- employment of older unemployed people;
- employment of people who have had contact with the Criminal Justice System;
- 3% Aboriginal and/or Torres Strait Islander employment and,
- 1% spend of total contract value with Victorian Aboriginal Businesses.

The DPFC project was awarded a “Gold Standard” by the Building Industry Group in July 2021 for implementing and actively enforcing safety standards above the legislative requirements for COVID-19.



Drone Footage of the External Expansion Site (106 Beds) (left) and aerial view of new management units under construction (right)



Dame Phyllis Frost Centre Project:

- TEI \$188.9 million.
- The project is on track to be delivered in late 2022.
- The expansion of the DPFC is expected to create more than 130 jobs during construction, with 10% of the total construction labour hours earmarked for Victorian apprentices, trainees and cadets.
- At least 90% of the materials for the project will be sourced locally.

The project further aims to provide benefits by:

- Increasing the capacity of the of the women's system by a total of 106 beds to address growth and safely accommodate the population for the next 10 years.
- Delivering 40 new management beds to assist in the eventual replacement of existing management units which are no longer adequate, safe or fit for purpose.
- Delivering a new multipurpose building to provide space for additional programs and a new kitchen and canteen to support the growing population.

5.7 Emergency Services Infrastructure

The Emergency Services Infrastructure Authority within CSBA is a dedicated business-unit focused on delivering fit-for-purpose infrastructure to better support emergency services volunteers in the critical work they do. This includes managing built infrastructure projects on behalf of the Victoria State Emergency Service (VICSES) ensuring the delivery of facilities from land acquisition, planning design, construction, through to operational readiness.

It is predicted that the frequency, severity, duration, and cost of emergencies will continue to increase into the future. The subsequent growth in demand and frequency of events means that VICSES need to have fit-for-purpose facilities that ably support operational capabilities while ensuring the retention and recruitment of volunteers.

The Emergency Services Infrastructure Authority also oversees the delivery of Life Saving Victoria (LSV) infrastructure projects and leads the procurement and project management support of Marine Search and Rescue (MSAR) vessels on behalf of the MSAR Office within Emergency Management Victoria.



Motor bays with emergency service vehicles (left) and VICSES Wangaratta Unit – completed in December 2020



Anglesea Surf Life Saving Club completed in September 2020 (left) and Jan Juc Surf Life Saving Club officially opened in December 2020 (right)

Emergency Services Infrastructure year-to-date snapshot

A total of \$182.624 million has been invested by the Victorian Government across 52 projects (19 VICSES, 19 LSV, 14 MSAR), including:

- \$125.507 million to deliver new and upgraded VICSES Unit's across Victoria
- \$49.017 million to deliver new and upgraded LSV facilities for volunteers
- \$8.100 million to deliver new and re-purposed vessels and replace engines for MSAR flotillas throughout Victoria
- **Projects completed** – 10 LSV, 3 VICSES, 13 MSAR
- **In construction** – 4 LSV, 4 VICSES
- **In design** – 2 LSV, 4 VICSES
- **In planning** – 3 LSV, 8 VICSES (includes land search/acquisition), 1 MSAR.



5.8 Prison Infill Expansion Program

The Prison Infill Expansion Program was funded (\$791 million TEI) to alleviate the shortfall of accommodation in the men's correctional system by providing additional beds and supporting infrastructure to five prisons in Victoria. The prisons are: Barwon Prison (Lara) – 243 beds, Middleton Prison (Castlemaine) – 39 beds, Hopkins Correctional Centre (Ararat) – 94 beds, Metropolitan Remand Centre (Ravenhall) – 212 beds, and Marngoneet Correctional Centre (Lara) – 72 beds. Construction across the five sites is expected to be completed by December 2023.

These projects are using a Modular Cell design so work can progress offsite. This is the first time DJCS have built accommodation blocks with steel modular cells manufactured offsite.

