



Delivering State Government Funded Infrastructure Projects in the Goulburn Valley

Stakeholder Insights

May 2019

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1 Introduction

1.1 Background

Between 2014 and 2018 the Victorian State Government funded two major public infrastructure projects in the Goulburn Valley - the Shepparton Law Courts redevelopment and the Goulburn Valley Health Stage 1 redevelopment¹.

Both projects are delivering much needed infrastructure for the Goulburn Valley region however, anecdotal evidence suggests that the regional employment and training outcomes from these projects were limited. This is particularly the case for Aboriginal and Torres Strait Islander participation where the Victorian Government had committed to non-binding targets through the Algabonyah Employment Partnerships Program (AEPP) when the projects were commenced.

The AEPP aims to narrow the workforce participation gap between Aboriginal and non-Aboriginal people in the Goulburn Murray Region. In 2016 the Victorian State Government committed \$1.4m to the program designed to create more than 75 jobs in the Goulburn Murray region by encouraging local businesses to set a minimum 2% target for the employment of Aboriginal people. This 2% employment target was also adopted for all public sector agencies and major State government funded projects².

The Victorian State Government has developed several policies, frameworks and agreements that aim to realise social and economic value beyond the value of the goods, services or infrastructure procured. Examples include;

Local Jobs First (Victorian Industry Participation Policy) - The Local Jobs First Act 2003 (amended in 2018) is administered by DJPR. It is focused on promoting employment and business growth by expanding market opportunities for local industry and providing for industry development.

Major Projects Skills Guarantee (MSPG) - requires contractors on major infrastructure projects, such as the Shepparton Law Courts, to ensure apprentices, trainees and engineering cadets are responsible for at least 10 per cent of total labour hours (the MSPG is a component of the Local Jobs First Act).

Victorian Public Construction Framework - The new framework for public construction procurement in Victoria commenced on 1 July 2018, objectives include enabling industry participation, simpler bid preparation, reduced administration and increased transparency.

Victoria's Value Creation and Capture Framework - Describes a consistent, concerted approach to assessing and increasing the economic, social and environmental benefits of investments in Victoria.

Victoria's Social Procurement Framework – A Framework to enable buyers and suppliers to use the Government's buying power to deliver social, economic and environmental outcomes that benefit the Victorian community, the economy and the environment.

Algabonyah Employment Partnerships Program (AEPP) - The AEPP aims to narrow the workforce participation gap between Aboriginal and non-Aboriginal people in the Goulburn Murray Region.

It is important to note that several of the policies and frameworks mentioned above have been commenced or amended since the Law Court and GV Health redevelopments were approved. ems Consulting understands that targets for employment and training opportunities, such as indigenous apprenticeships were not mandatory when the projects were approved - but may now be mandatory for new projects. The C4GS should seek clarification from government on this in relation to future projects.

¹ For the purpose of this report, the scope of the Victorian State Government major infrastructure projects in the Greater Shepparton region has been limited to the Shepparton Courthouse and Goulburn Valley Health Stage 1.

² Premier.vic.gov.au, 2016. New Indigenous Employment Program to Create 75 Jobs (online). www.premier.vic.gov.au/new-indigenous-employment-program-to-create-75-jobs/

1.2 Scope

The Committee for Greater Shepparton (C4GS) sought to understand the views and experiences of local stakeholders through the delivery of these projects including employment outcomes, broader regional implications and what could be improved in future projects. The C4GS engaged ems Consulting (ems) to seek the views and experiences of a sample of stakeholders and provide a report outlining key insights and findings to the C4GS.

