

Community Safety Building Authority Years in Review: July 2021 – June 2023



Acknowledgement of Country

The Community Safety Building Authority acknowledges the traditional Aboriginal owners of country throughout Victoria and pays respect to their Elders, past and present.



Artwork by **Nathan Patterson**, used in the ceiling of the cultural centre at the Western Plains Correctional Centre.
Artwork Story: **'Together'**. Representing people gathering together on Waddawarrung Country. Man & Woman gathering food together along the rich coastline. The cross hatching represents the land with the outside waves representing the ocean. The gum leaves once again symbolizing healing.



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1 Deputy Secretary's Foreword

The past two years have been both extremely challenging and rewarding for the CSBA as we continued our role in providing critical infrastructure that keeps Victorians safe. During this period we maintained our successful delivery record, including the completion of three of our high value, high risk capital projects for the Corrections and Youth Justice systems within budget and publicly committed timeframes.

Our program delivery achievements have come off the back of significant and unprecedented pressures. Geopolitical tensions, extreme weather events and the ongoing impacts of COVID-19, including increased demand resulting from post-pandemic stimulus, have all contributed to significant increases in the cost of construction over the past two years. There has also been a significant shortage of skilled workers, which has a knock-on effect on other construction costs.

These unprecedented price escalations and supply chain disruptions have resulted in significant cost and time pressures on CSBA's capital program. The impacts have also been felt by the CSBA directly, with significant market constraints in the project leadership, commercial and legal expertise, and technical skills we require to successfully manage our projects.

In part driven by these broader construction sector challenges, in 2022 the government decided to consolidate responsibility for delivery of fire services infrastructure projects under the CSBA. This will enable an integrated approach that is expected to produce efficiencies in the delivery of capital works across the emergency services sector, from land acquisition and planning through to procurement and construction. It will also enable consistent project governance and reporting arrangements, making it easier to identify and resolve issues early and minimise delays or cost pressures.

This will help ensure that communities have the critical emergency services infrastructure they need and allow emergency services organisations to focus on critical service delivery.

The CSBA delivery pipeline has accordingly grown to include a new fire services portfolio, currently delivering a program of works across twenty projects for the Country Fire Authority, with projects from Fire Rescue Victoria expected to follow later in 2023.

Meanwhile, the delivery of our program of Emergency Services facilities for the Victoria State Emergency Service continues apace, with a significant number of projects achieving successful completion, and construction underway on the majority of the remaining projects.

The CSBA continues to use the significant economic value of our capital program to drive positive outcomes for socially and economically disadvantaged Victorians. We have set and exceeded ambitious targets for local content, employment, and investment in social enterprises, delivering significant benefits for local communities.

The CSBA is committed to environmentally sustainable design in its infrastructure ensuring we reduce the impact of the construction and use of buildings on the natural environment. This will continue to be a significant focus as we move into 2023-24, as we work to support the government's broader climate change agenda.

I am incredibly proud of what we have achieved over the past two years and professionalism, commitment, and adaptability of our staff who have made this happen.

The CSBA look forward to working with our partners and communities across Victoria as we continue to deliver critical infrastructure for the justice and emergency services sectors over the coming year.

Corinne Cadilhac

Deputy Secretary

Corporate Services and Infrastructure



2 About the Community Safety Building Authority

2.1 About us

The CSBA designs, procures, builds, and upgrades the infrastructure needed to keep the Victorian community safe. At the end of June 2023, CSBA had **57 projects** under management, with a value of **\$2.133 billion**.

The primary focus of our work is to provide end-to-end project management to deliver critical infrastructure to emergency services, corrections and youth justice portfolios.

As well as keeping the community safe, our projects are delivered 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, agency partners and other key stakeholders across the Victorian Government.

CSBA is also committed to delivering environmentally sustainable infrastructure. Our designs carefully consider water, energy and waste management, targeting outcomes that support the Victorian Government's climate change policy.

We support two ministers across four portfolios, delivering projects across metropolitan and regional Victoria.

2.2 Values

The CSBA promotes and embraces the Department of Justice and Community Safety's (the department) values of:

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

2.3 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 in 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.



2.4 CSBA Advisory Board

Meeting monthly, the CSBA Advisory Board provides strategic support and advice to the CSBA executive and project teams.

Chaired by James Cain, 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 and reviewing key project documents and decisions, including major procurement evaluations and recommendations. They provide invaluable independent and objective strategic advice on a range of project and portfolio related issues and initiatives and CSBA performance.

The Advisory Board members have significant expertise and experience across design and construction, stakeholder engagement, compliance and assurance, legal, commercial and finance, and the justice sector.