The adoption of innovative construction techniques will result in cost and time saving benefits, 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. On each project a portion of the work will be done by apprentices, trainees and cadets, and work will be going to Aboriginal businesses and staff. The program of projects is expected to create 780 jobs through manufacturing and construction, with targeted investment in local employment, social enterprises and jobs for disadvantaged Victorians.



Manufacturing of steel modular cells for integration into the new accommodation blocks.



New accommodation at Middleton prison in construction with the modular cells under tarpaulins until the building is watertight.



5.9 Commercial and Legal

This year's focus for the Commercial and Legal (C&L) team has been to identify and strengthen the management of commercial and legal risks consistently across all CSBA projects. C&L's function provides value added strategic advice to the project teams to support the achievement of project milestones and targets within an acceptable risk profile for the State.

The aim is to ensure CSBA continues to comply with its mandatory legislative and policy obligations for public construction and operate with a lens of continuous improvement and knowledge sharing.

C&L is pleased to have delivered a comprehensive toolkit of materials to assist CSBA staff in procurement and contract management, which has been supplemented by practical training sessions in the public construction context.

responsibilities due to COVID-19 and natural disasters, increased demands for information sharing driven by maturing technology, and assuming an around the clock role in providing warnings and alerts to the community to meet community expectations. These pressures and developments are generating additional requirements that are increasingly unable to be accommodated within the existing SCC, necessitating expansion.

CSBA has developed the problem and benefits statements and project options, engaged consultants to investigate and cost the ICT for the project to ensure functionality for EMV and 45 other agencies that use the SCC, and engaged with the Victorian Government Shared Service Provider on accommodation options. Altogether this allows the business case to present the most persuasive and best value for money option to put forward for budget funding.

6. Future infrastructure planning

6.1 State Control Centre

CSBA has been working with Emergency Management Victoria (EMV) to develop a business case to meet requirements for the State Control Centre (SCC) now and into the future.

The SCC is Victoria's primary control centre for the coordination of emergencies and connects government agencies and industry together to prepare for, respond to, and support communities to recover from emergencies and disruptive events.

The scope of responsibilities to be met by the SCC has changed considerably. This has been a result of increased

6.2 Women's Community Residential Facility

CSBA is supporting Corrections Victoria to secure land and develop a business case for a Women's Community Residential Facility. The business case stems from the fact that there is currently no transitional centre for women in Victoria. However, the Government is committed to providing gender responsive and trauma-informed services to women prisoners to address the causes of their offending and reduce the growing numbers of women in custody.

Women in contact with the criminal justice system frequently cite a common set of factors as crucial to their remaining free from offending - housing, re-connecting with their children, being free from alcohol, drugs, violence and abuse,



and having income security. This initiative aims to address these factors focusing on two themes – diverting women from entering custody in the first place and supporting women to transition from custody and reduce reoffending.

Bail supported accommodation will help ease pressure on women's prisons as it provides an alternative to placing women on remand. This could also potentially be used to accommodate women exiting from custody or on a community-based order who may be at risk of homelessness. Access to accommodation and supports will help prevent these women from reoffending. Supported community reintegration in the form of a transitional facility will enable women to reintegrate successfully into the community from custody.

6.3 West Melbourne Court and Custody Complex (WMCCC)

In partnership with the Magistrates' Court of Victoria, Victoria Police and Corrections Victoria, CSBA is developing a business case proposal seeking capital funding to construct and deliver a new type of justice facility, the West Melbourne Court and Custody Complex (WMCCC). The aim is to improve the efficiency and responsiveness of the criminal justice system, divert short stay prisoners out of the prison system and reduce the rate of recidivism.

The establishment of a co-located court and custody complex is an Australian first that will deliver considerable system-wide benefits and efficiencies. This is a cohesive delivery of justice services based on a person-centric philosophy.

