

19–20

Annual Report

Department of Justice
and Community Safety



Justice
and Community
Safety



Publication information

The Department of Justice and Community Safety acknowledges the traditional owners of the land on which we work, and pays respect to their Elders past, present and emerging.

'Aboriginal' is used as the Department of Justice and Community Safety's standard reference for Aboriginal and Torres Strait Islander people. Prior to June 2018, 'Koori' was used as the department's standard reference, and this term continues to be used in some departmental business units, affiliated organisations and documents, including the Koori Justice Unit, the Koori Courts, and the department's Koori Inclusion Action Plan 2017–2020, *Yarrwul Loitjba Yapaneyepuk – Walk the Talk Together*.

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

ISSN 1320-8543

© State of Victoria (Department of Justice and Community Safety) 2020

This report is protected by copyright. Apart from any use permitted under the *Copyright Act 1968*, and those explicitly granted below, all other rights are reserved.

Accessibility

Also published in an accessible format on www.justice.vic.gov.au.



This work, the Department of Justice and Community Safety Annual Report 2019–20, is licensed under a Creative Commons Attribution 4.0 licence. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria (Department of Justice and Community Safety) as author, indicate if changes were made, and comply with the other licence terms.

Designed by Think Productions

Contents

Responsible Body's declaration	1
Justice and Community Safety ministers and portfolios	1
Secretary's foreword.....	2
About us.....	3
Response to coronavirus (COVID-19).....	9
Report of Operations.....	11
Ensuring community safety through policing, law enforcement and prevention activities.....	13
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation.....	19
Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation.....	26
A fair and accessible criminal justice system that supports a just society based on the rule of law.....	29
A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community	36
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment.....	39
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors.....	43
Additional initiatives and achievements aligned to supporting priorities.....	46
Five-year financial summary and review of financial conditions.....	49
Disclosure of grants and other transfers (other than contributions by owners).....	50
Declaration in financial statements	53
Comprehensive operating statement.....	58
Balance sheet.....	59
Cash flow statement.....	60
Statement of changes in equity	61
Notes to the financial statements	62
1. Disclosure index	115
2. Budget portfolio outcomes	117
3. Objective indicators and output performance measures.....	123
4. Statutory authorities and offices by ministerial portfolio 2019–20.....	150
5. Acts administered by justice and community safety portfolios as at 30 June 2020.....	152
6. Legislation enacted in 2019–20 (passed between 1 July 2019 and 30 June 2020)	159
7. People management.....	160
8. Environmental performance and targets.....	180
9. Assurance	186
10. Statutory compliance	190
11. Additional information.....	200
12. Acronyms	201

Responsible Body's declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present the Department of Justice and Community Safety's Annual Report for the year ending 30 June 2020.



Rebecca Falkingham

Secretary | Department of Justice and Community Safety

October 2020

Justice and Community Safety ministers and portfolios

As at 30 June 2020, the department supported four ministers across seven portfolios.



The Hon. Jill Hennessy MP

Attorney-General

Minister for Workplace Safety

Minister for the Coordination of Justice and Community Safety COVID-19

The Hon. Jill Hennessy MP was appointed Attorney-General and Minister for Workplace Safety in November 2018. The Attorney-General is the State's first law officer. The Minister for Workplace Safety is responsible for supporting workplace safety and fairness at work. The Minister for Coordination of Justice and Community Safety – coronavirus (COVID-19) sits on the Crisis Council of Cabinet (CCC), the core decision making forum for the Victorian Government on all matters relating to the coronavirus (COVID-19) emergency, including implementing the outcomes of the National Cabinet.



The Hon. Natalie Hutchins MP

Minister for Crime Prevention

Minister for Corrections

Minister for Youth Justice

Minister for Victim Support

The Hon. Natalie Hutchins MP was appointed Minister for Crime Prevention, Minister for Corrections, Minister for Youth Justice, and Minister for Victim Support in June 2020. The Minister for Crime Prevention is responsible for enhancing community safety through crime prevention activities. The Minister for Corrections is responsible for the effective management of adult prisoners and offenders, and provision of opportunities for rehabilitation and reparation. The Minister for Youth Justice is responsible for the effective supervision of young offenders through the provision of youth justice services promoting rehabilitation. The Minister for Victim Support is responsible for providing support to victims of crime.



The Hon. Melissa Horne MP

Minister for Consumer Affairs, Gaming and Liquor Regulation

The Hon. Melissa Horne MP was appointed Minister for Consumer Affairs, Gaming and Liquor Regulation in June 2020. The Minister is responsible for the administration of consumer protection legislation, which seeks to ensure that Victorian businesses and consumers are informed, and for the regulation and licensing of the gambling and liquor industries.



The Hon. Lisa Neville MP

Minister for Police and Emergency Services

The Hon. Lisa Neville MP was appointed Minister for Police and Emergency Services in November 2018. The Minister has broad responsibilities for policing and supporting the State's emergency service sector to reduce the likelihood, effect and consequences of emergencies.

Secretary's foreword

I am pleased to present the Department of Justice and Community Safety Annual Report 2019–20. The 2019–20 bushfire season and coronavirus (COVID-19) pandemic have presented unique and significant challenges for Victorians and the department. The response of our people to both emergencies has been outstanding and is a clear reflection of the professionalism and commitment of our staff and volunteers to serving our community.

The 2019–20 summer bushfire season started early in Victoria and conditions in many parts of the state were consistently severe or extreme. This resulted in fires burning over 1.5 million hectares of land over 98 days. Our emergency service organisations and emergency management personnel across the state worked tirelessly to contain 3,500 fires between 21 November 2019 and 27 February 2020.

The department responded quickly to the coronavirus (COVID-19) pandemic with the successful implementation of policies, technology and other measures to support office-based staff working from home. In frontline workplaces such as prisons and youth justice centres, the department supplied staff with personal protective equipment (PPE) and enacted policies and processes to continue safely delivering essential services to the community. In addition, frontline staff unable to work because they were required to self-quarantine with coronavirus (COVID-19) or frontline staff who were caring for a family member who had to self-quarantine were given access to special leave entitlements. Fixed term staff had their contracts extended to 31 December 2020, to provide them with stability and security in unprecedented times.

The State Control Centre (SCC) is Victoria's primary control centre for the management of emergencies such as bushfires and pandemics and is the hub of a network of regional and incident control centres across the state. During 2019–20, the SCC was activated for 268 consecutive days (to 30 June 2020) from 6 October 2019.

Despite the challenges of bushfires and the coronavirus (COVID-19) pandemic, the department has implemented significant reforms and responded to emerging issues. It has also continued planning and delivery of key initiatives and increasing services across the state.

Several key pieces of legislation were passed in Parliament throughout the year. The *Workplace Safety Legislation Amendment (Workplace Manslaughter and Other Matters) Act 2019* was passed in 2019–20, making workplace manslaughter a criminal offence in Victoria. Also passed was the *Births, Deaths and Marriages Registration Amendment Act 2019*, enabling trans and gender diverse people to nominate the sex listed in their birth registration. In addition, the *Wage Theft Act 2020* established new offences for employers who dishonestly withhold wages and other employee entitlements.

The new Police Assistance Line and Online Reporting Portal for non-emergency matters was successfully launched in July 2019. This new service enables Victorians to call 131 444 to report non-urgent crimes, greatly improving the public's ability to connect directly with Victoria Police regarding non-urgent crimes from any location.

In August 2019, the final bollards were installed in the Bourke Street Mall to complete the CBD security upgrades. Along with the street furniture and planter boxes, the bollards form a protected pedestrian zone on each side of the thoroughfare and shopping strip.

The department has made significant progress with its infrastructure projects across the state, with the completion of the 10 bed Piper Detention Unit at Barwon Prison, the 35 bed Management Unit at Fulham Correctional Centre, and the new Victorian Civil and Administrative Tribunal (VCAT) venue opened in Oakleigh. Construction for the Chisholm Road Prison project began in 2019–20 and the department commenced its tender for the Barwon in-fill expansion program.

Consumer Affairs Victoria (CAV) continued to support Victorians with advice to more than 223,500 callers. It also responded to over 68,000 written and online queries and received more than 3.6 million visits to its website in search of resources or advice. This is in addition to the Financial Counselling Program which supported 25,560 Victorians with free, independent and confidential telephone or face-to-face financial counselling support.

As committed in the Victorian Government's Community Safety Statement, the department delivered the Embedded Youth Outreach Program, the Forensic Drug Intelligence Capability Program, and work was undertaken by industry and government agencies to increase the safety of patrons at music festivals.

The Youth Justice Strategic Plan (the plan) was launched in May 2020, setting out how the department will deliver a more effective youth justice system in Victoria. The plan's vision is to reduce offending of children and young people by providing genuine opportunities for them to turn their lives around.

On 1 July 2019, the responsibility for day to day management of public prisons moved to Corrections Victoria from the department's Regional Services Network (RSN). The success of the transition over the past 12 months is a testament to the dedication of both Corrections Victoria and the RSN in ensuring the process was careful and considered.

Finally, I want to acknowledge the department's staff, agencies, community organisations and volunteers for their hard work and resilience throughout one of the most challenging years we have all experienced. I want to thank everyone for their contribution to serving the Victorian community and making our many achievements throughout 2019–20 possible.

About us

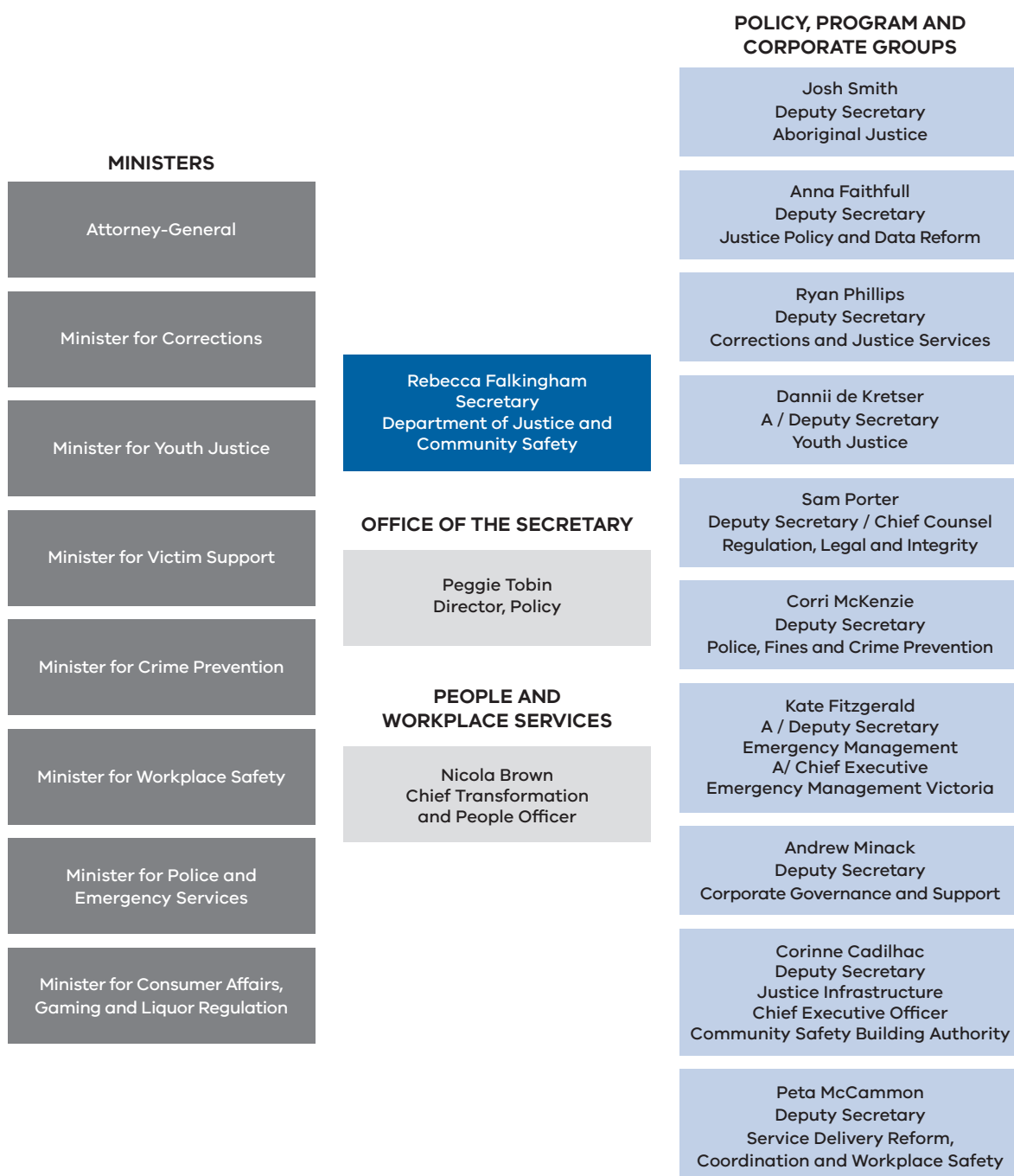
The department's vision is for a justice and community safety system that works together to build a safer, fairer and stronger Victoria.

The department leads the delivery of justice and community safety services in Victoria by providing policy and organisational management. Its extensive service delivery responsibilities range from managing the State's prison system, to providing consumer protection and enforcing court warrants.

The department manages the development and implementation of a range of laws, regulations and policy in areas across the portfolio (such as in gaming and emergency management), and ensures that all elements of the justice and community safety system are working efficiently and effectively.

Through partnerships with independent integrity agencies, the department supports best practice and the promotion of the highest levels of accountability and transparency in the public sector and local government.

Departmental Structure at 30 June 2020



Our groups at 30 June 2020

Aboriginal Justice

The Aboriginal Justice group drives change and coordinates efforts across the department to improve outcomes for Aboriginal Victorians. The group has a strong emphasis on supporting Aboriginal self-determination, and working in partnership with Victorian Aboriginal communities, stakeholders and individuals. The group plays a significant role in the implementation of the Aboriginal Justice Agreement Phase 4 (AJA4), leads justice policy reform pertaining to Aboriginal Victorians, and leads Victoria's response for Native Title and traditional owner settlements.

Corporate Governance and Support

The Corporate Governance and Support group supports the whole of the department to deliver positive outcomes for the community through responsive, reliable, and efficient corporate services. The group focuses on providing services that add value and are adaptable to business needs, while maintaining high standards and compliance.

Corrections and Justice Services

The Corrections and Justice Services group oversees three key areas of departmental responsibility. Corrections Victoria is responsible for the direction and management of Victoria's adult corrections system. Justice Health oversees the delivery of health services in Victoria's prisons and youth justice centres. Justice Services work collaboratively with communities and program areas to deliver effective justice services to meet local needs and priorities. The group is also responsible for oversight of regional and departmental operations.

Emergency Management Victoria

Emergency Management Victoria (EMV) is the system steward for emergency management in Victoria. The group integrates policy, strategy, operational coordination, planning and investment across Victoria's emergency management sector, contributing to safer, more resilient communities.

Justice Infrastructure and the Community Safety Building Authority

The Justice Infrastructure group, incorporating the Community Safety Building Authority (CSBA), was established on 1 July 2019. It plans, designs, procures, builds and upgrades the justice infrastructure needed to keep communities safe and to meet the needs of a growing Victoria, both now and into the future. The group provides end-to-end project development, management and delivery of Victoria's new prisons, youth justice centres, courts and custody facilities, emergency services facilities, and public safety features such as pedestrian walkway bollards and CCTV networks.

Justice Policy and Data Reform

The Justice Policy and Data Reform group works to improve justice and community safety outcomes through the delivery of strategic reforms across the civil and criminal justice systems. The group seeks to steward a whole of justice system approach by collaborating with key justice partners, including the courts to support community confidence in the justice system.

People and Workplace Services

People and Workplace Services lead the department's strategic people functions to ensure our workforce has the right skills, capabilities, culture and working environment to achieve its priorities, as set out in the Statement of Direction. Reporting directly to the Secretary, People and Workplace Services is responsible for the department's employee experience including health, safety and wellbeing, recruitment, payroll, employee and workplace relations, organisational transformation, and business and asset services.

Police, Fines and Crime Prevention

The Police, Fines and Crime Prevention group builds strong communities and supports community safety through regulation, policy, governance and legislation for policing, crime prevention, road safety, countering violent extremism (CVE), and infringements. The group also delivers key functions in the administration of fines, road safety cameras, the Restorative Engagement and Redress Scheme, Working with Children Checks, Adoption Services, and the Registry of Births, Deaths and Marriages.

Regulation, Legal and Integrity

The Regulation, Legal and Integrity group incorporates consumer protection, regulation, legal, dispute resolution and assurance functions, which provide the Victorian community with a greater level of confidence and consistency when accessing services in the public and private sectors.

Service Delivery Reform, Coordination and Workplace Safety

The Service Delivery Reform, Coordination and Workplace Safety group is responsible for coordinating the justice and social services systems to ensure they work effectively together and account for the specific needs of people and communities. It includes the statewide coordination of support services for victims of crime and access to the Victims of Crime Helpline and the Victims Register. The group is also responsible for a whole of department strategic approach to communications and stakeholder partnerships, and the delivery of our inclusion and intersectionality agenda.

Youth Justice

The Youth Justice group supports the delivery of effective youth justice services. The group is responsible for continuing reforms to modernise Victoria's youth justice system, and building upon strong partnerships with the community sector and across government to improve outcomes for children, young people and the community.

DJCS Statement of Direction | 2019 – 2023

Vision

A justice and community safety system that works together to build a safer, fairer and stronger Victoria.

Overall outcomes

- Safer and more resilient communities
- A trusted justice and community safety system
- Easy access to justice and safety systems and services
- A fair and accessible justice system for Aboriginal people

Overall measures

- Reducing serious crime
- Reducing recidivism
- Increasing resilience of communities to natural disasters and disruptive events
- Increasing trust in institutions and regulators
- Improving perceptions of safety and consumer confidence
- Strengthening victim-survivor support
- Delivering responsive and connected services
- Making services easy to navigate
- Reducing the over-representation of Aboriginal Victorians in the criminal justice system

Policy and delivery priorities



Integrating services and tailoring them for local communities



Prioritising Victorians in need



Focusing on victims and survivors



Strengthening stakeholder partnerships

How we will support our priorities

- Integrate services that are high quality, culturally responsive, fair and consistent
- Solve problems locally, particularly in rural and regional communities
- Empower community response, leadership and action

- Support for priority groups based on the best available data
- Promote access to dispute services for civil and criminal matters
- Prevent entry into the criminal justice system through early intervention
- Support Aboriginal self-determination
- Build individual resilience and capability

- Embed victim-survivor experience in our work
- Support timely and consistent service standards
- Ensure that victim-survivors inform policy and service design

- Collaborate across VoVG, with communities and the justice and social services sector
- Leverage opportunities to share, design and co-sponsor outcomes
- Build ways to collaborate and deepen relationships

How we will know we're making a difference

- Increased ability for communities and individuals to prepare, respond and recover
- Increased services in areas of most need
- Improved connections between services and the community

- Increased safety, security and social connections
- Increased targeted responses to serious crime
- Increased program participation
- Improved justice outcomes for priority groups

- Strengthened victim-survivor confidence and satisfaction
- Increased use of support programs

- Increased meaningful stakeholder engagement
- Better informed whole-of-system policy and end-to-end service delivery
- Increased regulatory compliance
- Increased civic engagement
- Reimagined investment in the justice system

DJCS supporting priorities



Ensuring a workforce that is safe and confident



Delivering evidence-based outcomes



Investing in technology and digital solutions



Driving productivity

How we will support our priorities

- Develop our people through a workforce and capability strategy
- Promote a positive culture, staff safety and wellbeing
- Embed high standards of integrity and conduct
- Support diversity, inclusion and intersectionality

- Develop a strong evaluation culture that produces and values evidence-based policy
- Use data and evidence to support policy, service design and delivery
- Embed a consistent VoVG outcomes approach

- Ensure systems and software are effective
- Invest strategically in technology
- Promote the use of a single data repository
- Update and integrate IT infrastructure
- Enable our people through improved technology and streamlined systems and processes

- Establish customer focused, centralised corporate functions
- Foster a culture of collaboration and learning
- Develop clearer performance standards that drive innovation and efficiency
- Redesign processes to realise savings

How we will know we're making a difference

- Increased staff satisfaction and wellbeing
- Responsive OHS measures
- Positive organisation culture
- Reduced percentage of lost productivity and injuries

- Increased use of evidence to assess the outcomes
- Increased evaluation of our spending
- Increased percentage of pilots scaled

- Reduced percentage of service calls and IT workarounds
- Increased integration and accessibility of case management data
- More effective agreements with our service providers
- Increased user focus in service design

- Increased savings achieved
- Increased VoVG policy and program design
- Reduced duplication of services and functions

Our Statement of Direction

The department strives to achieve safer and more resilient communities, a trusted justice and community safety system with easy access to justice and safety systems and services, and a fair and accessible justice system for Aboriginal people.

The department's Statement of Direction 2019–23 reflects these outcomes and guides its delivery of government and ministerial priorities. The statement sets the direction of the department and enables us to meaningfully evaluate how we are making a difference by mapping out our vision, outcomes, priorities and actions.

The department provides policy and organisational management to deliver its vision of a safer, fairer and stronger Victoria by:

- integrating services and tailoring them for local communities
- prioritising Victorians in need
- focusing on victims and survivors
- strengthening stakeholder partnerships

Focusing on the following supporting priorities enables the department to realise its policy and delivery priorities, and to ensure it is in the best position to achieve its overall outcomes for the Victorian community. The department aims to foster a positive and productive environment where our people thrive in their roles, and where the systems and capabilities are in place to make it easier to collaborate across the department and beyond. We seek to achieve this by:

- ensuring a workforce that is safe and confident
- delivering evidence-based outcomes
- investing in technology and digital solutions
- driving productivity

The Statement of Direction helps us to embed a focus on outcomes in our work so that we can assess the impact of our services for the Victorian community. While the department continues to report on output performance (what is delivered) in line with government requirements, work has also commenced to monitor progress towards the outcomes set out in the statement. This approach to measuring and assessing impact provides insights to inform future decisions, allowing us to review and refine programs, ensuring that they remain fit for purpose and responsive to policy and service delivery contexts.

Organisational Transformation

The department is continuing the process of organisational transformation that will enable us to better meet the needs of the Victorian community. Organisational reform is a key enabler to realising the department's vision, priorities and outcomes, as outlined in our Statement of Direction.

We are transforming the way we are organised and how we work so that we can deliver on the government's reform agenda and our people can play to their strengths and thrive. This organisational transformation is being realised through organisational design and workforce

planning, cultivating a high-performing workforce and taking decisive steps to build a capable, resilient and inclusive workplace culture. This continued transformation will ensure the department is well-positioned to drive improved outcomes for the Victorian community.

In 2019–20, the department undertook work on a range of initiatives that align with the Victorian Government's reform agenda. These include:

- Transforming our organisation through progression of our People Strategy. This includes driving a performance culture with a strong focus on staff safety and wellbeing, and empowering and building the capability of our workforce so that we can deliver on the government's priorities and reform agenda.
- A process of cost mapping to identify improvements in spending through the base and efficiency review being undertaken by all portfolios, in accordance with the 2019–20 State Budget.
- Overseeing the department's response to the coronavirus (COVID-19) emergency, including the design and deployment of tailored staff support and workplace policies relating to all frontline and non-frontline staff, with a focus on staff health, safety and wellbeing.
- Continued reforms to optimise the operation of the department's overall service model.

Corporate Governance

Under the *Public Administration Act 2004*, the Secretary is responsible for the general conduct and effective, efficient and economical management of the department. Several standing executive committees ensure good corporate governance, with a focus on improving organisational performance.

The Board of Management is the peak body in the department's corporate governance structure, advising the Secretary on the management and administration of the department to ensure compliance with government directives, guidelines and legislation. It is responsible for integrating governance functions across the department and working collaboratively with portfolio agencies.

Board of Management at 30 June 2020

Rebecca Falkingham, Secretary

Prior to becoming Secretary, Rebecca was Deputy Secretary, Social Policy and Service Delivery Reform at the Department of Premier and Cabinet (DPC). Her achievements in that role have included leading the establishment of Family Safety Victoria, the commencement of the Treaty process with Aboriginal Victorians, and the ongoing transition of the National Disability Insurance Scheme (NDIS).

Josh Smith, Deputy Secretary, Aboriginal Justice

Josh is a Dunghutti man from the Macleay Valley Coast in New South Wales (NSW) and was previously Executive Director of Aboriginal Victoria with DPC. After practising law as a solicitor for the NSW Crown Solicitors Office and at the Victorian Aboriginal Legal Service, Josh has held executive positions within the

Victorian public service across family violence and health and human services portfolios, and Aboriginal affairs. Josh is a passionate community member and has advocated for better outcomes for Aboriginal communities through policy development and enhanced Aboriginal self-determination.

Andrew Minack, Deputy Secretary, Corporate Governance and Support

Andrew Minack has had an extensive public sector career working at an executive level in numerous state and local government agencies, most recently as Deputy Secretary, Emergency Management. Andrew has been responsible for leading on a number of highly complex reform projects in emergency management, public sector administration and parks management. He has developed a policy and delivery background in a range of areas through his executive roles at Victoria Police, DPC, Parks Victoria, and the Warrnambool City Council.

Ryan Phillips, Deputy Secretary, Corrections and Justice Services

Ryan has been the Deputy Secretary for Corrections and Justice Services since his appointment in 2019. He previously led the department's Criminal Law Policy and Operations group as Deputy Secretary from 2017. Prior to his appointment in the department, he was employed in a range of senior executive positions, including as General Counsel at DPC. Ryan has held a diverse range of policy, social justice and legal roles across the government, Aboriginal community and private sectors in Melbourne, Broome and Sydney.

Kate Fitzgerald, Acting Deputy Secretary, Emergency Management and Acting Chief Executive, Emergency Management Victoria

Kate has an extensive public sector and emergency management career working at an executive level in state and federal government agencies, and holds Master's and Bachelor's degrees in emergency management. Kate has led reform projects in emergency management and policing, including Resilient Recovery at EMV, and more recently, the Victoria Police Enterprise Bargaining Agreement and the establishment of the financial sustainability program. Kate has been an active emergency services volunteer with the Australian Capital Territory Rural Fire Service, NSW State Emergency Service, and the Australian Red Cross.

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

Corinne is a senior executive with a degree in civil engineering and executive MBA from Melbourne Business School. She has extensive experience in public administration and governance, as well as the development, procurement and delivery of major infrastructure projects across multiple sectors. Before joining the department, her most recent position was leading Infrastructure, Planning and Major Projects at DPC. She has also worked at the Department of Infrastructure and the Department of Treasury and Finance (DTF), as well as in the private sector as a consultant with Sinclair Knight Merz.

Anna Faithfull, Deputy Secretary, Justice Policy and Data Reform

Anna has most recently led the employment venture and advisory practice at Social Ventures Australia. Anna has over ten years' experience in government, leading and implementing whole of government reform including the government's response to the Royal Commission into Family Violence, the government's transition into the NDIS, and jobs and employment policy. Prior to joining government, Anna was a lawyer at Arnold Bloch Leibler, practising in the areas of commercial litigation, competition and insolvency law.

Corri McKenzie, Deputy Secretary, Police, Fines and Crime Prevention

Corri has held several senior executive positions in social policy, service design and delivery in government and the community sector. Prior to joining the public service, Corri was the General Manager of Community Services, Mission Australia, and was also the Corporate Communications Manager at Google Australia and New Zealand. She has led reforms including the NDIS, the National Plan to Reduce Violence against Women and their Children, and the implementation of impact measurement and performance reporting in community services.

Sam Porter, Deputy Secretary and Chief Counsel, Regulation, Legal and Integrity

Sam has held a range of senior executive legal and policy roles in the Victorian Government. He joined the department in 2018 as Executive Director, Criminal Law. Prior to this, Sam worked at DTF where he was General Counsel, and DPC, where he led a program of public sector integrity reforms. Before joining the public service, Sam practised as a lawyer at King & Wood Mallesons, Melbourne and Linklaters, London.

Peta McCammon, Deputy Secretary, Service Delivery Reform, Coordination and Workplace Safety

Peta has built a successful career over the last 18 years working in the Victorian Public Service (VPS) in the Department of Justice and Community Safety, the Department of Health and Human Services (DHHS), DTF and DPC. Peta is committed to social policy reform and prior to her appointment as Deputy Secretary she held executive positions supporting the rollout of the NDIS and the implementation of the 227 Royal Commission recommendations into Family Violence.

Dannii de Kretser, Acting Deputy Secretary, Youth Justice

Dannii is the Acting Deputy Secretary, Youth Justice. She has held a number of senior executive positions in DHHS, the Department of Education and Training (DET) and DPC spanning policy, program design and operational roles. Dannii has led numerous social policy reforms in social housing and homelessness, family violence, women's policy, disability services, early childhood education, and child and family services.

Emma Cassar, Commissioner, Corrections Victoria

Emma has worked within the Corrections system for over 20 years, starting as a forensic psychologist after finishing her clinical doctorate, before moving to the custodial environment. She managed several prisons across the state and acted as Director and Deputy Commissioner. Prior to this role, Emma worked at KPMG, focusing on developing the justice and security sector. She has been the Australian representative for the global justice and security forums, and brings a wealth of knowledge from the national and international justice arena.

Andrew Crisp, Emergency Management Commissioner

As the former Victoria Police Deputy Commissioner, Regional Operations, Andrew has almost 40 years' policing experience in roles focused on community safety across metropolitan and regional Victoria and overseas. This includes key emergency management leadership positions. During his career, Andrew has been involved in responses to several major incidents, such as the Ash Wednesday bushfires, 2009 Victorian bushfires, Christchurch earthquake, Queensland floods, and 2017 Bourke Street tragedy.

Nicola Brown, Chief Transformation and People Officer

Nicola has an extensive public sector career, working as an executive in several state government departments. Prior to joining the department, Nicola was the Chief Human Resources Officer at DPC, where she led human resource functions including organisational design, change management, and diversity and inclusion. Other leadership positions include Director, People and Workplace Services at the Department of Transport, Planning and Local Infrastructure and Director, People and Culture at the Department of Planning and Community Development.

Peggie Tobin, Director, Policy

Peggie is an experienced public servant, having spent the past ten years working in a range of management and executive roles across the VPS with a focus on social policy, including justice, education and Aboriginal affairs. Most recently, Peggie led the development of Australia's first ever treaty legislation, working with Aboriginal Victorians to design and set out the roadmap to treaty negotiations in Victoria.

Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent committee established in accordance with the *Financial Management Act 1994* (the Act) and the Standing Directions 2018 under the Act. It provides assurance to the Secretary that the department's risk and control environment is operating effectively and efficiently.

The committee operates under an approved charter and has the following members:

- Kate Hughes, Chair
- Claire Thomas
- Natalia Southern
- Mark Trajcevski.

Response to coronavirus (COVID-19)

On 25 January 2020, health authorities reported the first confirmed case of coronavirus (COVID-19) in Victoria. Cases increased through the first half of 2020, with the first wave reaching a peak of 111 cases in a single day on March 28. In response to this escalating crisis, the department made significant changes to the way that we work, support our workforce and deliver services to all Victorians.

Whole of Victorian Government core missions

From April 2020, the most senior levels of the Victorian Public Service were restructured to focus on a small number of core missions to help respond to the coronavirus (COVID-19) pandemic and prepare for the recovery and post-crisis restoration of Victoria.

The Premier appointed departmental Secretaries as Mission Leads, responsible for planning and delivery of the missions. Mission Leads engaged with the Crisis Council of Cabinet (CCC) Coordinating Ministers and supported the CCC as the structure's core decision-making forum. A Mission Coordination Committee, chaired by the Secretary of DPC and reporting to CCC, was also established as the key officials' forum to support delivery of the missions.

The missions' structure has allowed the Victorian Public Service to effectively focus activity, share resources and coordinate coronavirus (COVID-19) responses across departments.

From June 2020, the initial eight public service missions were consolidated into six key missions, to support a more focused effort on public health response and resilience, and to support the delivery of the deferred 2020–21 State Budget. These six key missions are:

Mission	Lead Secretary	Description
Public health resilience	Secretary, Department of Health and Human Services	Leadership of the ongoing public health response to coronavirus (COVID-19), and hospital and system reform.
Economic management and preparation of the 2020–21 State Budget	Secretary, Department of Treasury and Finance	Leadership for monitoring economic and business conditions, and managing the 2020–21 State Budget and financing including, tax reform.
Economic program delivery, supply, logistics and procurement	Secretary, Department of Jobs, Precincts and Regions	Leadership and delivery for the economic programs needed to support business and employment. Leadership for the supply and transport of essential goods, and the timely procurement of goods and services and potentially premises.
Restoration and reform of public services – People	Secretary, Department of Justice and Community Safety Secretary, Department of Health and Human Services Secretary, Department of Education and Training	Leadership for the recovery and reform of key government justice, education and human services.
Restoration and reform of public services – Economic (public sector)	Secretary, Department of Transport Secretary, Department of Environment, Land, Water and Planning	Leadership for the recovery and reform of key government economic services, including to support economic recovery by rapidly restarting and commissioning infrastructure projects.
Economic recovery and growth	Secretary, Department of Jobs, Precincts and Regions CEO, Invest Victoria	Leadership for the identification of recovery and growth strategies and actions for Victoria to recover economically.

Two enabling programs of work were also established to guide the State's response to the pandemic and support the six missions:

Enabling program	Lead Secretary	Description
Critical risks and opportunities	Secretary, Department of Premier and Cabinet	Leadership for the identification of critical risks, vulnerabilities and post-event reform opportunities for the public sector.
Behaviour change, social cohesion and communications	Secretary, Department of Premier and Cabinet	Leadership for the design and coordinated implementation of communication, community activation and engagement activities.

Departmental support of the missions

In partnership with the Secretary of the Department of Education and Training, the department's Secretary, Rebecca Falkingham, led the initial core mission of maintaining continuity of essential services for the Victorian public. The department altered its operations to fulfil its enhanced role and provide support to the CCC and the National Cabinet, involving State and Territory Premiers and the Prime Minister.

Working collaboratively across government, the department undertook a significant amount of work to deliver emergency responses and to ensure Victorians – particularly those most vulnerable – had continued access to essential justice and social services throughout the evolving coronavirus (COVID-19) crisis.

Key achievements in this response include the following:

- Enacting the *COVID-19 Omnibus (Emergency Measures) Act 2020*, which provides a range of temporary emergency measures to support Victorians and continue delivering services through this crisis.
- Developing and implementing alternative service delivery models and targeted support services for justice and social service clients. This has included packages relating to courts and legal assistance, family violence, tenancies, disability support, multicultural and faith communities, families and children, residents in high-risk shared accommodation facilities, foster and kinship care, residential care, and rough sleepers.
- Productive cross-portfolio responses to supporting young people across child protection, education, youth justice and the corrections system. This has included enabling access to online learning and mental health supports, and culturally appropriate supports for Aboriginal young people.
- Delivery of the Residential Tenancies Dispute Resolution Scheme (RTDRS) to provide tenants with greater certainty and security that they will not lose their home or workplace during the coronavirus (COVID-19) pandemic.
- Supporting the compliance and enforcement effort in response to the coronavirus (COVID-19) pandemic by bringing together relevant enforcement agencies and departments, including DHHS, Victoria Police, WorkSafe and the Victorian Commission for Gaming and Liquor Regulation.

Social recovery is also a key priority as the department looks to the longer-term effects of the coronavirus (COVID-19) pandemic and economic downturn. As demand for government services is expected to increase, there will be an ongoing focus on reducing disadvantage and building resilience through early intervention and a strong service system response. The department continues to work closely with other departments, particularly DHHS and DET, to effectively co-ordinate the recovery and reform efforts of key government justice, education and human services.

Departmental governance arrangements to support business continuity

On 4 March 2020, the department activated the Executive Crisis Management Team (ECMT) to coordinate its coronavirus (COVID-19) response and ensure continued delivery of critical services. The ECMT escalated risks and issues to the Board of Management to enable realignment of departmental resources and broader consultation across the portfolio, government sector agencies and state-level governance committees including the State Emergency Management Team.

A scenario-based risk assessment of mission critical services, and increased review and monitoring of the department's corporate risks supported resourcing and prioritisation decisions. A coronavirus (COVID-19) Response and Business Continuity assurance review indicated that these mechanisms had been effective in identifying and managing these risks. The ECMT also played a pivotal role in communicating departmental priorities, coordinating consistent messaging to staff and key stakeholders, and monitoring service continuity.

Transitioning to remote working through improved technology

From 30 March, the department transitioned a significant proportion of its workforce to work from home and undertook a major IT rollout to support these new arrangements. The department rapidly implemented web-based platforms and other collaborative tools to keep teams connected and informed, and to provide opportunities for continued professional development. This included the new departmental information hub and the rollout of Microsoft Teams. To further support staff working remotely and modernise the department's digital offering, the department launched a Service Portal; a complete self-service solution for all staff information technology needs.

In May 2020, 91 per cent of respondents to a departmental wellbeing survey reported that they were coping well or thriving in their new work setting or with new procedures. The department also implemented flexible leave arrangements and special leave arrangements to assist parents with home-schooling or caring responsibilities due to coronavirus (COVID-19) restrictions.

Enhanced staff support services

The department continued to provide services to support the safety, wellbeing and mental health of staff throughout this challenging time. To supplement existing Employee Wellbeing Services, the department launched CoronaCare in April 2020. The support service for employees in self-isolation due to coronavirus (COVID-19) included proactive check-ins to assess employee needs, providing support, coping strategies and social connection.

The department also ensured its frontline workers affected by coronavirus (COVID-19) were included in the whole of government Hotels for Heroes program. This meant that critical frontline workers, such as those in Corrections Victoria, Youth Justice and Victoria Police, as well as Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA) Emergency Medical Response officers, had access to free emergency accommodation if required.

Report of Operations

Victorian Government's Resource Management Framework

The Resource Management Framework sets out mandatory requirements for all Victorian Government departments in accordance with the *Financial Management Act 1994*. This provides a structure for planning, budgeting, service delivery, performance management, reporting and accountability. Each departmental system has objectives, objective indicators and outputs that are used to report against performance.

Departmental objectives, indicators and outputs

The department's objectives reflect the effects or impacts it seeks to have on clients, the community and other key stakeholders. They are measured by objective indicators, which have been selected to monitor the department's progress in achieving its objectives. Environmental factors and other issues can also affect changes in objective indicators.

Outputs are the products and services delivered by the department to the community through its agencies and statutory bodies. Output performance measures help assess the department's performance in the delivery of its outputs.

The medium-term departmental objectives, associated indicators and linked outputs are set out in the *2019–20 State Budget Paper No. 3: Service Delivery* and summarised in the table below.

The Report of Operations reports on initiatives, projects and key achievements that contribute to departmental objectives and were delivered in 2019–20. This includes initiatives and projects committed to in the Department of Justice and Community Safety Corporate Plan 2019–23 (Corporate Plan), aligned to Statement of Direction policy, delivery and supporting priorities.

Refer to Appendix 3 for analysis of progress towards achieving objectives, including detailed reporting on objective indicators and output performance measures.

Objectives	Objective indicators	Outputs
Ensuring community safety through policing, law enforcement and prevention activities	<ul style="list-style-type: none"> Community safety during the day and at night Crime statistics Road fatalities and injuries 	Policing and crime prevention
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	<ul style="list-style-type: none"> Escapes from corrective facilities Percentage of community correction orders completed Rate of prisoner return to prison within two years Rate of offender return to corrective services within two years 	Prisoner supervision and support Community based offender supervision
Effective supervision of young people through the provision of youth justice services promoting rehabilitation	<ul style="list-style-type: none"> Percentage of community-based orders successfully completed Young people in youth justice participating in community reintegration activities 	Youth justice community-based services Youth justice custodial services
A fair and accessible criminal justice system that supports a just society based on the rule of law	<ul style="list-style-type: none"> Prosecutions completed and returning guilty outcomes (percentage of total case finalisations) Legal advice and assistance provided Infringement notices processed Medico-legal death investigations Law reform projects completed Number of Sentencing Advisory Council publications Services provided to victims of crime against the person Working with Children Checks processed (negative notices issued within three days of receiving decision) 	Public prosecutions and legal assistance Infringements and warrants Criminal law support and reform Victims and community support services
A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community	<ul style="list-style-type: none"> Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission People assisted through Public Advocate advice and education activities Births, deaths and marriages registration transaction accuracy rate Dispute resolution services provided in the Dispute Settlement Centre Victoria (DSCV) 	Protection of personal identity and individual / community rights Dispute resolution and civil justice support services

Objectives	Objective indicators	Outputs
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment	<ul style="list-style-type: none"> Value of domestic fire insurance claims Rate of deaths from fire events 	Emergency management capability
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors	<ul style="list-style-type: none"> Percentage of licenced venues with a rating that is greater than three stars Responsive Gamblers Help services Increased access by consumers, tenants and businesses to digital information 	Gambling and liquor regulation Regulation of the Victorian consumer marketplace
Professional public administration ¹	<ul style="list-style-type: none"> Education and training activities delivered by OVIC Client satisfaction with data security and privacy training provided Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman 	Public sector integrity

Changes to the department during 2019–20

As part of machinery of government (MoG) changes announced in March 2020, the following seven entities transferred to the department from DPC on 1 May 2020:

- Office of the Public Interest Monitor
- Office of the Victorian Information Commissioner
- Chief Municipal Inspector
- Local Government Inspectorate Administrative Office
- Victorian Ombudsman²
- Independent Broad-based Anti-corruption Commission²
- Victorian Inspectorate.²

As a consequence of these policy decisions, the following change was made to the departmental objectives and output structure during the financial year.

Amended 2019–20 departmental objective	Amended 2019–20 output	Reason for change
Professional public administration	Public sector integrity	Transferred from the Department of Premiers and Cabinet to the Department of Justice and Community Safety on 1 May 2020.

As the department held administrative responsibility for these seven entities at the end of the financial year, output performance reporting for these bodies is contained in this report for the full financial year. Financial information is pro-rated between DPC and the department based on the periods of time for which each held responsibilities.

Identifiable direct costs attributable to machinery of government changes

In 2019–20, the government restructured some of its activities via a MoG change in relation to the integrity agencies taking effect from 1 May 2020. As a result of these changes, the department incurred direct costs in 2019–20 of \$13,881 and anticipated future costs of \$60,000 that were attributable to the MoG changes and mainly relate to setting up the new employee access to the department's Information and Communication Technology (ICT) systems.

¹ This objective was added on 1 May 2020 to reflect the movement of the Public Sector Integrity output from the Department of Premier and Cabinet to the Department of Justice and Community Safety.

² From 1 July 2020, funding for these entities was allocated through the *Appropriation (Parliament) (Interim) Act 2020* from the Consolidated Fund for the Parliament respectively to the Department of Victorian Inspectorate, Department of Independent Broad-based Anti-corruption Commission and the Victorian Ombudsman. This accords to the *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* which granted these bodies budgetary independence from 1 July 2020.

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective police and law enforcement services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities that enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Corporate Plan 2019–23 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

For information on the 2019–20 Victorian crime statistics, as collected by the Crime Statistics Agency (CSA), refer to Appendix 3, under the 'Ensuring community safety through policing, law enforcement and prevention activities' objective. The CSA is responsible for the calculation and publication of crime statistics and a further breakdown of crime statistics is available on the CSA website crimestatistics.vic.gov.au.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Municipal Crime Prevention Network	Completed	The Municipal Crime Prevention Network was established in August 2019 and meets approximately twice a year. The network provides a platform for local councils to connect with the department, hear from experts, share useful resources and identify opportunities to work collaboratively with other councils on crime prevention initiatives. Network meetings have successfully transitioned to an online format during coronavirus (COVID-19), with around 100 attendees at the first online meeting held in 2020.
Music festival roundtable	Completed	The multi-agency music festival working group was established in 2019–20.
Reducing road toll in rural and regional areas	In progress	The mobile camera expansion project is significantly increasing speed enforcement in rural and regional areas, as mobile cameras have specifically been modelled to have a strong impact on the road toll in these areas. In late July 2020, the Distracted Driving (mobile phone use) project commenced, with the department working with two vendors to develop a proof of concept. A privacy impact assessment was undertaken, to enable the commencement of a three-month pilot. More broadly, the department conducted a market scan in May 2020 to identify emerging road safety technologies and innovation opportunities. Such solutions included fixed and mobile point-to-point cameras that are expected to be particularly effective in rural and regional areas.
Implementation of the 2019–20 State Budget initiative in road safety	In progress	<p>The department established project teams to implement road safety initiatives in line with the 2019–20 State Budget.</p> <p>Initiatives included:</p> <ul style="list-style-type: none"> A market scan released in May 2020, with responses evaluated in June 2020. The findings will form a Market Assessment Report on emerging road safety camera solutions to contribute to the desired road safety landscape – due for completion in August 2020. Commencement of the mobile camera expansion project scheduled for completion by May 2023. Completed analysis of the existing network security for the road safety camera network and initiated the proof-of-concept planning and procurement process with the preferred supplier. Work undertaken for the procurement of the maintenance upgrade of the 'Computerised Maintenance Management System' with the Expression of Interest phase completed and the Request for Tender to be finalised in August 2020.

Initiative	Current status	Update as at 30 June 2020
Traffic camera service agreement	Completed	The successful tenderer commenced services under the new contract on 1 November 2019.
Regional service delivery and community partnerships – place-based approach	In progress	<p>Justice Services (formerly Regional Services Network) is working with local government areas (LGAs) on their Community Safety and Wellbeing committees.</p> <p>South East Metro Region is participating with Victoria Police in the Community Safety Working Group. A Youth Crime Prevention Grant has funded the Pivot Program, a four-year place-based approach to reducing recidivism in Casey, Greater Dandenong, Frankston and Mornington Peninsula LGAs. The program provides intensive case management support for 100-120 high risk offenders aged 12–23 years and is delivered by a local consortium led by the Youth Support and Advocacy Service, with Jesuit Social Services, Mission Australia, Task Force and White Lion.</p> <p>In North West Metro Area, a multi-agency forum includes local representatives of government, police and community agencies committed to improving community safety and perceptions of safety.</p> <p>In Loddon Mallee, crime prevention strategies include Second Chance (Central Victorian Group Training) and the Youth Commitment Project (Sunraysia Community Health), both aimed at diverting youth from negative contact with the justice system.</p> <p>In Hume, the Shepparton OutTeach Project is a partnership with DHHS, DET, Victoria Police, the Sir Ian Potter Foundation, and the Rumbalara Aboriginal Co-Operative, aimed at supporting participants to remove physical and psycho-social barriers that hinder engagement with education and develop a network of supportive peers.</p>
Regional engagement strategies	In progress	During 2019–20, Justice Services continued to support programs funded through the Community Crime Prevention Program, including Youth Crime Prevention grant initiatives and public safety infrastructure initiatives.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Youth Crime Prevention Grants	In progress	In 2019–20, the Youth Crime Prevention Grants continued to support fifteen projects in the following priority areas to address offending behaviour and recidivism by young people: Ballarat, Bendigo, Brimbank, Casey, East Gippsland, Frankston, Geelong, Greater Dandenong, Hume, Latrobe, Horsham, Melton, Mildura, Shepparton and Wyndham. A mid-term evaluation of the program demonstrated positive outcomes.
Crime prevention reform agenda	In progress	In 2019–20, the department established a Crime Prevention Taskforce. Partnerships and pilot projects were also implemented to test approaches to crime prevention and inform the development of a strategic reform agenda. The reform work is guiding the department's approach to the development and delivery of crime prevention initiatives.
Case management and information sharing review	In progress	In 2019–20, work commenced to develop a Countering Violent Extremism (CVE) Multi-Agency Panel (MAP) to provide effective case management for individuals at risk of violent extremism. This was in response to the recommendations of the Case Management and Information Sharing Review. The case management model will be supported by information sharing arrangements, which will enable the CVE MAP to coordinate and oversee targeted interventions for individuals with an identified risk of engaging in violent extremism.
Disengagement Programs	In progress	The department continued to work in partnership with key stakeholders, including Victoria Police, to design and deliver disengagement initiatives for individuals identified as radicalised or radicalising towards violent extremism. This included completion of priority enhancements to the Community Integration Support Program.

Strengthening stakeholder partnerships

Brief initiative title	Current status	Update as at 30 June 2020
Countering Violent Extremism (CVE) Strategic Framework	In progress	The CVE Strategic Framework has been developed and will guide internal government policy and programs aimed at preventing and countering violent extremism in Victoria.
Community Support Groups	Completed	<p>During 2019–20, the department worked with the Northern Community Support Group to:</p> <ul style="list-style-type: none"> • support the implementation of child safe frameworks and practices • build capability in recognising behavioural indicators of radicalisation • improve practice of referrals to Victoria Police for risk assessment and case management, where appropriate.
Safer Communities Grants	Completed	In 2019–20, 102 projects were approved as part of the Safer Communities Grants, which are delivered through the Community Crime Prevention Program. A combined investment by government of \$3,880,268 was made in projects to address graffiti, enhance public infrastructure, and deliver community safety initiatives.
Australia's Strategy for Protecting Crowded Places from Terrorism	In progress	<p>Security upgrades to four sites were completed in 2019–20: Bourke St Mall, the State Library, Olympic Boulevard, and Queen Victoria Market. This brings the total number of sites completed to six of nine with two sites previously completed in 2018–19. Construction at the majority of the three remaining sites, will be completed in 2020–21.</p> <p>An upgraded security camera network and new public address system are now operational, with 87 of 94 speaker sites and 23 of 30 new cameras fully complete. An additional seven camera and speaker sites are expected to be operational in 2020–21.</p>
Mobile Protective Services Officers (PSO) model	In progress	Legislation is currently before Parliament which proposes the expansion of 'designated areas' in which PSOs can operate. If passed, this will enable a more flexible deployment model for PSOs, particularly important during coronavirus (COVID-19) to support Victoria Police in the enforcement of Chief Health Officer directions.
Community Safety Statement	In progress	The department continued working with Victoria Police to develop the fourth Community Safety Statement (CSS 2021–22) which is anticipated for release in 2021. Implementation of previous CSS commitments continued to progress.
Community Safety Networks	Completed	The Community Safety Networks project was completed in June 2019 as part of the Victorian Government's CSS. It provided 12 Victorian communities with a direct platform to discuss local crime issues and policing priorities.
Number Plate Theft Reduction Trial	Completed	The project was finalised in July 2019. The trial has informed several opportunities for the Victorian Government to significantly improve the control of number plates, reduce fraud and corruption, and restore community confidence.
Road Safety Strategy	In progress	<p>The department is actively participating in developing the new state-level Road Safety Strategy to commence in 2021. The department's contribution to the Road Safety Strategy includes an overarching narrative on enforcement, and two specific sub-narratives on drug-driving and speed enforcement.</p> <p>The department's contribution will ensure that the new strategy balances the full range of countermeasures available to the State, with appropriate focus on highly effective enforcement actions. The department is represented in the Road Safety Strategy Steering Committee and continues to work closely with the Road Safety Partners on strategy development.</p>

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Early Intervention and Prevention Fund (EIPF) – Mental Health	In progress	<p>Led by Victoria Police, the EIPF aims to support innovative prevention and early intervention initiatives for Victoria Police employees. The Victoria Police Trauma Recovery and Resilience Group (Trauma Group) program was scheduled to commence March 2020, but was postponed due to the coronavirus (COVID-19) response. All participants of the Trauma Group program remained in close contact with a clinician to ensure wellbeing during this time.</p> <p>The injury management team was expanded, and clinicians recruited, to support the delivery of Reflective Practice.</p>
Centre of Excellence for Emergency Worker Mental Health (the Centre)	In progress	Implementation planning for the Centre continued and consultation with key stakeholders commenced. Specifications are under development to support the Centre becoming operational in early 2021.
Provisional payments for emergency workers	In progress	The Provisional Payment Pilot has been operational since June 2019. The evaluation of the pilot is in its final phase and will inform the development of the full scheme.
Restorative Engagement and Redress Scheme for Victoria Police Employees (the Scheme)	Completed	The Scheme commenced receiving enquiries and applications from 12 December 2019. This involved participants being assessed for eligibility, applying for financial redress, and accessing individual case management and coordinated counselling and support services. As of 30 June 2020, the Scheme was supporting 181 participants, 141 of whom have submitted a complete application. Full delivery of services, including the Restorative Engagement program, financial payments, and counselling and support services commenced from 1 July 2020.

Delivering evidence-based outcomes

Initiative	Current status	Update as at 30 June 2020
Centre for Resilient and Inclusive Societies (CRIS)	Completed	Established in 2019, CRIS is a consortium of various academic, community and industry partners aimed at researching and developing evidence on violent extremism, social cohesion and community resilience.
Perceptions of safety research project	Completed	The 'Social Cohesion and Pro-Social Responses to Perceptions of Crime' report was completed and published in March 2020. The findings will inform the work of government in crime prevention and the survey instrument has been made available to local governments.
Countering violent extremism research grants	In progress	Analysis of 12 research reports from the CVE research grant program is underway and will assist in addressing existing gaps in knowledge and research. These research reports will be completed between July and October 2020.
Crime Prevention through Environmental Design	In progress	The final evaluation report has been received and the implications for policy and practice are currently being reviewed.
CCTV evaluation	In progress	The final evaluation report has been received and the implications for policy and practice are currently being reviewed.
Applied Security Science Project	Not yet started	To commence in June 2021.

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
Road safety camera program – infrastructure and safety campaign, maintenance upgrade and network security	In progress	<p>In line with the Community Safety Statement 2019–20, the delivery of a 75 per cent increase in monthly operational hours of mobile cameras commenced and is scheduled to be fully delivered by May 2023.</p> <p>Further detail regarding other initiatives that relate to the road safety camera program can be found on page 13:</p> <ul style="list-style-type: none"> Reducing road toll in rural and regional areas. Implementation of the 2019–20 State Budget initiative in road safety.

Key achievements in 2019–20

The key achievements associated with this objective for 2019–20 are outlined below.

Victoria Police Amendment Regulations 2020

These regulations included a range of amendments to the *Victoria Police Act 2013* to expand the designated places where Protective Service Officers (PSOs) can perform their community assurance role, outside the public transport network. During coronavirus (COVID-19), this has enabled PSOs to support Victoria Police in their enforcement activity as part of Operation Sentinel to ensure that the Chief Health Officer directions are complied with.

This resulted in 200 PSOs sent to major activity centres each day, working in teams with police officers to patrol these areas and provide a highly visible policing presence, reassuring workers and members of the community shopping for supplies or travelling to health appointments, and deterring crime. This included the Melbourne CBD, commercial hubs and suburban areas across greater Melbourne, and regional areas such as Geelong, Ballarat and Bendigo.

Crime prevention reform agenda

In 2019–20, the department consulted key stakeholders, developed and delivered pilot projects and commissioned research to inform the government's strategic approach to crime prevention in Victoria.

This work included the formation of a Crime Prevention Taskforce to provide advice across the community, sport, media and business sectors. It also involved the development and delivery of prototype projects to test innovative approaches to crime prevention, including:

- a project with Darebin City Council to test how innovative lighting and co-design can improve women's experiences of safety in public spaces
- the Out for Good project, to find employment within 12 months for 50 young people who have had contact with the justice system
- a project with Youth Activating Youth and Jesuit Social Services to support African-Australians who have come into, or are at risk of coming into, contact with the criminal justice system
- projects with sporting organisations to engage and support vulnerable young people through sport and address risk factors for offending.

Road safety – Vehicle as a weapon

In March 2020, the *Road Safety and Other Legislation Amendment Act 2020* introduced new immediate licence suspension penalties for excessive speeding and in circumstances where a driver commits a serious offence such as murder or attempted murder using a motor vehicle as a weapon. The Victorian Government introduced this legislation to crack down on those who put members of the community at risk on our roads.

Prior to this, immediate licence suspension was only applied to drivers caught with drugs or excessive alcohol in their system. Under the new laws, motorists caught travelling 45 km/hr or more over the speed limit or 145 km/hr or more in a 110 km/h zone will have their licence suspended immediately. The same will apply to anyone charged with murder, attempted murder, gross violence offences and causing serious injury offences if they used a motor vehicle to commit the offence and it resulted in death or injury.

Sentencing Amendment (Emergency Worker Harm) Act 2020

In June 2020, the department implemented reforms to sentencing requirements for certain emergency worker harm offences. The department developed the reforms in close consultation with the Emergency Worker Harm Reference Group (the Reference Group). The Reference Group was chaired by the department's Secretary and includes representatives from government departments, Victoria Police, Ambulance Victoria, the Office of Public Prosecutions, and unions representing emergency service workers.

Community Safety Statements

The Community Safety Statements outline shared commitments between the government and Victoria Police to reduce crime and improve community safety.

The following initiatives were delivered during 2019–20 from the Community Safety Statement 2019–20 and previous statements:

- The Embedded Youth Outreach Program – a coordinated, multi-agency response with specialist knowledge provided by Victoria Police's youth specialist officers, government departments and agencies, community organisations, schools, and youth workers to provide support and reduce offending among high-risk young people in the Wyndham, Melton, Brimbank, Casey, and Greater Dandenong areas.
- The Crime Statistics Agency (CSA) developed a measure of harm and published the first statistics using this measure in 2019–20. The measure of harm reflects community perceptions about the level of harm caused to people who experience certain types of crimes.
- The introduction of strong new penalties for serious driving offences under the *Road Safety and Other Legislation Amendment Act 2020* (refer to Road Safety – Vehicle as a weapon for detail).

- In December 2019, 10 new mobile road safety camera cars were deployed to support the rollout of next generation mobile speed cameras. All 80 new camera cars were deployed by 3 April 2020. The new state-of-the-art mobile road safety cameras can capture multiple motorists simultaneously, across multiple lanes and directions, and detect speeds of up to 350 km/h. An additional 70 camera cars are being deployed as part of the \$120 million allocated in the 2019–20 State Budget to increase mobile camera enforcement by 75 per cent over the coming years and investigate new road safety camera capabilities.
- In support of the Towards Zero Strategy, a multi-agency approach is being undertaken to determine what works to improve road safety. An expert partnership was established between the department, the Department of Transport, the Transport Accident Commission, Victoria Police, and the Monash University Accident Research Centre.

Strategic Framework for Countering Violent Extremism

The department has developed an internal Strategic Framework and Action Plan for Countering Violent Extremism (CVE), which outlines a holistic, coordinated approach for government, law enforcement and community organisations to respond to the current and emerging risk of violent extremism in Victoria.

The framework recognises the benefits of cross-sector collaboration and addresses many of the key recommendations made in the second report of Victoria's independent Expert Panel on Terrorism and Violent Extremism Prevention and Response Powers.

The four strategic objectives of the framework, which will guide the development and delivery of specific CVE projects and programs, are:

- build and apply knowledge
- build capability and capacity
- identify and manage risk
- monitor and evaluate.

Formation of the Sports Alliance

A new Sports Alliance for Crime Prevention (the Alliance) has been established and was announced on 20 June 2020 by the Minister for Crime Prevention, who chairs the Alliance. Membership includes a range of sporting codes, as well as the Minister for Youth, Multicultural Affairs and Community Sport.

The Alliance aims to harness the power of sport to engage young people and to foster partnerships across sectors to address risk factors for offending.

Initial crime prevention projects have been funded with a focus on supporting at-risk young people in the context of increased challenges created by the coronavirus (COVID-19) emergency. The Alliance will also support Youth Justice initiatives, including development of a Sports Academy program as part of a 'structured day' approach in custodial settings.

Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation

This objective relates to the management of the State's adult correctional system. The overarching purpose of the correctional system is to promote community safety. It achieves this through effective management and provision of rehabilitation and reparation opportunities to prisoners and offenders under custodial and community-based supervision.

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Implementing one clinical service focused on reducing reoffending	Completed	An organisational re-design has led to the creation of Forensic Intervention Services in August 2019, to better address violent and sexual offending. A new service charter, vision, mission and values provide clarity of purpose for the now combined Specialised Offender Assessment and Treatment Services and the regional delivery model for Offending Behaviour Programs.
Corrections Victoria prison system expansion strategy	In progress	An extensive infrastructure expansion program is currently underway across the prison system, as funded in the 2019–20 State Budget.
Regional service delivery and community partnerships	In progress	<p>The department continued to embed valuable place-based programs across the state. These include:</p> <ul style="list-style-type: none"> During the coronavirus (COVID-19) pandemic, Community Correctional Services (CCS) Field Officers in Loddon Mallee have been working on a community program where reusable protective equipment is manufactured and donated to local medical clinics. In response to the North East bushfires in early 2020, Hume CCS community work teams were offered to LGAs to assist with bushfire recovery efforts as part of multi-agency Municipal Recovery Committees. These efforts were interrupted by coronavirus (COVID-19) but will resume. Offenders in Gippsland assisting wildlife organisations to provide care and assistance to animals injured in the 2019–20 bushfires, providing items such as possum safety boxes and meal packs for koalas. The Garden of Eating and Life – a program run for offenders in partnership with the Doveton Neighbourhood Learning Centre. It includes community cooking programs to provide meals for people experiencing homelessness, and practical hands-on gardening.
CCS practice reform	In progress	The department continued to progress regional CCS practice forums, with a focus on professional development training and advanced skills workshops to embed the framework. In addition to regular statewide professional development and case management practice forums for CCS staff, regional advanced skills workshops were run at a local level for staff, to ensure practice remains aligned with best practice case management. More recently these forums focused on the adaptation to virtual platforms during the coronavirus (COVID-19) remote service delivery period.

