FACILITY MANAGEMENT AND PLANNING IN THE VICTORIAN CORRECTIONAL SYSTEM

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Abstract

This paper describes the development of an innovative and unique facility management program across the Victorian prison system - a system characterised by a low tolerance of defective infrastructure and unscheduled repair work - in a joint effort by Architektonic Pty Ltd and Corrections Victoria. This case study highlights effective knowledge mapping in Asset and Facilities Management.

Keywords: Asset audits; innovation; life cycle

INTRODUCTION

This paper describes the dynamic state of the Victorian correction system, based on a major funding commitment by the Victorian Government to combat rising demand for prison capacity, being delivered through a Corrections Long Term Management Strategy (CLTMS) (Office of the Correctional Services Commissioner (OCSC), 2002) . Aligned to this Strategy, Corrections Victoria of the Department of Justice Victoria, the State agency responsible for correctional management, has also undertaken the initial stages of facility management planning, using innovative technology, with a view to its potential progressive introduction into the Victorian prison system. This paper provides an overview of Victoria's strategic approach.

The Victorian correctional system represents an atypical facility management environment, due to its substantial security and safety requirements. The prison system has a low tolerance for defective infrastructure and/or unscheduled repair work. These unusual facility management conditions are described.

The final part of the paper outlines a coordinated facility management approach which has now been piloted in Victorian prisons in partnership with Architektonic Pty Ltd, an Architectural and Facility Management firm specialising in these services. In selecting the particular technology solution utilised in this study, the main criteria as specified by Corrections Victoria were:

Data Collection:	electronic format including: digital photograph:; CAD drawings: database (e.g. Access, SQL): single point of entry device
Information Presentation:	browser based visual front-end: Executive Summary reporting
Facility Management Capacity:	multiple user selective reporting: dynamic interface adaptable to new FM initiatives:
Future Application:	capacity for trending: pattern identification: benchmarking: funding submissions

VICTORIAN CORRECTIONAL SYSTEM

The Victorian Government is committed to improving the safety of Victorian communities and families and the extent to which people feel confident about their safety; and building supportive, connected and creative communities.

Through the efforts of government agencies and local communities, Victoria continues to remain a relatively low crime State. The Report on Government Services 2001 (Steering Committee for

the Review of Commonwealth/State Service Provision Productivity Commission, 2001), indicated that in 1999-2000, for the second year in a row, Victoria had the lowest proportion of all States of victims recorded crime against both property (5,135 victims per 100,000 persons) and against the person (497 victims per 100 000 persons). This compares to national levels of 6,095 victims and 908 victims respectively.

The Victorian Government has continued its crime prevention focus, by directing more resources to the corrections system, particularly focused on offender diversion from prison rehabilitation to reduce recidivism. For those offenders who enter the court and corrections systems, the Victorian Government is committed in 2001 to a significant long-term strategy aimed at breaking the cycle of re-offending, known as the Corrections Long-Term Management Strategy (CLTMS) (Office of the Correctional Services Commissioner (OCSC), 2002).

Victoria's total prison population had significantly increased over the previous decade (the 1990's), to the extent that prisoner numbers have reached or exceeded prison accommodation capacity. Over the period June 1996 to June 2000, Victoria's total prison population increased from 2,440 to 3,153 - an increase of 713 prisoners or almost 30 per cent.

This increase in prisoner numbers is despite Victoria having low rates of reported crime (see above) and the lowest incarceration rate of all Australian States, as shown in Table 1. following.

Table 1: Australian Prison Population per 100,000 adults

State	June 1995	June 2000	% Change
Vic	71.8	85.7	19.4
NSW	138.8	150.7	8.6
Qld	117.4	179.1	52.6
WA	167.2	221.3	32.4
SA	123.0	114.0	-7.3
NT	397.1	455.3	14.7
Tas	68.0	117.8	73.2
Australia	117.7	143.5	21.9

Source: Australian Bureau of Statistics (Australian Census 2001)

Based on the modelling of these trends into the future, total prisoner numbers were projected, in the early 2000s, to increase to 4,169 by June 2005.

Assuming a 90 per cent total prison system utilisation rate (consistent with national and international benchmarks), accommodating 4,169 prisoners would require a prison with accommodation capacity of just over 4,540 beds. Victoria's prison system at that time had a permanent funded design capacity of 3,232, around 1,300 beds short of expected prisoner demand.