2.5 Message from the CSBA Advisory Board Chair

On behalf of my Advisory Board colleagues, I would like to congratulate the Deputy Secretary, Corinne Cadilhac, all CSBA staff and contractors for the significant achievements the CSBA has made, despite the unprecedented challenges in the construction sector and supply chain over the last two-years. To continue to successfully deliver on its commitments is a testament to the skills and efforts of the CSBA staff, and the robust project management, oversight and reporting systems they have in place.

I am grateful for my Advisory Board colleague's support as we continue to utilise our collective expertise and experience to support the CSBA to factor the current industry conditions and outlook into ongoing assessment of the deliverability and costings of its projects, and continuous improvement of CSBA's governance processes.

I would also like to thank outgoing chair Bernie Carolan for leading our board since its inception. Bernie's support and guidance over the past 3.5 years has been invaluable. We also welcome new board members Karl Kent and Claire Noonan .

The Advisory Board is excited for the year ahead and continuing to build on the excellent reputation and capability of the CSBA.

James Cain
Chair, CSBA Advisory Board



3 Key indicators at a glance



25

Projects completed since July 2021.



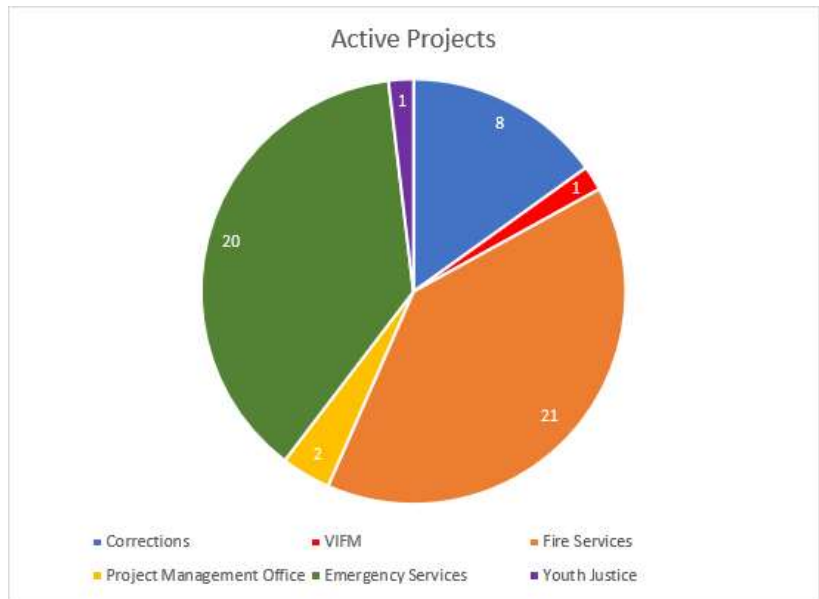
\$2.133b

Total budget (\$billion) of projects under active management at the end of June 2023



57

Projects under active management at June 2023



24

Projects in construction as at end June 2023



1034

kilowatts solar installed across five projects



Workforce

As at June 2023, the CSBA team was made up of **114 staff**, of which more than **53% are female**.



624

Site visits performed by the CSBA Safety team from 1 July 2021 to 30 June 2023



5,703,125

Contractor hours worked from 1 July 2021 to June 2023.



136

Small to medium sized business were engaged through the supply chain



4 Our key achievements

4.1 Social procurement outcomes

CSBA's projects are major generators of employment, creating thousands of jobs in construction, supporting industries, and enabling the creation of thousands more ongoing jobs once facilities are built.

CSBA continued its commitment to supporting broader social and economic outcomes through social procurement and establishing proactive targets with partners and contractors that benefit Victorians. Across our projects we engage social enterprises, disability enterprises as well as Aboriginal businesses and set targets for minimum labour hours, workforce participation plans and partnerships with specialist agencies.

The Dame Phyllis Frost Centre project had a strong focus on social procurement and ambitious targets to meet. It exceeded in almost every social procurement commitment and created more than 130 jobs during construction, with more than 12 per cent of construction hours completed by apprentices, trainees and cadets.

4.2 Local Jobs First

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.

We aim to utilise apprentices, trainees, and cadets for at least 10 per cent of the labour hours on our projects, helping to grow the next generation of skilled workers in Victoria.