Acting as a centralised triage point, at the entrance to the criminal justice system, it will enable:

- All bail and remand hearings from across metropolitan area to be heard at this facility, freeing capacity at the eight metropolitan Magistrates' Courts to hear other matters before the court
- Police informants to provide evidence via audio visual link from their stations, reducing the time taken from frontline policing activities
- Persons in custody will spend less time in police cells, reduced unnecessary time on remand and will not be subject to multiple, invasive screening processes
- Easier access to full wrap around support services, tailored to the requirements of the users of WMCCC, supporting a more efficient process and better outcomes.

The WMCCC is an innovative project that has been designed to deliver smarter justice. It contributes significantly to supporting the achievement of the 10-year Whole of Victorian Government Strategy to reduce offending, improve justice outcomes and keep people out of prison.



WMCCC Concept



7. The year ahead

CSBA will continue to build the infrastructure and facilities needed to keep Victorians safe and support an effective and modern justice system. Two major high-risk, high value projects at Chisholm Road and Cherry Creek are on track for delivery over the course of the year ahead, an outstanding achievement for CSBA given the complexity of the work environment and ever-changing conditions. The delivery of these two facilities will be a significant milestone in bolstering the justice and rehabilitation system in Victoria.

CSBA is building a new state-of-the-art volunteer fire station at St. Leonards. It will replace an aged existing building and the new building will include improved amenities for volunteers of all genders and provide greater access and facilities for members with disabilities.

The building design also incorporates areas for meetings, training and other relevant needs. This critical infrastructure will ensure brigades are equipped and prepared for future fire seasons.

The Victorian Institute of Forensic Medicine (VIFM) received \$29m in capital funding in the 2021/22 State Budget to progress construction works in the mortuary, laboratories and plant. VIFM has formally engaged CSBA to manage these works.

Alongside effective leadership, governance and processes, CSBA project teams will maintain our high performance in delivering strong outcomes. In doing so, CSBA proudly contributes to the economy's recovery by providing jobs through infrastructure projects.



Appendix 1

Our Leadership Group

Name	Role
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
Carla Filippa	Director, Governance and Assurance
Andrew Heinrichs	Director, Safety
Tara Spivakovsky	Director, Project Development and Advice

Our Advisory Board

Name	Role
Bernie Carolan	Chair
James Cain	Board Member
Jane Leslie	Board Member
Claire Noone	Board Member
Peter Severin	Board Member



Appendix 2

Our projects as at October 2021

Corrections and Justice Services	Emergency Services Infrastructure Authority
<ul style="list-style-type: none"> Chisholm Road Prison Project Dame Phyllis Frost Centre – 106 Beds and Supporting Infrastructure Dame Phyllis Frost Centre – Fire Upgrade Langi Kal Kal – Wastewater Treatment Plant Emu Creek – Staff Office Accommodation and Bridge Capital Works West Melbourne Court and Custody Complex Prison Infill Expansion Program <ul style="list-style-type: none"> Barwon Prison Marngoneet Correctional Centre Metropolitan Remand Centre Middleton Modular Cells Hopkins Correctional Centre 	<ul style="list-style-type: none"> 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 Cobram SES Corio SES Craigieburn North SES Cranbourne SES Emerald SES Essendon SES Marine Search and Rescue – Apollo Bay Vessel Replacement Mentone LSC Northcote SES Officer SES Point Cook SES Point Lonsdale LSC Point Lonsdale SLSC temporary facilities Port Campbell SLSC Port Fairy SES Skye SES Wangaratta SES Wonthaggi SES Wonthaggi LSC temporary facilities
Emergency Services	
<ul style="list-style-type: none"> Emergency Services Refurbishment Fund VICSES Head Office St Leonards Fire Station Future State Control Centre – Business Case 	
Youth Justice	
<ul style="list-style-type: none"> Cherry Creek Youth Justice Project Parkville Strengthening 	
Attorney General	
<ul style="list-style-type: none"> Victorian Institute of Forensic Medicine (VIFM) Facilities Upgrade Program Justice Asset and Infrastructure Plan (JAIP) 	