Initiative	Current status	Update as at 30 June 2020
Regional hospital access pathways	In progress	<p>Over 2019–20, Justice Health worked with key corrections and health stakeholders to develop a business case to establish a Regional Hospital Pathway for prisoners in Gippsland. The new pathway will allow prisoners at Fulham Correctional Centre to access planned hospital care and medical imaging services through Central Gippsland Health Service (Sale Hospital) and Latrobe Regional Hospital (Traralgon). This will relieve pressure on the centralised prisoner hospital pathway to St Vincent's Hospital in Melbourne via Port Phillip Prison.</p> <p>During this period, Justice Health also:</p> <ul style="list-style-type: none"> commenced work in partnership with DHHS to explore additional metropolitan and regional hospital pathways to improve prisoner access to secondary and tertiary care. Discussions with DHHS and the Victorian Health and Human Services Building Authority are ongoing, and will explore both longer-term master planning and shorter-term opportunities for prisoners to access care through tertiary hospital networks continued to embed the Grampians Regional Hospital Pathway into business as usual following the conclusion of a successful pilot in November 2018.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Multi-agency panels and specialist family violence reforms	In progress	<p>During 2019–20, Corrections Victoria and Justice Health continued to align their work practices with the Family Violence Multi Agency Risk Assessment and Management (MARAM) Framework. Corrections Victoria worked closely with the Office of the Family Violence Principal Practitioner on the rollout of Foundational Family Violence training to CCS staff and managers. In September 2019, the 'Managing Family Violence Practice Guidelines' were introduced to the CCS case management workforce. Five family violence perpetrator intervention program trials were also completed during the year.</p> <p>Justice Health's MARAM Sector Support Officer has worked to integrate the roles and responsibilities outlined in the MARAM Framework into Justice Health's policies and practices, and to create a shared understanding of family violence risk among staff. The role has also supported contracted custodial health service providers to integrate the MARAM Framework into their own practices.</p>
Reducing incarceration of women	In progress	<p>During 2019–20, work began to establish a gender-specific, trauma-informed case management system. Family engagement workers have also been piloted in the women's prison system. At the Dame Phyllis Frost Centre, the Acknowledging Responsible Choices model was established, the expansion of infrastructure has continued, mental health services have been expanded, and additional pre- and post-release support services have been established for Aboriginal women.</p> <p>Through Stage One of the Women's Diversion and Rehabilitation Strategy a number of initiatives have been implemented to rehabilitate and reintegrate women prisoners. These initiatives have included:</p> <ul style="list-style-type: none"> recruiting specialists to facilitate successful reintegration from prison with enhanced employment pathways and opportunities to reconnect with family providing additional supports for Aboriginal women and improving access to legal services commencing working on a gender specific training model for custodial staff to strengthen gender-specific and trauma informed management of women in prison undertaking a feasibility study into a residential program for Aboriginal women in the justice system.
Linking priority cohorts to services	In progress	<p>In partnership with the Victorian Aboriginal Legal Service and Aboriginal Housing Victoria, the department established Baggarrook Transitional Housing. This is a purpose-built transitional housing facility with six one-bedroom units, providing short-term transitional housing support to Aboriginal women released from prison who are at risk of homelessness. Program intake commenced in January 2020.</p>

Initiative	Current status	Update as at 30 June 2020
Implementing Aboriginal Justice Agreement initiatives in Corrections Victoria	In progress	<p>The Aboriginal Healing Unit sub-committee has consulted with a variety of stakeholders to support the development of an operating model for a prison-based, culturally appropriate healing unit.</p> <p>Significant progress has been made on the development of a service delivery model for a 12–18 month pilot of an Aboriginal Community Controlled Community Correctional Service. A three-part research project has commenced, with a review of existing programs, services and initiatives across Corrections Victoria and a quantitative analysis of data sets completed in 2019–20. The third, qualitative component, will be conducted in the form of yarning circles, but has been delayed due to coronavirus (COVID-19) restrictions.</p>
Outcomes for Aboriginal people	In progress	<p>In addition to Baggarrook Transitional Housing for women exiting prison, key initiatives in 2019–20 include:</p> <ul style="list-style-type: none"> • The Yawal Mugadjina Program, which continued to strengthen the pre- and post-release cultural supports available to Aboriginal men and women leaving prison. Over 313 mentoring visits from Elders and respected persons have occurred within prison locations across Victoria, and 28 Aboriginal men and women have been provided with cultural post-release support. • The Aboriginal Case Consultation framework, developed in conjunction with CCS, which has been embedded across all regions. • Funding and support for Local Justice Workers to work with Aboriginal offenders across the state. • South Area identified Aboriginal case management positions across Youth Justice and CCS and culturally appropriate CCS Community Work options are being developed. A regional Aboriginal Justice Services Network was established and Aboriginal support workers, appointed through the Victorian Aboriginal Child Care Agency, assist with case management of Aboriginal offenders. • In January 2020, the Djirra Prisoner Support Program was expanded to include an additional senior lawyer and two case managers to provide post-release support to Aboriginal women. During 2019–20, over 120 Aboriginal women in prison were provided legal support, with over 75 prison outreach sessions delivered at the Dame Phyllis Frost Centre and Tarrengower prisons. • Kaka Wangity-Mirrie Cultural Program Grants were established and awarded to four organisations to deliver cultural programs for Aboriginal men and women in prison or community corrections to reduce the risk of reoffending and improve reintegration into the community. • The Statewide Indigenous Arts in Prison and Community Program, 'The Torch' provides cultural strengthening and economic development opportunities for Aboriginal people as emerging artists. As at 30 June 2020, there were 204 participants in prison and 137 accessing support post release. • Dardi Munwurro's Ngarra Jarranounith Place program is a 14-week residential healing and behaviour change program for Aboriginal men in the community, including those under CCS supervision. • The Continuity of Aboriginal Health car program creates stronger links between prison and community services, increasing prisoner engagement in the management of their health needs and encouraging continued health engagement on release into the community.
Children and youth area partnerships	Completed	Regions continued to contribute to wrap-around support for children and families in contact with the criminal justice system. Responsibilities for this initiative were incorporated into other areas, including the Common Clients pilot and place-based approaches.
Pre- and post-release support and reintegration pathways	In progress	Approval was sought in 2019–20 to extend pre- and post-release contracted service provision to redesign services for improved integration with whole-of-department client focused initiatives. A new housing approach new housing approach has also been developed to better align with these services and will emphasise supports tailored to the needs of vulnerable cohorts within the justice system.
Forensic alcohol and other drugs (AOD) service delivery model	In progress	During 2019–20, criminogenic programs were delivered to offenders across 13 CCS locations by four community-based AOD providers. The trial of the programs was completed and independently evaluated. Gradual expansion of the forensic AOD service delivery model will commence in 2021–2022, in collaboration with CCS and DHHS.

Initiative	Current status	Update as at 30 June 2020
Employment pathways program	In progress	<p>During 2019–20, Bendigo CCS worked with local community partners and the Employment Pathway Broker to set up the ‘Fork in the Road’ program, a community work site where meals are produced for people experiencing homelessness. Participating offenders receive Food Handling Certificates as part of the course.</p> <p>In the South East Metro Region, a Skills Uplift – Civil Construction program was developed with Holmesglen Institute of TAFE. This program offers participating offenders tickets in a range of specialist skills. In 2019–20, three programs saw 47 offenders completing the program and gaining valuable skills to help them find employment.</p>
Community corrections system improvement	In progress	The Community Based Service Reform team was established in 2019–20 to drive system strengthening and align the CCS reform process with broader justice initiatives.
Justice Assurance and Review Office (JARO)	In progress	The department, through JARO, commenced work redesigning the Aboriginal Independent Prison Visitor (IPV) program to enhance and increase participation by Aboriginal volunteers, to better meet the needs of the Aboriginal prison population. An ongoing full-time IPV Senior Project and Strategy Officer started in March 2020. The department undertook activities to manage the suspension of in-person IPV visits in prisons, restrictions on in-person meetings with Aboriginal IPVs, and the impact of coronavirus (COVID-19) arrangements on prisons. .

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Corrections Victoria stakeholder engagement	In progress	Regular correctional stakeholder forums continued over 2019–20. In developing and implementing the operational response to coronavirus (COVID-19), Corrections Victoria liaised closely and consulted with the courts and key oversight bodies such as Ombudsman Victoria, Victoria Police, legal peak bodies, and the Victorian Aboriginal Legal Services.

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Driving integrity and supporting mental health and wellbeing in corrections	In progress	Corrections Victoria drafted the Prison Cultural Reform Strategy 2019–2022, which is guiding strong governance and leadership, high workforce standards and integrity in Corrections. Key activities under this framework also aimed to support the health, safety and wellbeing of staff. The strategy is awaiting final approval. Principles from the strategy are helping to guide practice and decision-making in Corrections Victoria.
Diversity in corrections workforce	In progress	Pride networks have been established in several prisons to support Lesbian, Gay, Bisexual, Trans, Gender Diverse, Intersex and Queer or Questioning (LGBTIQ) staff. Metropolitan Remand Centre also has an LGBTIQ peer supporter as part of its staff support team. The Prison Cultural Reform Strategy (see above) will also aim to address discrimination. In addition, a new Diversity and Inclusion Advisor position was appointed in late June 2020 by People and Workplace Services.

Delivering evidence-based outcomes

Initiative	Current status	Update as at 30 June 2020
Improved corrections practice	In progress	The department continued to pursue evidence-based approaches to correctional practice. Due to the impacts of coronavirus (COVID-19), activities have largely occurred within the department. Notably, the development of a rapid project evaluation process to test initiatives that were implemented in response to coronavirus (COVID-19).

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
Corrections IT data system strategy	In progress	A high-level Technology Solutions (TS) IT strategy was released in January 2020, including detailed Corrections and Justice Services IT strategies developed in August 2019. These will be revisited when a new TS operating model is in place during 2020–21. Doing so will ensure alignment with the department's overarching IT strategy and will maximise opportunities to leverage advancement in common technology platforms as part of the wider strategic consolidation and operating model simplification effort.

Driving productivity

Initiative	Current status	Update as at 30 June 2020
Corrections Victoria efficiency and budget sustainability	In progress	During 2019–20, various strategies were explored to reduce prison expenditure and improve processes, governance and accountability. A number of initiatives were approved and implemented which have contributed to lower expenditure on overtime and casual staff, improved oversight of resource allocation and management of leave, and enabled more efficient training delivery.
Strategically accommodating growth in demand	In progress	In 2019–20, an Innovation Unit was established within the Corrections and Justice Services group. A long-term infrastructure strategy was identified as a key priority and an extensive infrastructure expansion program is currently underway across the prison system to accommodate growth.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Changes in the State's correctional facilities in response to coronavirus (COVID-19)

Following the emergence of coronavirus (COVID-19), the department developed detailed outbreak prevention and management plans for all prisons. Practice and policy changes were made to reduce the risk of coronavirus (COVID-19) entering or spreading within correctional facilities and to ensure that prisoner health and mental health needs continued to be met. These included the suspension of personal visits, the introduction of protective quarantine units for new prisoners, and rigorous testing procedures and isolation protocols for prisoners with a suspected or confirmed case of coronavirus (COVID-19). Prison and health staff, including Aboriginal Wellbeing Officers and specialist mental health services, monitored the health and wellbeing of all quarantined prisoners. An enhanced distress intervention service was implemented for vulnerable or at-risk prisoners.

To ensure the safety of staff across corrections facilities, the department made the following available: personal protective equipment (PPE), specific PPE protocols for staff working in protective quarantine, hand washing and sanitising options, cleaning products and equipment, including development of specific protocols, and infection control training. All people entering correctional facilities were screened for coronavirus (COVID-19) symptoms and risk factors, and were temperature checked prior to entry. Prison reception and health

staff numbers were increased to manage screening of all new prisoners, and the department employed additional immunisation nurses to administer flu vaccinations. Outbreak Management Teams were also established at each site to manage the response to all positive cases. The department has worked closely with DHHS on the response to all positive cases in prisons, including contact tracing, interviews, and case tracking.

In April 2020, the department actively participated in the government's announced coronavirus (COVID-19) testing blitz. As part of this commitment, testing was expanded to include asymptomatic prisoners at Hopkins Correctional Centre and Langi Kal Kal Prison, new prisoners entering the system, and those already accommodated in protective quarantine. The blitz testing was in addition to routine testing of all prisoners who displayed relevant symptoms or other coronavirus (COVID-19) risk factors, such as close contact with a confirmed case. Nearly 700 prisoners without symptoms were tested across Victoria during the blitz.

Asymptomatic Corrections Victoria staff were also encouraged to attend community testing sites during the blitz, with on-site mobile testing arranged at several facilities. Over 1,000 asymptomatic staff members were voluntarily tested over this period.

The suspension of personal contact visits in Victorian custodial facilities in response to the coronavirus (COVID-19) pandemic saw a reduction in contraband entering correctional facilities and a continued reduction in the use of drugs, reflected in drug testing results. Random general positive drug testing results decreased to 2.10 per cent in June 2020, the lowest monthly result for nearly a decade.

Transition to a remote service delivery model for community corrections in response to coronavirus (COVID-19)

In May 2020, CCS transitioned to a remote service delivery model to reduce the spread of coronavirus (COVID-19). The model enabled CCS to continue to meet its legislative obligations in supporting community safety while also adopting community guidelines to reduce the transmission of coronavirus (COVID-19) and support working from home arrangements wherever possible.

The model was supported through additional oversight and assurance mechanisms for high priority offender cohorts. This included:

- an intensive management regime for high priority cohorts
- a central, statewide Remote Service Delivery Consultation Panel (the Panel) to support regional service delivery in instances of escalating risk, systemic issues or difficulties in accessing services during the pandemic, where related to remote service delivery
- a Senior Officers Group to review complex cases escalated by the Panel where a higher-level response was required
- remote access for offenders to continue to access services and programs in the community, such as AOD programs and mental health services.

CCS staff continued to provide services to all jurisdictions of the court, as well as the Adult Parole Board. They also maintained ongoing collaboration with Victoria Police, Child Protection, and specialist family violence services to ensure appropriate information sharing and the management of risk.

Transitional accommodation to support people leaving prison during coronavirus (COVID-19)

As part of the government's commitment to slow the spread of coronavirus (COVID-19), the department established a new 44-bed community residential facility at the former Maribyrnong Immigration Detention Centre site in Maidstone. This facility was refurbished to temporarily provide transitional accommodation for prisoners exiting the prison system. This ensured that men leaving prison who may not otherwise have access to accommodation could reduce their risk of contracting and spreading coronavirus (COVID-19) by having access to housing.

The facility provides last-resort single-room accommodation. All residents are assessed for risk, based on their offending history and behaviour, with security and supervision available on site on a 24-hour basis.

Having operated as a detention centre for 35 years previously, the department was able to make the site fit for purpose in six weeks by replacing floors, upgrading security, painting and landscaping. Refurbishment works commenced on 6 April 2020 and were completed on 19 May 2020.

The department informed local residents about the facility by mail and invited them to express interest in participating in a Community Advisory Group. A new website also enabled residents to subscribe for updates about the facility's progress and operations.

Change in management arrangements for public prisons

In alignment with the department's Statement of Direction, responsibility for day-to-day management of public prisons transferred from the departmental regional structure to Corrections Victoria from 1 July 2019. A key policy and delivery priority in the Statement of Direction is service integration and ensuring that services are tailored to the needs of local communities. This includes efforts to improve outcomes for those in our corrections system and addressing place-based disadvantage.

Corrections Victoria implemented a strategy that aims to improve the safety and security of our prisons, enhance prison performance and outcomes for prisoners, as well as build a positive workplace culture. Consistent with this structural realignment, prison general managers now report directly to a newly created role of Assistant Commissioner, Custodial Operations.

Corrections Victoria and the department's regional services network worked collaboratively over the year to ensure the effective transition of prisons in a careful and considered manner.

Establishment of Forensic Intervention Services

In early 2019, the department undertook an organisational re-design of its criminogenic service delivery model, resulting in the establishment of Forensic Intervention Services in August 2019. Forensic Intervention Services is a critical component in the department's strategy to reduce reoffending and contribute to community safety

This specialist program area of Corrections Victoria provides offenders with offence-specific, evidence-based screening, assessment and interventions to support rehabilitation. The key responsibilities of Forensic Intervention Services are to:

- screen offenders for risk of interpersonal reoffending using evidence-based tools and systems
- conduct and document forensic assessments of prisoners and offenders to determine their risk of reoffending and develop case formulations that inform rehabilitation and treatment pathways
- deliver evidence-based offending behaviour programs that target criminogenic needs and achieve positive behaviour change among prisoners and offenders
- provide case consultation services to case managers and work with others in Victoria's justice system to address risk
- document risk assessments, program participation and completion outcomes.

The programmatic vision is to become a world leader in forensic intervention services, enabling meaningful behaviour change in offenders and contributing to a justice and community safety system that works together to build a safer, fairer and stronger Victoria.

Women's Service Reform Program

Following a significant four-year government funding commitment in the 2019–20 State Budget, the department implemented several key initiatives for the rehabilitation and reintegration of women prisoners. These responded to the identification of specific issues in Strengthening Connections: Women's Policy for the Victorian Corrections System.

Family engagement workers were piloted in the women's prison system to deliver parenting programs, coordinate family therapy services, and champion the importance of maintaining and strengthening family ties while in prison. The department also appointed two managers of Professional Practice to establish a gender-specific, trauma-informed case management model across the women's system.

Women's Employment Specialists (WESs) were also introduced in women's prisons to strengthen employment opportunities for women leaving custody. The WES is a new role that will deliver a coordinated employment service across the Victorian women's prison system. The department appointed two WESs to develop projects specifically identified as relevant for the women's system.

The Dame Phyllis Frost Centre also established the Acknowledging Responsible Choices a model for recognising women who demonstrate pro-social behaviour.

Staff were trained in trauma-informed principles to help address the complexity of women's needs, and their experiences of victimisation and trauma. Policies and procedures continued to be reviewed to ensure they are consistent with those principles. Expansion of infrastructure at the Dame Phyllis Frost Centre has continued, with a new reception unit, management precinct and reception centre under construction and based on a design consistent with trauma-informed principles. Women's complex mental health needs have also been recognised with an expansion of mental health services at the Dame Phyllis Frost Centre.

Many issues tend to be exacerbated for Aboriginal women by their experiences of intergenerational trauma. In recognition of this, additional pre- and post-release support services have been established for Aboriginal women and a feasibility study for a culturally responsive residential diversion program for Aboriginal women has commenced.

Evacuation of Beechworth Correctional Facility

On 3 January 2020, as a result of the 2019–20 Victorian bushfires, Corrections Victoria took unprecedented precautionary action to evacuate the entire minimum-security Beechworth Correctional Centre. This was the first time in Victorian corrections history that a whole prison had been evacuated and the first time in 156 years that the town of Beechworth did not have any prisoners in residence.

While not under direct threat from fire fronts at the time, the prison was situated between two significant fires and threats of hazardous air quality and fire danger over the coming days increased significantly.

A combination of prison escort vehicles and chartered commercial buses successfully transported the entire prison population of 195 people. Most prisoners went to Dhurringile Prison in Murchison and others to Loddon and Middleton prisons in Castlemaine.

Beechworth prison staff managed the large-scale evacuation without any incidents, while Dhurringile staff accommodated an additional 189 prisoners at extremely short notice. Prisoners returned to Beechworth on 14 January 2020, once the risk had abated.

Aboriginal Case Management Review Meetings

During 2019–20, the department's North West Metropolitan Area implemented Aboriginal Case Management Review Meetings (ACMRMs), focused on offenders who identify as Aboriginal and who are reporting to CCS. ACMRMs are a forum where agency representatives and stakeholders can consider the individual circumstances of each person.

The aim of ACMRMs is to understand any barriers impeding the person's compliance with their order requirements and develop strategies to improve compliance and longer-term personal outcomes. This includes exploring community supports and referral pathways and legal, health, housing and/or disability assistance needs.

ACMRMs provide increased support for offenders to complete their orders, reducing their risk of returning to court as a result of contravening the conditions of their order, or reoffending.

Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation

This objective aims to promote opportunities for rehabilitation of children and young people in the youth justice system and contribute to the reduction of crime in the community by providing a range of services including diversion services, advice to courts, offending related programs, community-based and custodial supervision.

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Youth Justice Community Support Service (YJCSS)	In progress	In 2019–20, the YJCSS supported around 500 young people through nine community service organisations. An evaluation of the YJCSS program in 2019–20 highlighted the success of the program in supporting young people to turn their lives around. Contracts with providers were extended for an additional three years.
Cherry Creek youth justice facility	In progress	In September 2019, the government announced that it was modernising the youth justice system through a modified design of the facility at Cherry Creek and the continued operation of Parkville and Malmsbury. The redesign of the Cherry Creek facility will deliver a more specialised facility, focusing on staff safety and reducing re-offending among young males aged 15–18 years. Construction of the facility has commenced, with works continuing.
Youth justice custodial operating philosophy, model and practice framework	In progress	An Intensive Intervention Unit was established at the Parkville Youth Justice Precinct. The custodial operating philosophy has been embedded in new policies and procedures, and all staff have been trained in its principles. Development of the remaining operating models for Communities in Custody and the reception unit continued. Work also commenced on the operating model and practice framework for girls and young women.
Youth justice system wide reform strategy and new Youth Justice Act	In progress	In May 2020, the Youth Justice Strategic Plan 2020–2030 was released. Refer to page 28 for further detail on this key achievement. Development of the new Youth Justice Bill is underway and will be informed by the advice of an Independent Expert Advisory Group.
Aboriginal Youth Justice Social and Emotional Wellbeing Strategy	In progress	During 2019–20, Justice Health consulted with stakeholders to identify representative membership for a series of roundtable workshops to develop a social and emotional wellbeing strategy. The strategy identifies new ways to improve the cultural responsiveness of health and mental health services for Aboriginal young people in Youth Justice.
Community Engagement Officers	In progress	Engagement officers in metro regions helped to enhance practice and build cultural competency among case managers supporting young people from South Sudanese backgrounds. Through these officers, family liaison and mentoring arrangements have been strengthened.
Embedding youth justice reform in the regional service delivery model	In progress	Community-based youth justice services are delivered through the department's Justice Services, formerly known as the regional services network. A new case management framework for youth justice was implemented with the support of Justice Services. The case management framework was adjusted during the coronavirus (COVID-19) emergency to support the remote delivery of services.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Aboriginal Youth Justice Strategy	In progress	In 2019–20, the department continued development of an Aboriginal Youth Engagement Strategy and a data analysis and research project to meet the Burra Lotjpa Dunguludja target of 43 fewer Aboriginal young people under youth justice supervision (community and custodial) on an average day by 2023.
Koori Youth Justice Taskforce	In progress	In 2019–20, the Aboriginal Commissioner for Children and Young People partnered with Youth Justice to deliver the Koori Youth Justice Taskforce. Refer to page 28 for further detail on this key achievement.
Children's Court Youth Diversion (CCYD)	In progress	The CCYD is in its fourth year of operation and continues to provide a pre-plea option for young people appearing before the criminal division of the Children's Court. Between 1 January 2019 and 31 December 2019, 1,595 diversions were overseen by CCYD coordinators. When pending matters were excluded, 94 per cent of diversions were successfully completed.
Youth Control Order	Completed	In 2019–20, the department continued to support young people sentenced to a Youth Control Order (YCO), providing intensive case management support services. Introduced as a new sentencing option in June 2018, a YCO is the most intensive community-based sentence that the Children's Court can order. It includes a legislated planning process, judicial monitoring and a requirement for weekly engagement in education, training or employment.
Intensive case management services	In progress	Case management services that intensively target young people's offending behaviour and increase their opportunities for rehabilitation continued through 2019–20. Programs were adjusted to remote operations during the coronavirus (COVID-19) emergency where possible and safe to do so.
Evidence based program development	In progress	Multi-Systemic Therapy (MST) and Family Functioning Therapy (FFT) continued through 2019–20. These programs are funded from 2018–21 to support a total of 200 young people (60 through MST and 140 through FFT).
Youth Support Service (YSS)	In progress	The Youth Support Service (YSS) delivered services to around 1,140 young people across ten community service organisation providers. In addition, two agencies delivered specialist Aboriginal Youth Support Services. During 2019–20, the YSS was independently evaluated and was determined to be addressing the needs of young people.
Youth Offending Programs	Completed	Youth Offending Programs designed to address young people's needs and reduce re-offending were delivered to young people in custodial and community-based services. Delivery modes have been adjusted during the coronavirus (COVID-19) emergency, with most being delivered virtually.
Day programs for youth in custody	In progress	A revised structured day for young people in custodial facilities is being implemented. The structured day refers to the deliberate delivery of programs, interventions and activities for young people from the time that they wake up until they go to sleep. This work will be supported by the announcement of the Sports Alliance in June 2020.

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Custodial Facilities Working Group	In progress	The Custodial Facilities Working Group met five times in 2019–20 with the aim of providing expert advice to the Minister for Youth Justice on effective measures to address current and emerging issues in the youth justice custodial system. The focus of the working group is the safety, security and stability of youth justice custodial facilities, and the effective rehabilitation of young people in custody.

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Youth justice workforce development strategy	In progress	In 2019–20, the department recruited a significant number of youth justice custodial staff who underwent a seven-week induction program. Supports were put in place for staff in custodial centres, including squad leaders and staff mentors, a peer support program and a dedicated health and wellbeing team.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Youth Justice Strategic Plan 2020–2030

On 21 May 2020, the department launched the Youth Justice Strategic Plan 2020–2030 (Strategic Plan) which sets a vision for a leading the youth justice system in Victoria that:

- reduces offending by children and young people and improves community safety
- collaborates to provide genuine opportunities for children and young people to turn their lives around.

The Strategic Plan was developed in close consultation with government departments, representatives from the Youth Justice Reference Group (the primary external advisory body for Youth Justice), experts, service delivery partners and stakeholders. There are four reform directions:

- improving diversion and supporting early intervention and crime prevention
- reducing reoffending and promoting community safety by supporting children and young people to turn their lives around
- strengthening partnerships with children and young people, families and all services and professionals who support their rehabilitation and positive development
- investing in a skilled, safe and stable youth justice system and safe systems of work.

Koori Youth Justice Taskforce

In 2019–20, the Aboriginal Commissioner for Children and Young People partnered with Youth Justice to deliver the Koori Youth Justice Taskforce.

This taskforce held 13 forums with community and government stakeholders across the state and examined the cases of 296 Aboriginal young people on Youth Justice orders across Victoria, including 67 young people who had individual case planning sessions. This whole-of-system examination has been designed to:

- address issues affecting the cultural connectedness and social and emotional wellbeing of the young person
- review, update and strengthen interventions and supports from government and service providers offered to young people currently in the youth justice system
- identify and address systemic issues contributing to the overrepresentation of Aboriginal children and young people in the youth justice system.

In 2019–20, the department remained on track to achieve the AJA4 target to reduce the number of Aboriginal children and young people under youth justice supervision. This target aims to close the gap between Aboriginal and non-Aboriginal children and young people's involvement with the youth justice system by 2031.

A fair and accessible criminal justice system that supports a just society based on the rule of law

This objective relates to the provision of criminal justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services, community mediation services, support for victims of crime, risk assessments for those working with or caring for children, infringement processing and enforcement activities and delivery of independent, expert forensic medical services to the justice system.

Other services that contribute to this objective include legal policy advice to the government, law reform and sentencing advisory services.