Projects (TEI of \$3 million or above) – commenced since July 2021

- 13 procurements valued at \$37.6m in metropolitan Melbourne
- 5 procurements valued at \$255.7m state-wide
- Creation of 4.63 apprenticeships and 1.6 trainee positions, and retention of 5.3 apprentices, 2.9 trainees and 1.2 cadets in metropolitan Melbourne
- Creation of 7.7 jobs and retention of 81.6 jobs in metropolitan Melbourne

Strategic Projects (TEI \$50 million or above) - commenced since July 2021

- 5 procurements based in metropolitan Melbourne valued at \$113.6m with an average local content of 97 per cent
- 5 state-wide procurements valued at \$255.7m with an average estimated local content of 96 per cent
- creation of 57.6 jobs and retention of 249.7 jobs state-wide
- 12 Victorians with a disability employed.

Dame Phyllis Frost Centre social procurement highlights

- 19 Victorian Aboriginal people employed
- 3 unemployed older Victorians were employed
- 14 disadvantaged Victorians were employed
- 12% of total construction labour hours were completed by women
- \$471,431 in expenditure with Victorian social enterprises



Strategic Projects completed since July 2021

- 2 procurements based in metropolitan Melbourne valued at \$0.101m with an average local content of 97 per cent.
- 2 procurements based in regional Victoria valued at \$63.37m with an average estimated local content of 93 per cent.
- 4 state-wide procurements valued at \$8.38m with an average local content of 99 per cent.

Outcomes achieved on completed strategic projects since July 2021

- An average of 95.9 per cent of local content outcome achieved.
- A total of 4.35 new apprenticeships were created and 37 apprenticeships retained.
- 136 small-to-medium sized businesses were engaged through the supply chain.

Ryan’s story, an army veteran who found long term employment.

After a seven-year career in the Australian Army, Ryan Vonhoff found himself in various short-term jobs, without a clear path forward.

A chance referral from Hawthorn RSL saw Ryan get involved with Veterans in Construction, a social enterprise helping veterans of the Australian armed forces embark on new careers in the construction sector.

Ryan was one of ten veterans who helped build the new Western Plains Correctional Centre (WPCC) at Chisholm Road in Barwon. The project’s partnership with Veterans in Construction was part of its \$16.3 million commitment to fund social enterprises and support Indigenous and local businesses, Victorians with disability and disadvantaged Victorians.

Having spent six months as a labourer on the project, Ryan was promoted to lead a team of workers at WPCC.

Ryan says the training he and his fellow veterans received during their time in the armed forces has been valuable when applied to their new roles at WPCC.

"This opportunity has changed my future – 18 months ago there wasn’t a future picture I could clearly see. It’s a different story for me now." Ryan says.

"In my team we have a wide range of skills, including a navy diver who used to weld

"This opportunity has changed my future – 18 months ago there wasn’t a future picture I could clearly see. It’s a different story for me now."

underwater, an engineer working with landmines, and an engineer who can build car engines."



The veterans working at WPCC used their skills in a variety of roles on site, including as labourers and storemen, with 60% hailing from the local Geelong area.

Former SAS veteran and founder of Veterans in Construction, Dave Farrell, says one of his motivations for starting the organisation was to help veterans use skills developed in the military to successfully transition into civilian life.

"Veterans are used to working in disciplined teams, breaking tasks down and adapting accordingly and we have been able to provide multiple veterans stable and meaningful employment at WPCC."



4.3 Recognition of first nations people

CSBA recognises the traditional custodians of the lands on which our projects are constructed and the contribution of Aboriginal and Torres Strait Islander people to our projects, as critical advisors and as workers across a range of trades and professions.

CSBA actively invests in Indigenous enterprises and in delivering meaningful and sustainable career opportunities for Aboriginal and Torres Strait Islander peoples across our projects.

CSBA is proud to partner with Barpa, an Indigenous construction company committed to making a positive difference for Australia’s first people. Barpa were successful in securing the Victorian State Emergency Service (VicSES) West package of construction works. Construction has commenced for new fit-for-purpose facilities at Point Cook and Aintree.

The Middleton Prison Infill Expansion (PIE) project team negotiated an agreement with the Dja Dja Wurrung under the Recognition and Settlement Agreement and Land Use Activity Agreement.

The agreement delivered important financial community benefits and embedded initiatives into the operation of the facility via a Connecting to Country work program, staff training and Acknowledgement of Country artwork and signage.



The Stone of Country by artist Troy Firebrace

On this surface where stories, land and people are held sacred, elevating to the sense of lore. A carving of what always was and always will be. Guided by the ancestors within the night sky. Within this landscape is a representation of our sacred culture, just like the valuable stones, it reveals itself through the earth creating opportunity to learn, share and create the necessary tools for community to live and thrive. We often forget that culture is always with us, even though over time the landscape has changed so much. Though the concrete has been poured over the life-giving sands our country still provides the solid foundation to push off from, to leap forward into our lives, to face what’s ahead.