This report, as per the original scope of works, has a significant focus on what employment outcomes these two infrastructure projects have had in the region, and specifically the implications for Aboriginal and Torres Strait Islander employment and engagement in the Goulburn Valley. It is evident from the engagement that has been undertaken during this work, that many of the insights and considerations captured for future infrastructure projects also apply more broadly than Aboriginal and Torres Strait Islander opportunities. The Key Considerations for Future Projects will also assist in realising broader regional benefits and therefore are not just limited to realising employment opportunities. The primary purpose of this report is to equip the C4GS with the necessary insights to advocate on behalf of the Greater Shepparton region on the importance of local employment opportunities and regional economic benefits resulting from Victorian State Government funded infrastructure projects. The primary purpose of this report is to equip the C4GS with the necessary insights to advocate on behalf of the Greater Shepparton region on the importance of local employment opportunities and broader regional economic benefits resulting from Victorian State Government funded infrastructure projects.

This report documents “What we Heard” from various Victorian Government representatives and key stakeholders, and specifically what the stakeholders identified as key considerations for future infrastructure projects. The lessons learned from these two important capital infrastructure projects can be applied to future projects to leverage greater value and benefits for both the investor and regional communities.

1.3 Acknowledgements

ems Consulting thanks the Victorian State Government representatives, and key stakeholders who contributed to this work, for their expertise, enthusiasm, openness and time, without their input this document would not have been possible. Any quotes in this report are included to provide context to the themes discussed and are done so anonymously. All efforts have been made to respect the confidentiality of those engaged - as agreed in the interviews conducted.

This report is intended for research purposes and for internal use by the Committee for Greater Shepparton. Any public release of information contained within this report will be done so only with the prior consent of ems Consulting and all stakeholders engaged through the delivery of this report.

1.4 Next Steps

It is the understanding of ems Consulting that the C4GS intends to host a C4GS member breakfast in partnership with Regional Development Victoria (RDV) in early May 2019. Don Matthews, the Victorian Local Jobs First Commissioner will be invited to engage with community leaders on how the effective application of relevant government policies can support local employment and realise broader regional benefits from the delivery of infrastructure projects in the Goulburn Valley.

2 Stakeholder Insights

Over approximately two weeks in late March and early April 2019, ems Consulting facilitated discussions with key stakeholders in Melbourne and the Goulburn Valley. The stakeholders engaged in this work were chosen based on their direct involvement with the two infrastructure projects in scope.

This document reflects what we heard from the stakeholders, as they relate to the issues, challenges and lessons learned through the delivery of these State Government funded infrastructure projects. The findings have been grouped into key themes which emerged as we explored the following topics:

- Industry in the Goulburn Valley and Business Advocacy
- State Government Departments and Agencies
- Aboriginal Employment and Community Inclusion

Key themes have been developed from listening to the views, opinions and suggestions from stakeholders engaged, and do not necessarily represent the views or opinions of ems Consulting.

2.1 Industry in the Goulburn Valley and Business Advocacy

Creating opportunities for local suppliers and businesses to participate in the delivery of capital projects is critical to realising social and economic benefits for the Goulburn Valley.

In Victoria, the Industry Capability Network (ICN) is a business network that assists Australian and New Zealand companies gain access to projects, partnership opportunities and promotional channels. The Goulburn Valley ICN branch was re-established in 2018 after an approximately 8-year absence from the region. The rationale provided as to why the Goulburn Valley did not have representation during this 8-year period, was that this was due to changes in the Victorian State Government funding model. The recently re-established ICN is focused on re-establishing the necessary relationships in the region to effectively deliver on its mandate.

As both the infrastructure projects considered in scope for this work commenced or were completed prior to 2018, it is reasonable to assume that moving forward, there will be greater support for local businesses and suppliers to be aware of and participate in future projects such as the Shepparton Art Museum.

Several themes emerged within this topic and are discussed below.

2.1.1 Balancing Competing Interests and Priorities

Large scale capital projects are primarily driven by the need to deliver capital works within the agreed time, cost and in accordance with quality constraints set by the client. In the case of the Law Courts and GV Health Redevelopments, the client is the Victorian State Government via their relevant departments.

When targets for local content and employment are introduced into the project scope or are announced in relation to the project – but are not mandatory, and do not formally form part of the project scope, then it is predictable that these targets and any associated benefits may not be fully realised. Many stakeholders interviewed during this engagement referred to the competing interests of achieving commercial outcomes while supporting local industry and employment objectives.