The projected increase in prisoner numbers was considered due to factors including the growing influence of drugs on offender behaviour, as well as a high proportion of offenders returning to the corrections system after their release. Around 44 per cent of sentenced male prisoners and 60 per cent of sentenced females reported their offence was committed under the influence of drugs and/or to support a drug habit in 2000. At the same time, 43 per cent of offenders had returned to the corrections system within two years of their release.

The challenge for the Victorian Government was not only meet current demand pressures, but also develop a long-term corrections management strategy that addressed underlying causes of the problem. It responded by implementing the CLTMS, managed by Corrections Victoria, a business unit of Department of Justice.

In the face of continuing growth in prisoner numbers, in 2002, the Victorian Government committed to the CLTMS. The CLTMS provides a balance between programs that seek to reduce the number of offenders entering the system, by addressing the underlying causes of the problem, and by ensuring that appropriate accommodation is available to meet projected long term prisoner demand growth. The CLTMS includes a range of programs to provide alternatives to imprisonment and to assist in the rehabilitation of prisoners, all with a view to reducing demand for prison beds.

At the same time, the existing demand pressures necessitated a funding of almost $300M, in a 10 Year Facilities Master Plan to provide new prison facilities, including:

1. A 300 Bed Correctional Programs Centre and a 600 Bed Remand Centre delivered under a public private partnership delivery model;
2. A net increase in 716 permanent beds under traditional procurement, including a 120 bed minimum-security prison in a regional setting; and
3. Other specialised accommodation for parolees, indigenous offenders and sex offenders.

With the introduction of these new facilities, a number of existing outdated prisons, which require extensive refurbishment and upgrade are planned to close in 2005/06.

The Major Projects Delivery Services of the Department has undertaken the project management of the infrastructure development components of this Strategy.

CORRECTIONS VICTORIA ASSET BASE

Corrections Victoria is responsible for the operations and facilities management of 11 prison facilities in Victoria, comprising approximately 160,000 m2 (FECA) of prison buildings including infrastructure and an additional 80,000 m2 (UCA) of physical assets.

Current asset values have been estimated at a total of $340 million total stock with an overall effective age of 17.3 years, viz:

- $170 million or 50% of the stock by value is used for prisoner accommodation;
- $60 million or 16% of the stock is for education and industries;
- The remaining $120 million or 35% is used for visitor areas, amenities & health, administration and staff, and ancillary & support areas;
- $100 million of buildings are in Rural & Regional Victoria (average age 19.3 years);
- The remaining $240 million of buildings are in the Melbourne region (average 12.2 years);
- $270 million of single storey (average age 17.7 years) and $70 million of 2 to 4 storey stock (average age 15.7 years);
- Maximum security prisons are valued at $180 million or 52% (average age 13.7 years);
- Medium security prisons are valued at $120 million or 37% (average age 21.1 years); and
- Minimum-security prisons are valued at $40 million or 11% (average age 21.1 years).

Of the stock, 82% is in the 1984 to 2003 effective age bracket, and 15% is pre-1974. Much of the renewals falling due reflect low investment activity from the mid-1970's to mid 1980's.

The average age will drop considerably when the current strategy for three new prisons to come on line by end 2005 and the closure of three "gold-rush" buildings at the same time, is implemented.

CORRECTIONS VICTORIA FACILITY MANAGEMENT

Despite its large asset base and the age of the buildings, Corrections Victoria until recently did not have a coordinated facility management plan and relied on prison-specific reactive response to the upkeep of prison facilities. This has been linked to an inevitable deterioration in the existing infrastructure, a problem common with public infrastructure throughout Australia. Examples of this problem are:

1. The decline in facility replacement during the 70's and 80's;
2. An historic lack of recognition of the importance of suitable funding in public infrastructure (notwithstanding that there are signs of a whole-of-government strategic facility development planning emerging in Victoria);
3. Until recently, no central coordination of facility management with the Victorian Corrections system;
4. The inclusion of maintenance/refurbishment funding in the current allocation for each prison, with the prison manager controlling the use of the allocation. As a result maintenance was often "foregone" to allow additional staffing;
5. The use of prisoner labour to cover up emerging structure problems "with a coat of paint" rather than addressing the problem; and
6. Prison plans are still partly paper-based disallowing comprehensive asset mapping and condition audits - this is rapidly being rectified under the new facility management approach.