Bike Shed, Middleton Prison



5 Infrastructure keeping communities safe – key highlights

5.1 Safety

Health and safety is paramount in our approach to delivering infrastructure projects at the CSBA.

We have continued to apply and enhance our active client methodology to our projects, working collaboratively with our delivery partners to minimise negative health and safety impacts to workers, and to maximise the benefits.

Some of our proactive interventions to improve contractor health and safety capabilities are industry leading.

Our upgraded health and safety management and reporting system is enabling us to better identify trends and use evidence to raise concerns and escalate issues with our contractors.

With the addition of the Country Fire Authority program to the portfolio, CSBA is managing a higher number of smaller value projects utilising Tier 3 or 4 contractors. This requires

more targeted, bespoke support, in recognition that the smaller contractors involved do not generally have dedicated OHS staff like the major Tier 1 and 2 contractors. CSBA can be proud of how we have matured as an active client, and there is much to be excited about as we continue to evolve and support our changing infrastructure program.



Site safety walk

For 2021-23, CSBA Safety:

- Collected contractor data on more than **5.6m contractor work hours**
- Performed **607 site visits** over the last two years.
- Coordinated **'White Card' training** for 18 CSBA staff and welcomed 87 new starters to CSBA with safety introduction sessions
- Delivered **seven 'active client' training modules** to CSBA staff
- Completed **ten 'pre-works commencement checklist'** processes for new CSBA projects



5.2 Environment and Planning

The CSBA is committed to delivering infrastructure that optimises environmental outcomes over the asset’s life. CSBA works hard to minimise impact to the environment throughout its projects’ lifecycles.

Environmentally Sustainable Design

In 2019, the department established its own minimum design standards for building facilities that are environmentally sustainable. These standards are based on the industry's best practices and are applied to all CSBA capital works.

Many emergency response facilities are located in areas that are prone to extreme weather conditions and climate-driven emergencies such as bushfires, flooding, sea level rise, and storm surges. These climate-related events directly impact the lifespan of the assets.

When facilities need to be redeveloped, the department must consider the site's ongoing suitability and whether it is feasible to move to a less vulnerable location while meeting the operational requirements of the emergency response activity.

To manage climate risk better, the department has included climate risk as a minimum standard in the Environmentally Sustainable Design (ESD) process. Furthermore, targeted climate risk assessments for facilities will become a part of business-as-usual asset management and new business cases.

The mitigation of climate risks across the asset portfolio has been incorporated into the Justice Asset Infrastructure Plan.

The design of the new Fawkner State Emergency Service (SES) included:

- **14KW solar PV system**
- **20,000L rainwater tanks** for re-use in toilets and irrigation
- **150sqm of raingardens** to remove pollutants from stormwater
- **LED lighting** with integrated lighting control
- **Submetering of lighting, power, rainwater, and potable water**
- **Heat pump hot water system**
- **Sustainable materials** used in ceilings and carpets, and low volatile organic compound paints.



Solar panels at VICSES Fawkner

Project	Installed solar PV (KW)	Installed rainwater tank capacity (L)
Western Plains Correctional Centre	500	40,000
DPFC 106 beds	90	80,000
Cherry Creek Youth Justice Project	430	22,000
Fawkner SES	14	20,000
Heidelberg SES	0	22,500
Total	1,034	184,500

Solar power and rainwater tank capacity installed on five CSBA projects



The CSBA is committed to ensuring optimal biodiversity and cultural heritage outcomes, respecting the environment and landscapes our projects are delivered in.

Aboriginal cultural heritage

The CSBA has several projects located on Wadawurrung Country.

Working closely with the Wadawurrung, the CSBA is preparing curation management plans to securely display stone artefacts in publicly accessible areas alongside important history and storytelling of the Wadawurrung people. The artefacts, which include quartz, quartzite and silcrete used for stone tool manufacture, were collected during the construction of the Western Plains Correctional Centre and the Cherry Creek Youth Justice Facility.

Biodiversity

In early 2023, the CSBA obtained authorisation to handle native wildlife under the Victorian Wildlife Act 1975. This means the CSBA can undertake its own habitat assessments and relocate fauna prior to demolition or construction works. The CSBA's zoologist has relocated lizards, snakes, frogs, birds, and arboreal mammals for several projects.



Jacky Lizard



5.3 Dame Phyllis Frost Centre

106 Beds and Supporting Infrastructure

The Dame Phyllis Frost Centre (DPFC) is one of two women’s prisons in Victoria located 26km north-west of Melbourne.