Changes to the Local Jobs First Act and the re-establishment of the Shepparton ICN branch will likely assist managing the competing interests and improve outcomes from subsequent projects in terms of creating local opportunities. However, realising these opportunities in future will largely depend on the project owner (the client), the contractor and local businesses working together. Local businesses must *meet in the middle* to benefit from projects by actively soliciting opportunities, building the right capabilities and developing commercial propositions that meet the time cost and quality constraints of the project/s.

What We Heard

“Local contractors must be able to come up with a commercial proposition to be involved, the objectives of the Local Jobs First policy are two-fold - commercial and local. Both conditions need to be met for an agreement to work.”

“Local capability, there are barriers as projects become larger and more sophisticated. Complex, multi-level developments require capabilities that regional businesses may not have previously required but are critical on new projects such as the GV Health redevelopment.”

“Some contractors locally are very proactive in promoting businesses and actively canvassing for opportunities to be involved – opportunities will not fall in the lap of local businesses, it’s a two-way street. Local businesses should think long term and outside the boundaries of their own region. Examples from other areas show that local contractors can benefit and expand.”

“Tier 1 contractors often have a lot of requirements for safety, training, Emergency Management Systems, procurement etc. that can be prohibitive for local businesses to comply with. Not to say standards should be lowered but the challenge is surmountable if the business is committed to growth in long term and the right support is in place.”

“Sub-contractors work across multiple regions and the objective to employ and retain local staff in their home locale may not always be realistic, this is something that is not always fully appreciated when dealing with community organisations and can be a point of frustration. Considering these objectives in a holistic sense (state-wide) is important in these discussions.”

“The size of work packages issued for tender by the lead contractor are often too large for smaller, regional based businesses to manage

independently. This is largely driven by the need to scale work to achieve cost and delivery efficiency, but it is often prohibitive. A potential solution is for regional businesses to bid under joint ventures, this is an area where education and training could be targeted."

"There is a level of sophistication required to do business with a tier 1 contractor that is prohibitive for some businesses".

"Scale and work package sizing has been a hurdle for local businesses, procurement rules (value for money) prevent local businesses from bidding, the work packages are too large for them to deliver through a single, independently delivered contract."

2.1.2 Effectively delivering infrastructure projects of high capital and social value

Setting and committing to realising value beyond the capital infrastructure project itself, (that is, social, community value) requires commitment and follow through from all project stakeholders, beyond the initial phase of public commitment. For example, the 2.5% Aboriginal jobs target associated with the GV Health redevelopment. While there is strong support for social, community targets to be established, local stakeholders observed that more robust actions such as committing funds and establishing budget for social considerations, specifying mandatory targets to be met in tender documents and measuring progress has, to date, not been adequate. The commercial nature of delivering capital works cost effectively is often prioritised to the detriment of achieving any social or community benefits. This has therefore reduced the likelihood of realising these objectives.

What We Heard

"The investments made in the Shepparton Law Court and GV Health redevelopments have delivered critical infrastructure to the GV, however there is a substantial gap between the targets for apprenticeships and local supplier opportunities and the on-ground reality."

"Targets have not translated into clear and workable frameworks that make the achievement of these targets possible."

"When they selected the successful tenderer, the DHHS purchasing panel ruled against having the employment piece included in the original package"

"If the state government is going to make these commitments, then the procurement rules and processes should put contractors who create real, long term opportunities for local employment at an advantage."

"At the main contractor information session (GV Health redevelopment) the commentary by contractor representative to potential subcontractors wasn't consistent with other conversations with the contractor and State Government announcements, along the lines of "by the way, we ask you to make your best endeavours to employment of Aboriginal and Torres Strait people".

2.2 State Government Departments and Agencies

State Government departments and agencies are central in the successful implementation of policies such as Local Jobs First, the Social Procurement Framework and the Algabonyah Employment Partnerships program. It is recognised that some of these policies, frameworks and partnerships are relatively new and will therefore require time for them to be fully understood, implemented and monitored to yield effective results.