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Local Justice Worker Program	Completed	Twenty-two Local Justice Workers are in place in 18 locations around Victoria to assist the Aboriginal community to successfully resolve their fines and warrants and complete community corrections orders. New four-year funding arrangements were implemented in 2019–20.
Administration of the Work and Development Permit (WDP) Scheme	In progress	The department undertook targeted regional WDP sponsor recruitment campaigns. These campaigns have resulted in sponsor growth among Aboriginal Community Controlled Organisations (ACCOs) and allows these organisations to make the WDP scheme available to their clients to support them to deal with their fines. Following a recruitment campaign in 2019–20 in the South West Region, all of the region's Aboriginal organisations have signed up to the WDP scheme.
Aboriginal Community Justice Panels	In progress	Aboriginal Community Justice Panels continued to operate in 14 locations around Victoria to provide a 24-hour, 7-day support service to undertake welfare checks when an Aboriginal person is taken into police custody.
Aboriginal Justice Agreement Phase 4 (AJA4)	In progress	Burra Lotjpa Dunguluga implementation continued with over 80 per cent of the activities detailed in the AJA4 either complete or in progress. Activities span the four outcomes framework domains and include enhancing existing programs, developing new program responses and progressing key policy and legislative reform.
Place-based intervention pilots	In progress	In 2019–20, an inter-departmental team established collaboration sites in seven communities across regional and metropolitan Victoria to strengthen how government works with communities. Sites were identified following consultation with local leaders, community organisations and local government.
Intersectionality framework	In progress	Early work was undertaken on an intersectional approach for the development of the framework, with the approach well received by the Justice Stakeholder Forum.
LGBTIQ justice strategy	In progress	The department continued to monitor development of the whole of government LGBTIQ strategy, led by DPC, to ensure the LGBTIQ justice strategy is aligned. Members of the LGBTIQ working group have also been consulted on this development.
Disability Action and Cultural Diversity plans	In progress	The department's Disability Action Plan 2019–22 and Cultural Diversity Plan 2017-21 remain current. Throughout 2019–20, the department progressed preparations to update these plans in line with best practice and whole of government policy.
Regional service delivery and community partnerships – culturally and linguistically diverse communities	In progress	In South East Metro Region, Dandenong CCS continued its contribution to the Multi-Disciplinary Centre, led by Victoria Police with the participation of agencies including Family Violence Services, DHHS, SE Centre Against Serious Sexual Assault, and Monash Health. The centre facilitated information sharing and provided integrated support for victim-survivors and perpetrators of family violence.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Review of National Cabinet, Ministerial Councils and Forums	In progress	The Commonwealth announced the dissolution of Council of Australian Governments and replacement of its functions with the National Cabinet. A review of Ministerial Councils and Forums was announced. Work has commenced to analyse the functions, outcomes and role of existing Ministerial Councils and Forums. This will inform Victoria's recommendations to the Commonwealth on the new model.
Work and Development Permit scheme pilot	Completed	The department worked with Corrections Victoria to pilot the WDP scheme in the Dame Phyllis Frost Centre, allowing people on remand to work off their fine debt by participating in treatment and activities. A total of 82 people participated in the pilot.
Culturally appropriate family violence legal services	Completed	In 2019–20, the department facilitated funding arrangements to enhance family violence legal service delivery through Djirra and the Victorian Aboriginal Legal Service.
Aboriginal self-determination	Completed	In 2019–20, the department established decision-making and implementation mechanisms to support self-determination in all aspects of the AJA4 program of works.
Dardi Munwurro (Ngarra Jarranounith and Journeys)	Completed	Funding arrangements were established in 2019–20 to support the ongoing delivery of the Journeys program. Young Aboriginal males have access to mentoring with Elders, cultural strengthening and case management to build protective factors and reduce negative contact with the criminal justice system.
Family violence prevention activities	Completed	In 2019–20, funding arrangements were implemented to support community-based program delivery including Sisters Day Out, Dilly Bag and Young Luv. These are programs that support Aboriginal women who experience, or who are at risk of experiencing, family violence.
<i>Traditional Owner Settlement Act 2010</i> (the Act)	In progress	During 2019–20, offers to enter agreements under the Act were made to three traditional owner groups. Negotiations to finalise those three agreements are ongoing. A fourth group's agreement was reviewed, and a fifth group's agreement was prepared to be implemented.
The Koori Women's Diversion Program	Completed	In 2019–20, funding arrangements were implemented to support service delivery in Mildura, Morwell and Odyssey House. A new site was also established in Northern Metro during 2019–20 to provide intensive case management for Aboriginal women, aiming to reduce deepening contact with the criminal justice system.
The Baroona Youth Healing Service Redevelopment	In progress	Funding arrangements were put into place in 2019–20 for the Baroona Redevelopment project that will support an upgrade of the youth healing facility and program model to provide an alternative to remanding young Aboriginal people in custody.
The Koori Women's Place	Completed	Funding arrangements were put into place in 2019–20 to support the ongoing operation of the Koori Women's Place – an integrated, one stop service delivery mechanism for Aboriginal women who experience family violence.
Sheriff's Aboriginal Liaison Officer (SALO) Program	In progress	In 2019–20, SALOs have supported Aboriginal organisations to become accredited as sponsors for the WDP scheme and have worked closely with the Prison Program Team to support Aboriginal prisoners to access the Time Served Scheme.
Aboriginal Community Fines Initiative	In progress	In 2019–20, departmental representatives attended events including Sisters Day In at the Dame Phyllis Frost Centre and Sisters Day Out in Mildura. Sisters Day In/Out is Djirra's long standing wellbeing workshop that provides support to Aboriginal women, including information about rights and options, and engagement with support services. Departmental representatives provided information about the Time Served Scheme, the Family Violence Scheme and other options for dealing with fines.
Frontline Youth Initiatives Project	Completed	Funding arrangements were put into place in 2019–20 to support seven youth focused projects around Victoria.
Community Initiatives Program	Completed	Funding arrangements were established in 2019–20 to support six community focused projects around Victoria that provide opportunities for Aboriginal communities to develop local approaches to justice issues.

Focusing on victims and survivors

Initiative	Current status	Update as at 30 June 2020
Promoting a victim-survivor focus in policy and program design	In progress	Work continued with the Victims of Crime Consultative Committee providing a forum for victims of crime, justice agencies and victims of crime services to discuss improvements to policies, practices and service delivery and the completion of the Victim Services Review.
Family violence reform	In progress	The department continued the rollout of Justice-led Royal Commission into Family Violence recommendations, with 87 of the 100 Justice-led recommendations now implemented. The department also continued to support broader whole of Victorian Government family violence reforms, including implementation of the Family Violence and Child Information Sharing Schemes and Multi-Agency Risk Assessment and Management Framework.
Statewide Family Violence Steering Committee	In progress	The Committee continued to provide specialist advice to government on family violence policies, strategies and programs, as supported by Family Safety Victoria.
Victims of Crime Consultative Committee	In progress	In 2019–20, the new Chair of the Committee was appointed, along with six new victim representatives to continue to promote the interests of victims of crime in the administration of the justice system.
Victim Services Review	Completed	The Victim Services Review was completed in April 2020. The review considered the entire victim support service system and provided recommendations for future improvements.
Financial assistance scheme for victims of crime	In progress	A Whole of Government Working Group and Steering Committee was established in 2019–20, with demand modelling completed and amendments introduced to the <i>Victims of Crime Assistance Act 1996</i> to assist with addressing the current backlog of pending applications. Work is underway to commence the design of a new administrative financial assistance scheme through legislative reform and transition from the current judicial system at the Victims of Crime Assistance Tribunal.
Family Violence Scheme (FVS)	In progress	The scheme allows people to apply to have their infringement fines withdrawn if family violence substantially contributed to the offence or it is not safe for them to name the responsible person. A statutory review of the operation of the scheme commenced in 2019–20. The FVS application process was simplified to support people accessing the scheme during coronavirus (COVID-19) restrictions.
Vulnerable witness court submissions	Completed	The Intermediary Pilot Program (IPP) continued to operate in selected Victoria Police and court pilot sites across Victoria to streamline policing and judicial processes. This includes providing communication assessments and recommendations to enhance processes for witnesses and victims of crime where disability or communication challenges are present due to age and developmental stage, supporting them to give their best evidence. The IPP works with the Child Witness Service to assist child victims and other vulnerable witnesses to minimise the risk of re-traumatisation from participating in the court process.
Victim support	In progress	A draft Critical Incident Framework was developed in 2019–20 to strengthen specialist critical response workforce capacity in the future.
New victim submissions and notification process	In progress	The department continued its review of an evaluation report in collaboration with the Post Sentence Authority (PSA) to develop practice protocols. Information sharing arrangements have been established between Corrections Victoria and the Victims Register for the Custodial Community Permit Program.
National redress scheme for institutional child sexual abuse (the Scheme)	In progress	A review was completed in 2019–20 to identify organisations named in applications to the Scheme that receive Victorian Government funding, and which have not joined the Scheme. Work commenced in 2019–20 to implement recommendations agreed by Cabinet to amend Victorian Government funding instruments, making joining the Scheme a condition of receiving Victorian Government funding.

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Justice Partnership Committee (JPC)	Completed	The JPC continued to provide a partnership approach for the development of policy and reform projects and met seven times in 2019–20.
Stakeholder engagement capability tool	In progress	The department commenced development of the Engagement Framework and Toolkit including a survey for distribution across the department to determine the department's engagement priorities.
Family violence cultural safety advisors	Completed	Partnership was established with DHHS to establish 14 Cultural Advisor positions and support Aboriginal Community Controlled Organisations to develop the program and employ workers around Victoria.
Review of <i>Traditional Owner Settlement Act 2010</i> policy and legislative framework	In progress	In 2019–20, the terms of reference for the review were approved and a Committee of Traditional Owners and State representatives met three times. Substantial progress was made on the issues in the terms of reference.
Review of the <i>Traditional Owner Settlement Act 2010</i> initial outcomes review	Completed	The final review report was completed in July 2020. The State and the Gunaikurnai Traditional Owners must now negotiate any changes to agreements arising from the recommendations.
Department of Health and Human Services and the Department of Justice and Community Safety's common clients outcomes framework and data analysis	Completed	A Common Client Outcomes Framework was developed in 2019–20 in collaboration with DHHS. Linked data analyses across both the department and DHHS was undertaken in 2019–20 to understand service interaction across justice and social services. Linked data provided insight into cohort journeys across the service system, existing gaps in service usage and key points for intervention.
Department of Health and Human Services and the Department of Justice and Community Safety's common clients demonstration sites	In progress	Four Common Clients Demonstration Sites were established in 2019–20, supported by local governance. These sites represent a new collaborative way of working between departments and the funded service sector.
Wage theft reforms	In progress	The new criminal offence of wage theft will commence on or before 1 July 2021 following passage of the <i>Wage Theft Act 2020</i> . Refer to page 35 for further detail regarding this key achievement.
Workplace manslaughter reforms	Completed	The new offence commenced on 1 July 2020 following passage of the <i>Workplace Safety Legislation Amendments (Workplace Manslaughter and Other Matters) Act 2019</i> . Refer to page 35 for further detail regarding this key achievement.

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Expanded role of sheriff's officers	In progress	The Police and Emergency Legislation Amendment Bill 2020 (Bill) was introduced on 2 June 2020. If passed, a pilot of sheriff's officers serving Family Violence Intervention Order Applications will be held and evaluated in accordance with Recommendation 56 of the Royal Commission into Family Violence.
Family Violence Workforce Development Strategy	In progress	In 2019–20, work commenced on the Family Violence Workforce Development Strategy to identify planning and development required to improve workforce capability to respond to family violence. Work is expected to be completed in 2020–21.
Family violence training across the department	In progress	In 2019–20, 2,220 staff completed the Foundational Family Violence Training and 675 staff completed the Managers-specific Family Violence Training.
Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework	In progress	In 2019–20, the MARAM framework continued to provide guidance to organisations that have family violence risk assessment and management responsibilities. In 2019–20, the second year of alignment, the department further incorporated the MARAM into responding to family violence with MARAM organisations being required to annually report on their alignment activities.

Initiative	Current status	Update as at 30 June 2020
Family violence evaluation recommendations	In progress	<p>The Building Family Violence Capacity Evaluation Project continued to support business areas in planning or conducting evaluation activity related to a Royal Commission into Family Violence (RCFV) recommendation. Work included:</p> <ul style="list-style-type: none"> development of resources for departmental policies and standards for family violence evaluation guidelines and a new E-Learn for staff new to evaluation provision of family violence research updates to public sector staff working in family violence management of key evaluations of individual recommendations.
Fines and Enforcement Services Wellbeing Strategy	Completed	Fines and Enforcement Services developed a staff Wellbeing Strategy for 2020 that includes a series of events, initiatives and training to support staff wellbeing. The strategy has a different theme each quarter, with a focus on care for physical health, mental health, colleagues and mindfulness. An award program was established to recognise staff who have displayed the CARE ways of working – Collaborative, Accountable, Respectful and Engaged.
Rainbow tick accreditation	In progress	In 2019–20, a Steering Committee and Working Group was established and a staff survey was conducted to measure attitudes and knowledge of LGBTIQ inclusivity and identify staff training needs. The department's Victims Services, Support and Reform business unit will be the first government business unit to achieve Rainbow Tick accreditation.

Delivering evidence-based outcomes

Initiative	Current status	Update as at 30 June 2020
AJA4 Monitoring, Evaluation and Learning Framework	In progress	In 2019–20, the department commenced developing the Monitoring, Evaluation and Learning Framework in consultation with the Aboriginal Justice Caucus.
Sheriff operations internal intelligence and compliance group	Completed	Recruitment for the Compliance and Monitoring team was completed in 2019–20.
Judge alone trials	In progress	Departmental research into judge alone trials informed the <i>COVID-19 Omnibus (Emergency Measures) Act 2020</i> (the Act). The Act temporarily enables the Supreme and County Courts to order judge alone trials for Victorian indictable offences, given the temporary suspension of new jury trials due to the coronavirus (COVID-19) pandemic. These expiring provisions came into effect in April 2020.

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
Service Victoria and Working with Children Checks	In progress	This initiative went live May 2020, with a small cohort of applicants offered the option to transact completely digitally. This cohort will gradually increase.
Fines IT system reform	In progress	Delivery of functionality for the Fines IT system continued in 2019–20. Key functionality updates have provided Fines Victoria with improved capability to progress court fines and delivered functionality to support sheriff's officers to deal with legacy warrants.

Driving productivity

Initiative	Current status	Update as at 30 June 2020
Sheriff operations monitoring tools	In progress	In 2019–20, the Sheriff's Office Victoria (SOV) worked with Technology Solutions to explore options for reporting tools. SOV has commenced work to redesign existing monitoring tools.
Optimising data use in fines enforcement	On hold	In 2019–20, Fines Victoria and SOV suspended certain activities to support people affected by coronavirus (COVID-19) and the Victorian bushfires. This included Fines Victoria suspending its SMS and letter campaigns and SOV suspending Sheriff enforcement activities, such as roadblocks, wheel clamping and warrant execution.
Support local workforce	In progress	<p>The department provided workforce development across Victim Services, Support and Reform (VSSR) and Victims Assistance Program staff to ensure workers were supported to provide specialised, quality support to victims of crime and to meet increased demand, complexity, and requirements to surge if necessary following a critical large scale incident.</p> <p>Achievements for 2019–20 included delivery of a comprehensive training calendar including specialist training with the Coroner's Court, Disaster Victim Identification and anti-mortem interview procedures, and training in vicarious trauma. Work also commenced on the recommended workforce capability framework with an audit of VSSR position descriptions and a review of comparable workforce capability frameworks.</p>
Work and Development Permit (WDP) efficiency	Completed	Process improvements were delivered in 2019–20 to increase the efficiency of the WDP scheme. These improvements included streamlining the process for moving fines from a payment arrangement to a WDP. These initiatives have simplified the application process for customers and sponsors and have decreased handling time.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Justice emergency measures in COVID-19 Omnibus (Emergency Measures) Act 2020

The department implemented the *COVID-19 Omnibus (Emergency Measures) Act 2020* (the Act), which commenced on 25 April 2020, introducing a range of temporary measures to help address the impacts of coronavirus (COVID-19) on Victoria's justice system. The Act modified existing processes to ensure that the administration of justice could safely and effectively continue during the pandemic, in line with the latest public health advice. This included reforms to reduce physical contact through the use of audio visual links for court hearings and the electronic signing and witnessing of key legal documents, and to allow more decisions to be made based on written submissions or by a judge alone rather than a jury. Such measures have helped to ensure that Victorian courts, tribunals and key justice entities could continue to provide critical services while managing public health risks.

Burra Lotjpa Dunguludga, Aboriginal Justice Agreement Phase 4

2020 marks the 20th anniversary of the Aboriginal Justice Agreement in Victoria.

Burra Lotjpa Dunguludga renews the Victorian Aboriginal community and the government's partnership and commitment to addressing Aboriginal overrepresentation in the criminal justice system.

With self-determination driving AJA4 implementation, the work includes improvements to family violence responses, legislation to remove historical care and protection orders as criminal offences and the introduction of a legislated Custodial Notification Scheme.

Implementation of Aboriginal-led programs that respond to the needs of Aboriginal people in courts, prisons and the community are well underway. These include diversion, place-based and restorative justice approaches, along with further legislative and system changes to improve justice outcomes for the Aboriginal community.

Stolen Generations Redress Scheme

On 18 March 2020, the Victorian Government committed to establishing a Stolen Generations Redress Scheme to address the trauma and suffering caused by the forced removal of Aboriginal children from their families.

The scheme is planned to begin in 2021 and a range of redress options will be considered, including redress payments, counselling support, and a funeral or memorial fund. The department and DPC will work with the Aboriginal community and members of the Stolen Generations to develop the parameters of the Scheme.

Workplace Manslaughter Offence

The department led the development of the *Workplace Safety Legislation Amendment (Workplace Manslaughter and Other Matters) Act 2019* (WSLA Act), which fulfilled the Victorian Government's commitment to make workplace manslaughter a criminal offence. Under the new laws, employers who negligently cause a workplace death will face fines of up to \$16.5 million and individuals will face up to 20 years in jail.

The offence commenced on 1 July 2020 and WorkSafe Victoria is responsible for investigating the offence using powers under the *Occupational Health and Safety Act 2004* to ensure negligent employers are prosecuted. To support the new offence, WorkSafe boosted its investigation and enforcement capacity, including establishing a specialist team to lead investigations and prosecutions of workplace manslaughter, and delivered an education campaign to build public knowledge and support employers to prepare for the offence.

The WSLA Act also enshrined in legislation a new lived experience Workplace Incidents Consultative Committee, comprising persons affected by workplace incidents involving death, serious injury or serious illness. The inaugural committee will commence in 2020–2021 and will provide advice to the Minister for Workplace Safety on systemic changes needed to ensure families and injured workers receive the support they require.

Wage Theft Act 2020

The *Wage Theft Act 2020* (the Act) was passed by Parliament in June 2020 and will commence on or before 1 July 2021. The Act establishes new offences targeting employers who dishonestly withhold wages and other employee entitlements and falsify or fail to keep employee records. Penalties of up to 10 years imprisonment and fines of up to \$198,264 for individuals or \$991,320 for companies apply.

The Act also establishes a new authority, the Wage Inspectorate of Victoria, equipped with the specialised expertise and resources to properly investigate and prosecute this kind of offending. Broad consultation was undertaken on the reforms with employees, employers, superannuation fund providers, accounting associations and industry groups.

The Act delivers on the election commitment to criminalise wage theft, with further reforms to improve the process for employees to recover unpaid entitlements to be developed in a separate Bill.

A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community

This objective aims to support the Victorian community through the provision of services relating to rights and equal opportunity; life-event registration and identity protection; and advocacy and guardianship for Victorians with a disability or mental illness.

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Establishment of the National Disability Insurance Scheme (NDIS) Worker Screening Scheme	In progress	The department progressed work to implement Victoria's commitment to develop legislated worker screening for people providing NDIS supports and services. It is anticipated that legislation will be introduced to Parliament in late 2020, following which a Regulatory Impact Statement will be released for public consultation. Development of the supporting IT systems and interface with the NDIS national database has also progressed.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Aboriginal Dispute Resolution (ADR) Team	In progress	The ADR program empowers Aboriginal people through culturally appropriate training to manage conflict effectively and resolve disputes. The training provides culturally safe and appropriate methods for managing conflict. Six conflict training sessions and 62 community engagement sessions were held in the ADR program. In response to the coronavirus (COVID-19) pandemic, focus shifted to providing Residential Tenancy Dispute Resolution in the Aboriginal community.
Financial Counselling Program	Completed	The department, through CAV, provided additional funding for specialist family violence financial counsellors to address unmet demand for financial counselling for people experiencing family violence. The support of specialist family violence financial counsellors became available to victim-survivors from October 2019. Refer to page 37 for further detail regarding this key achievement.
Supporting LGBTIQ individuals and families	Completed	Legislation and technology changes came into effect in May 2020, enabling trans and gender-diverse people to change their sex on their birth certificates without having to undergo extensive and invasive gender affirmation surgery. In 2019–20, Births, Deaths and Marriages also launched a 'Rainbow Families' commemorative birth certificate and updated its system to enable parent's better choice of parental descriptors.
Notify others pilot	Completed	The pilot was completed in 2019–20, with the learnings instrumental in informing the national Australian Death Notification Service. The Notify Others pilot will also inform further work on other life event notification services.
Adoption services reform	In progress	Improvements to adoption services during 2019–20 have focused on policy and practice changes to ensure improved consistency. Work is underway with adoption service providers to ensure an effective statewide operational model.
Strong Identity, Strong Spirit	Completed	From October 2017 to June 2020, Births, Deaths and Marriages teams attended over 76 community events to assist Aboriginal community members to access services. This resulted in issuing 388 birth certificates to children and adults (384 other event certificates), and over 68 birth registrations for people of all ages. While the project is now closed, Strong Identity, Strong Spirit will continue as part of business as usual.

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Enhancement of reporting capability and data sharing through Domestic Building Dispute Resolution Victoria (DBDRV)	Completed	The department, through DBDRV, has refined its case management system to enhance reporting capability and better enable data sharing to inform the regulatory activities of key stakeholders in the building sector. The issues of concern to DBDRV clients are now incorporated into DBDRV's case management system and able to be shared with stakeholders, including building industry regulators. This was supported by evaluation of the broader dispute resolution reporting from the case management system for continuous improvement.
Deliver conflict resolution courses through Dispute Settlement Centre Victoria in partnership with DET	Completed	<p>The department, through DSCV, has expanded the fee-for-service partnership with DET to deliver conflict resolution courses. The courses have been co-designed with DET to assist frontline staff in dealing with difficult complaints, and managers in leading staff through conflict.</p> <p>DSCV has delivered a number of conflict resolution courses. The following courses were delivered in 2019–20:</p> <ul style="list-style-type: none"> • Three day Leading Through Conflict – 8 courses – 95 participants. • One day Navigating – 5 courses – 64 participants. • One day Intake – 3 courses – 24 participants.

Supporting Priorities

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
Development of an ICT strategy for improved decision-making by the Post Sentence Authority (PSA)	In progress	During 2019–20, the department, through the PSA continued to improve the existing systems and design of a new case management system interface to provide the PSA with a single system for managing its offender hearings. Development of the new case management system is expected to commence in 2020–21.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Amendments to the Births, Deaths and Marriages Registration Act 2019

The *Births, Deaths and Marriages Registration Amendment Act 2019* passed Parliament in August 2019, enabling trans and gender-diverse Victorians to alter the sex recorded on their birth certificate without having to undergo invasive and costly sex affirmation surgery. Trans and gender-diverse people can now nominate the sex listed in their birth registration as male, female, or any other gender-diverse or non-binary descriptor of their choice. Since 1 May (and as of 30 June 2020), 156 applications have been received.

In developing the new laws, the department consulted extensively with trans and gender-diverse individuals and organisations, doctors and psychologists, the Australian Bureau of Statistics, the Gender and Sexuality Commissioner, and previous public consultations undertaken by the Australian Human Rights Commission.

Advocacy Services

The Financial Counselling Program supported 25,560 Victorians in 2019–20 with free, independent and confidential telephone or face-to-face family violence financial counselling support. 3,439 Victorians accessed the specialised service in 2019–20.

There are now 21 full-time equivalent specialist family violence financial counsellors supporting victim-survivors, following the allocation of 10 additional resources in the 2019–20 State Budget. This allocation built on the initial 11 specialist family violence financial counselling resources, funded in response to the Royal Commission into Family Violence, that commenced service delivery in October 2016. Starting in January 2020, an additional 9.5 roles provided support to Victorians impacted by bushfire in the Outer Gippsland and Ovens and Murray service areas.

Domestic Building Dispute Resolution Victoria

DBDRV continued as a free service established to assist builders and homeowners to resolve their disputes without the cost and time often associated with courts and tribunals. The demand for these services continued to exceed initial expectations, with 6,362 applications received in 2019–20. To meet service demand, DBDRV has continually reviewed its case-handling to improve efficiency and increased its staff of Dispute Resolution officers. Legislative amendments in December 2019 further streamlined the dispute resolution process.

Dispute Settlement Centre of Victoria

DSCV continued to provide free dispute resolution services across Victoria, as well as training and accrediting mediators to national standards.

During 2019–20, DSCV operated two significant statewide programs with the Magistrates' Court of Victoria:

- Civil Mediation Program – where DSCV mediated all defended civil cases under \$40,000 and all matters involving an incorporated association. This program operated at 42 courts across the state and concluded in December 2019.
- Personal Safety Intervention Order Program (PSIO) – parties involved in PSIO matters referred to a DSCV staff member to provide onsite dispute resolution on the day of the hearing of the matter. This program has resolved a significant number of matters and contributed to saving Magistrates' Court time.

In 2019–20, DSCV also operated the Fast Track Mediation and Hearing program across Victoria, partnering with the Victorian Civil and Administrative Tribunal (VCAT) to deliver the program. It provided mediation services, using qualified and accredited mediators, for small consumer (goods and services) claims to allow non-represented parties (consumers and small business) to reach agreement without the need to attend a more formal VCAT Hearing. This program continued to be free and offered via way of referral from VCAT to DSCV if the claim value was between \$500 – \$10,000.

In 2019–20, the program conducted 998 mediations across Victoria and resolved 599 of these at mediation (60 per cent). A further 188 matters were resolved with the assistance of dispute resolution practitioners prior to the mediation date, taking the resolution rate to 66 per cent.

The program has saved approximately 1,181 hours of VCAT member time and 1,099 hours of VCAT registry time. The participation rate of the program is 73 per cent, and client satisfaction recorded at 93 per cent.

National Legal Assistance Partnership

In 2019–2020, the department collaborated with the legal assistance sector across multiple jurisdictions to finalise the National Legal Assistance Partnership (NLAP) in readiness for implementation on 1 July 2020, replacing the expiring previous five-year agreement. The NLAP provides \$385.885 million over five years for legal assistance to meet the needs of financially disadvantaged Victorians. NLAP brings together Commonwealth funding for Victoria Legal Aid, over 30 community legal centres including funding for family violence services, and funding for Aboriginal and Torres Strait Islander Legal Services. The NLAP will establish the basis for a more comprehensive understanding of legal need, service delivery approaches and client outcomes.

Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment

This objective aims to deliver a coordinated, 'all communities – all emergencies' approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community.

Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Fire Service Reform	Completed	Fire Rescue Victoria (FRV) commenced operations on 1 July 2020, led by the Fire Rescue Commissioner (FRC).
Emergency Management Planning Reforms	In progress	EMV, in partnership with the emergency management sector, commenced development of the State Emergency Management Plan (SEMP) to replace the State Emergency Response Plan (SERP) and State Emergency Relief and Recovery Plan.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Building resilience	In progress	In October 2019, EMV led a multi-agency evacuation exercise involving working with the communities of Powelltown, Gilderoy to test a bushfire evacuation simulation.
Integrating services and activities to provide high quality, culturally responsive, fair and consistent support to communities	In progress	In November 2019, EMV coordinated activities to support communities in response to and recovery from disasters, including community preparedness activities in partnership with emergency management agencies and local government, relief and recovery programs and the finalisation of the Resilient Recovery Strategy. In January 2020, the government announced the establishment of Bushfire Recovery Victoria to support the recovery of bushfire affected communities from the 2019–20 Victorian bushfires.

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Emergency Management Operations Reform	In progress	<p>During 2019–20, EMV established an Information Management and Intelligence team which was tasked with:</p> <ul style="list-style-type: none">• developing outputs that will enable stakeholders to better use information to make safer and more informed decisions• developing enhanced regional profiles and plans to effectively manage risks, and enable communication and engagement• contributing to regional capacity and capability building• continually reviewing and improving processes and outcomes which enable communities to build their own safety and resilience levels.

Initiative	Current status	Update as at 30 June 2020
2030: A Strategy for the Emergency Management Sector	In progress	In 2019, EMV led consultation across the emergency management sector on the long-term risks for Victorians and Victoria's emergency management sector. The events of the 2019–20 fire season and the impact of the coronavirus (COVID-19) pandemic highlighted the reality of these risks and the significant and unprecedented challenges they pose to our emergency management sector. Resulting reviews and inquiries will provide important recommendations for continuous improvement of Victoria's emergency management sector.
Cross border emergency management capacity and capability	In progress	EMV established a Cross Border and Preparedness Operations unit to focus on strengthening the working relationships across regional Victoria and cross border jurisdictions. This included interoperability of the State's arrangements with cross border jurisdictions, such as review and improvements to the effectiveness of mutual aid agreements, sharing of lessons learned, exercising and other opportunities for strategic improvements. The unit worked closely with the Cross Border Commissioner to support and align improvements that are mutually beneficial to the emergency management sector and broader community resilience, along borders.

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Diversity and inclusion in emergency management	In progress	EMV continued to support the Emergency Management Diversity and Inclusion Framework and led the development of the Male Champions of Change initiative, 'Case for Change'. EMV sought and achieved a gender balanced Executive, continued to support the increase of female operational members in Victorian fire services, and joined the emergency management sector in leading and embracing diversity and inclusion at the Pride March parade.

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
Sector-wide ICT strategy	In progress	EMV undertook planning activities for the sector-wide ICT strategy influenced by the outcomes and recommendations of current reviews. Development will continue once outcomes and recommendations are finalised, in consultation with the emergency management sector and key partners.

Driving productivity

Initiative	Current status	Update as at 30 June 2020
Increasing joined-up approaches to investment and asset management across the emergency management system	In progress	The State Crisis and Resilience Council endorsed the Emergency Management Investment and Asset Strategy in 2018, which provided opportunities to increase joined-up approaches to investment and asset management across emergency management agencies. Work continued with the strategy establishing a framework to prioritise, action and monitor investment and asset-related initiatives with application processes and government arrangements currently being finalised.
EMV culture of collaboration and learning	In progress	EMV continued to develop and maintain the sector capability through a multi-agency Assurance and Learning function. This function was activated in the State Control Centre throughout the summer season and coronavirus (COVID-19) operational periods to capture observations and support operational learning processes.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Joint Aboriginal Community COVID-19 Taskforce

The Joint Aboriginal Community COVID-19 Taskforce (the Taskforce) was established to consider both the immediate responses needed to manage the coronavirus (COVID-19) outbreak, and the approach to long-term recovery.

The Taskforce included representatives from across government and Aboriginal organisations, including peak bodies across the social, legal and justice services sectors.

The Taskforce considered responses to coronavirus (COVID-19) across portfolios, including:

- ensuring people were able to access legal support
- establishment of Local Aboriginal Response Networks
- responses in Corrections to prevent and manage the risk of outbreaks within prisons
- ensuring Aboriginal children and young people in contact with Youth Justice were supported in custody and maintained connection to family, community and culture
- managing and responding to heightened family violence for victim-survivors, perpetrators and the community
- ensuring that Aboriginal Controlled Community Organisations were able to access PPE.

The Taskforce supported a comprehensive, coordinated and culturally safe response to coronavirus (COVID-19), developed and delivered in partnership with the Aboriginal community, in line with the Victorian Government commitment to self-determination.

Family violence response to coronavirus (COVID-19)

The department's Family Violence and Mental Health Branch supported the delivery of essential family violence services during the coronavirus (COVID-19) pandemic with the courts, legal assistance and the family violence sector's shift from face-to-face to remote service delivery.

The Magistrates' Court of Victoria adapted its listing practices to focus on higher risk matters, including family violence. All courts remained open, including Specialist Family Violence courts.

The *COVID-19 Omnibus (Emergency Measures) Act 2020* (the Act) extended the time before which interim extensions of Family Violence Intervention Orders and Personal Safety Intervention Orders lapse, from 28 days to three months, to ensure the person in need remained protected.