The CSBA delivered new infrastructure at the DPFC on time and within budget reaching practical completion on 22 December 2022.

The new infrastructure provides women in prison with fit-for-purpose facilities to help with their rehabilitation and reduce trauma.

Officially opened on 13 April, the new facilities include **106 new beds**, a **new reception centre**, **multi-purpose buildings to facilitate education and support programs**, a **new kitchen and prisoner canteen** and expanded **legal and tele-court facilities**.

Trauma informed care principles

The new infrastructure is the first of its kind in Australia designed in line with **trauma-informed care principles**.

For example, the design of the reception centre has several innovations intended to reduce the additional trauma that can be experienced by women entering prison and includes:

- a body scanner to replace unclothed searches
- a cultural space for Aboriginal women to consult an Aboriginal Wellbeing Officer
- digital privacy screens within the reception holding cells.

The new facilities will allow older infrastructure that is no longer fit for purpose to be decommissioned.



DPFC 106 beds and supporting infrastructure aerial view



DPFC - accommodation unit

DPFC - reception centre



Aboriginal Healing Unit

The Aboriginal Healing Unit (AHU) within the DPFC aims to address the overrepresentation of Aboriginal women within the justice system and reduce recidivism amongst this cohort.

The CSBA managed the build of the AHU which includes a dedicated program space and associated accomodation for up to 12 women.

Renowned Aboriginal artist Simone Thomson was engaged to design a piece that could be interpreted and transformed into the physical landscape and yarning circle area. Input was sought from the Aboriginal women in custody and the Yilam unit, with the key elements of strength and hope, of family, fire, earth, bunjil and eucalypt to be reflected in the design. The result was the **artwork piece, titled Ngarra-jarra-nown Ngawan – Healing Sun.**

The AHU will provide opportunity to respond to the underlying factors of offending through a culturally safe and holistic approach that uses cultural strengthening as a protective factor. Building on successful models overseas and the expertise of the Victorian Aboriginal community, cultural immersion, unique case management and support specifically developed for the Aboriginal women in prison is the focus of the AHU.

In accordance with the Aboriginal Justice Agreement Phase 4 (AJA4) the implementation of the AHU by Corrections Victoria (CV) supports Aboriginal self-determination,.

In May 2023, CV engaged a qualified Aboriginal Community Controlled Organisation to deliver programs and services within the dedicated AHU programs space.

The AHU will operate as a **therapeutic community**, in partnership with CV. It will provide the necessary supports to Aboriginal women at DPFC to build essential life skills that are required to maintain pro-social connections to their community and culture following their release from prison.

Operation of the unit is scheduled to commence in late 2023.

Aboriginal Healing Unit – Kitchen



Aboriginal Healing Unit - Fence





‘Ngarra-jarra-nown Ngawan – Healing Sun’

The traditional language of the Wurundjeri People is Woi-Wurrung. In the Woi-Wurrung language, the word ‘Wurundjeri’ is in two parts; ‘wurun’ meaning ‘manna gum tree,’ and ‘djeri’ – the white grub that lives in the tree, the ‘witchetty grub.’ Gum leaves and yellow wattle border the circle as a sign of respect to the Wurundjeri People and the ancestors who have walked this land since the beginning of time. They are



Yarning Circle – Aboriginal Healing Unit, DPFC

Simone Thomson
Wurundjeri / Yorta-Yorta

the healing leaves used in traditional Smoking Ceremony for cleansing and healing.

Journey tracks of the women are represented by the connecting circles and pathways entering from around the circle from the north, south, east and western skies. They meet in the middle encircled by Bunjil the Eagle’s great wings, the Creator Spirit and Totem of the Kulin Clans. His wings are enveloped by his creation of country, the mountains and rivers – the healing place of spirit and mind.

In the bird’s eye view – Bunjil’s eye – his people are represented by the ‘U’ symbol. This represents a person in the sitting position. The ‘U’ shapes represent the women gathered in the central gathering place facing one another with respect. The ‘I’ symbols beside them represent the digging stick and coolamon. The coolamon is the symbol of family and what it means for women to be caregivers and nurturers for their families. The digging stick references the important role women play in community and their use for hunting and gathering.

*The very central circle represents the giver of life – the Sun. The Sun’s energy and light is our nurturer and healer, it is **‘Ngarra-jarra-nown Ngawan – Healing Sun’***



5.4 Cherry Creek Youth Justice

Despite significant challenges presented by the pandemic, the CSBA has now completed and delivered a state-of-the-art youth justice facility at Cherry Creek, west of Werribee.