The following common themes emerged around the effectiveness of Government Departments and Agencies in supporting the implementation of these policies and frameworks and the opportunities for improvement.

2.2.1 Translating policy into action and realising tangible, measurable outcomes

Stakeholder views and anecdotal evidence provided suggests that the mechanisms within Government Departments and Agencies to effectively translate policy objectives into meaningful action in the Goulburn Valley have not translated into effective action on the ground. Collaboration between departments, agencies, contractors and local organisations has lacked clear accountabilities and structured governance to take coordinated action. Progress is not currently measured, nor is it made available to local partners and the public, resulting in a perception that commitments such as the Aboriginal employment target are 'a public relations exercise' and not followed through. Greater education and collaboration within and across Government Departments is required to ensure effective outcomes.

What We Heard

"Initially, we were told that there would 10 Aboriginal trade apprenticeships created through the GV Health redevelopment and that they would all be carpentry. This was later changed to 5 apprenticeships and 5 labourer positions, following this there was discussion that there would be no apprenticeships and only labourer positions."

"One or possibly two apprenticeships have been employed on the GV Health redevelopment."

"I'm not aware of one indigenous person who was employed or otherwise directly benefited from the Shepparton Law Court Redevelopment."

"Early engagement to define realistic and place specific targets for indigenous participation, in the case of the GV this would include Kaiela Institute. State legislation has tightened and is getting better, but we need to be involved before contracts are awarded."

"There needs to be a single point of contact and/or a reliable source of truth for reporting on progress."

A local governance body to drive and empower on the ground decision making is needed urgently."

"There appears to be very little awareness within the Department on the Social Procurement framework and its objectives - and that these need to be written into contracts. Evidenced by ambitious minister announcements (70 + jobs) followed by the department (DHHS) specifically descoping and thereby defunding a contract component that would fund a dedicated local apprentice coordinator."

"They (the Department) did build into the tender some of the targets - couched as aspirational targets "innovation add-on" or "incentive" - but not costed in or part of the core package of work."

"Lend Lease, in NSW where targets are mandatory, had a competitive advantage because they demonstrated approach to involve Aboriginal and Torres Strait Islanders and deliver outcomes - in Victoria this was to their disadvantage because it costs more."

"Agencies need to come together under the banner of social investment/impact (like NSW) if they are serious about social return on investment, currently this is advanced in a piecemeal way."

2.2.2 Communication, managing expectations and understanding local impacts

There are mixed interpretations on what policies such as Local Jobs First and the Social Procurement Framework mean for communities in the Goulburn Valley. A recurring issue centres around the definition of “local”. In the Goulburn Valley this is interpreted as businesses, organisations and people who live in the Greater Shepparton area, whereas the policy definition of local refers to Australia and New Zealand. Clarifying this language would set realistic expectations. To realise benefits for regional communities like the Goulburn Valley, stakeholders believe that targets should specify local content and employment targets at a region-specific level. Additionally, stakeholders believe that these targets should consider the specific needs and capabilities of the region and in setting these targets early engagement and collaboration should be undertaken with relevant organisations in region.

What We Heard

“Early engagement to define realistic and place specific targets for indigenous participation, in the case of the GV this would include local indigenous groups. State legislation has tightened and is getting better, but we need to be involved before contracts are awarded.”

“There is still a gap between the economic modelling about what the delivery of a project will mean for a region and the capacity of the region itself to realise those efforts, e.g. two of the

approximately five indigenous owned businesses in Shepparton are catering and they have limited ability to participate in construction projects.”

“Education needs to target suppliers and sub-contractors on how to work with a tier 1 contractor and what the social and local content targets mean. They are critical as they will have to take on responsibility for the targets, if they don’t follow through then the targets won’t happen.”