The Act temporarily amended the *Residential Tenancies Act 1997* (Vic), inserting new family violence provisions. It outlined the circumstances under which

applications and orders can be made regarding termination of a tenancy agreement or the entering into of a new tenancy agreement because of family violence or personal violence.

A key perpetrator program in CCS, 'Change About', adapted to be delivered via TelePsych forums. The program targets offenders with a 'family violence flag' to explore distress and coping as well as risk identification and safety planning.

State Control Centre operations

In late 2019–20, Victoria faced an unprecedented bushfire season, followed closely by the detection and spread of coronavirus (COVID-19) in the community. As a result, the State Control Centre (SCC) was continuously activated from 6 October 2019 to 30 June 2020 (268 consecutive days). This included a period of 41 days continuously at Tier 3 (the highest level) from 29 December 2019 to 7 February 2020.

EMV utilised surge personnel from over 20 respective agencies and organisations to position 18,553 shifts into the SCC. EMV staff fulfilled 6,574 of these positioned shifts. The SCC coordinated and supported the response to the 2019–20 Eastern Victorian Bushfires and interstate deployments to NSW and QLD to support their bushfire response. During the 2019–20 bushfires, EMV ensured interoperability across government by embedding the Australian Defence Force (ADF) personnel at the SCC with agencies.

The SCC has historically been activated in anticipation of, or in response to, bushfire and extreme weather events. On 11 March 2020 the SCC was activated at Tier 2, to coordinate Victoria's response to the coronavirus (COVID-19) pandemic, as reflected in the State Control Arrangements for Class 2 – Health Pandemic Emergency. This reflects the first time the SCC has been activated for a Class 2 Health Pandemic Emergency and has seen the centre activated (to 30 June 2020) for 110 days consecutively.

EMV also led the multi-departmental Combined Agency Operations Group (CAOG), in partnership with the Department of Jobs, Precincts and Regions, DPC, DTF and ADF, as a function of the SCC to address the immediate needs of the Victorian government non-health employees for PPE. Since 25 March 2020, EMV has facilitated the sharing of PPE across non-health departments and agencies by agreement and procured \$4.72 million in PPE. Departments and agencies include Department of Transport, DHHS – Operation Soteria, and the Emergency Services Telecommunication Authority.

On 2 April 2020, the SCC became continually operational 24 hours a day to meet the increased requirements of the coronavirus (COVID-19) response. As of 30 June 2020, a surge workforce across multiple differing agencies and organisations, in conjunction with EMV personnel, continued to provide around-the-clock coordination and support services.

Bushfire relief

EMV, through the Relief and Recovery function in the SCC, led Victoria's bushfire relief efforts due to the significant community-wide impacts of the 2019–20 bushfires with the Emergency Management Commissioner (EMC) appointing a State Emergency Relief Coordinator to oversee relief arrangements. The department established the Combined Agency Operations Group (CAOG) to ensure the effective coordination of Victorian and Commonwealth resources, providing humanitarian relief and evacuation for isolated communities. CAOG brought together key decision makers from EMV, ADF, Red Cross, Victoria Police and other partner agencies.

Through these arrangements, EMV coordinated the evacuation and return of residents and visitors to Mallacoota with almost 2,000 people evacuated by air and sea as part of the largest maritime evacuation of Australians following a natural disaster. This effort included provision of Psychological First Aid on the ground in Mallacoota, during evacuation and at reception centres. With support from local councils and other partners, EMV set up reception centres in Sale and Hastings, allowing people to be collected or transported to other safe locations with critical relief supplies such as food, water and medication also delivered to Mallacoota by air and sea. During the bushfires, EMV opened 26 relief centres across East Gippsland and North East Victoria to provide communities with a safe place to shelter, access water, food and psychological support in the immediate devastation of the fires.

EMV organisational reset

In April 2019, EMV commenced work on an organisational reset with a range of strategic review and reform processes guided by the department's Statement of Direction 2019–23. With wide internal engagement and consultation, EMV developed its Future Direction Statement 2019–23, which sets out the context in which EMV will operate and highlights its mission and role within the emergency management sector. The reset was finalised in 2019 and resulted in a new structure, which focused on its people and resources. EMV established teams with the capabilities and skills to effectively deliver against its priorities and statutory obligations and has enabled it to be flexible over time to meet changing context and demands.

Emergency management planning reform

The *Emergency Management Legislation Amendment Act 2018* (EMLA) established a new integrated, comprehensive and coordinated framework for emergency management planning. In response, EMV set up a Program Office in July 2019 to support the three-stage implementation of the reform (state, regional and municipal) of the new arrangements by 1 December 2020.

In November 2019, the Minister for Police and Emergency Services released the Guidelines for preparing the SEMP. EMV, in partnership with the emergency management sector, is currently developing the SEMP to replace the SERP and State Emergency Relief and Recovery Plan.

The regional tier reforms commenced on a policy basis with the development of a further interim version of the Guidelines that were updated to include considerations for regional planning, for use by Regional Emergency Management Planning Committees (REMPCs) in the development of their Regional Emergency Management Plans. In May 2020, Interim REMPCs were established to commence development of the regional plans which are due to the Emergency Management Commissioner (EMC) for approval in October 2020.

Fire service reform

In 2019–20, EMV worked with the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA) to implement major reforms introduced by the *Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019* (the Act). This included the establishment of FRV on 1 July 2020, led by the FRC, which brought together former MFB and all career firefighters from the CFA, to service metropolitan Melbourne and major regional centres. The reforms realigned CFA as a community-based volunteer firefighting organisation, continuing to service Victoria's regional and rural communities. To give effect to the reforms, the Act provided for the establishment of a Fire Services Implementation Monitor, Fire District Review Panel, Firefighters Registration Board, and FRV Strategic Advisory Committee (the Committee). A public recruitment process for the Committee commenced in June 2020 and the Committee is expected to be established by late 2020.

EMV coordinated a broad and complex program of work that built on the accomplishments of Victoria's fire and rescue services and set the foundation for the new fire services model, including modernised structures and service delivery to better manage evolving fire risk and respond to community needs. EMV played a key role in delivering regulations, the transfer of staff, review of working conditions, assets, and new funding to support the reforms. EMV also supported MFB and CFA to make changes and update operational and cross-agency arrangements and undertake consultation and engagement with staff and volunteers – with community safety as the focus of all decision making.

A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors

This objective relates to harm minimisation through the regulation of the gambling and liquor industries by promoting the empowerment of consumers and businesses to know their rights and responsibilities and promoting a well-functioning market economy through regulation and support to consumers and businesses.

Corporate Plan 2019–2023 initiatives and projects aligned to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 5). Status and progress updates on the initiatives and projects associated with this objective during 2019–20 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Initiative	Current status	Update as at 30 June 2020
Consumer law compliance in the solar energy industry	In progress	The department worked to stop false and misleading representations in the solar industry and increase trader compliance with consumer laws. Solar Victoria, Consumer Action Law Centre and the Clean Energy Council referred 20 matters, of which 15 were assessed, five required no further action, and three were investigated in line with Consumer Affairs Victoria's (CAV) risk-based, intelligence-led approach.
Office for the Commissioner of Residential Tenancies	In progress	The Commissioner continued to work directly with renters, government and service providers to identify systemic issues in the rental sector. The Commissioner also continued work on overcrowding in high-rise apartment buildings by developing advice about the risk of overcrowding and potential solutions to address the problem, and working with stakeholders to develop a protocol for renters affected by critical incidents in apartment buildings.

Prioritising Victorians in need

Initiative	Current status	Update as at 30 June 2020
Implement reforms to the <i>Residential Tenancies Act 1997</i>	In progress	The department, through CAV, prepared implementation of more than 130 reforms to the <i>Residential Tenancies Act 1997</i> including early reforms of the introduction of long-term leases, a digital 'red book' and limiting rent increases to once every 12 months for rented premises. New laws making it easier for renters to keep pets came into effect in March 2020.
<i>Retirement Villages Act 1986</i>	In progress	In 2019, the department launched the review of the <i>Retirement Villages Act 1986</i> with the release of an Issues Paper for public consultation, along with a series of public forums in Geelong, Shepparton and the Melbourne CBD, to deliver better protections for residents living in retirement and lifestyle villages. The department continued the review of submissions and feedback received during the first stage of consultation, and development of an Options Paper for release in the second half of 2020.
Specialist disability accommodation	Completed	The department continued its responsibility for regulating specialist disability accommodation (SDA). Key regulations include mandatory agreements entered by SDA providers and residents, which guarantee residents' rights and protections. A total of 858 agreements have been registered as at 30 June 2020.

Strengthening stakeholder partnerships

Initiative	Current status	Update as at 30 June 2020
Review of the <i>Liquor Control Reform Act 1998</i>	In progress	The first phase of the review of the <i>Liquor Control Reform Act 1998</i> resulted in the <i>Liquor and Gambling Legislation Amendment Act 2018</i> . The department consulted with key stakeholders in 2019–20 on possible reforms to the <i>Liquor Control Reform Act 1998</i> as part of the second phase of the review. The second phase focuses on more complex matters in liquor regulation, including the relationship between liquor supply regulation and family violence.
Gambling licences project	In progress	In 2019–20, the department sought expressions of interest from the gaming industry in being granted a licence to distribute online and retail keno products in Victoria after the expiry of the current licence in 2022. The department also completed a comprehensive review of the current wagering and betting licence, which expires in 2024, before approaching the market to gauge interest in the next wagering and betting licence.
Regulation of internet-based bookmakers	In progress	The department undertook initial preparation and planning of regulatory function mapping for internet-based bookmakers.

Supporting Priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Ballarat GovHub	In progress	In 2019–20, the department established a staging post to support progressive transition of staff and ensure business continuity. As part of the Victorian Government's GovHubs initiative to revitalise regional cities, the department will transition a number of staff to a state-of-the-art facility in central Ballarat in 2021.

Investing in technology and digital solutions

Initiative	Current status	Update as at 30 June 2020
CAV's single regulatory operating system	In progress	The department undertook development of a digital-first service to support the Victorian community and the compliance of licensees and registrants. CAV continued to roll out digital solutions for the licensed and not-for-profit sector with the launch of online services for fundraisers in October 2019 and renewals for rooming house operators in January 2020. Progress also continued on replacing multiple legacy ICT systems with one unified digital platform (myCAV) to simplify compliance for businesses. The department undertook development work on a digital platform for the Engineers' Registration scheme, due to commence in July 2021.

Key achievements in 2019–20

The key 2019–20 achievements associated with this objective are outlined below.

Consumer Affairs Victoria's response to coronavirus (COVID-19)

During the coronavirus (COVID-19) State of Emergency, CAV partnered with the Dispute Services Centre Victoria (DSCV) to deliver dispute resolution services under the Residential Tenancies (COVID-19 Emergency Measures) Regulations 2020. The scheme provided a single point of entry for residential tenancy disputes related to coronavirus (COVID-19) through CAV's Information and Dispute Services Centre, providing advice and information to landlords and tenants, as well as frontline resolution.

DSCV has delivered alternative dispute resolution and primarily conciliation, as part of the Residential Tenancies Dispute Resolution Scheme (RTDRS).

As of 30 June 2020, DSCV had conducted 340 matters through alternative dispute resolution. Agreements have been reached in 251 matters either by conciliation or by an assisted settlement. To continue service delivery as part of the RTDRS, DSCV grew from 44 staff to 83 staff, with services delivered by nine RTDRS teams across Victoria.

At 30 June 2020, 17,325 rent reduction agreements were registered with CAV, with an average 27 per cent reduction in weekly rent payable. Over 5,648 disputes between landlords and tenants were closed through the frontline resolution service, 3,248 matters were referred to VCAT for resolution and 1,736 matters were referred to the Scheme's Chief Dispute Resolution Officer for alternative dispute resolution.

Information and advisory services

In 2019–20, CAV provided information and advice to over 234,600 callers and responded to 90,252 written and online queries. CAV received over 4.46 million visits to its website, which provided education, advice and self-help resources in a range of formats that were easy to find, understand and act on.

The department implemented changes to CAV's call centre operations during the coronavirus (COVID-19) pandemic and continued to provide phone services to the most vulnerable Victorians. Since the RTDRS commenced on 24 April, CAV's contact centre resources targeted helping Victorians resolve their disputes and reach agreement to reduce rent where a tenant experienced hardship due to coronavirus (COVID-19).

Development of myCAV

The department continued to create a single, modern information technology system to support CAV's regulatory functions. myCAV provided Victorians with an online portal to apply for a licence or registration and manage their obligations, with instantaneous updates and lodgements. Following the successful implementation of myCAV to incorporated associations, estate agents, rooming house operators, and owner's corporation managers, the department expanded the system in October 2019 to manage fundraising registrations. Since its launch, myCAV has had 114,900 transactions completed in 2019–20 and more than 99,200 accounts created.

Review of the *Liquor Control Reform Act 1998*

The review of the *Liquor Control Reform Act 1998* sought to identify ways to reduce red tape and regulatory burden and make sure that Victoria has the right laws to support an attractive cafe, restaurant, pub, bar and night-life culture, while ensuring its harm minimisation measures are effective.

Reforms that commenced in October 2018 as part of Phase One of the review improved the protection of minors from alcohol-related harm and reduced red tape for industry.

The department conducted further policy work on the second phase of the review, including consideration of complex issues such as family violence and liquor supply regulation. In 2020, the department consulted with key stakeholders from the industry and community sectors, including through the membership of the Minister's Liquor Control Advisory Council.

Regulatory reviews of licensing arrangements

In 2019–20, the department completed the regulatory reviews of the Keno and wagering and betting licensing arrangements, in preparation for when the current licences' expire in 2022 and 2024, respectively. The reviews led to a number of significant reforms, including:

- authorising online distribution of Keno products under the post-2022 Keno licence
- strengthening Victoria's Keno harm minimisation measures

- providing government with the flexibility to issue multiple, and longer term, keno and wagering and betting licences.

Following these changes, the department undertook a flexible expression-of-interest process for the Keno licence to gauge market interest in several licence model options, including a multiple Keno licence model. The outcomes of this process will enable government to determine post-2022 Keno licensing arrangements that best meet the State's objectives, including maximising value to the State and minimising gambling harm.

The department undertook planning activities to conduct a similar flexible market process for the wagering and betting licence.

New Measures to Reduce Harm for Electronic Gaming Machines

New requirements for gaming venue operators

Following a review of the requirements that apply to Codes of Conduct for gaming venues, new and more effective requirements for gaming venue staff to comply with were introduced. The new requirements strengthen the obligations of venue operators to better respond to suspected problem gambling by recognising that a venue operator has a duty to take all reasonable steps to prevent and minimise harm. Venue operators had until 1 September 2020 to begin adopting the new requirements.

The new requirements include obligations for venue operators to:

- interact with a person observed playing gaming machines for a prolonged period without a break
- regularly monitor the gaming machine area and its entrances
- observe customers in the gaming machine area to monitor behaviour consistent with gambling harm;
- ensure that communication with gamblers does not reinforce or encourage fallacies or misconceptions about gaming machines
- nominate Responsible Gambling Officers and maintain a Responsible Gambling Register that records details of responsible gambling incidents and interventions.

YourPlay evaluation recommendations

An evaluation of YourPlay, Australia's first state-wide networked pre-commitment scheme introduced by the government to allow Victorians to set limits on how much time and money they spend on gaming machines, was released in February 2020. The government has accepted all 23 of the report's recommendations to strengthen the YourPlay scheme. The department has commenced discussions with industry, the Victorian Responsible Gambling Foundation and the Victorian Commission for Gambling and Liquor Regulation to inform the implementation of these recommendations.

Additional initiatives and achievements aligned to supporting priorities

Focusing on supporting priorities enables us to realise our policy and delivery priorities and ensure we are in the best position to achieve our overall outcomes for the Victorian community. Status and progress updates on additional initiatives and achievements aligned to the department's Statement of Direction's supporting priorities during 2019–20 are outlined below.

Additional Corporate Plan 2019–23 initiatives aligned to supporting priorities

Ensuring a workforce that is safe and confident

Initiative	Current status	Update as at 30 June 2020
Developing a comprehensive department-wide workforce and capability strategy	In progress	The Board of Management has approved the four pillars of the forthcoming Department of Justice and Community Safety People Strategy.

Delivering evidence-based outcomes

Initiative	Current status	Update as at 30 June 2020
Outcomes reform	In progress	Support provided to business units across the department in developing outcomes frameworks and the inclusion of outcomes in their strategic plans. Capacity was strengthened for business units to include outcomes at the outset of business planning and measure impact through evaluation.
Data reform	In progress	Analytic policy support was provided across a wide range of departmental initiatives, informing the development of new policies, reform strategies and service design. Development of key departmental data assets continued, including the Justice Data Linkage and the Criminal Justice Forecasting Model. This project has strengthened analytical collaboration between departments, particularly across social services.
Aboriginal data sovereignty	In progress	An Aboriginal Crime Data needs-analysis was conducted with key stakeholders and the community. The Aboriginal and Torres Strait Islander data was enhanced to improve data quality in preparation for release on the Crime Statistics Agency (CSA) website. A crime data output strategy was developed for the CSA website.
Departmental planning framework	In progress	An integrated planning framework was developed to align all levels of business planning to the Statement of Direction and support better collaboration and consistency. Implementation of the framework was delayed due to coronavirus (COVID-19).
Strategic evaluation plan and framework	In progress	A departmental plan was drafted to build evaluation capacity across the department. Consultation was delayed due to coronavirus (COVID-19).

Driving productivity

Initiative	Current status	Update as at 30 June 2020
Centrally managed, locally delivered corporate services	In progress	Prior to March 2020, the Corporate Governance and Support (CGaS) Reform Program progressed significant work in identifying and centralising corporate resources from across the department. The program also commenced designing new operating models to enable a centrally managed, locally delivered approach. This work was temporarily placed on hold during coronavirus (COVID-19) but planning has recommenced to complete and finalise the program.
Organisational transformation	In progress	To minimise the impact on employees, this work was temporarily placed on hold during the coronavirus (COVID-19) crisis; however, planning has recommenced to finalise the work. Refer to page 46 for further detail regarding the organisational transformation.

Initiative	Current status	Update as at 30 June 2020
Outcomes measurement	In progress	A proposed departmental outcomes measurement framework was developed to track the department's progress against the outcomes in the Statement of Direction. The draft framework was socialised with a sample of data experts across the department.
Justice Asset and Infrastructure Plan (JAIP)	In progress	The JAIP project progressed during 2019–20, but work was placed on hold while key Justice portfolio stakeholders appropriately prioritised responses due to coronavirus (COVID-19). Work will recommence in 2020–21.
Strengthening justice sector infrastructure delivery	In progress	The Justice Infrastructure group, incorporating the CSBA, was established on 1 July 2019. It plans, designs, procures, builds and upgrades the justice infrastructure needed to keep communities safe and to meet the needs of a growing Victoria, both now and into the future. The group has been responsible for delivering a project portfolio of over \$3 billion in 2019–20.

Key achievements in 2019–20

The key 2019–20 achievements associated with the Statement of Direction's supporting priorities are outlined below.

Supporting the department to respond to coronavirus (COVID-19)

Corporate Governance and Support (CGaS) worked collaboratively across the department to support the departmental workforce in its response to the coronavirus (COVID-19) pandemic. As the majority of office-based workers transitioned to working remotely, CGaS supported groups to activate their business continuity plans, mitigate risks and roll out improved technology solutions. Also, CGaS supported the department's critical services by:

- implementing modified internal processes to ensure continued delivery of departmental services
- seeking alternative arrangements for critical third-party suppliers
- mitigating the risk of virus transmission to staff, community and/or people in the department's care
- managing the wellbeing of staff.

CGaS facilitated planning processes to prioritise the provision of resources and support to critical services and provided surge capacity across the department where required.

CGaS also supported business units to activate and implement their Business Continuity Plans to reduce coronavirus (COVID-19) related impacts and identify further potential risks.

The department also implemented crisis procurement processes to allow budgets to flexibly respond to needs and ensure critical supply needs were met. Where required, work was undertaken to identify alternative suppliers to mitigate potential shortages.

Supporting our integrity agencies

The Premier announced a machinery of government (MoG) change on 23 March 2020, which saw a number of integrity agencies transfer to the Attorney-General's portfolio, effective 1 May 2020. These entities include:

- Office of the Public Interest Monitor (OPIM)
- Office of the Victorian Information Commissioner (OVIC)
- Chief Municipal Inspector (CMI) and Local Government Inspectorate (LGI) Administrative Office, linked to the CMI
- Victorian Ombudsman (VO)
- Independent Broad-based Anti-corruption Commission (IBAC)
- Victorian Inspectorate (VI).

In preparation for the MoG, the department worked closely with DPC to ensure agencies continued to receive the sufficient levels of support. This has included preparation activity to provide IBAC, VO and VI with their budgetary independence from 1 July 2020 under the *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019*.

The department established a project team to support the transfer, including oversight of human resource matters, finance, ICT and other governance arrangements.

Under agreement, OPIM, OVIC and LGI continued to receive system and corporate service support from DPC. These supports are planned to transfer to the department on 1 November 2020.

Improvement of the collection and availability of Aboriginal justice data to support evidence-based practice

Throughout 2019–20, the department worked collaboratively across its agencies to improve data collection and availability to better support Aboriginal communities, improve access for community-based organisations and improve evidence-based practice.

- The CSA appointed an Aboriginal data specialist in July 2019. This role aims to support Local and Regional Aboriginal Justice Advisory Committees, the Aboriginal Justice Forum, Dhelk Dja Regional Action Groups and the Dhelk Dha Partnership forum to better understand their current and future data needs and to facilitate data access where required.
- The CSA worked collaboratively with Aboriginal partners to improve Aboriginal identification in crime data to allow Aboriginal data to be publicly released, improving access for Aboriginal communities.
- Aboriginal Youth Justice continued development of a data dashboard to inform community workers and key stakeholders about profiles of Aboriginal young people in Youth Justice, including the type and level of their involvement with the Youth Justice system for improved access, tracking and analysis of key performance indicators.
- Births, Deaths and Marriages launched a new core business system in February 2019 with enhanced information on Aboriginal and Torres Strait Islander status on Notices of Birth to monitor birth registration rates and online engagement from Aboriginal customers. This data has been used by a dedicated Aboriginal Engagement Officer to improve registration rates in Aboriginal communities.

Five-year financial summary and review of financial conditions

	(\$ thousand)				
	2020	2019 ⁽ⁱⁱ⁾	2018	2017	2016 ⁽ⁱⁱⁱ⁾
Income from government ⁽ⁱ⁾	8,332,983	7,573,700	6,837,664	6,054,737	5,510,616
Total income from transactions	8,457,357	7,718,448	6,957,167	6,166,460	5,617,256
Total expenses from transactions	(8,463,766)	(7,651,784)	(6,937,704)	(6,160,999)	(5,608,125)
Net result from transactions	(6,409)	66,664	19,463	5,461	9,131
Net result for the period	(18,780)	(25,878)	29,824	(1,543)	6,764
Net cash flow from operating activities	204,031	155,687	88,966	100,076	109,504
Total assets	5,831,794	5,131,563	4,809,430	3,826,386	3,439,423
Total liabilities	2,161,647	1,857,034	1,753,930	1,116,384	984,926

i. Income from government includes both output and special appropriations.

ii. The 2018-19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

iii. The 2015-16 comparative figures have been adjusted to correct a prior period error. Costs were incorrectly included in a building asset under construction. These costs should have been expensed.

Income from government and total income from transactions increased in 2019–20 due to:

- Increased funding received for initiatives announced in previous budgets including funding for Critical Infrastructure and Programs – Supporting Recent Prison Expansion, Increased Prison Capacity and Youth Justice Reducing Offending.
- New funding received for initiatives announced in the 2019-20 Budget including the Men and Women's Prison System Capacity Management.
- Funding approved post 2019–20 Budget for firefighting related activities for the Metropolitan Fire Brigade and Country Fire Authority including the Fiskville Remediation and Regional Victoria funding. In addition, funding was provided for resources to support police operations, the Royal Commission into the Management of Police Informants, initiatives in response to the coronavirus (COVID-19) pandemic, and bushfire suppression and recovery activities.

Total expenses from transactions increased in 2019–20 due to:

- An increase in grant funding passed onto entities such as Victoria Police, Country Fire Authority, Metropolitan Fire and Emergency Services Board, Emergency Services Telecommunication Authority and Victoria Legal Aid.
- Growth in the employee benefit expenses due to the increase in staff numbers as well as wage growth.
- An increase in supplies and services mainly for technology services including the purchase of services from CENITEX as well as purchases of computer equipment to enable the workforce to work from home during the coronavirus (COVID-19) pandemic.

Net result for the period has increased in 2019–20 due to:

- A decrease in losses in other economic flows. This is mainly driven by the unusual losses in other economic flows in 2018–19 from the derecognition and subsequent recognition of borrowings for the Ravenhall Correctional Centre which was refinanced by the GEO Consortium in 2018–19 and the impairment of the Victorian Infringement Enforcement Warrant system software in 2018–19.
- The above gain was partly offset by a decrease in net result from transactions mainly driven by increased payments out of the Emergency Management Operational Communications Program trust in 2019–20 and a reduction in surplus income received for operating costs associated with capital investments in 2019–20.

Total assets increased in 2019–20 mainly due to a managerial revaluation of the department's land and buildings as at 30 June 2020 and an increase in statutory receivables owed from the Victorian State Government in 2019–20.

Total liabilities increased in 2019–20 mainly due to an increase in statutory payables owed to other government agencies and an increase in contractual payables for the new centralised accommodation management strategy and accrued expenditure for coronavirus (COVID-19) pandemic activities.

Detailed financial information about the performance of each of the department's output activities is contained in note 4 of the financial statements.

In general, delivery of services by the output activities of the department were within defined budgetary objectives. A comparison of budget and actual financial statements is contained under Budget Portfolio Outcomes in Appendix 2.

Disclosure of grants and other transfers (other than contributions by owners)

The department has provided assistance to certain companies and organisations. Financial assistance provided in 2019-20 was as follows:

Organisation	(\$ thousand)
Policing and crime prevention	
Victoria Police	3,718,489
Community support groups	12,197
Local councils	10,729
Other	2,517
Sub total	3,743,932
Enforcing and managing correctional orders	
Department of Health and Human Services	10,979
Community support groups	3,575
Court Services Victoria	1,284
Other	77
Sub total	15,915
Youth justice services	
Department of Health and Human Services	4,268
Other	1,564
Sub total	5,832
Criminal justice services	
Victoria Legal Aid	215,489
Office of Public Prosecutions	83,771
Victorian Institute of Forensic Medicine	45,939
Community support groups	36,135
Sentencing Advisory Council	1,925
Other	347
Sub total	383,606
Civil justice services	
Victorian Equal Opportunity and Human Rights Commission	8,499
Independent Broad-based Anti-corruption Commission	8,185
Community support groups	5,275
Victorian Ombudsman	4,641
Victorian Inspectorate	1,024
Sub total	27,624
Emergency management	
Country Fire Authority	790,787
Metropolitan Fire and Emergency Services Board	461,793
Emergency Services Telecommunications Authority	102,016
Victoria State Emergency Service Authority	61,424
Ambulance Victoria	8,901
Life Saving Victoria	8,586
Other	4,655
Sub total	1,438,162
Industry regulation and support	
Victorian Commission for Gambling and Liquor Regulation	38,492
Court Services Victoria	20,749
Community support groups	14,107
Victorian Responsible Gambling Foundation	4,764
Sub total	78,112
Total	5,693,183

Report structure

The Department of Justice and Community Safety (department) has presented its audited general purpose financial statements for the financial year ended 30 June 2020 in the following structure to provide users with information about the department's stewardship of resources entrusted to it.

Certifications

Declaration in financial statements	53
Independent auditor's report	54

Financial statements

Comprehensive operating statement.....	58
Balance sheet.....	59
Cash flow statement.....	60
Statement of changes in equity	61

Notes to the financial statements

1. About this report.....	62
The basis on which the financial statements have been prepared and compliance with reporting regulations	
2. Funding delivery of services.....	63
Income recognised from taxes, grants, sales of goods and services and other sources	
2.1 Introduction	63
2.2 Summary of compliance with annual parliamentary appropriations.....	63
2.3 Summary of compliance with special appropriations	66
2.4 Interest income	67
2.5 Grant income.....	67
2.6 Other income.....	67
2.7 Annotated income agreements.....	68
3. Cost of delivering services.....	69
Operating expenses of the department	
3.1 Introduction	69
3.2 Employee benefits	69
3.3 Grant expense.....	71
3.4 Capital asset charge	72
3.5 Supplies and services.....	72
4. Disaggregated financial information by output.....	72
Department outputs and administered (non-controlled) items	
4.1 Introduction	72
4.2 Departmental outputs – descriptions and objectives.....	73
4.3 Administered items	75
4.4 Restructuring of administrative arrangements.....	78

5. Key assets available to support output delivery.....	80
Land, property, intangible assets, and investments and other financial assets	
5.1 Introduction	80
5.2 Property, plant and equipment.....	80
5.3 Intangible assets	84
5.4 Investments and other financial assets.....	84
6. Other assets and liabilities	85
Working capital balances, and other key assets and liabilities	
6.1 Introduction	85
6.2 Receivables	85
6.3 Payables.....	85
7. Financing operations.....	86
Borrowings, cash flow information, leases and assets pledged as security	
7.1 Introduction	86
7.2 Borrowings.....	86
7.3 Leases.....	87
7.4 Service concession arrangements.....	89
7.5 Cash flow information and balances	91
7.6 Trust account balances.....	92
7.7 Commitments for expenditure.....	94
8. Risks, contingencies and valuation judgements.....	96
Financial risk management, contingent assets and liabilities as well as fair value determination	
8.1 Introduction	96
8.2 Financial instruments specific disclosures	96
8.3 Contingent assets and contingent liabilities	100
8.4 Fair value determination	101
9. Other disclosures.....	104
9.1 Introduction	104
9.2 Ex-gratia expenses.....	104
9.3 Other economic flows included in net result.....	104
9.4 Physical asset revaluation surplus	104
9.5 Change in accounting policies	105
9.6 Responsible persons.....	108
9.7 Remuneration of executives.....	109
9.8 Related parties.....	109
9.9 Remuneration of auditors.....	111
9.10 Subsequent events.....	111
9.11 Australian Accounting Standards issued that are not yet effective	111
9.12 Glossary of technical terms	111
9.13 Style conventions.....	114

Declaration in financial statements

The attached financial statements for the Department of Justice and Community Safety have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and notes forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2020 and financial position of the department as at 30 June 2020.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 23 October 2020.