The project **created more than 600 jobs on site**, supported thousands of jobs across the steel, manufacturing, construction and engineering industries, and **maximised the use of local manufacturers and suppliers throughout**.

The project achieved **93% local content** in its construction with **10% total work hours allocated to apprentices, trainees and cadets**. It further **achieved its Aboriginal Employment Target of 50,000 labour hours**.

The facility has been designed to improve rehabilitation outcomes for young people while keeping staff and the community safe.

In line with outcomes from expert reviews of the youth justice system, the facility will prioritise mental and physical health and wellbeing, rehabilitation, and daily engagement in programs and activities.

The centre has **140 beds, including mental health and intensive intervention units**.

The site has been handed over to Youth Justice and preparations for opening are underway.



Youth Justice gatehouse

5.5 Western Plains Correctional Centre

The new Western Plains Correctional Centre (WPCC) at Chisholm Road in Barwon is a **1248-bed** maximum security men's prison with support buildings including education, health, cultural centre, gatehouse and industry buildings.

The project **achieved Practical Completion in November 2022** on time and under budget, enabling \$50m in savings to be reprioritised to other government priority projects.



Youth Justice spiritual centre



WPCC – Inside of gatehouse



The design of WPCC has **used trauma informed design principles**, seeing the extensive use of landscaping and clever design considerations to mitigate the confronting nature of certain custodial elements.

The WPCC facility includes a main street allowing prisoners to travel to supporting service buildings, with **access controlled by new prisoner movement system** that facilitates planned movements based on approved appointments and validation of identify through biometric identification systems.



WPCC - Gatehouse

The project encountered significant challenges during construction, none more so than the declaration of a pandemic six months after the appointment of the contractor. Throughout, CSBA and the contractor worked collaboratively to continue delivery of this critical infrastructure project in line with the State's

emergency pandemic directives. During this period, **the project workforce peaked at over 1600 workers** and **monthly expenditure exceeded \$50m.**



WPCC- Cultural centre



WPCC - Building entrance

The WPCC project set ambitious **social procurement targets**, which had a direct impact on the local community. These targets have been **achieved and exceeded**, and included:

- **110,374 hours** completed by labour from areas of high unemployment identified by the G21 Region Opportunities for Work
- **389,809 hours** completed by **apprentices, trainees or engineering cadets**
- **127,466 hours** completed by **Aboriginal and/or Torres Strait Islanders**
- **\$22.393 million** awarded to **social benefit enterprises**
- **\$12.567 million** awarded to **disability enterprises** for direct employment of people with a disability
- **93%** of the project construction cost supplied from **Australia or New Zealand**, including **labour and materials.**



5.6 The Victorian Institute of Forensic Medicine

The Victorian Institute of Forensic Medicine (VIFM) provides independent forensic medical and scientific services to support the justice system. It works with the families of the deceased, victims of violence, police, the courts and other Australian and international jurisdictions.

While a statutory government agency with a core function to investigate the cause of death, the VIFM also operates as the Department of Forensic Medicine in partnership with Monash University and houses the Donor Tissue Bank of Victoria providing tissue for transplantation.

The VIFM's work has grown substantially over the past decade, and its current facilities are no longer fit-for-purpose to accommodate its critical services, and the people and technologies that support them.

The CSBA is overseeing planning, design, procurement and construction works including:

- Upgrades to the mortuary and electrical infrastructure to support **new imaging equipment**
- **Improvements to mortuary** and office spaces to support staff wellbeing
- **Enhanced visitor spaces** for families of deceased persons.

The infrastructure works and innovative equipment upgrades will **improve efficiencies, increase staff wellbeing, and improve experiences for loved ones.**

Construction will commence in 2023.



VIFM - conceptual view of the ground floor reception



5.7 Prison Infill Expansion Program

The Prison Infill Expansion Program is delivering **660 additional beds** and supporting infrastructure to alleviate the shortfall of accommodation in the men’s correctional system **across five operational prisons**:

- Barwon Prison (Lara)
- Marngoneet Correctional Centre (Lara)
- Middleton Prison (Castlemaine)
- Metropolitan Remand Centre (Ravenhall)
- Hopkins Correctional Centre (Ararat)

Main construction work has commenced at four of the five sites and the entire program is expected to be completed in 2025.

The program provides significant economic and employment benefits, with **85 per cent** of the total program value to contribute to Victoria’s economy, creating approximately **780 local jobs** during construction.

This is the first time the department has incorporated steel **manufactured modular cells** into the design of its prisoner accommodation.