2.3 Aboriginal Employment and Community Inclusion

Based on the 2016 census, 2,186 people within the Shepparton population identify as Aboriginal and Torres Strait Islanders accounting for 3.4% of the total population. This makes Greater Shepparton home to the largest population of Aboriginal and Torres Strait Islanders in regional Victoria³.

Stakeholder feedback suggests that outcomes for Aboriginal employment for the two projects in scope has been limited, particularly in the case of the Law Court redevelopment. When the Goulburn Valley Health Stage 1 Redevelopment was initiated there were several announcements setting ambitious targets for Aboriginal employment - <https://vhhsba.vic.gov.au/health-infrastructure/shepparton-hospital>. While some progress has been made it appears that these targets have not been or are yet to be realised.

While a larger project, comparisons can be drawn to the 2016, \$348m Gosford Hospital redevelopment, where the NSW Government committed to a memorandum of understanding between Lend Lease and the Darkinjung Local Aboriginal Land Council that resulted in more than 100 Aboriginal and Torres Strait Islander people employed on the project. This project was raised on several occasions with numerous stakeholders as an example of how Aboriginal inclusion can indeed work. Stakeholders believe that lessons should be learned from the Gosford Hospital project, with the necessary reforms being made to policies, and frameworks for such successful outcomes to be replicated in Victoria.

One of the key differences between the Gosford and Shepparton outcomes in creating employment opportunities for Aboriginal people, is that employment targets on the Gosford project were mandatory. In Shepparton however, similar targets were simply aspirational. As previously mentioned, both the Law Court and GV Health Redevelopments were initiated prior to key legislative changes, being the Social Procurement Policy and Local Jobs First. Based on stakeholder feedback and high-level research on the assessment of these policies, if both these policies had been in place with mandatory employment targets, the outcomes for local employment opportunities from both the Law Court and GV Health redevelopments would have been very different.

In addition to the above stakeholder insights relevant to Aboriginal Employment and Community Inclusion the following themes also emerged through discussions.

2.3.1 Genuine and collaborative engagement from inception to completion

The need to improve collaboration between stakeholders, particularly Government Departments and Agencies has been previously discussed. Further to this, the need for local Aboriginal and Torres Strait Islander representative groups to align and collaborate and work together within the Goulburn Valley was also noted. There is a perceived view, that there appears to be tension between some of the representative groups in the Goulburn Valley and at times they are working at cross purposes. Some stakeholders expressed the Goulburn Valley suffered from a fragmented community of local Aboriginal and Torres Strait Islander representative groups with limited collaboration.

What We Heard

"Previous funding policies such as the COAG trials that set up frameworks where regions had to compete against each other for funding, this resulted in bad blood between regions and questionable outcomes in terms of funding decisions."

"There is a whole agency within Department of Premier and Cabinet (DPC) - Aboriginal Victoria who should be leading this, they are essentially invisible and seem to be more focused on internal conversation."

³ ABS and the Victorian Aboriginal Legal Service - <https://vals.org.au/assets/2015/06/Data-of-the-Victorian-Aboriginal-Community.pptx>

2.3.2 Targeted education and support for local indigenous apprentices

The importance of work readiness programs and ongoing, targeted support for Aboriginal and Torres Strait Islander apprentices was a consistent message throughout stakeholder engagement. Importantly, the need for early engagement and future planning of required skills and capabilities for future capital infrastructure projects was highlighted as a key issue currently experienced.

The level of time, effort and cost for training providers to ensure skilled and work ready apprentices is not to be underestimated. Having the right local representatives around the table to participate in infrastructure development discussions early, and respecting differing cultural needs, will allow for better coordination between Government Agencies, Indigenous Representative Groups and Industry.

What We Heard

"Investment in work readiness, there is a lot of work needed in some cases to train kids how to work – it just doesn't work to create the work opportunity then assume it will translate into an opportunity (for a disadvantaged person). If we are serious about bridging the social/economic gap, this is essential."