Lynda Rogers
Chief Finance Officer
Department of Justice and Community Safety

Melbourne
23 October 2020



Rebecca Falkingham
Secretary
Department of Justice and Community Safety

Melbourne
23 October 2020

Independent Auditor's Report

To the Secretary of the Department of Justice and Community Safety

Opinion	<p>I have audited the financial report of the Department of Justice and Community Safety (the department) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • declaration in financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the department as at 30 June 2020 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Key audit matters	<p>Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.</p>

Key audit matter	How I addressed the matter
Administered fines and fees income, and receivables Refer to Note 4.3 <i>Administered Items</i>	
<p>Administered fines and fees income: \$815.91 million</p> <p>Administered receivables: \$104.86 million I considered this to be a key audit matter because:</p> <ul style="list-style-type: none"> administered fines and fees income, and receivables balances are financially significant. the Victorian Infringement Enforcement Warrant (VIEW) system is the key system supporting the administered fines and fees business process. The system: <ul style="list-style-type: none"> was previously not able to provide all required financial reporting information for 2017–18 and 2018–19. A degree of management judgements and estimates was required in accounting for fees and fines income for these periods. In developing VIEW financial reporting functionality in 2019–20, management identified material prior period errors in fines and fees income is highly automated and complex. Information technology general controls (ITGCs), automated controls and automated calculations are significant to the financial reporting process. the model used to estimate the impairment provision for doubtful receivables: <ul style="list-style-type: none"> involves management judgements and is underpinned by various assumptions contained a significant prior period error. a significant amount of debt aged over five years, fully provided for as impaired, was written off as uncollectable at 30 June 2020. AASB 101 <i>Presentation of Financial Statements</i> and AASB 108 <i>Accounting Policies, Changes in Accounting Estimates and Errors</i> both require extensive financial report disclosures in addressing the correction of prior period errors. services outsourced to third-party providers are critical to the financial reporting process. 	<p>My key audit procedures included:</p> <ul style="list-style-type: none"> gaining an understanding of the end to end business process for administered fines and fees. gaining an understanding of work performed by internal audit and reperforming where necessary. testing the operating effectiveness of key controls including ITGCs over the VIEW system. testing the completeness and accuracy of VIEW system financial data used for financial reporting. assessing the accuracy and validity of fines and fees income by: <ul style="list-style-type: none"> recalculating the income for a selection of infringements verifying a selection of infringements to underlying source documents and information performing an analysis by establishing expected income based on approved rates and fines volumes. evaluating the reasonableness of the impairment provision for doubtful debts by assessing the: <ul style="list-style-type: none"> appropriateness of the model used to calculate the impairment provision accuracy and completeness of data inputs to the model reasonableness of key judgements and assumptions made by management in estimating the impairment provision. assessing methodology for estimating uncollectable debts written off at 30 June 2020. testing the appropriateness of, accounting for and disclosures of prior period errors by: <ul style="list-style-type: none"> gaining an understanding of the nature and cause of the errors assessing the calculation performed by management to determine the financial impact to prior reporting periods assessing the financial report disclosures against the requirements of Australian Accounting Standards. considering the services outsourced to third-party providers by: <ul style="list-style-type: none"> assessing the scope of work, independence and professional competence of the service auditor

-
- evaluating the independent auditor's ASAE 3402 *Assurance Report on Controls at a Service Organisation*
 - testing management's key monitoring controls over outsourced service providers.
 - engaging data analytics experts to assist me with above procedures where necessary.
-

Secretary's responsibilities for the financial report The Secretary of the department is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Financial Management Act 1994*, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Secretary is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control.
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary.
-


**Auditor's
responsibilities
for the audit
of the financial
report
(continued)**

- conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Secretary, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. I describe these matters in the auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in the auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

MELBOURNE
27 October 2020



Andrew Greaves
Auditor-General

Comprehensive operating statement

For the financial year ended 30 June 2020

		(\$ thousand)	
	Note	2020	2019
Income from transactions			
Output appropriations	2.2	8,329,480	7,570,300
Special appropriations	2.3	3,503	3,400
Interest income	2.4	12,928	23,582
Grant income	2.5	39,373	31,950
Other income	2.6	72,073	89,216
Total income from transactions		8,457,357	7,718,448
Expenses from transactions			
Employee benefit expense	3.2.1	(1,131,153)	(1,062,836)
Depreciation and amortisation ⁽ⁱ⁾	5.2.1	(170,768)	(136,052)
Interest expense ⁽ⁱⁱ⁾	7.2	(55,606)	(63,749)
Grant expense	3.3	(5,693,183)	(5,043,501)
Capital asset charge	3.4	(213,899)	(185,884)
Supplies and services ⁽ⁱ⁾	3.5	(1,199,157)	(1,159,762)
Total expenses from transactions ⁽ⁱ⁾		(8,463,766)	(7,651,784)
Net result from transactions (net operating balance) ⁽ⁱ⁾		(6,409)	66,664
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ⁽ⁱⁱⁱ⁾	9.3	2,309	(19,291)
Net gain/(loss) on financial instruments ⁽ⁱⁱⁱ⁾	9.3	(9,057)	(60,811)
Other gains/(losses) from other economic flows	9.3	(5,623)	(12,440)
Total other economic flows included in net result		(12,371)	(92,542)
Net result ⁽ⁱ⁾		(18,780)	(25,878)
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	9.4	300,280	0
Total other economic flows – other comprehensive income		300,280	0
Comprehensive result ⁽ⁱ⁾		281,500	(25,878)

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

(ii) Includes gains/(losses) from impairments and disposals of property, plant and equipment and intangible assets.

(iii) Includes bad and doubtful debts from other economic flows, and gains/(losses) from investments.

The above comprehensive operating statement should be read in conjunction with the notes to the financial statements.

Balance sheet

As at 30 June 2020

		(\$ thousand)	
	Note	2020	2019
Assets			
Financial assets			
Cash and deposits	7.5	170,202	161,083
Receivables	6.2	1,400,096	1,120,685
Investments and other financial assets	5.4	203,213	205,629
Total financial assets		1,773,511	1,487,397
Non-financial assets			
Prepayments		4,789	27,284
Inventories		16,495	9,341
Non-financial assets classified as held for sale		541	519
Property, plant and equipment ⁽ⁱ⁾	5.2	3,972,067	3,549,605
Intangible assets	5.3	64,391	57,417
Total non-financial assets ⁽ⁱ⁾		4,058,283	3,644,166
Total assets ⁽ⁱ⁾		5,831,794	5,131,563
Liabilities			
Payables	6.3	1,156,491	876,391
Borrowings ⁽ⁱ⁾	7.2	691,497	699,417
Employee benefit provisions	3.2.2	297,664	270,315
Other provisions		15,995	10,911
Total liabilities ⁽ⁱ⁾		2,161,647	1,857,034
Net assets ⁽ⁱ⁾		3,670,147	3,274,529
Equity			
Accumulated surplus/(deficit) ⁽ⁱ⁾		1,067,298	1,087,446
Physical asset revaluation surplus	9.4	911,830	611,550
Contributed capital		1,691,019	1,575,533
Net worth ⁽ⁱ⁾		3,670,147	3,274,529

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

The above balance sheet should be read in conjunction with the notes to the financial statements.

Cash flow statement

For the financial year ended 30 June 2020

(\$ thousand)

	Note	2020	2019
Cash flows from operating activities			
Receipts			
Receipts from government		8,227,333	7,511,288
Receipts from other entities		39,373	31,950
Goods and services tax recovered from Australian Tax Office ⁽ⁱ⁾		140,104	151,893
Interest received		14,310	23,806
Dividends received		10,154	14,061
Other receipts		102,479	59,651
Total receipts		8,533,753	7,792,649
Payments			
Payments of grant expenses		(5,693,183)	(5,043,501)
Payments to suppliers and employees ⁽ⁱⁱ⁾		(2,367,034)	(2,343,828)
Capital asset charge payments		(213,899)	(185,884)
Interest and other costs of finance paid ⁽ⁱⁱ⁾		(55,606)	(63,749)
Total payments ⁽ⁱⁱ⁾		(8,329,722)	(7,636,962)
Net cash flows from/(used in) operating activities ⁽ⁱⁱⁱ⁾	7.5.1	204,031	155,687
Cash flows from investing activities			
Payments for investments		(10,154)	(14,061)
Proceeds from sale of investments		5,000	52,654
Purchases of non-financial assets		(264,303)	(354,065)
Sales of non-financial assets		5,509	5,206
Net cash flows from/(used in) investing activities		(263,948)	(310,266)
Cash flows from financing activities			
Cash received from machinery of government changes		231	0
Cash received from capital appropriations		230,763	340,045
Capital contribution passed on to agencies within portfolio		(68,082)	(49,962)
Equity transfers within government		(54,422)	(43,779)
Repayment of borrowings ⁽ⁱⁱ⁾		(39,454)	(21,409)
Net cash flows from/(used in) financing activities ⁽ⁱⁱⁱ⁾		69,036	224,895
Net increase/(decrease) in cash and cash equivalents		9,119	70,316
Cash and cash equivalents at beginning of financial year		161,083	90,767
Cash and cash equivalents at end of financial year	7.5	170,202	161,083

(i) Goods and services tax recovered from the Australian Tax Office is presented on a net basis.

(ii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

The above cash flow statement should be read in conjunction with notes to the financial statements.

Statement of changes in equity

For the financial year ended 30 June 2020

(\$ thousand)

	Note	Accumulated surplus / (deficit)	Physical asset revaluation surplus	Contributed capital	Total
Balance at 1 July 2018		1,113,497	611,550	1,329,342	3,054,389
Change in accounting policy (due to AASB 1059)		(173)	0	0	(173)
Restated balance at 1 July 2018		1,113,324	611,550	1,329,342	3,054,216
Net result for year ⁽ⁱ⁾		(25,878)	0	0	(25,878)
Capital appropriations		0	0	340,045	340,045
Capital contribution passed onto agencies within portfolio		0	0	(49,962)	(49,962)
Equity transfer within government		0	0	(43,779)	(43,779)
Capital contribution transferred from machinery of government changes		0	0	(113)	(113)
Balance at 30 June 2019⁽ⁱ⁾		1,087,446	611,550	1,575,533	3,274,529
Balance at 1 July 2019		1,087,446	611,550	1,575,533	3,274,529
Change in accounting policy (due to AASB 16)		(1,368)	0	0	(1,368)
Restated balance at 1 July 2019		1,086,078	611,550	1,575,533	3,273,161
Net result for year		(18,780)	0	0	(18,780)
Other comprehensive income for year		0	300,280	0	300,280
Capital appropriations		0	0	230,763	230,763
Capital contribution passed onto agencies within portfolio		0	0	(68,082)	(68,082)
Equity transfer within government		0	0	(48,952)	(48,952)
Capital contribution received from machinery of government changes		0	0	1,757	1,757
Balance at 30 June 2020		1,067,298	911,830	1,691,019	3,670,147

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

The above statement of changes in equity should be read in conjunction with notes to the financial statements.

Notes to the financial statements

1. About this report

The Department of Justice and Community Safety (department) is a government department of the State of Victoria, established pursuant to an order made by the Premier under the *Public Administration Act 2004*. It is an administrative agency acting on behalf of the Crown.

A description of the nature of its operations and its principal activities is included in the report of operations, which does not form part of these financial statements.

Basis of preparation

These financial statements have been prepared on an accruals basis, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Transactions and balances are based on historical costs unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The functional and presentation currency is the Australian dollar. Amounts have been rounded to the nearest thousand dollars unless otherwise stated.

Judgements, estimates and assumptions are made in applying Australian Accounting Standards. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

Judgements, assumptions and estimates that have significant effects on the financial statements are disclosed in the notes under the heading 'significant judgements or estimates'.

Consistent with the requirements of *AASB 1004 Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the department.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

These financial statements cover the Department of Justice and Community Safety as an individual reporting entity and include all the controlled activities of the department.

The following agencies have been aggregated into the department's financial statements under section 53(1)(b) of the *Financial Management Act 1994*. These agencies are reported in aggregate and are not controlled by the department:

- Business Licensing Authority, established under the *Business Licensing Authority Act 1998*.
- Office of the Road Safety Camera Commissioner, established under the *Road Safety Camera Commissioner Act 2011*.
- Office of the Victorian Information Commissioner, established under the *Freedom of Information Amendment (Office of the Victorian Information Commissioner) Act 2017*.
- Post Sentence Authority, established under the *Serious Sex Offenders (Detention and Supervision) Amendment (Governance) Act 2017*.

In preparing these financial statements, all material transactions and balances between consolidated entities are eliminated.

Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards, including Interpretations, issued by the Australian Accounting Standards Board. In particular, they are presented in a manner consistent with the requirements of *AASB 1049 Whole of government and general government sector financial reporting*.

Where appropriate, those Australian Accounting Standards' paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. Funding delivery of services

2.1 Introduction

The department's key objectives are:

- Ensuring community safety through policing, law enforcement and prevention activities
- Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation
- Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation
- A fair and accessible criminal justice system that supports a just society based on the rule of law
- A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community
- Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment
- A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors

To enable the department to fulfil its objectives and provide outputs as described in note 4, it receives income (predominantly accrual based parliamentary appropriations). Income that funds the delivery of the department's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.1.1 Revenue from contracts with customers

Revenue recognised under AASB 15 *Revenue from contracts with customers* is measured based on the consideration specified in the contract with the customer. The revenue is recognised when the department transfers control of a good or service to the customer, i.e. when the performance obligations for the sale of the goods or services to the customer are satisfied. Revenue from the sale of goods are recognised when the goods are delivered and have been accepted by the customer at their premises. Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed, and over time when the customer simultaneously receives and consumes the services as it is provided.

Revenue under the department's previous accounting policy for 30 June 2019 for the sale of goods was recognised when:

- the department no longer had any of the significant risks and rewards of ownership of the goods transferred to the buyer
- the department no longer had continuing managerial involvement to the degree usually associated with ownership, nor effective control over the goods sold;
- the amount of revenue, and the costs incurred or to be incurred in respect of the transactions, could be reliably measured; and
- it was probable that the economic benefits associated with the transaction would flow to the department.

Revenue from the supply of services was recognised by reference to the stage of completion of the services performed, when the stage of completion and the transaction amounts could be reliably measured, and the economic benefits associated with the transactions would flow to the department.

There has been no impact from the change in recognition of income upon the application of AASB 15.

2.1.2 Income of not-for-profit entities

Income recognised under AASB 1058 *Income of not-for-profit entities*, which do not have sufficiently specific obligations or that are not enforceable, is recognised when the department has an unconditional right to receive cash which usually coincides with receipt of cash.

Income under the department's previous accounting policy for 30 June 2019 that arose from transactions in which a party provided goods or assets (or extinguished a liability) to the department without receiving approximately equal value in return was recognised upon receipt of those items.

There has been no impact from the change in recognition of income upon the application of AASB 1058.

2.2 Summary of compliance with annual parliamentary appropriations

Appropriation is an authority given by the Victorian State Parliament to draw certain sums out of the State's Consolidated Fund, now or at some future point in time, for the purposes stated, up to the limit of the amount in a particular Act.

Annual appropriations are set out in the annual *Appropriation Act* and provide for the ordinary annual services of the State Government for a specific financial year. The Act outlines the amount of public money appropriated to each department for the 'provision of outputs', 'additions to net asset base', 'payments made on behalf of the State' and other appropriations specified in the Act for a given financial year.

Output appropriations as shown in the comprehensive operating statement are the appropriations recognised for the 'provision of outputs' delivered by the department in a particular financial year. Output appropriations are recognised under AASB 1058 *Income of not-for-profit entities*.

Capital appropriations as shown in the statement of changes in equity are the appropriations recognised for 'additions to net asset base' of the department in a particular financial year. Capital appropriations are recognised under AASB 1004 *Contributions*.

Appropriations for payments made on behalf of the State as shown in note 4.3 are the appropriations recognised for payments made on behalf of the State in a particular financial year. Appropriations for payments made on behalf of the State are recognised under AASB 1058.

Appropriations in relation to the Victorian Law Reform Commission are shown below for completeness, but are not reflected elsewhere within the department's financial statements. Appropriations in relation to the Victorian Law Reform Commission are recognised under AASB 1058.

The amount of appropriation recognised each year depends on the department's performance in delivering its provision of outputs and additions to net asset base against agreed performance criteria, and the activity in relation to payments on behalf of the State. The amount of appropriation recognised is formally applied and certified by the Treasurer.

In accordance with accrual output-based management procedures, 'provision of outputs' and 'additions to net asset base' are disclosed as 'controlled' activities of the department. 'Payments made on behalf of the State' are undertaken on behalf of the State over which the department has no control or discretion and are therefore disclosed as an 'administered' activity of the department.

The following table discloses the details of the various annual parliamentary appropriations received by the department for the year.

(\$ thousand)											
Appropriations Act				Financial Management Act							
	Annual appropriation	Advance from Treasurer	Section 3(2)	Section 29	Section 30	Section 32	Section 35	Machinery of government changes	Total parliamentary authority	Appropriations applied	Variance
2020											
Controlled											
Provision of outputs	7,511,613	343,204	0	268,017	301,189	69,893	0	16,209	8,510,125	8,329,480	180,645 (i)(v)
Victorian Law Reform Commission	699	0	0	0	0	0	0	0	699	670	29 (ii)
	7,512,312	343,204	0	268,017	301,189	69,893	0	16,209	8,510,824	8,330,150	180,674
Additions to net asset base	889,262	31,465	0	193	(301,189)	217,506	0	922	838,159	230,763	607,396 (iii)(v)
Administered											
Payments made on behalf of State	36,001	234,147	0	0	0	0	0	0	270,148	266,941	3,207 (iv)
Total	8,437,575	608,816	0	268,210	0	287,399	0	17,131	9,619,131	8,827,854	791,277
2019											
Controlled											
Provision for outputs	7,118,852	210,574	0	250,734	35,688	96,317	0	(21,479)	7,690,686	7,570,300	120,386
Victorian Law Reform Commission	662	0	0	0	0	0	0	0	662	662	0
	7,119,514	210,574	0	250,734	35,688	96,317	0	(21,479)	7,691,348	7,570,962	120,386
Additions to net asset base	471,381	80,324	0	362	(35,688)	176,841	0	0	693,220	340,045	353,175
Administered											
Payments made on behalf of State	36,001	0	0	0	0	0	0	0	36,001	36,000	1
Total	7,626,896	290,898	0	251,096	0	273,158	0	(21,479)	8,420,569	7,947,007	473,562

(i) **Controlled – provision of outputs**

The majority of the \$180.645 million variance (2019: \$120.386 million) relates to rephasing of output appropriations from 2019–20 into 2020–21 and future years.

The primary drivers of the rephases are:

- Melbourne CBD security measures initiative – The initiative funding was announced in the 2018–19 Budget to progress further security measures including bollards and other protective measures, which was introduced in 2017–18 under the Melbourne's CBD Protective Security Works Program. Due to the Coronavirus (COVID-19) pandemic, works have been rescheduled and has impacted on the delivery of the program in 2019–20. A rephase was required to align budgets with the revised project timelines.

- Establishment of the Maribyrnong Residential Facility initiative – Funding was redirected and rephased from 2019–20 into 2020–21 for the establishment of the Maribyrnong Residential Facility, to help slow the spread of coronavirus (COVID-19). The facility provides short-term accommodation for men exiting the prison system, with all residents assessed for risk and 24/7 security and supervision provided on site.
 - Establishing a National Disability Insurance Scheme (NDIS) worker screen service initiative – The initiative was announced in the 2019–20 Budget to establish a NDIS worker screening unit to check that existing or prospective NDIS workers do not pose a risk to people with disability and approved supplementation to support the Working with Children Check unit. A rephase from 2019–20 into 2020–21 was to align funding with the revised project deliverable timelines.
 - Community Safety Statement and Public Safety – Police Response initiatives – The funding reflects a major investment in Victoria Police to fight crime and ensure that it has the powers and resources it needs to reduce harm in the community and keep Victorians safe. A carryover is required from 2019–20 into 2020–21.
- (ii) **Controlled – Victorian Law Reform Commission**
The variance mainly relates to the adoption of the accounting standard AASB 16 *Leases*.
- (iii) **Controlled – additions to net asset base (ATNAB)**
The majority of the \$607.396 million variance (2019: \$353.175 million) relates to rephasing and carryover of ATNAB appropriation from 2019–20 into 2020–21 and future years.
The primary drivers of the rephasing and carryover are:
- Chisholm Road prison project – This project will support a safe, secure and well-equipped prison system to meet forecast demand. The extended procurement process due to the revised scope to expand the number of beds and the subsequent delay in executing the contract and construction commencement has resulted in a funding rephase from 2019–20 into 2020–21. The rephase will ensure that the department can continue with the deliverables in 2020–21.
 - New Youth Justice Facility (Cherry Creek) – The Victorian Government is building a new youth justice centre at Cherry Creek. Since it was announced in the 2017–18 State Budget, Government has revised the scale and design of the new centre, to deliver a more specialised facility that focuses on children and young people's rehabilitation and safe and effective supervision. The new 140-bed facility will now be a smaller, more specialised and contemporary facility which will house males aged 15–18. The Parkville and Malmsbury sites will be retained, resulting in an interim three-precinct approach to accommodate children and young people in custody in Victoria. The revision of the new facility requires funding rephase and carryover, in order to align the budget to project milestones.
 - Men's prison system capacity – The initiative was announced in the 2019–20 Budget to increase capacity and supporting infrastructure across the men's prison system, including additional beds and infrastructure at existing prisons. Due to the change in the procurement approach for the modular cells, a rephase was requested to align the budget to the revised timelines.
 - Essential Services to Manage Growth in Prison – The works in 2020–21 at Barwon and Dame Phyllis Frost Centre will provide essential infrastructure and services to meet the needs of the expanded prison system. This includes upgraded security, health services, food preparation facilities and expanded program capacity across these prisons to support prisoner, staff and community safety. Subsequently, a rephase was requested to align the budget to the revised timelines, to enable the department to continue with the required deliverables and to deliver scope changes associated with program efficiencies.
 - Future Emergency Alert – The Emergency Alert project is managed by Victoria on behalf of all other states and territories. Due to the unexpected delays in the establishment phase activities being partially impacted by the coronavirus (COVID-19) pandemic, a rephase and carryover of funding was required to align the budget with the revised program.
 - Expanding Community Correctional Services to Meet Demand – The initiative was announced in the 2015–16 Budget to expand Community Correctional Services (CCS) across the State to meet forecast demand in the number of offenders receiving a Community Correction Order. Due to unexpected delays mainly in site identification, a rephase was required to align the budget with the revised timelines.
 - Community Safety Statement and Public Safety – Police response initiatives – The investment in infrastructure works supports Victoria Police's capability to provide safe communities. A carryover into 2020–21 is required to align the budget to the revised timelines.
- (iv) **Administered – Payments made on behalf of state**
The variance mainly relates to lower than expected lottery taxes collected on behalf of other jurisdictions, which are driven by lottery sales.
- (v) **Section 30 transfers**
A transfer from capital to operating funding of \$301.189 million has occurred in 2019–20 in accordance with section 30 of the *Financial Management Act 1994* mainly to support fire-fighting related activities and Victoria Police's business operations.

2.3 Summary of compliance with special appropriations

A **special appropriation** is a provision within an Act that provides authority to spend money for a particular purpose. Special appropriations represent a standing authority and remain in force until the relevant legislation providing for the special appropriation is amended or repealed by Parliament.

Income is recognised when the amount appropriated for a specific purpose is due and payable by the department.

The following table discloses the details of compliance with special appropriations.

Authority	Purpose	(\$ thousand)	
		Appropriations applied	
		2020	2019
Controlled			
1 <i>Corrections Act 1986 (No. 117/1986), s.104ZW</i>	Compensation from the WorkCover Authority Fund under the <i>Accident Compensation Act 1985</i>	49	157
2 <i>Emergency Management Act 1986 (No. 30/1986), s.32</i>	Payments to volunteers for work related injuries under the Act	1,164	189
3 <i>Victoria State Emergency Service Act 2005 (No. 51/2005), s.52</i>	Payments to volunteers for work related injuries under the Act	485	972
4 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Costs of administering the State's participation in the National Redress Scheme	1,689	2,082
5 <i>Ombudsman Act 1973 (No. 8414/1973), s.5</i>	Salary and allowances payable to the Ombudsman	116	0
Total		3,503	3,400
Administered			
6 <i>Melbourne City Link Act 1995 (No. 107/1995), s.14(4)</i>	Payments to City Link	812	939
7 <i>EastLink Project Act 2004 (No. 39/2004), s.26</i>	Payments to East Link	997	1,058
8 <i>Crown Proceedings Act 1958 (No. 6232/1958), s.26</i>	Payments from Crown Proceedings in the Supreme Court of Victoria	13,399	16,497
9 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Payments to the Commonwealth for the funding contribution that the State is liable to pay under section 149 of the National Redress Act.	19,745	3,862
10 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Payments for support services, including the provision of counselling and psychological services within the meaning of section 52(1)(b) of the National Redress Act.	1,559	529
11 <i>Inquiries Act 2014 (No. 67/2014), s.11</i>	Costs incurred by the Royal Commission into the Management of Police Informants	0	7,500
Total		36,512	30,385

2.4 Interest income

	(\$ thousand)	
	2020	2019
Interest from financial assets at amortised cost:		
• Interest from deposits and investments	622	1,273
• Interest from real estate agent and conveyancer trust accounts	12,306	22,309
Total interest income	12,928	23,582

Interest income includes interest received on bank term deposits and other investments. Interest income is recognised using the effective interest method, which allocates interest over the relevant period.

2.5 Grant income

	(\$ thousand)	
	2020	2019
Income recognised as income of not-for-profit entities		
• Specific purpose grants	39,373	31,950
Total grant income	39,373	31,950

The department receives specific purpose grants, which are paid for a particular purpose and/or have conditions attached regarding their use. However the grant agreements do not contain sufficiently specific performance obligations and therefore the grant income is recognised in accordance with AASB 1058 when the department has an unconditional right to receive cash.

2.6 Other income

	(\$ thousand)	
	2020	2019
Fines and fees	14,245	15,221
Dividends from investments	10,154	14,061
Income from Residential Tenancies Bond Authority (RTBA)	15,000	15,400
Income from Victorian Building Authority (VBA)	19,167	17,058
Other	13,507	27,476
Total other income	72,073	89,216

Fines and fees are recognised upon the receipt of cash paid into various trust funds in accordance with their associated legislation.

Dividends from investments are recognised when the right to receive payment is established. Dividends represent the income arising from the department's investments in financial assets.

Income from RTBA is recognised upon the receipt of cash paid into the Residential Tenancies Fund by the RTBA in accordance with section 437 of the *Residential Tenancies Act 1997*.

Income from VBA relates to the Domestic Building Fund's share of the building permit levy, and registration and application fees collected by the VBA under the *Building Act 1993*.

2.7 Annotated income agreements

The department is permitted under section 29 of the *Financial Management Act 1994* to have certain income annotated to the annual appropriation. The income which forms part of a section 29 agreement is recognised by the department and the receipts paid into the consolidated fund as an administered item.

The administered income, from the sales of goods and services, is recognised under either AASB 15 *Revenue from contracts with customers* or AASB 1058 *Income of not-for-profit entities*. Where the administered income falls under AASB 15, the income is recognised on the delivery of the goods and/or services. Where the administered income falls under AASB 1058, the income is recognised when the department has an unconditional right to receive cash.

At the point of recognition of the administered income, section 29 provides for an equivalent amount to be added to the annual appropriation. The annual appropriation is recognised under AASB 1058.

The following is a list of annotated income agreements approved by the Treasurer under section 29 of the *Financial Management Act 1994*.

	(\$ thousand)	
	2020	2019
User charges, or sales of goods and services		
Consumer Affairs Victoria publications and conferences	76	76
Corrections Victoria prison industries	27,516	22,586
Crime Statistics Agency	8	47
Emergency alerting system	17,141	22,436
Emergency services management	24,119	23,903
Gaming and liquor regulation	581	748
Independent Broad-based Anti-corruption Commission services	567	0
Infringement Court fees	23,209	25,159
Legal services	53,206	45,998
Public information, education, training and mediation services	511	1,312
Registrar of Births, Deaths and Marriages services	6,102	6,718
Victorian Legal Admissions Board services ⁽ⁱ⁾	159	3,029
Victorian Institute of Forensic Medicine services	13,299	13,177
Victorian Ombudsman services	214	0
Victoria Police policing services and event management	25,478	18,611
Asset sales		
Victoria Police asset sales	193	362
Commonwealth specific purpose payments		
Family advocacy and support services	1,641	1,240
Legal assistance services and community legal centres	68,308	61,130
National coronial information system	400	400
Prepared communities	0	800
Preparing Australia package	2,000	0
Provision of fire services	3,482	3,364
Total annotated income agreements	268,210	251,096

(i) Previously shown as Secretariat Legal Education and Board of Examiners.

3. Cost of delivering services

3.1 Introduction

This note provides an account of the expenses incurred by the department in delivering services and outputs. In note 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded. Note 4 discloses aggregated information in relation to the income and expenses by output.

3.1.1 Impacts of the coronavirus (COVID-19) pandemic on expenses

The coronavirus (COVID-19) pandemic has increased the department's expenses by \$58.044 million in 2019–20. These additional costs are reflected primarily under employee benefits (note 3.2), grant expense (note 3.3) and supplies and services (note 3.5). Further impacts from the coronavirus (COVID-19) pandemic will be reflected in the 2020–21 annual financial statements.