Another phenomenon, which adds to the complexity of FM planning, is the continual upgrade, taking place to existing prison facilities. It is safe to say that every prison facility in Victoria has been altered, upgraded or re-designed in some way, shape of form over the past five years. This continuous "evolution" of facilities, often resulting from the need to increase facility capacity or modify facility functionality, both allows (funding permitting) some broader refurbishment to the facility, but also often:

- increases the strain on existing infrastructure and building services, which must cope with increased accommodation within existing service specifications; and
- creates an uncoordinated rather than planned development of facilities, which adds to facility management problems.

The above issues have been addressed in the Corrections Victoria Facility Management Plan as described in the second part of this paper.

FACILITY MANAGEMENT PRINCIPLES IN THE PRISON ENVIRONMENT

In the Prison environment, facility management (FM) activities must be carried out in strict adherence to quality management principles because:

- Unscheduled FM activities often require that prisoner areas be decommissioned, to ensure the safety of the FM service provider - this has operational consequences;
- FM providers must usually be escorted by a prison officer, which uses staff resources and adds to costs;
- Unscheduled or unprogrammed FM activities can be disruptive to prisoners and staff (through noise, dust etc.); and
- Prisons are often located in out of the way places, requiring longer response times and travel times for FM providers.

To this effect, quality management is critical to the successful management of FM in correctional infrastructure because:

- Design and build quality is a high priority - best practice operational standards can only be maintained in well-constructed facilities, built and maintained for the long-term;
- Delays to completion of maintenance / refurbishment works are unacceptable because of the highly structured prison environment; and
- Quality Assurance is essential - construction defects (delaying completion or requiring return visits to the facility to repair or rectify faults) are very disruptive to prison operations.

Within the quality management context, it is noted that, while prisons cause constraints on access to FM providers and require a high degree of rigor, the structured prison environment does lend itself to programmed facility management because:

- The prisoner daily regime is routine and FM can be programmed around it in consultation with the prison operator; and
- Prison facilities are highly specified for security reasons and usually constructed of higher quality materials so that maintenance, refurbishment and repairs are expedited.

Noting the above context, the remainder of this paper describes aspects of a coordinated facility management approach, using innovative technology, which is being progressively introduced into the Victorian prison system. A pilot study undertaken by Architektonic has recently been completed at Victoria's two women's correctional facilities - Dame Phyllis Frost Centre (maximum and medium security for 250 prisoners) and Tarrengower Prison (minimum security for 35 prisoners). This pilot has allowed an "a priori" evaluation of a planned staged rollout of a facility management plan, over the remaining 9 publicly owned facilities over the next five years. The FM approach adopted will have as a final output, a Corrections Victoria Facility Management Plan, which will:

- Provide Minimum Design Standards for Victorian Prisons, based on lifecycle repair and replacement assumptions for the difference asset classes in the facilities;
- Identify critical essential works to bring the facilities up to the Minimum Design Standards;
- Provide a detailed cost estimate of the proactive lifecycle replacement of asset classes within the correctional facilities, including the building fabric over the next 20 years;

- Act as an underlay, by maintaining facility integrity, to the strategic upgrade and development of correctional facilities to meet the continuing demand growth for prison infrastructure in Victoria.

SETTING UP THE FACILITY MANAGEMENT PLAN (Betadam, 2000)

Architektonic Pty Ltd were engaged by Corrections Victoria to conduct a Facilities Asset Condition Audit of the two women's prisons (Dame Phyllis Frost Centre, 260 prisoners and Tarrengower Prison, 38 prisoners) with a view to generating Facilities Management Strategies which would take into consideration the long-term objectives of Corrections Victoria. The processes and methodology undertaken in the execution of this project were adopted as a prototype for future implementation across the whole Victorian prison system.

The innovative utilisation of technology with which the audits were conducted included P@lmActive™ for data collection (hand-held PDA used for integrating CAD – Digital Photographs – Database) and Intr@Active™ (Web-based browser reporting interface – CAD / Digital Photographs / Database).

This part of the paper will look at how Corrections Victoria's vision, was translated into a tangible outcome. It investigates the underlying paradigms, which were drivers of the current facilities and how an audit of this nature has allowed Facility Management to take the lead in demonstrating efficiencies and cost benefits proactively and not reactively within the correctional environment. The criticality of correlation between CAD, digital photographs and databases is demonstrated in the reporting tool that is the visual Facility Management System. Life Cycle Analysis is integrated within the project for long-term planning and audit outcomes are discussed.