"There is a forward infrastructure pipeline with the massive capital investment been made now - but conversations are not happening with local indigenous groups"

"This was all led out of Melbourne, local agencies like GOTAFE were not empowered to drive the agenda on a local level"

"Some of the apprentices had not completed yr. 12, a significant amount of work needed to be done to get them ready."

"Educating local businesses in how to get involved in these projects, in terms of engaging local

indigenous people and how to participate in the delivery of these projects is needed."

"A training provider was paid between \$15K and \$20K for the placement of an indigenous apprentice which they did not have to do any work to place. When the time came to purchase tools, the training provider purchased a tape measure, ruler, pencil and a hand saw for the apprentice prior to commencing onsite. After 4-5 attempts to raise and resolve this, they eventually provided a 4-piece power tool set."

"There is a poor understanding of the cultural aspects and what indigenous people do in the area, there is quite a process to get a kid to and through a GoTafe course."

"In the early days there were conversations on creating roles for new apprenticeships, in the 10's (i.e. 10 or so apprenticeships and 20 positions onsite) there would need to be a strategy and job readiness programs would need to commence early to get local people ready to go to site."

3 Key Considerations for Future Projects

Based on stakeholder feedback, the following key points should be considered for successful delivery of State Government funded infrastructure projects in the Goulburn Valley in the future;

Education of all key stakeholders on the interpretation and application of government policies and frameworks – this includes both across government departments and agencies, industry, Aboriginal and Torres Strait Islander representative groups and local communities.

Review of State Government Procurement Policies to mandate the relevant economic and social targets to be included in each procurement tender. This should extend beyond the number of Indigenous employment opportunities but could also include local regionally identified economic and social benefits and additional targets (e.g. diversity targets), in line with other Victorian State Government commitments.

Early, genuine engagement of key stakeholders on infrastructure planning for local communities

Support for local industries and businesses to enhance and grow their businesses, should they wish to engage and tender for Victorian State Infrastructure Projects. This may include assistance in completing the necessary tender proposal ‘paperwork’.

Clarity of roles and accountabilities for the monitoring of social & economic outcomes from each Procurement Contract, including clearly defined consequences for lack of compliance with mandatory targets.

Enhanced public reporting on the social outcomes achieved from each infrastructure project, to make a tangible impact on metrics such as youth unemployment – progress must be measured and reported for corrective action can be taken.

Greater commitment to initiatives such as ICN to ensure continuity of assistance in the local region – rather than a short term / stop / start approach – making it more difficult to realise long term benefits.

Regional targets to be set, as distinct from local (as currently defined in policy as Australia and New Zealand) specifying the opportunities for Goulburn Valley contractors, sub-contractors and workers to be involved in the projects.

3.1.1 GV Project Pipeline and Benefits Planning

A clear agenda is needed for the Goulburn Valley that articulates what the region wants to achieve from the current pipeline of projects and what is needed beyond the current pipeline. The region can then put forward this agenda and collaborate with Government and others to achieve this. This should be undertaken and led from the Goulburn Valley.

The following table outlines key projects recently completed, in progress and planned.

Project	Status	Approximate Value ⁴
Shepparton Law Courts Redevelopment	Complete	\$73m
GV Health Stage 1	In Progress	\$168.5m
Shepparton Art Museum (SAM)	Pre-construction (contract awarded)	~\$50m
Shepparton Bypass Stage 1	Funding announced 2019	\$208m
Shepparton Education Plan	Design (\$20.5m committed)	~\$100m
GV Rail Upgrade	Funding announced 2018	\$356m

⁴ All values are based on publicly available information and information provided to ems Consulting, these are indicative only.

The gross value of projects in-progress and planned is in the order of \$880m, which is a significant investment pipeline for the region. Particularly in the context of past investment levels which presents a valuable opportunity to realise social, economic and community benefits for the region.