3.2 Employee benefits

3.2.1 Employee benefit expense in the comprehensive operating statement

	(\$ thousand)	
	2020	2019
Salary and wages	850,116	791,823
Superannuation	87,847	78,321
Annual leave and long service leave	97,467	107,909
Other on-costs (fringe benefits tax, payroll tax and workcover levy)	93,912	82,434
Termination benefits	1,811	2,349
Total employee benefit expense	1,131,153	1,062,836

Employee benefit expense includes all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. The department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.2.2 Employee benefit provisions in the balance sheet

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	(\$ thousand)	
	2020	2019
Current provisions		
Annual leave		
• Unconditional and expected to settle within 12 months	81,032	69,139
• Unconditional and expected to settle after 12 months	11,688	9,883
Long service leave		
• Unconditional and expected to settle within 12 months	13,275	10,831
• Unconditional and expected to settle after 12 months	103,502	98,302
On-costs		
• Unconditional and expected to settle within 12 months	23,763	20,725
• Unconditional and expected to settle after 12 months	24,156	22,144
Total current provisions for employee benefits	257,416	231,024
Non-current provisions		
Employee benefits	33,740	32,990
Employee on-costs	6,508	6,301
Total non-current provisions for employee benefits	40,248	39,291
Total provisions for employee benefits	297,664	270,315

Reconciliation of movement in employee on-cost provision

	(\$ thousand)	
	2020	2019
Opening balance	49,170	40,223
Additional provisions recognised	27,868	25,428
Additions due to transfer in	244	94
Reductions arising from payments/other sacrifices of future economic benefits	(22,855)	(16,575)
Closing balance	54,427	49,170
Current	47,919	42,869
Non-current	6,508	6,301

Liabilities for annual leave are recognised in the provision for employee benefits as current liabilities. Those liabilities that are expected to be settled within 12 months of the reporting period are measured at nominal values. Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities, but are measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Liabilities for long service leave are recognised in the provision for employee benefits.

Unconditional long service leave is disclosed as a current liability, even where the department does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current long service leave liability are measured at:

- undiscounted value if the department expects to wholly settle within 12 months; or
- present value if the department does not expect to wholly settle within 12 months.

Conditional long service leave is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current long service leave is measured at present value.

Any gain or loss following revaluation of the present value of non-current long service leave liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in interest rates for which it is then recognised as an 'other economic flow' (refer to note 9.3) in the net result.

Employee on-costs such as payroll tax and workers compensation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Liabilities for wages and salaries are in payables (note 6.3).

3.2.3 Superannuation contributions

Employees of the department are entitled to receive superannuation benefits and the department contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

As noted before, the defined benefit liability is recognised by the Department of Treasury and Finance as an administered liability. However, superannuation contributions paid or payable for the reporting period are included as part of employee benefits expense in the comprehensive operating statement of the department.

The basis for contributions is determined by the various schemes.

(\$ thousand)				
	Paid contribution for year		Contribution outstanding at year end	
	2020	2019	2020	2019
Defined benefit plans				
• Emergency Services and State Super	4,152	4,362	108	96
Defined contribution plans				
• VicSuper	52,262	49,868	3,999	1,180
• Various other	25,040	22,267	2,286	548
Total	81,454	76,497	6,393	1,824

3.3 Grant expense

(\$ thousand)		
	2020	2019
Payments to:		
• Victoria Police	3,718,489	3,362,390
• Country Fire Authority	790,787	619,023
• Metropolitan Fire and Emergency Services Board	461,793	417,287
• Victoria Legal Aid	215,489	188,083
• Emergency Services Telecommunications Authority	102,016	50,505
• Office of Public Prosecutions	83,771	79,762
• Victoria State Emergency Service Authority	61,424	60,675
• Victorian Institute of Forensic Medicine	45,939	41,486
• Victorian Commission for Gambling and Liquor Regulation	38,492	43,394
• Court Services Victoria	22,033	23,396
• Victorian Equal Opportunity and Human Rights Commission	8,499	9,197
• Independent Broad-based Anti-corruption Commission	8,185	0
• Victorian Responsible Gambling Foundation	4,764	2,912
• Victorian Ombudsman	4,641	0
• Sentencing Advisory Council	1,925	1,777
• Victorian Inspectorate	1,024	0
• Other parties	123,912	143,614
Total grant expenses	5,693,183	5,043,501

Grant expenses are contributions of the department's resources to another party for specific or general purposes where there is no expectation that the amount will be repaid in equal value (either by money, goods or services). Grant expenses are recognised in the reporting period in which they are paid or payable.

3.4 Capital asset charge

	(\$ thousand)	
	2020	2019
Capital asset charge	213,899	185,884

A **capital asset charge** is a charge levied on the written down value of controlled non-current physical assets in a department's balance sheet. It aims to attribute to the department outputs, a cost of capital used in service delivery. Imposing this charge provides incentives for the department to identify and dispose of underutilised or surplus non-current physical assets.

3.5 Supplies and services

	(\$ thousand)	
	2020	2019
Outsourced contracts⁽ⁱ⁾	713,218	695,646
Contractors, professional services and consultants	104,840	106,951
Accommodation and property services	88,613	88,151
Maintenance	30,818	26,346
Technology services	112,561	78,750
Printing, stationery and other office expenses	33,860	33,560
Other	115,247	130,358
Total supplies and services⁽ⁱ⁾	1,199,157	1,159,762

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

Supplies and services generally represent the day-to-day running costs incurred in normal operations, and are recognised as an expense in the reporting period in which they are incurred.

Outsourced contracts relate to expenses paid for outsourced functions of the department.

Contractors, professional services and consultants relate to the expenses paid for operational services, specialist professional services, expert analysis and strategic advice.

Accommodation and property services relate to the expenses paid for short-term accommodation leases, utilities, cleaning services, fire protection services, security services, storage costs and other services.

Maintenance relate to the expenses paid for repairs and maintenance services.

Technology services relate to the expenses paid for information and technology services and includes leases of low value assets.

Printing, stationery and other office expenses relate to expenses paid for stationery, consumables, supplies, external printing, books, acts, regulations, statutory rulings, legal subscriptions, transcripts, newspapers, magazines, journals, media monitoring services, advertising, low value office equipment and other office expenses.

4. Disaggregated financial information by output

4.1 Introduction

This section provides a description of the departmental outputs delivered during the year ended 30 June 2020 along with the objectives of those outputs.

This note disaggregates income that enables the delivery of services (described in note 2) by output and records the allocation of expenses incurred (described in note 3) also by output, which form part of controlled balances of the department.

It also provides information on items administered in connection with these outputs.

The distinction between controlled and administered items is drawn based on whether the department has the ability to deploy the resources in question for its own benefit (controlled items) or whether it does so on behalf of the State (administered). The department remains accountable for transactions involving administered items, but it does not recognise these items in its financial statements.

4.2 Department outputs – descriptions and objectives

Policing and crime prevention

Description of output: This output group reports on activities relating to the provision of effective police and law enforcement services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities that enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Objectives: This output group contributes to the department's objective of 'ensuring community safety through policing, law enforcement and prevention activities'.

Enforcing and managing correctional orders

Description of output: This output group relates to the management of the State's adult correctional system.

Objectives: This output group contributes to the department's objective of 'effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation'.

Youth justice services

Description of output: This output group promotes opportunities for rehabilitation for young people in the youth justice system and contributes to the reduction of crime in the community by providing a range of services including diversion services, advice to courts, offence related programs, community-based and custodial supervision.

Objectives: This output group contributes to the department's objective of 'effective supervision of young offenders through the provision of youth justice services promoting rehabilitation'.

Criminal justice services

Description of output: This output group relates to the provision of criminal justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services, community mediation services, support for victims of crime, risk assessments for those working with or caring for children, infringement processing and enforcement activities and the delivery of independent, expert forensic medical services to the justice system. Other services in this output group include legal policy advice to government, law reform, and sentencing advisory services.

Objectives: This output group contributes to the department's objective of 'a fair and accessible criminal justice system that supports a just society based on the rule of law'.

Civil justice services

Description of output: This output group supports the Victorian community through the provision of services relating to: rights and equal opportunity; life event registration and identity protection; and advocacy and guardianship for Victorians with a disability or mental illness.

Objectives: This output group contributes to the department's objective of 'a fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community'.

Emergency management

Description of output: This output group supports the delivery of a coordinated, all communities, all emergencies approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community.

Objectives: This output group contributes to the department's objective to 'reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment'.

Industry regulation and support

Description of output: This output group relates to harm minimisation through the regulation of the gambling and liquor industries. This output group also promotes the empowerment of consumers and businesses to know their rights and responsibilities to promote a well-functioning market economy through regulation and support to consumers and businesses. There is a specific focus on the needs of vulnerable and disadvantaged consumers.

Objectives: This output group contributes to the department's objective of 'a fair market place for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors'.

Departmental outputs – controlled

	(\$ thousand)											
	Policing and crime prevention				Enforcing and managing correctional orders				Youth justice services			
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Controlled income and expenses for year ended 30 June 2020												
Income from transactions												
Output appropriations	3,760,322	3,402,098	1,828,182	1,762,541	239,492	225,241	732,024	642,549	138,694	114,777	1,546,580	1,314,652
Special appropriations	0	0	49	157	0	0	1,689	2,082	116	0	1,649	1,161
Interest income	0	0	86	405	0	0	0	0	0	0	0	0
Grant income	24	139	16,064	15,714	587	792	13,768	3,512	5,735	3,750	342	7,994
Other income	3	3	60	3,538	410	673	1,214	1,183	424	35	11,235	16,750
Total income from transactions	3,760,349	3,402,240	1,844,441	1,782,355	240,489	226,706	748,695	649,326	144,969	118,562	1,559,806	1,340,557
Expenses from transactions												
Employee benefit expense	(10,315)	(10,886)	(683,041)	(663,566)	(127,507)	(118,434)	(131,802)	(101,314)	(73,861)	(67,520)	(50,567)	(43,356)
Depreciation and amortisation ⁽ⁱ⁾	(282)	(36)	(130,878)	(105,463)	(6,294)	(4,969)	(13,874)	(15,621)	(4,830)	(1,601)	(13,428)	(7,885)
Interest expense ⁽ⁱⁱ⁾	(44)	1	(53,445)	(63,632)	(331)	(74)	(580)	(23)	(203)	(11)	(832)	4
Grant expense	(3,743,932)	(3,380,747)	(15,915)	(4,853)	(5,832)	(1,431)	(383,606)	(353,811)	(27,624)	(12,284)	(1,438,162)	(1,178,878)
Capital asset charge	0	0	(180,853)	(158,225)	(20,929)	(14,852)	(9,449)	(10,279)	(124)	0	(2,544)	(2,528)
Supplies and services ⁽ⁱⁱ⁾	(3,919)	(8,364)	(758,542)	(739,323)	(78,841)	(84,835)	(200,839)	(184,761)	(48,810)	(41,173)	(72,788)	(61,450)
Total expenses from transactions⁽ⁱ⁾	(3,758,492)	(3,400,032)	(1,822,674)	(1,735,062)	(239,734)	(224,595)	(740,150)	(665,809)	(155,452)	(122,589)	(1,578,321)	(1,294,093)
Net result from transactions (net operating balance)⁽ⁱⁱ⁾	1,857	2,208	21,767	47,293	755	2,111	8,545	(16,483)	(10,483)	(4,027)	(18,515)	46,464
Other economic flows included in net result												
Net gain/(loss) on non-financial assets	26	11	1,209	826	159	102	341	(20,640)	100	67	381	268
Net gain/(loss) on financial instruments	(10)	(3)	(373)	(59,003)	(171)	47	(416)	(24)	(48)	4	(422)	619
Other gains/(losses) from other economic flows	(64)	(87)	(2,961)	(6,459)	(390)	(797)	(849)	(1,805)	(162)	(529)	(933)	(2,094)
Total other economic flows included in net result	(48)	(79)	(2,125)	(64,636)	(402)	(648)	(924)	(22,469)	(110)	(458)	(974)	(1,207)
Net result⁽ⁱⁱ⁾	1,809	2,129	19,642	(17,343)	353	1,463	7,621	(38,952)	(10,593)	(4,485)	(19,489)	45,257
Other economic flows – other comprehensive income												
Items that will not be reclassified to net result	6	1	271,018	93	28,226	(61)	452	(9)	9	(5)	567	(15)
Changes in physical asset revaluation surplus												
Total other economic flows – other comprehensive income	6	1	271,018	93	28,226	(61)	452	(9)	9	(5)	567	(15)
Comprehensive result⁽ⁱⁱ⁾	1,815	2,130	19,913	(17,250)	381	1,402	8,073	(38,961)	(10,584)	(4,490)	(18,922)	45,242
Controlled assets and liabilities at 30 June 2020												
Assets												
Financial assets	590,114	465,316	330,826	289,327	19,602	14,495	172,669	148,526	69,956	34,584	295,871	227,882
Non-financial assets ⁽ⁱⁱ⁾	1,229	1,305	3,393,506	3,041,537	467,556	407,788	79,372	71,381	29,443	30,243	83,767	87,270
Total assets⁽ⁱⁱ⁾	591,343	466,621	3,724,332	3,330,864	487,158	422,283	252,041	219,907	99,399	64,827	315,152	297,883
Liabilities⁽ⁱⁱ⁾	588,881	471,517	1,121,889	1,061,744	51,534	51,770	148,847	112,064	65,624	28,196	142,932	87,818
Total liabilities⁽ⁱⁱ⁾	588,881	471,517	1,121,889	1,061,744	51,534	51,770	148,847	112,064	65,624	28,196	142,932	87,818
Net assets⁽ⁱⁱ⁾	2,462	(4,896)	2,602,443	2,269,120	435,624	370,513	103,194	107,843	33,775	36,631	236,706	267,984

(i) This output includes amounts relating to the Public Interest Monitor, Local Government Inspectorate and the Office of the Victorian Information Commissioner which transferred from the Department of Premier and Cabinet to the Department of Justice and Community Safety for financial purposes on 1 May 2020, as a result of a machinery of government change. Refer to note 4.4.

(ii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

4.3 Administered items

In addition to the specific departmental operations which are controlled and included in the financial statements (comprehensive operating statement, balance sheet, cash flow statement and statement of changes in equity), the department administers or manages, but does not control, certain resources and activities on behalf of the State. The department is accountable for the transactions involving those administered resources, but does not have the discretion to deploy the resources for its own benefit or for the achievement of its objectives. Accordingly, transactions and balances relating to these administered resources are not recognised as departmental income, expenses, assets or liabilities within the body of the financial statements, but are disclosed separately in this note.

Except as otherwise disclosed, administered transactions are accounted for on an accrual basis using the same accounting policies adopted for recognition of the departmental items in the financial statements.

Administered (non-controlled) items For the financial year ended 30 June 2020

	Policing and crime prevention		Enforcing and managing correctional orders		Youth justice services		Criminal justice services ⁽ⁱ⁾		Civil justice services		Emergency management ⁽ⁱⁱ⁾		Industry regulation and support		Departmental total ⁽ⁱ⁾	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Administered income from transactions																
Appropriations for payments made on behalf of the State	0	0	0	0	0	0	0	0	0	0	228,147	0	38,794	36,000	266,941	36,000
Special appropriations	0	0	0	0	0	0	23,113	13,888	13,399	16,497	0	0	0	0	36,512	30,385
Sale of goods and services ⁽ⁱⁱ⁾	0	47	27,525	22,702	1	0	23,210	24,881	59,717	55,999	41,262	46,339	76	76	151,791	150,044
Fines ⁽ⁱ⁾	0	0	256	330	0	0	606,926	522,841	0	0	0	0	3	0	607,185	523,171
Fees ⁽ⁱⁱ⁾	2	3	0	0	0	0	208,984	153,949	9,669	11,298	0	0	2,099	2,189	220,754	167,439
Other income ⁽ⁱ⁾	49	28	2,374	2,064	294	263	29,363	26,055	204	170	703	666	171	187	33,158	29,433
Total administered income from transactions ⁽ⁱ⁾	51	78	30,155	25,096	295	263	891,596	741,614	82,989	83,964	270,112	47,005	41,143	38,452	1,316,341	936,472
Administered expenses from transactions																
Payments made on behalf of the State	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(38,794)	(36,000)
Payments into the consolidated fund	0	(47)	(54,974)	(42,264)	34	69	(447,998)	(454,720)	(75,247)	(72,283)	(50,606)	(56,481)	(76)	(73)	(628,867)	(625,799)
Other expenses ⁽ⁱ⁾	(25)	(20)	(1,154)	(1,742)	(148)	(181)	(42,876)	(29,965)	(13,507)	(15,833)	(220,419)	(476)	(86)	(133)	(278,215)	(48,350)
Total administered expenses from transactions ⁽ⁱ⁾	(25)	(67)	(56,128)	(44,006)	(114)	(112)	(490,874)	(484,685)	(88,754)	(88,116)	(271,025)	(56,957)	(38,956)	(36,206)	(945,876)	(710,149)
Total administered net result from transactions (net operating balance) ⁽ⁱ⁾	26	11	(25,973)	(18,910)	181	151	400,722	256,929	(5,765)	(4,152)	(913)	(9,952)	2,187	2,246	370,465	226,323
Administered other economic flows included in administered net result																
Net gain/(loss) on non-financial assets	0	0	(62)	(2,607)	(34)	(69)	(97)	(179)	0	(3)	(41)	(30)	0	(3)	(234)	(2,891)
Net gain/(loss) on financial instruments and statutory receivables ⁽ⁱ⁾	3	(3)	0	0	0	0	(387,212)	(304,751)	(13)	22	1,109	(825)	0	0	(386,113)	(305,557)
Total administered other economic flows ⁽ⁱ⁾	3	(3)	(62)	(2,607)	(34)	(69)	(387,309)	(304,930)	(13)	19	1,068	(855)	0	(3)	(386,347)	(308,448)
Total administered comprehensive result ⁽ⁱ⁾	29	8	(26,035)	(21,517)	147	82	13,413	(48,001)	(5,778)	(4,133)	155	(10,807)	2,187	2,243	(15,882)	(82,125)
As at 30 June 2020																
Administered assets																
Cash and deposits	87	51	12,897	12,120	532	478	6,499	8,953	41,680	54,647	202,817	1,236	355	381	264,867	77,866
Receivables ⁽ⁱⁱ⁾	0	23	3	2	0	0	104,857	105,794	14,665	14,787	1,261	9,873	0	0	120,786	130,479
Equity investments in other justice portfolio entities	0	0	0	0	0	0	43,395	43,395	29	29	755,815	714,041	0	0	799,239	757,465
Total administered assets ⁽ⁱ⁾	87	74	12,900	12,122	532	478	154,751	158,142	56,374	69,463	959,893	725,150	355	381	1,184,892	965,810
Administered liabilities																
Creditors and accruals	0	0	0	2	0	0	5,823	4,954	14,702	410	67,569	0	0	0	88,094	5,366
Deposits payable	75	52	10,343	10,126	458	481	6,925	7,632	39,431	55,041	1,078	1,246	307	379	58,617	74,957
Provisions	0	0	0	0	0	0	0	0	0	0	125,835	0	0	0	125,835	0
Unearned revenue	7	0	304	7	40	1	85	1	987	638	96	2	23	1	1,542	650
Total administered liabilities	82	52	10,647	10,135	498	482	12,833	12,587	55,120	56,089	194,578	1,248	330	380	274,088	80,973
Total administered net assets ⁽ⁱ⁾	5	22	2,253	1,987	34	(4)	141,918	145,555	1,254	13,374	765,315	723,902	25	1	910,804	884,837

(i) The 2018–19 comparative figures have been restated to correct prior period errors. Refer to note 4.3.1 for further details.

(ii) This output includes amounts relating to the Natural Disaster Relief Trust which transferred from the Department of Treasury and Finance to the Department of Justice and Community Safety on 1 December 2019, as a result of a machinery of government change. Refer to note 4.4.

Administered income from transactions includes appropriations for payments made on behalf of the State, special appropriations, sale of goods and services, fines and fees. Appropriations for payments made on behalf of the State, special appropriations, and sale of goods and services are recognised on the same basis as described in note 2. Fines income mainly relates to traffic camera fines and on-the-spot fines issued by Victoria Police, which are recognised upon the issuance of infringement notices. Fees income mainly relates to the fees charged in association with the collection of infringement notice fines, which are recognised upon the issuance of penalty reminder notices, notices of final demand and enforcement warrants.

Administered expenses from transactions include payments made on behalf of the State and payments into the consolidated fund.

Administered other economic flows included in administered net result includes the net gain/(loss) on financial instruments and statutory receivables which mainly relates to movements in the allowance for impairment losses of receivables.

Administered assets include receivables and equity investments in other justice portfolio entities. Receivables mainly relate to unpaid fines and fees and include an allowance for impairment losses of those receivables. The allowance for impairment losses of unpaid fines was calculated by grouping the unpaid fines based on their fine category and days past due and applying an expected credit loss rate based on the department's past experience, current market conditions and forward looking estimates including considering the impacts of the coronavirus (COVID-19) pandemic. Unpaid fines over five years old are written off for accounting purposes in line with department's policy, but are still legally enforceable and will be continued to be pursued for payment. Equity investments in other justice portfolio entities represent the State's capital investment in those entities that are controlled by the State.

Administered liabilities include government expenses incurred but yet to be paid.

4.3.1 Prior period adjustments to administered items

The new infringement management system was implemented on 31 December 2017 to coincide with legislative changes made under the *Fines Reform Act 2014*, without financial reporting functionality. Some management judgements and estimates were therefore made in the amount of administered receivables, fines revenue and other associated revenue reported in the 2017–18 and 2018–19 financial years. In 2019–20 the department produced financial reporting functionality to support the new system, which subsequently identified errors in the amounts reported in the prior years. These errors do not affect fines previously issued to or collected from individuals.

The department also separately identified previous errors dating back to at least 2006 in the calculation of, and accounting treatment for, the allowance for impairment losses from unpaid fines, whereby the accounting methodology reduced the allowance by the amount of unpaid fines collected via non-cash mechanisms (such as undertaking community work to work off a fine debt). This resulted in understatements in the amount of the allowance for impairment losses from unpaid fines and overstatements in the amount of net fines receivables expected to be received in cash that were reported in previous years. It also affected the net gain/(loss) on financial instruments and statutory receivables, total administered comprehensive results and total administered net assets that were reported in previous years. These errors did not affect fines income, fines previously issued or associated cash collections, and do not relate to the new infringement management system.

These errors have been corrected by restating each of the affected line items of the administered income, expenses, assets and liabilities items for the 2018–19 comparative year and administered assets and liabilities items for the 2017–18 year as shown in the below tables.

Prior period adjustments to the administered income and expenses items

	(\$ thousand)			
	2019 Published	Prior period adjustments to receivables, fines revenue and other associated revenue in 2019	Prior period adjustments to the allowance for impairment losses for unpaid fines in 2019	2019 Restated
Administered income from transactions				
Appropriations for payments made on behalf of the State	36,000	0	0	36,000
Special appropriations	30,385	0	0	30,385
Sale of goods and services	150,322	(278)	0	150,044
Fines	682,247	(159,076)	0	523,171
Fees	184,601	(17,162)	0	167,439
Other income	24,931	4,502	0	29,433
Total administered income from transactions	1,108,486	(172,014)	0	936,472
Administered expenses from transactions				
Payments made on behalf of the State	(36,000)	0	0	(36,000)
Payments into the consolidated fund	(625,799)	0	0	(625,799)
Other expenses	(32,677)	0	(15,673)	(48,350)
Total administered expenses from transactions	(694,476)	0	(15,673)	(710,149)
Total administered net result from transactions (net operating balance)	414,010	(172,014)	(15,673)	226,323
Administered other economic flows included in administered net result				
Net gain/(loss) on non-financial assets	(2,891)	0	0	(2,891)
Net gain/(loss) on financial instruments and statutory receivables	(544,130)	0	238,573	(305,557)
Total administered other economic flows	(547,021)	0	238,573	(308,448)
Total administered comprehensive result	(133,011)	(172,014)	222,900	(82,125)

Prior period adjustments to the administered assets and liabilities items

	(\$ thousand)			
	2018 Published	Prior period adjustments to receivables, fines revenue and other associated revenue in 2018	Prior period adjustments to the allowance for impairment losses for unpaid fines in 2018	2018 Restated
Administered assets				
Cash and deposits	28,690	0	0	28,690
Receivables	1,428,360	93,622	(1,308,278)	213,704
Equity investments in other justice portfolio entities	714,927	0	0	714,927
Total administered assets	2,171,977	93,622	(1,308,278)	957,321
Administered liabilities				
Creditors and accruals	842	0	0	842
Deposits payable	25,201	0	0	25,201
Provisions	0	0	0	0
Unearned revenue	1,469	0	0	1,469
Total administered liabilities	27,512	0	0	27,512
Total administered net assets	2,144,465	93,622	(1,308,278)	929,809

(\$ thousand)

	2019 Published	Prior period adjustments from 2018	Prior period adjustments to receivables, fines revenue and other associated revenue in 2019	Prior period adjustments to the allowance for impairment losses for unpaid fines in 2019	2019 Restated
Administered assets					
Cash and deposits	77,866	0	0	0	77,866
Receivables	1,294,249	(1,214,656)	(172,014)	222,900	130,479
Equity investments in other justice portfolio entities	757,465	0	0	0	757,465
Total administered assets	2,129,580	(1,214,656)	(172,014)	222,900	965,810
Administered liabilities					
Creditors and accruals	5,366	0	0	0	5,366
Deposits payable	74,957	0	0	0	74,957
Provisions	0	0	0	0	0
Unearned revenue	650	0	0	0	650
Total administered liabilities	80,973	0	0	0	80,973
Total administered net assets	2,048,607	(1,214,656)	(172,014)	222,900	884,837

4.4 Restructuring of administrative arrangements

Transfer of net assets from the Department of Treasury and Finance

The responsibility for the administrative arrangements of the Natural Disaster Relief Trust transferred from the Department of Treasury and Finance to the Department of Justice and Community Safety, as a result of a machinery of government change on 1 December 2019.

The combined income and expenses for these activities for the reporting period (including those recognised by the Department of Treasury and Finance) were as follows.

(\$ thousand)

	Department of Treasury and Finance	Department of Justice and Community Safety	Total
	(1 July 2019 to 30 November 2019)	(1 December 2019 to 30 June 2020)	
Administered income and expenses			
Income	(12,549)	228,147	215,598
Expenses	3,820	220,064	223,884

The following net assets were assumed by the Department of Justice and Community Safety for these activities as a result of the administrative restructure and were recognised at the carrying amount of those net assets at the date of transfer.

(\$ thousand)

	2020
Controlled	
Assets	
Receivables	256
Liabilities	
Employee benefit provisions	256
Controlled net assets recognised	0
Net capital contribution from the Crown	0
Administered	
Assets	
Cash	43,423
Other asset	10
Liabilities	
Other liabilities	43,358
Administered net assets recognised	75
Net capital contribution from the Crown	75

Transfer of net assets from the Department of Premier and Cabinet

The responsibility for the administrative arrangements of the Public Interest Monitor, Local Government Inspectorate, and the Office of the Victorian Information Commissioner transferred, for financial purposes on 1 May 2020, from the Department of Premier and Cabinet to the Department of Justice and Community Safety, as a result of a machinery of government change, in accordance with the administrative arrangements order (no. 234) 2020.

The combined income and expenses for these activities for the reporting period (including those recognised by the Department of Premier and Cabinet) were as follows.

	(\$ thousand)		
	Department of Premier and Cabinet	Department of Justice and Community Safety	Total
	(1 July 2019 to 30 April 2020)	(1 May 2020 to 30 June 2020)	
Controlled income and expenses			
Income	10,645	3,256	13,901
Expenses	9,401	3,174	12,575

The following net assets were assumed by the Department of Justice and Community Safety for these activities as a result of the administrative restructure and were recognised at the carrying amount of those net assets at the date of transfer.

	(\$ thousand)
	2020
Controlled	
Assets	
Cash	231
Receivables	2,136
Property, plant and equipment	1,617
Liabilities	
Borrowings	91
Employee benefit provisions	2,136
Controlled net assets recognised	1,757
Net capital contribution from the Crown	1,757

5. Key assets available to support output delivery

5.1 Introduction

The department controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to the department to be utilised for delivery of these outputs.

5.2 Property, plant and equipment ⁽ⁱ⁾

	(\$ thousand)					
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2020	2019	2020	2019	2020	2019
Land at fair value	330,883	287,093	0	0	330,883	287,093
Buildings at fair value	2,778,534	2,669,065	(1,071)	(218,757)	2,777,463	2,450,308
Plant, equipment and vehicles at fair value ⁽ⁱⁱ⁾	564,444	497,525	(301,438)	(247,618)	263,006	249,907
Assets under construction at cost	600,715	562,297	0	0	600,715	562,297
Total ⁽ⁱⁱ⁾	4,274,576	4,015,980	(302,509)	(466,375)	3,972,067	3,549,605

(i) AASB 16 *Leases* has been applied for the first time from 1 July 2019.

(ii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

The following tables are subsets of land, buildings, plant, equipment and vehicles, and assets under construction by right-of-use assets and service concession assets.

5.2(a) Total right-of-use assets: buildings, plant, equipment and vehicles

	(\$ thousand)		
	Gross carrying amount	Accumulated depreciation	Net carrying amount
	2020	2020	2020
Buildings at fair value	455,662	(1,071)	454,591
Plant, equipment and vehicles at fair value	34,245	(14,442)	19,803
Total	489,907	(15,513)	474,394

	(\$ thousand)	
	Buildings at fair value	Plant, equipment and vehicles at fair value
Opening balance – 1 July 2019 ⁽ⁱ⁾	789,693	18,936
Additions	2,767	11,016
Disposals	0	(3,201)
Transfers out of assets under construction	56,052	0
Revaluation ⁽ⁱⁱ⁾	47,126	0
Machinery of government transfer in	0	91
Fair value of assets received free of charge or for nominal consideration	0	318
Depreciation	(31,251)	(6,816)
Transfers to disposal group held for sale	0	(541)
Net transfers through contributed capital ⁽ⁱⁱⁱ⁾	(409,796)	0
Closing balance – 30 June 2020	454,591	19,803

(i) AASB 16 *Leases* has been applied for the first time from 1 July 2019. This balance represents the initial recognition of right-of-use assets recorded on the balance sheet on 1 July 2019 along with the transfer from finance lease assets (recognised under AASB 117 at 30 June 2019) to right-of-use assets (recognised under AASB 16 at 1 July 2019).

(ii) A managerial revaluation of land and buildings was performed based on the Valuer-General's annual indices as at 30 June 2020. There are uncertainties inherent in the land and buildings indices in the coronavirus (COVID-19) environment, but it is the best available indication of the change in value of government assets as at 30 June 2020. Refer to note 8.4.2 for further details.

(iii) On 1 November 2019, the department transferred the right-of-use assets and lease liabilities for the accommodation leases under the centralised accommodation management strategy to the Department of Treasury and Finance Shared Service Provider using contributed capital in accordance with the requirements of FRD 119A *Transfers through contributed capital*.