The objective of the Facilities Asset Condition Audits at DPFC (Dame Phyllis Frost Centre) and Tarrengower Prison was to assess the viability of a Facilities Management System with respect to its capability to provide Corrections Victoria with a tool and resource that would enable the adequate preparation and implementation of Strategic Facilities Management initiatives over an extended period of time.

The emphasis was focused on how the asset detail supported the implementation of new Facilities Management protocols, which were being formulated and created through the establishment of new benchmarks and standards specifically for a correctional environment. The range of processes required to be undertaken leading to the final methodology, included extensive consultation with the numerous stakeholders (including prisoners), thus ensuring that as far as is practicable, all relevant variables were considered at the commencement of the project.

The Facilities Asset Condition Audit task was formulated through the input of a wide-ranging group of specialist consultants including Architects, Facility Management Consultants, Facility Planners, Engineers (services and structural), Building Surveyors, Quantity Surveyors, Graphic Designers and Computer Programmers. The objective of collecting data with a portable hand-held device P@lmActive™ PDA (Personal Digital Assistant) capable of integrating digital photographs, CAD (Computer Aided Design) drawings and databases, ensured an efficient and effective methodology capable of broad application at multiple levels of data collection. The integrity and accuracy of the collected data is therefore both consistent and dynamic. This ability to have dynamic data ensures that information is extracted in countless outputs by the end user at their discretion utilising the Intr@Active™ software.

The CAD drawing in its utilisation within P@lmActive™ is the common denominator that enables data to have significant value beyond its simple drawing representation. Objects in the drawing contain imbedded information that can be linked to, during the exercise of the audits and then extracted into a database for future manipulation. The range of possibilities for data manipulation in CAD drawings is extensive and whilst this audit did not have the scope to investigate these completely, the potential has been built into the system ensuring that future implementation will take complete advantage of the integrated data within.

The Minimum Standards proposed and subsequently utilised in this audit set new benchmarks to which future prison audits will be conducted and potentially new prisons designed. These new benchmarks reflect an outlook focused on how data and information is inextricably linked in the process of data collection, and information presentation, with a view to maximising the significance of the collaboration achieved.

The collective objective (across all disciplines) achieved minimum 95% coverage of all possible asset conditional outcomes in predefined formats. This type of data consistency provided a sound platform for confident translation of data and information for Strategic Facility Management thinking. It also served to eliminate the possibility of multiple translations of the same condition, which then require subsequent downstream reinterpretation. The actual calculated time benefits of using P@lmActive™ for data collection in the field were in the order of 40%. The savings generated for Corrections Victoria were not only significant in dollar terms but also with respect to the generation of paper waste, and field time in prisons where security concerns require these to be minimised.

The drivers for the creation of Facility Minimum Standards arose from a thorough understanding of the many and varied regulations and other statutory documents that specifically impact correctional facilities. These included Government and Departmental Policies and Frameworks which dictate prison specific codes and physical construction requirement in addition to The Building Code of Australia, The Disability Discrimination Act, various Australian Standards and the regulations which commonly apply to all construction types.

For the first time in Victoria, benchmarking of countless correctional assets can now be reported on with a view to assisting the Facility Planning and Management of both current assets and future infrastructure developments. The Facilities Asset Condition Audit became a blueprint for the future realisation of the Facility Management possibilities inherent to the audit task, in setting and achieving significant long-term cost and efficiency benefits for the Department of Justice.

IMPLEMENTATION OF THE FACILITY MANAGEMENT PLAN

The purpose of this paper is to demonstrate the inherent value of the Facilities Management System for prison infrastructure. Intr@Active™ provides Corrections Victoria with a platform through which Strategic Facilities Management can be undertaken more effectively over an extended period of time. The complexities inherent to the corrections environment have been taken into account. The value of the auditing task that includes the CAD updating of drawings illustrates an appreciation of outcomes as synthesized in and through Intr@Active™. The amalgamation of data and information from a range of sources into a Facilities Management System was therefore a crucial first step in establishing a primary base from which significant Strategic Facilities Management decisions can now be undertaken for implementation. The synergies arising from the correlation of data, drawings, databases and digital photographs provides an unparalleled opportunity to explore progressive and new outcomes for Corrections Victoria.