Some key regional benefits expressed by stakeholders may include:

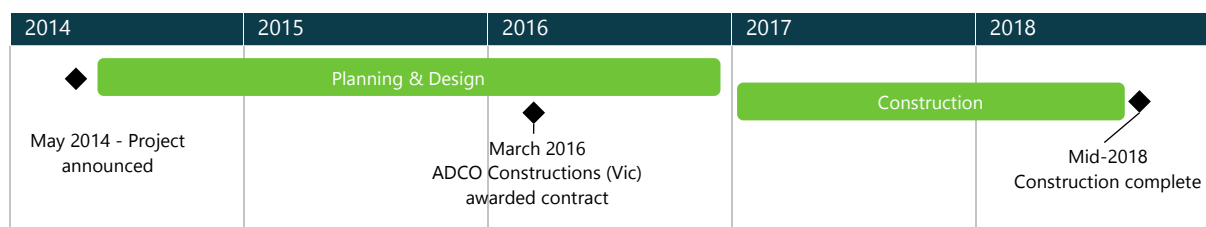
- Reducing long term unemployment and youth unemployment
- Sustainable regional economic development
- Improved quality of life and amenity through better infrastructure and employment

Realising these benefits requires a clear, actionable plan and meaningful collaboration between key stakeholders. This will also build confidence in the region, providing certainty regarding project timing, funding commitments and early engagement of key stakeholders in the region. This will also see a shift from reactive planning of large infrastructure projects and associated regional benefits, to a proactive, long term approach to regional development.

4 Appendices

4.1 Appendix A – Project Snapshots

4.1.1 Shepparton Law Courts Redevelopment



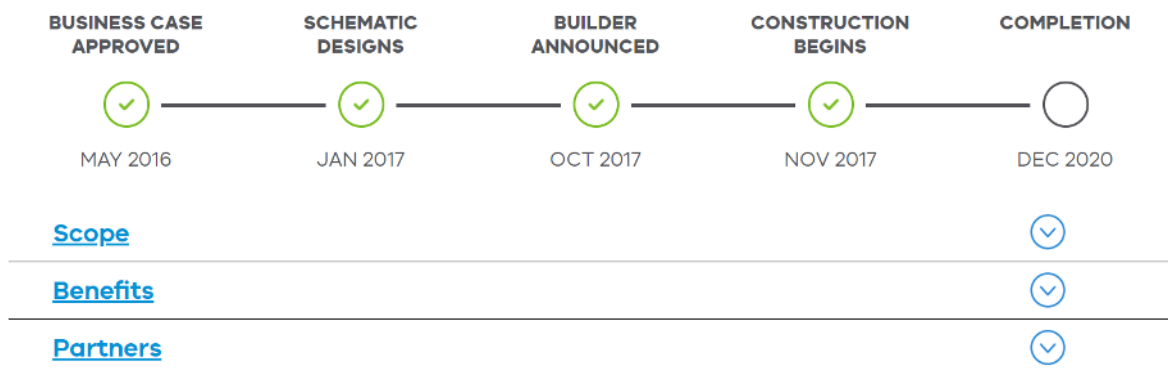
- Funding announced in 2014
- Construction 2016-2018
- The Shepparton Law Courts redevelopment was completed in 2018 at a cost of \$73 million.
- Builder: ADCO Construction
- Principle Consultant: Architects + GHD Woodhead + Guymer Bailey Architects
- Project Manager: Ontoit
- Quantity Surveyor: Wilde and Woollard

The SLCR project had a publicly stated ambition to realise regional development objectives through the design and construction of the new facility.

“The construction of the Shepparton Law Courts Redevelopment commenced later than originally anticipated, mainly due to the undertaking of a more inclusive project design and development phase to ensure the community receives maximum economic benefit from the project. Project construction is expected to be completed by mid-2018, with financial completion expected in the first quarter of financial year 2018-19” (Public Accounts and Estimates Committee 2017)

4.1.2 Goulburn Valley Health Redevelopment - Stage 1

- Funding of \$168.5 million for Goulburn Valley Health Stage 1 was announced in 2016
- Lendlease was announced as the builder and the project is underway.