Barwon Prison - accommodation unit

The adoption of innovative construction techniques, such as modular cells, will result in cost and time saving benefits, and reduces the overall risks associated with undertaking construction works in an operational prison.

Other innovations include the installation of a **new solar power carpark** at Barwon Prison which will boast a state-of-the-art photovoltaic system. Provisions have also been made to accommodate **future electric vehicle charging stations**.

The **surplus electrical power generated by the solar panels will be fed back into the prison**, further promoting energy efficiency and potentially reducing operating expenditure. This integration of solar power into the prison’s energy grid is a significant step towards achieving a better environmentally sustainable design.



Barwon Prison - Solar power carpark



Marngoneet Correctional Centre – accommodation unit



5.8 Emergency Services

The CSBA continues to deliver a range of new and upgraded infrastructure to better support emergency services volunteers for **Victorian State Emergency Services (VICSES)**, **Life Saving Victoria (LSV)** and **Marine Search and Rescue (MSAR)**.

Collaborating with its partners, CSBA is:

- managing built infrastructure projects on behalf of the VICSES ensuring the delivery of facilities from land acquisition, planning design, construction, through to operational readiness
- overseeing, guiding and supporting the delivery of new lifesaving clubs and supporting infrastructure across Victoria on behalf of LSV
- providing project management support to deliver new and upgraded MSAR vessels

As well as supporting their work, these modern, fit-for-purpose facilities help to sustain and encourage volunteers, who support their communities by – managing emergencies, dealing with floods, storms and road rescues, and keeping beachgoers safe.

With recent extreme weather events in Victoria increasing the demand on our dedicated volunteers, the CSBA remains

committed to ensuring critical infrastructure is in place to support VICSES operational requirements. In addition, the CSBA is focused on developing its approach to land acquisition to minimise potential delays potentially caused by this process.

Of the 19 VICSES projects, 7 are now completed including most recently Cobram VICSES which reached practical completion in June 2023.



Anglesea Life Saving Club



VICSES - Cobram

VICSES - Knox



5.9 Emergency Services Hubs

Government has allocated funding for three emergency services hubs in Mallacoota, Rochester and Heathcote to replace facilities damaged by natural disasters.

CSBA is delivering a new emergency service hub on the existing VICSES site in Mallacoota to support critical work of the VICSES, Surf Lifesaving Club (SLSC) and Australian Volunteer Coast Guard (AVCG).

The facility will help improve the retention and recruitment of volunteers in the greater Mallacoota area. Work is currently **expected to complete in 2025**.

In October 2022, the government announced funding to replace the emergency service facilities damaged by the Central Victorian floods with co-located CFA and SES hubs in **Heathcote and Rochester**, as part of the Flood Recovery initiative. As the current sites were significantly impacted by the flood waters, they are unsuitable for redevelopment and new sites are required.

These new Emergency Services hubs will help to strengthen the resilience of the local communities in dealing with emergencies, supporting increased emergency management preparedness and response capability.

Emergency Services Infrastructure snapshot

A total of **\$189.330 million** has been invested by the Victorian Government across 54 projects (19 VICSES, 21 LSV, 14 MSAR), including:

- **\$125.507 million** to deliver new and upgraded **VICSES Units** throughout the State
- **\$55.238 million** to deliver new and upgraded **LSV facilities** across Victorian beaches
- **\$8.585 million** to deliver new and repurposed vessels and replace engines for **MSAR flotillas**
- Projects completed: 7 VICSES, 13 LSV, 13 MSAR
- Projects in construction: 8 VICSES, 3 LSV, 1 MSAR
- Projects in planning: 4 VICSES (includes land acquisition), 5 LSV.



5.10 Fire Services

In 2022, CSBA included **Country Fire Authority** (CFA) projects into its portfolio and is working closely with **Fire Rescue Victoria** to transition a program of works in 2023.

Country Fire Authority

CSBA commenced management and delivery of 20 projects on behalf of the CFA in late 2022. Working closely with CFA, the portfolio of projects have advanced with progress in land acquisition, design and construction.

The St Leonard's Fire Station, a state-of-the-art volunteer fire station, reached practical completion in June 2023. Replacing an aged existing building, the new building **includes improved amenities for volunteers of all genders** and provide **greater access and facilities for members with disabilities**. It is the first fire station that CSBA has delivered for CFA.

There are currently **20** projects underway at varying stages of the project lifecycle, including:

- 6 in construction
- 12 in planning and design
- 2 in land acquisition.



St Leonard's Fire Station

5.11 Emergency Services Refurbishment Fund

In 2020, the Victorian Government invested \$2.7 billion towards shovel-ready projects to help fast-track Victoria's economic recovery from COVID-19.