The primary objectives of this audit, leading to a Facilities Management System were to:

- Establish accommodation building condition Minimum Standards by which prison buildings and whole prisons can be measured and assessed
- Using the Standards, formulate benchmarks by which buildings within prisons can be compared both internally within a prison and externally with other prisons and even across the country
- Help Corrections Victoria to identify and define facilities related building problems (by exception) in order to progress the appropriation of both physical and funding solutions
- Aid Corrections Victoria in defining a Facilities Management Model in which important questions are asked and critical information collected as an intrinsic component of the auditing task
- Encourage the transfer of data and information between prison infrastructure elements in consideration of the Facilities Management and Planning issues to be formulated
- Improve operational alignment with Life Cycle processes while demonstrating cost benefits and efficiencies
- Simplify and help organize the Facilities Management processing of data and information for Corrections Victoria
- Minimise the potential for costly oversights within prison infrastructure planning and construction

- Create an accessible Facilities Management System capable of growth and able to demonstrate longevity for the term of the Life Cycle periods
- Integrate with GIMS (Government Information Management System) for substantial mutual benefit across multiple government departments
- Learn from the past and present, for the future improvement and application of infrastructure facilities in prisons

OVERVIEW OF FACILITIES MANAGEMENT ISSUES

To gain an appreciation of the Facilities Management Issues addressed by this paper, it is important to understand the correctional imperatives that were the drivers for the current state of prison facilities and therefore prisons. As an overview, it does not attempt to address every issue, but it does suggest which elements might be seen to specifically impact on prison Facilities Management.

The elements that impact on Facilities Management in a correctional environment include:

- The policies which are the drivers for the justice system
- The legal requirements which are obligated on prison facilities and the management of these facilities (Building Code of Australia etc)
- Correctional accommodation standards which define not only the quality of the facilities but also their ability to satisfy the ultimate objectives associated with rehabilitative and other outcomes
- The special demands placed on correctional facilities by prisoners
- The need to ensure prisoner safety as a primary point of consideration (well understood through the BDRP- Building Design Review Project but not assessed as part of this audit exercise)
- The ability to capture the intent of recent trends in correctional operations and facility design
- The desire to implement strategies which will help to reduce the significant costs associated with building and operating correctional facilities (particularly in regard to benchmarking)
- Seeking sources of information to ensure that knowledge leading to wisdom is sometimes derived from the disparate connection of a multitude of both similar and differing facility types
- An ability to access information in a timely manner so that the generation of dynamic reports ensures confidence in Strategic Facilities Management initiatives

In anticipation of the potential outcomes it was necessary to review the history of the buildings (through the prison maintenance staff and records) so that the identification of current problems is noted as a reference point. The ability to collate this type of historical data represents a significant transfer of knowledge from the prison staff to the Facilities Management System. The established goals and objectives for this project were articulated to all participants leading to the preparation of ‘action’ plans for the implementation of the audit task. The task of evaluating the condition of existing facilities commenced with a view to extracting the maximum amount of information possible from all sources, and consolidating it into the proposed Facilities Management System. One of the major components of the audit task, leading to opportunities for strategic assessment for the short, medium and the long-term, is Life Cycle Analysis.

LIFE CYCLE ANALYSIS

As part of the audit exercise, Life Cycle Analysis, which includes costing by a Quantity Surveyor, was incorporated into the building components under review. Life Cycle costing is a technique that takes into account all of the costs incurred during the various stages of a building in its operation, or building element during its utilisation. It is the analysis of costs spread over a period of time that corresponds to the economic Life Cycle of the building or building elements.

Life Cycles differ from one building type to another and also change with time and technological advances. The value of Life Cycle costing and analysis is in that it allows for the ‘weighting’ of trade-offs in building construction, improvement or operation. The inclusion of Life Cycle analysis provides Corrections Victoria with a tool for balancing the short, medium and long-term economic consequences of decisions.

The Life Cycle analysis illustrates how the weighting of both economic and non-economic factors have ramifications in the decision making process for Corrections Victoria. The Strategic Facilities Management outcomes arising from these decisions help to establish a framework for future direction in design, construction and operation of correctional facilities in Victoria.

Life Cycle costing and analysis depends on a large number of variables, which suggests that 'standard' Life Cycle costs are generally not applicable to the bulk of scenarios common to many correctional facilities. Rather, Life Cycle analysis provides a technique for comparing alternatives or assessing the feasibility of an option. A Quantity Surveyor was crucial to the application of costs to each and every item listed within P@lmActive™ with a potential for identification within this audit.