<https://vhhsba.vic.gov.au/health-infrastructure/shepparton-hospital>

As the largest healthcare facility in the region Goulburn Valley Health Shepparton Hospital provides surgical, medical, paediatric, obstetrics and gynaecology, intensive care and psychiatry plus extended care and regional services.

This major redevelopment will provide huge benefits for the people of the Goulburn Valley and surrounding areas by improving facilities and access, while positioning the hospital to meet growing demand.

More theatres will ensure waiting lists are better managed and surgical capacity is increased, particularly for emergency caesarean sections and elective procedures.

The new Goulburn Valley Health Shepparton aims to attract and retain specialist surgical expertise and ensure patients receive the best care and recover sooner, closer to home.

4.2 Appendix B – Engagement Plan

4.2.1 Engagement objectives

The Committee for Greater Shepparton is planning a breakfast event in early May 2019 and the impacts of the above projects are included in the draft agenda and Victorian government representatives and potentially government ministers will be in attendance. To actively participate and lead discussions, The Committee for Greater Shepparton (C4GS) wants to develop a deeper understanding of stakeholder views and perceptions on the local impacts of these projects.

Engage with stakeholders involved in the delivery of the projects outlined in the project scope to understand perspectives on the following;

“What impacts have recent state government funded infrastructure projects had on the local workforce?”

The scope of the engagement will centre around gathering stakeholder insights on the following;

1. *What was the impact on local jobs and approximately how many jobs were created?*
2. *How many local apprenticeships were created?*
3. *What were the experiences of stakeholders seeking apprenticeships or seeking to create apprenticeships?*
4. *What were the experiences of the building contractors who were involved or sought to be involved?*
5. *Based on the experiences and perceptions of the stakeholders engaged – what conclusions can be drawn on the local impact of these projects in relation to the items above?*

4.2.2 Interview Structure

- 1) Understand the role and background of the interviewee and their relationship to the project/s
- 2) Using the interview questions as a guide, facilitate a discussion to gain insight on the interviewee’s perceptions, experience and views in relation to the scope items
- 3) Review actions and items for follow up (if required)
- 4) Next steps - Provide information on next steps and how insights for the conversation will be used
- 5) If required, request permission to use materials provided by the interviewee or to directly quote the interviewee in the C4GS report

4.2.3 Example Interview Questions

- 1) **Introductions and alignment on the context and scope of the conversation**
 - a) Please provide us with a brief overview of your background and role
 - b) How have you been involved with the delivery of the <relevant project>
- 2) **Facilitated discussion**
 - a) What is the government's process for establishing region specific objectives based on the needs of the region and the capacity of the region's workforce and businesses?
 - b) Is this done collaboratively, if so - what is the nature of the collaboration?
 - c) Is engagement sustained through planning, delivery and post-delivery?
 - d) Are there measures in place to identify issues and respond through delivery?
 - e) How are results measured?
 - f) Who is responsible for measuring progress and performance?

- g) How successful have the projects been meeting the objectives defined in the relevant business cases, plans etc.
- h) Were the objectives realistic?

Industry participation

- 1) Background on the ICN and the Local Jobs First (Victorian Industry Participation Policy)
 - a) Presence in Shepparton and projects that the ICN has been involved in
 - b) Overview of how the ICN worked with local industry in these projects
 - c) How are industry participation objectives set for individual projects?
 - d) Process/approach to engaging with local businesses
- 2) Evaluation and lessons learned
 - a) How successful were these projects in realising the objectives set out by the ICN and others?
 - b) What were the biggest successes/accomplishments in terms of local participation, can specific examples be shared
 - c) What were the barriers and obstacles that needed to be navigated, were they unique to Shepparton
 - d) How is success measured and how are lessons incorporated?
 - e) How competitive are local businesses in terms of capability, how could they better position themselves
 - f) What might be done differently in future projects – such as the new Shepparton Art Gallery
 - g) How can organisations like C4GS support local participation and productively advocate for local businesses so that they can benefit from projects

4.3 Appendix C - References and data sources

4.3.1 References

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