This injection of funds included **\$20 million** for **critical repairs and maintenance** and upgrades to CFA, VICSES, LSV and MSAR facilities and assets.

The Emergency Services Refurbishment Fund was established to allocate funding across these emergency services agencies to deliver works.

The CSBA managed the program on behalf of Emergency Management Victoria.

The program funded 124 locally managed projects in metropolitan, regional and rural communities across the state.

120 of the 124 funded projects are now complete, including all projects for the CFA, MSAR and LSV. At the end of June 2023, four VICSES projects remain active.



6 Justice Asset and Infrastructure Plan

CSBA continues to drive the Justice Asset and Infrastructure Plan (JAIP), a **strategic plan** providing a whole of system view to **asset investment** required to meet pressures based on supply and demand analysis over a **10-year timeframe**.

Designed to facilitate stronger cross-portfolio collaboration, decision making and accountability in its capital investment strategy, the JAIP brings together agency-specific as well as system-wide requirements and opportunities to obtain a whole-of-system perspective.

This year, CSBA has updated the JAIP to include Life Saving Victoria, Marine Search and Rescue and the Emergency Services Telecommunications Authority (ESTA).

The JAIP now also includes justice system supporting infrastructure, such as Community Corrections Offices, Justice Service Centres and facilities used by Police Prosecutions, transport and logistics and training and forensics, to better understand how infrastructure enables a continuum of service delivery across the sector.

Work has commenced to incorporate the fire services into the next iteration of the plan.

The JAIP's whole of system view has enabled the department to better understand and plan for justice and emergency services agencies' infrastructure needs and challenges. It has also enabled a higher level of infrastructure planning coordination between agencies, while maintaining their independence to determine their individual infrastructure provisioning strategies according to service delivery priorities.

7 The year ahead

The CSBA will continue its commitment to building the infrastructure and facilities needed to keep Victorian communities safe and to drive continuous improvement in our social procurement and environmental outcomes to benefit the Victorian community.

A key focus will be on continuing to embed the CFA program into our portfolio and build on the lessons learned to effectively transition the Fire Rescue Victoria capital projects portfolio to CSBA delivery management.

This, along with the continued delivery of VICSES infrastructure, is critical to ensuring communities have the emergency services infrastructure in place to support emergency preparedness and response.

CSBA looks forward to working with its partners and stakeholders in what will be another busy year ahead.



Appendix 1 - Completed Projects

Portfolio	Completion
Emergency Services	
Victoria State Emergency Services (VICSES)	
Knox SES – Construction of a new relocated depot for the Knox SES unit.	August 2021
Essendon SES — Expansion and upgrades to the depot for the Essendon SES unit.	February 2022
Northcote – Heidelberg SES -- Construction of a new relocated depot for the Northcote SES unit	June 2022
VICSES Head Office — Facility upgrades and refurbishment	October 2022
Emerald SES — Construction of a new relocated depot for the Emerald SES unit.	November 2022
Chelsea SES - Construction of a new relocated depot for the Chelsea SES unit.	December 2022
Broadmeadows – Fawkner SES — Construction of a new relocated depot for the Broadmeadows SES unit.	March 2023
Cobram SES – Construction of a new relocated depot for the Cobram SES unit.	May 2023
Life Saving Victoria	
Aspendale Life Saving Club –Construction of a new Life Saving Club for Aspendale	December 2022
Barwon Heads 13th Beach Surf Life Saving Club – Extension of Barwon Heads 13th Beach Life Saving Club.	November 2022
Bonbeach Life Saving Club	November 2021
Mentone Life Saving Club	April 2023
Point Lonsdale Surf Life Saving Club	May 2021
Wonthaggi Life Saving Club	Dec 2022
Marine Safety and Rescue	
Apollo Bay Vessel Replacement	July 2023
Corrections and Justice Services	
Western Plains Correctional Centre	November 2022
Dame Phyllis Frost Centre 106 Beds and Supporting Infrastructure	December 2022
Aboriginal Healing Unit – Dame Phyllis Frost Centre	April 2023
Lang Kal Kal Wastewater Treatment Plan	February 2022
Barwon Kitchen Upgrade and New Gatehouse	September 2021



Youth Justice	
Cherry Creek Youth Justice Project	August 2022
Malmsbury Security System Upgrade	June 2023
Youth Justice – Travancore Demolition Works	June 2023
Business Cases	
Future State Control Centre – Business Case	Nov 2021
West Melbourne Court and Custody Complex - Business Case	May 2022