Some of the typical areas under consideration for this audit were limited to the following:

- Repair and replacement costs
- Alterations and improvement costs (where itemised as a defined fabric element requiring review)

As a component of Life Cycle analysis, some costs are non-recurring costs, while others can be ongoing or recurring costs. It is the recurring costs that provide the largest scope for analysis and Strategic Facilities Management decisions, which in turn may alter the cost consequences.

The Asset Management Strategy[1] required the creation of accurate baseline information for existing building condition assets under consideration including:

- Type, location, capacity, value of existing assets (limited application);
- Existing condition of assets;
- Functionality of existing assets (degree of obsolescence);
- Current output versus service capacity (limited application).

Note: limited application is a direct aspect of the audit brief and is focused on existing visible assets and building fabric elements noting Life Cycle analysis for items more by exception than an assumption that every item has been considered.

AUDIT OUTCOMES

As a result of the audit of the two Women's Correctional Facilities, the Intr@Active™ reporting tool intrinsic to the Facilities Management System, serves to enhance and supplement the Strategic Facilities Management initiatives to be formulated by Corrections Victoria. To this end the reporting component of the system is crucial to achieving the set objectives because an infinite number of reports to be generated dynamically by any authorised user on any computer with a Web-browser without the need for specific training or licensing. The web-browser interface ensures that it is familiar to anyone who has used the Internet with an emphasis on the visual presentation of information. The emphasis on visual presentation is deliberate because it assures utilisation through the simple and intuitive front-end (created with the aid of a Graphic Designer). It also ensures the practical life of the data and tool is extended, by virtue of its adoption by users as an effective and practical tool for filtering information simply, and without the necessity for understanding databases.

The ability for Corrections Victoria – Facilities Management to generate dynamic reports on a multitude of facilities components is limitless because of the filter arrays available. Reports will capture and group information to achieve potential support for outcomes on a number of levels including:

- Facility Management
- Trend analysis
- Budget forecasting
- Problem identification
- Works scheduling
- GIMS (Government Information Management System) integration
- Life Cycle projections
- Policy generation
- Facility Planning
- Cost analysis

[1] Department of Justice – Proposed Approach to the Multi-year Strategy (MYS) – Revised 11th July 2003

FM DELIVERABLES

The Facility Management deliverables arising from this condition audit can be grouped broadly under 3 categories.

1. The Strategic FM (1 – 5) Year Plan which briefly describes the implications of the audit outcomes on Corrections Victoria planning initiatives.
2. The Minimum Standards were generated as a result of redefining the criteria by which assessments of the building condition and utilisation could be undertaken.
3. The methodology implemented for the collection, correlation and reporting of the condition audits in response to the Facility Management objectives outlined by Corrections Victoria (already discussed above).

Strategic FM (1 – 5) Years

The strategic Facility Management outcomes sought by Corrections Victoria relate directly to the 1 – 5 year plan, generated in part through the audit process. This plan is formulated to achieve consistency in delivery of prioritised tasks as a primary driver for improvements within the asset base over the plan period. Remedial and other activities are prioritised according to a set of imperatives that include both operational and functional objectives. The underlying principle is to provide safe, efficient and functionally appropriate prison facilities for an extended period of time, while balancing ongoing maintenance and capital expenditure. The competing elements, which would typically demand immediate attention, are blended into the plan to ensure that factors contributing to the natural attrition of the building stock and asset base have been accounted for both financially and in terms of maintenance requirements in a prioritised regime. The plan has enabled Corrections Victoria to programme for short-term and long-term outcomes with confidence in the knowledge that the life cycle anlaysis and conditional audit represents an accurate snapshot of the assets.

Minimum Standards

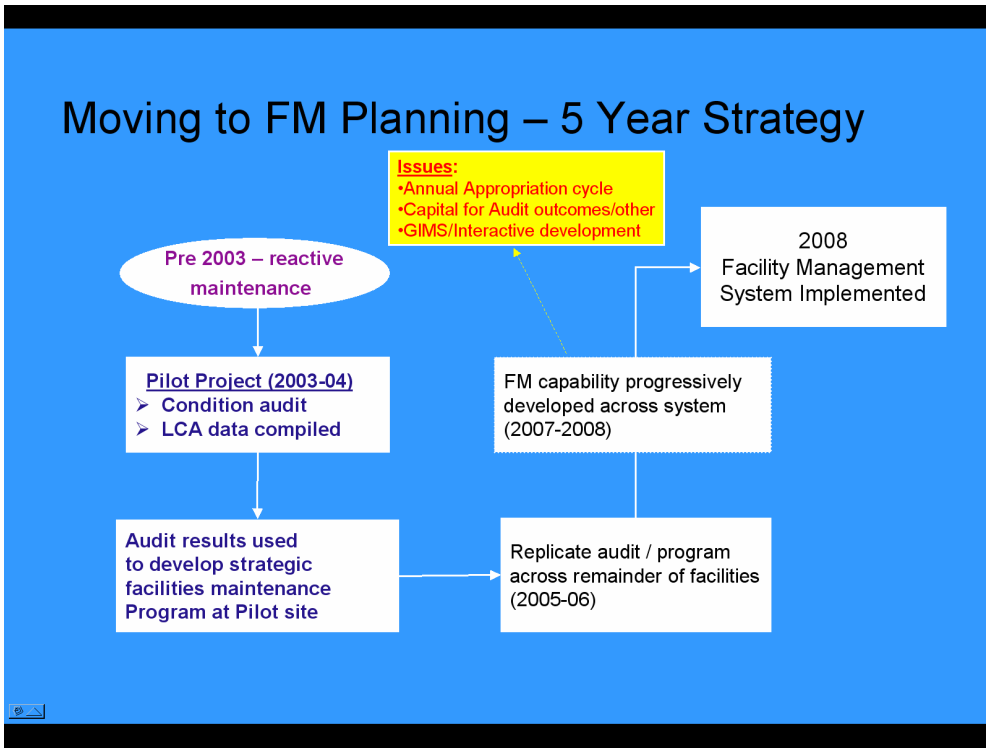
The formulation of minimum standards, by which assessments of the building condition have been generated, has been a significant factor in determining the criteria by which the 1 – 5 year plan may be implemented both consistently and effectively. The standards represent an outlook which is cognoscente of the necessity for the building stock to meet and where possible exceed the regulatory requirements typically applied to buildings. These minimum standards reflect a commitment on the part of Corrections Victoria to provide a safe environment for both prisoners and staff in the first instance. The implementation of these minimum standards has revealed some inconsistencies of design expression and led to reviews of several existing design parameters. The minimum standards have set in motion a process of checks and balances that take into account a larger number of variables then have been previously considered in the design and construction of prison building facilities. These standards also represent an independent assessment of the longevity and appropriateness of design elements through ‘real world’ utilisation, post occupancy. These minimum standards have initiated a rethinking of the briefing process and its interpretation for prison facilities by highlighting where implementation of minimum standards affects the construction and maintenance of prison building assets from inception to demolition and in particular the life cycle assessment and analysis of the built form. The minimum standards include all regulatory requirements but also extend into specific areas of OH&S, DDA implementation and non-regulatory areas such as appropriateness to function for finishes and even appliances (eg. Boiling water units etc).

CONCLUSION

The project outcomes as stated by Corrections Victoria were not only achieved but also exceeded through the depth of information available for interrogation through the Facility Management System. They were also exceeded because in facilitating this project, Corrections Victoria had the vision for the integration and consolidation of a number of disparate avenues of information and data for the purpose of formulating Facility Management Strategies. These strategies will ultimately create structural improvements within the whole of the prison

correctional environment by providing facilities with longevity and sensitivity to the changing needs of prisoners for an extended period of time. Corrections Victoria is also able to generate vital benchmarking statistics that had previously been unavailable and which serve to consolidate and resource new initiatives throughout the correctional environment. The Life Cycle Analysis confirms the cost implications over the life of the assets ensuring that the audit outcomes represent a prioritised methodology for implementing the Facility Management initiatives.

With the adaptation of P@lmActive™ and Intr@Active™ for Corrections Victoria, Architektonic was able to support the vision challenge of Corrections Victoria and make it tangible. Together, the collaborative work has resulted in a new endeavour which will not only see Facilities and Facilities Management in a new light, but will also create an environment which will ultimately enhance the rehabilitation of prisoners and those charged with the responsibility of Facilities Management.



Process diagram showing main stages of the FM Plan for Corrections Victoria

The development of the Strategic Facility Management Plan and the Minimum Standards established represents the beginning of a new approach to Facility Management within the correctional environment in Victoria. Corrections Victoria has adopted a revitalised holistic approach to Facility Management and is reaping the rewards for the benefit of the prison population, the staff, prison officers and the community as a whole.

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