5.2(b) Total service concession assets: land, buildings, plant, equipment, vehicles and assets under construction

	(\$ thousand)					
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2020	2019	2020	2019	2020	2019
Land at fair value	19,921	16,102	0	0	19,921	16,102
Buildings at fair value	1,050,474	1,042,614	0	(57,220)	1,050,474	985,394
Plant, equipment and vehicles at fair value	79,403	79,858	(13,383)	(9,260)	66,020	70,598
Assets under construction at cost	105,668	27,201	0	0	105,668	27,201
Total	1,255,466	1,165,775	(13,383)	(66,480)	1,242,083	1,099,295

Initial recognition: Items of property, plant and equipment are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount.

The costs of property, plant and equipment under construction includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The initial cost of property, plant and equipment under a finance lease (under AASB 117 until 30 June 2019) is measured at amounts equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. Certain assets acquired under finance leases now form part of a service concession arrangement.

The initial cost of property, plant and equipment under a lease that is recognised as a right-of-use asset (under AASB 16 from 1 July 2019) is measured at amounts equal to the present value of the unpaid lease payments at the commencement date, adjusted for any lease payments made at or before the commencement date less any lease incentive received.

The initial cost of property, plant and equipment under a service concession arrangement (under AASB 1059) is measured at current replacement cost in accordance with the cost approach to fair value in AASB 13 *Fair value measurement*.

Subsequent measurement: Property, plant and equipment (including right-of-use assets and service concession assets) are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset). Refer to note 8.4 for additional information on fair value determination of property, plant and equipment.

5.2.1 Depreciation, amortisation and impairment

Depreciation and amortisation

	(\$ thousand)	
	2020	2019
Buildings	105,745	85,417
Plant, equipment and vehicles ⁽ⁱ⁾	58,986	42,214
Software	6,037	8,421
Total	170,768	136,052

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

All property, plant and equipment and intangible assets that have finite useful lives are depreciated / amortised. Exceptions to this rule include assets held for sale and land.

Depreciation / amortisation is calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below.

	(Years)
	Nominal useful life
Buildings (owned, leased and service concession)	20 to 60
Plant, equipment and vehicles (owned, leased and service concession)	1 to 20
Software	1 to 7

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where the department obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the department will exercise a purchase option, the department depreciates the right-of-use asset over its useful life.

Leasehold improvements, which are included under plant, equipment and vehicles, are depreciated over the shorter of the lease term and their useful lives.

Land and other assets with an indefinite useful life are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Property, plant and equipment and intangible assets are tested annually for impairment and whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an 'other economic flow' (refer to note 9.3), except to the extent that it can be debited to an asset revaluation surplus amount applicable to that class of asset (refer to note 9.4).

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation, if no impairment loss had been recognised in prior years.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

5.2.2 Carrying values by 'purpose' groups

	(\$ thousand)									
	Public order and safety		Economic affairs		Recreation culture and religion		Social protection		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Nature based classification										
Land at fair value	327,722	284,338	79	71	25	44	3,057	2,640	330,883	287,093
Buildings at fair value	2,777,361	2,450,206	9	4	4	3	89	95	2,777,463	2,450,308
Plant, equipment and vehicles at fair value ⁽ⁱ⁾	260,031	246,363	1,522	1,608	475	953	978	983	263,006	249,907
Assets under construction at cost	599,119	560,081	783	971	253	600	560	645	600,715	562,297
Total⁽ⁱ⁾	3,964,233	3,540,988	2,393	2,654	757	1,600	4,684	4,363	3,972,067	3,549,605

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

5.2.3 Reconciliation of movements in carrying amount of property, plant and equipment

(\$ thousand)

	Land at fair value		Buildings at fair value		Plant, equipment and vehicles at fair value		Assets under construction at cost		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Opening balance	287,093	281,876	2,450,308	2,415,665	249,907	225,013	562,297	392,671	3,549,605	3,315,225
Recognition of service concession assets on initial application of AASB 1059 – adjustment to comparative figures ⁽ⁱⁱ⁾	0	0	0	0	0	3,797	0	0	0	3,797
Recognition of right-of-use assets on initial application of AASB 16 – adjustment to balance as at 1 July 2019 ⁽ⁱ⁾	0	0	428,020	0	4,259	0	0	0	432,279	0
Restated opening balance	287,093	281,876	2,878,328	2,415,665	254,166	228,810	562,297	392,671	3,981,884	3,319,022
Additions ⁽ⁱⁱⁱ⁾	1	1,896	5,966	6,272	30,649	51,065	225,530	285,966	262,146	345,199
Disposals	0	0	0	0	(3,201)	(3,624)	0	0	(3,201)	(3,624)
Transfers out of assets under construction	0	0	153,015	116,200	34,097	140	(187,112)	(116,340)	0	0
Reclassification between classes	0	0	(664)	0	664	0	0	0	0	0
Revaluation ^(iv)	43,789	0	256,491	0	0	0	0	0	300,280	0
Machinery of government transfer in	0	0	0	0	1,617	0	0	0	1,617	0
Machinery of government transfer out	0	0	0	0	0	(152)	0	0	0	(152)
Fair value of assets received free of charge or for nominal consideration	0	3,489	0	0	4,644	16,907	0	0	4,644	20,396
Depreciation ⁽ⁱⁱⁱ⁾	0	0	(105,745)	(85,417)	(58,986)	(42,214)	0	0	(164,731)	(127,631)
Transfers to disposal group held for sale	0	0	0	0	(541)	(519)	0	0	(541)	(519)
Net transfers through contributed capital ^(v)	0	(168)	(409,928)	(2,412)	(103)	(506)	0	0	(410,031)	(3,086)
Closing balance ⁽ⁱⁱⁱ⁾	330,883	287,093	2,777,463	2,450,308	263,006	249,907	600,715	562,297	3,972,067	3,549,605

- (i) This balance represents the initial recognition of the right-of-use assets recorded on the balance sheet on 1 July 2019 for leased items that were previously expensed.
- (ii) This balance represents the initial recognition of the service concession assets recorded on the balance sheet on 1 July 2018 for items that were previously expensed.
- (iii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.
- (iv) A managerial revaluation of land and buildings was performed based on the Valuer-General's annual indices as at 30 June 2020. There are uncertainties inherent in the land and buildings indices in the coronavirus (COVID-19) environment, but it is the best available indication of the change in value of government assets as at 30 June 2020. Refer to note 8.4.2 for further details.
- (v) On 1 November 2019, the department transferred the right-of-use assets and lease liabilities for the accommodation leases under the centralised accommodation management strategy to the Department of Treasury and Finance Shared Service Provider using contributed capital in accordance with the requirements of FRD 119A *Transfers through contributed capital*.

5.3 Intangible assets

	(\$ thousand)	
	2020	2019
Gross carrying amount		
Opening balance	139,535	144,196
Additions ⁽ⁱ⁾	13,011	16,212
Disposals	(986)	0
Impairment ⁽ⁱⁱ⁾	0	(20,873)
Machinery of government transfer in	45	0
Closing balance	151,605	139,535
Accumulated amortisation		
Opening balance	(82,118)	(73,697)
Amortisation ⁽ⁱⁱⁱ⁾	(6,037)	(8,421)
Disposals	986	0
Machinery of government transfer in	(45)	0
Closing balance	(87,214)	(82,118)
Net book value at end of financial year	64,391	57,417

(i) Intangible assets (software) reported include both intangible assets under construction and capitalised intangible assets.

(ii) Victorian Infringement Enforcement Warrant (VIEW) System software impairment.

(iii) The consumption of intangible assets is included in the depreciation and amortisation expense line item in the comprehensive operating statement.

Initial recognition

Purchased intangible assets are initially recognised at cost.

An **internally generated intangible asset** arising from development is recognised if, and only if, all of the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible assets with finite useful lives are carried at cost less accumulated amortisation and impairment. Refer to note 5.2.1 for information on depreciation, amortisation and impairment.

5.4 Investments and other financial assets

	(\$ thousand)	
	2020	2019
Non-current investments and other financial assets		
Managed investment schemes ⁽ⁱ⁾	203,213	205,629
Total non-current investments and other financial assets	203,213	205,629
Total investments and other financial assets	203,213	205,629

(i) The department measures its managed investment schemes at fair value through net result.

6. Other assets and liabilities

6.1 Introduction

This note sets out those assets and liabilities that arose from the department's controlled operations.

6.2 Receivables

	(\$ thousand)	
	2020	2019
Contractual		
Advance to Metropolitan Fire and Emergency Services Board	714	952
Accrued interest income	367	1,750
Other receivables	21,182	18,582
Allowance for impairment losses of contractual receivables	(2,704)	(1,223)
Total contractual receivables	19,559	20,061
Statutory		
Amounts owing from Victorian Government	1,337,507	1,064,672
GST input tax credit recoverable	43,030	35,952
Total statutory receivables	1,380,537	1,100,624
Total receivables	1,400,096	1,120,685
Represented by		
Current receivables	1,209,325	994,975
Non-current receivables	190,771	125,710

Contractual receivables arise from an agreement between the department and another party. They are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables, but are not classified as financial instruments for disclosure purposes. Amounts owing from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

Details about the department's impairment policies, exposure to credit risk, and calculations of the allowance for impairment losses of contractual receivables are set out in note 8.2.3.

6.3 Payables

	(\$ thousand)	
	2020	2019
Contractual		
Trade creditors and other payables ⁽ⁱ⁾	367,478	259,708
Accrued capital works	52,407	55,054
Salaries and wages	38,481	28,823
Total contractual payables	458,366	343,585
Statutory		
Payroll tax	4,700	4,530
Pay as you go (PAYG) tax withheld	4,033	4,158
Fringe benefits tax	834	226
Amounts payable to government agencies ⁽ⁱ⁾	688,558	523,892
Total statutory payables	698,125	532,806
Total payables	1,156,491	876,391
Represented by		
Current payables	1,003,755	785,772
Non-current payables	152,736	90,619

(i) The 2018–19 comparative figures have been restated due to the reclassification of an item from being a contractual to a statutory payable.

Contractual payables arise from an agreement between the department and another party. They are classified as financial instruments and measured at amortised cost.

The average credit period for trade creditors and other payables changed from 30 days to 10 days in March 2020 as part of a State Government initiative to support businesses and the economy through the impacts of the coronavirus (COVID-19) pandemic.

Statutory payables do not arise from contracts and are recognised and measured similarly to contractual payables, but are not classified as financial instruments.

7. Financing operations

7.1 Introduction

This note provides information on the sources of finance utilised by the department during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the department.

This note includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 8.2 provides additional disclosures.

7.2 Borrowings

Borrowings refer to interest bearing liabilities, which for the department consist only of lease liabilities and service concession arrangement liabilities. Borrowings are classified as financial instruments and are measured at amortised cost.

	(\$ thousand)	
	2020	2019
Current borrowings		
Lease liabilities ⁽ⁱ⁾⁽ⁱⁱ⁾	18,872	15,970
Service concession financial liabilities ⁽ⁱⁱ⁾	9,776	11,753
Total current borrowings ⁽ⁱⁱ⁾	28,648	27,723
Non-current borrowings		
Lease liabilities ⁽ⁱ⁾⁽ⁱⁱ⁾	149,197	150,109
Service concession financial liabilities ⁽ⁱⁱ⁾	513,652	521,585
Total non-current borrowings ⁽ⁱⁱ⁾	662,849	671,694
Total borrowings ⁽ⁱⁱ⁾	691,497	699,417

⁽ⁱ⁾ Secured by the leased assets, as the rights to the leased assets revert to the lessor in the event of default.

⁽ⁱⁱ⁾ The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

Maturity analysis of borrowings

	(\$ thousand)				
	Carrying amount	Nominal amount	Less than 1 year	1 to 5 years	More than 5 years
2020					
Lease liabilities	168,069	361,695	39,028	131,178	191,489
Service concession financial liabilities	523,428	974,968	40,622	160,242	774,104
Total	691,497	1,336,663	79,650	291,420	965,593
2019					
Lease liabilities ⁽ⁱ⁾	166,079	378,610	35,959	121,765	220,886
Service concession financial liabilities ⁽ⁱⁱ⁾	533,338	1,016,262	43,202	158,895	814,165
Total	699,417	1,394,872	79,161	280,660	1,035,051

⁽ⁱ⁾ The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

Interest expense

Interest expense is recognised in the period in which it is incurred.

	(\$ thousand)	
	2020	2019
Interest on lease liabilities ⁽ⁱ⁾	24,142	20,046
Interest on service concession financial liabilities ⁽ⁱ⁾	31,464	43,703
Total interest expense ⁽ⁱ⁾	55,606	63,749

⁽ⁱ⁾ The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

7.3 Leases

The department leases various buildings with lease terms of up to 30 years, and plant, equipment and vehicles with lease terms of up to 8 years.

Right-of-use assets

Right-of-use assets are presented in note 5.2(a)

Lease amounts recognised in the comprehensive operating statement

The following lease amounts are recognised in the comprehensive operating statement

	(\$ thousand)
	2020
Interest expense on lease liabilities	24,142
Expenses relating to short term leases	17
Expenses relating to leases of low-value assets	4,573
Variable lease payments, not included in the measurement of lease liabilities	1,681
Total	30,413

Lease amounts recognised in the cash flow statement

The following lease amounts are recognised in the cash flow statement

	(\$ thousand)
	2020
Total cash outflow for leases	57,897

Contracts containing leases

For any new contracts entered into, or changed, on or after 1 July 2019, the department considers whether the contract is or contains a lease. A lease is defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A contract is, or contains a lease if:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the department and for which the supplier does not have substantive substitution rights;
- the department has the right to obtain substantially all of the economic benefits from the use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the department has the right to direct the use of the identified asset throughout the period of use; and
- the department has the right to make decisions in respect of how and for what purpose the asset is used throughout the period of use.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amounts.

Recognition and measurement of leases as a lessee (under AASB 16 from 1 July 2019)

Initial measurement of lease liability: The lease liability is initially measured at the present value of the unpaid lease payments at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or the department's incremental borrowing rate. The lease payments included in the measurement of the lease liability comprise of the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options that are reasonably certain to be exercised.

Subsequent measurement of lease liability: The lease liability is subsequently reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

The department has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these leases are recognised as an expense in profit and loss on a straight-line basis over the lease term.

Below market or peppercorn leases

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the department to further its objectives, are initially and subsequently measured at cost.

Presentation of right-of-use assets and lease liabilities

The department presents right-of-use assets as property, plant and equipment and lease liabilities as borrowings in the balance sheet.

Recognition and measurement of leases as a lessee (under AASB 117 until 30 June 2019)

In the comparative period, leases of property, plant and equipment were classified as either finance leases or operating leases.

Leases of property, plant and equipment where the department as a lessee had substantially all of the risks and rewards of ownership were classified as finance leases. Finance leases were initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset was accounted for as a non-financial physical asset and depreciated over the estimated useful life of the asset or the lease term. The minimum finance lease payments were apportioned between the reduction of the outstanding lease liability and the periodic finance expense (interest expense) which was calculated using the interest rate implicit in the lease and charged directly to the comprehensive operating statement. Contingent rentals associated with the finance leases were recognised as an expense in the period in which they were incurred.

Assets held under other leases were classified as operating leases and were not recognised in the department's balance sheet. Operating lease payments were recognised as an operating expense in the comprehensive operating statement on a straight-line basis over the lease term.

Commissioned public private partnerships (PPP) lease arrangements: In December 2003, the State entered into a PPP arrangement with Victorian Correctional Infrastructure Partnership Pty Ltd (VCIP) for the design, construction and maintenance of two prisons, Marngoneet Correctional Centre and Metropolitan Remand Centre. This contract ends in 2031. The portion of total payments relating to the department's right to use the prison assets under this contract are accounted for as lease liabilities. The payments relating to the ongoing maintenance of the prisons are expensed. Refer to note 7.6 for commitments for expenditure for PPPs.

Other lease arrangements: The other leases relate to buildings, plant, equipment and vehicles with lease terms of up to five years.

Lease liabilities payable

	(\$ thousand)			
	Minimum future lease payments		Present value of minimum future lease payments	
	2020	2019	2020	2019
Commissioned PPP related lease liabilities payable ⁽ⁱ⁾				
Not longer than 1 year	27,892	27,345	8,313	7,692
Longer than 1 year but not longer than 5 years	117,259	114,960	40,512	37,491
Longer than 5 years	191,016	220,886	94,943	105,956
	336,167	363,191	143,768	151,139
Other lease liabilities payable				
Not longer than 1 year	11,136	8,614	10,559	8,278
Longer than 1 year but not longer than 5 years	13,919	6,805	13,287	6,662
Longer than 5 years	473	0	455	0
	25,528	15,419	24,301	14,940
	361,695	378,610	168,069	166,079
Minimum future lease payments ⁽ⁱⁱ⁾				
Less future finance charges	(193,626)	(212,531)	0	0
Present value of minimum lease payments	168,069	166,079	168,069	166,079
Included in the financial statements as:				
Current borrowings lease liabilities			18,872	15,970
Non-current borrowing lease liabilities			149,197	150,109
			168,069	166,079

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

(ii) Minimum future lease payments include the aggregate of all lease payments and any guaranteed residual.

7.4 Service concession arrangements

In line with the State of Victoria's direction prescribed in FRD 124 *Transitional requirements on the application of AASB 1059 Service concession arrangements: grantors*, the department has early adopted AASB 1059 from 1 July 2019. Further transitional disclosures are included in note 9.5.

The standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from a grantor's perspective.

Prior to the issuance of AASB 1059, there was no definitive accounting guidance in Australia for service concession arrangements, which include a number of public private partnerships (PPP) arrangements. The Australian Accounting Standards Board (AASB) issued the new standard to address the lack of specific accounting guidance and based the content thereof broadly on its international equivalent: International Public Sector Accounting Standard 32 *Service concession arrangement: grantor*.

For arrangements within the scope of AASB 1059, on transition and at initial recognition a public sector grantor is required to record the asset(s) used in the service concession arrangement at current replacement cost in accordance with the cost approach to fair value under AASB 13 *Fair value measurement*, with a related financial liability.

The department has applied the transitional provisions of AASB 1059 and elected a full retrospective approach to prior reporting periods. The effect of this is as if the standard has always been applied. Retrospective application requires the derecognition or adjustment of any service concession assets and liabilities recognised under previous accounting policies and the initial recognition of service concession assets and liabilities under AASB 1059. As well as below, note 9.5 summarises the impact of applying the standard.

After initial recognition, service concession assets are measured applying the department's property, plant and equipment (note 5.2) and intangible assets (note 5.3) subsequent measurement accounting policies.

The department has reviewed all of its arrangements to assess whether AASB 1059 applies. The following arrangements were identified.

Fulham Correctional Centre

In October 1995, the State entered into a PPP arrangement with Australasian Correctional Investment Ltd (ACI) for the design, construction, maintenance, and operation (including providing custodial services) of Fulham Correctional Centre. The construction of the prison was completed in 1997 and the operational phase under the original contract was due to end in 2017. However, an extension contract was entered into in April 2015, with the terms of the extension contract coming into effect on 1 July 2016. The extension contract has an initial term of 11 years and subject to ACI's performance, a further term of 8.3 years that would end in October 2035.

ACI is subject to key performance indicators over the term of the extension contract. Where there is unsatisfactory performance, the contract gives ACI the ability to rectify its performance, however if this is not satisfactory the department can adjust the quarterly payments made to ACI. Where performance is not rectified, the department can terminate the contract.

The department first recognised the prison buildings, plant and equipment as finance leased assets with a corresponding liability in 2005-06, following the State's transition to the Australian Equivalents to International Financial Reporting Standards. Prior to this date, the lease was treated as an operating lease. The finance lease ended in 2016-17 with the prison assets reverting to the State. The prison assets were subsequently reclassified as service concession assets upon the application of AASB 1059.

A summary of the service concession balances are included in the table below.

		(\$ thousand)							
Note	Item	Pre-AASB 1059 accounting				Item	Post-AASB 1059 accounting		
		2020	2019	2018			2020	2019	2018
5.2 Property, plant and equipment	Land, buildings, plant, equipment, vehicles and assets under construction	182,028	115,257	106,127	Service concession assets – Land, buildings, plant, equipment, vehicles and assets under construction		182,028	115,257	106,127
5.2.1 Depreciation	Depreciation on buildings, plant, equipment and vehicles	2,872	3,021	3,006	Depreciation on service concession assets – buildings, plant, equipment and vehicles		2,872	3,021	3,006

Port Phillip Prison

In July 1996, the State entered into a PPP arrangement with G4S Correctional Services (Australia) Pty Ltd for the design, construction, maintenance, and operation (including providing custodial services) of Port Phillip Prison. The construction of the prison was completed in 1997 and the operational phase under the original contract was due to end in 2017. However, an extension contract was entered into in December 2015, with the terms of the extension contract coming into effect on 10 September 2017. The extension contract also novated from G4S Correctional Services (Australia) Pty Ltd to G4S Custodial Services Pty Ltd on 10 September 2017. For simplicity,

both G4S entities are referred to as G4S. The extension contract has an initial term of 10 years and subject to G4S' performance, a further term of 10 years that would end in September 2037.

G4S is subject to key performance indicators over the term of the extension contract. Where there is unsatisfactory performance, the contract gives G4S the ability to rectify its performance, however if this is not satisfactory the department can adjust the quarterly payments made to G4S. Where performance is not rectified, the department can terminate the contract.

The department first recognised the prison buildings, plant and equipment as finance leased assets with a corresponding liability in 2005-06, following the State's transition to the Australian Equivalents to International Financial Reporting Standards. Prior to this date, the lease was treated as an operating lease. The finance lease ended in 2012-13 with the prison assets reverting to the State. The prison assets were subsequently reclassified as service concession assets upon the application of AASB 1059.

A summary of the service concession balances are included in the table below.

(\$ thousand)								
Note	Item	Pre-AASB 1059 accounting			Item	Post-AASB 1059 accounting		
		2020	2019	2018		2020	2019	2018
5.2 Property, plant and equipment	Land, buildings, plant, equipment and assets under construction	221,376	184,814	185,588	Service concession assets – Land, buildings, plant, equipment and assets under construction	221,376	184,814	185,588
5.2.1 Depreciation	Depreciation on buildings, plant and equipment	5,099	5,240	5,223	Depreciation on service concession assets – buildings, plant and equipment	5,099	5,240	5,223

Ravenhall Correctional Centre

In September 2014, the State entered into a PPP arrangement with GEO Consortium for the design, construction, maintenance and operation (including providing custodial services) of Ravenhall Correctional Centre. The construction of the prison was completed in November 2017 and the operational phase is due to expire in 2042.

GEO Consortium is subject to key performance indicators over the term of the contract. Where there is unsatisfactory performance, the contract gives the consortium the ability to rectify its performance, however if this is not satisfactory the department can adjust the quarterly payments made to the consortium. Where performance is not rectified, the department can terminate the contract.

The department recognised the prison buildings, plant and equipment as finance leased assets with a corresponding liability in accordance with AASB 117 *Leases* in November 2017. The prison assets and liability were subsequently reclassified as service concession assets and liability upon the application of AASB 1059.

A summary of the service concession balances are included in the table below.

(\$ thousand)								
Note	Item	Pre-AASB 1059 accounting			Item	Post-AASB 1059 accounting		
		2020	2019	2018		2020	2019	2018
5.2 Property, plant and equipment	Finance leased assets – buildings, plant and equipment	823,819	789,666	812,563	Service concession assets – buildings, plant and equipment	835,249	796,170	818,014
5.2 Property, plant and equipment	Buildings, plant, equipment and assets under construction	11,430	6,504	5,451				
5.2.1 Depreciation	Depreciation on finance leased assets – buildings, plant and equipment	19,279	22,897	13,458	Depreciation expense on service concession assets – buildings, plant and equipment	19,280	22,898	13,458
5.2.1 Depreciation	Depreciation on buildings, plant and equipment	1	1	0				
7.2 Borrowings	Finance lease liability	519,893	530,128	477,968	Service concession financial liability	519,893	530,128	477,968
7.2 Borrowings	Interest on finance lease liability	31,372	43,589	30,757	Interest on service concession financial liability	31,372	43,589	30,757

Prisoner Transport Contract

Following a competitive tender process, the State entered into a new contract with G4S Custodial Services Pty Ltd (G4S) for the transportation of prisoners between courts, prisons, youth justice centres and police stations using a fleet of purpose built vehicles. The contract is for a five year period from 1 October 2015.

G4S is subject to key performance indicators over the term of the contract. Where there is unsatisfactory performance, the department can adjust the payments made to G4S.

Prior to AASB 1059, the prisoner transport contract costs were expensed. Upon the application of AASB 1059, the costs for the use of the vehicles were recognised as service concession assets and liabilities.

A summary of the service concession balances are included in the table below.

		(\$ thousand)						
Note	Item	Pre-AASB 1059 accounting			Item	Post-AASB 1059 accounting		
		2020	2019	2018		2020	2019	2018
3.5 Supplies and services ⁽ⁱ⁾	Outsourced contracts expense	1,818	1,501	1,438				
5.2 Property, plant and equipment					Service concession assets – vehicles	3,430	3,053	3,797
5.2.1 Depreciation					Depreciation on service concession assets – vehicles	1,675	1,371	1,310
7.2 Borrowings					Service concession financial liability	3,535	3,210	3,971
7.2 Borrowings					Interest on service concession financial liability	92	114	152

(i) The above disclosed outsource contract expense only relates to the payments for the use of the vehicles.

7.5 Cash flow information and balances

For the purposes of the cash flow statement and balance sheet, cash includes cash on hand and in banks, net of outstanding bank overdrafts. Most of this cash is held in trusts as shown below.

(\$ thousand)		
	2020	2019
Cash ⁽ⁱ⁾	(177)	(179)
Cash and deposits held in trust ⁽ⁱⁱ⁾		
• Crime prevention and victims' aid fund	41	41
• Domestic builders fund	26,060	21,442
• Victorian property fund	5,604	26,186
• Correctional enterprises working account	8,357	11,613
• Motor car traders' guarantee fund	5,247	4,940
• Sex work regulation fund	714	1,046
• Residential tenancies fund	3,899	3,515
• Vehicle lease trust account	54	0
• Inter-departmental transfer fund	7,041	4,728
• Treasury trust fund	20,464	30,686
• Victorian consumer law fund	5,259	4,829
• Emergency services infrastructure authority fund	48,789	8,236
• Emergency management operational communication program fund	38,850	44,000
Balance as per cash flow statement and balance sheet	170,202	161,083

(i) Due to the State of Victoria's investment policy and government funding arrangements, government departments generally do not hold a large cash reserve in their bank accounts. Cash received by a department from the generation of revenue is generally paid into the State's bank account, known as the Public Account. Similarly, any departmental expenditure, including those in the form of cheques drawn by the department for the payment of goods and services to its suppliers and creditors are made via the Public Account. The process is such that, the Public Account would remit to the department the cash required for the amount drawn on the cheques. This remittance by the Public Account occurs upon the presentation of the cheques by the department's suppliers or creditors.

The above funding arrangements often result in departments having a shortfall in the cash at bank required for payment of unrepresented cheques at the reporting date. At 30 June 2020, cash at bank included the amount of a shortfall for the payment of unrepresented cheques of \$0.144 million (2019: \$0.220 million).

(ii) Funds held in trust are quarantined for use specifically for the purposes under which each trust fund has been established.

7.5.1 Reconciliation of net result for the period to cash flow from operating activities

(\$ thousand)

	2020	2019
Net result for the period ⁽ⁱ⁾	(18,780)	(25,878)
Non-cash movements		
Net (gain)/loss on disposal of non-current assets	(2,309)	(1,582)
Depreciation and amortisation of non-current assets ⁽ⁱ⁾	170,768	136,052
Impairment of non-current assets	0	20,873
Resources (received)/provided free of charge or for nominal consideration	(4,327)	(20,172)
Net (gain)/loss on financial instruments	9,057	60,811
Net (gain)/loss from revaluation of provisions	5,623	12,440
Movements in assets and liabilities		
Decrease/(increase) in receivables	(280,899)	(56,961)
Decrease/(increase) in prepayments	22,495	(13,457)
Decrease/(increase) in inventories	(7,154)	1,052
Increase/(decrease) in payables	282,747	11,330
Increase/(decrease) in provisions	26,810	31,179
Net cash flows from/(used in) operating activities ⁽ⁱ⁾	204,031	155,687

(i) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

7.5.2 Non-cash financing and investing activities

The restructuring of administrative arrangements in note 4.4 are not reflected in the cash flow statement.

7.6 Trust account balances

Trust account balances relating to trust accounts controlled and/or administered by the department

(\$ thousand)

	2020				2019			
	Opening balance as at 1 July 2019	Total receipts	Total payments	Closing balance as at 30 June 2020	Opening balance as at 1 July 2018	Total receipts	Total payments	Closing balance as at 30 June 2019
Cash and deposits, and investments								
Controlled trusts ⁽ⁱ⁾								
Crime prevention and victims' aid fund	41	0	0	41	41	0	0	41
Established under the <i>Confiscation Act 1997</i> to hold monies in accordance with section 134 of that Act.								
Domestic builders fund	21,442	20,308	15,690	26,060	21,196	18,060	17,814	21,442
Established under the <i>Domestic Building Contracts Act 1995</i> to hold monies in accordance with section 124 of that Act.								
Victorian property fund	192,343	23,274	46,760	168,857	212,945	44,799	65,401	192,343
Established under the <i>Estate Agents Act 1980</i> to hold monies in accordance with sections 73 and 75 of that Act.								
Correctional enterprises working account	11,613	27,718	30,974	8,357	12,616	22,916	23,919	11,613
Established under the <i>Financial Management Act 1994</i> as a working account for Correctional Enterprises.								
Motor car traders' guarantee fund	4,940	3,186	2,879	5,247	4,535	3,137	2,732	4,940
Established under the <i>Motor Car Traders Act 1986</i> to hold monies in accordance with section 74 of that Act.								
Sex work regulation fund	1,046	1,055	1,387	714	1,251	1,268	1,473	1,046
Established under the <i>Sex Work Act 1994</i> to hold monies in accordance with section 66 of that Act.								
Residential tenancies fund	42,987	32,603	31,731	43,859	40,603	34,269	31,885	42,987
Established under the <i>Residential Tenancies Act 1997</i> to hold monies in accordance with sections 492 and 493 of that Act.								
Vehicle lease trust account	0	2,383	2,329	54	0	1,637	1,637	0
Established under the <i>Financial Management Act 1994</i> to process the sales of VicFleet motor vehicles.								
Inter-departmental transfer fund	4,728	9,746	7,433	7,041	2,472	8,066	5,810	4,728
Established under the <i>Financial Management Act 1994</i> to hold monies in relation to inter-departmental transfers.								

(\$ thousand)

	2020				2019			
	Opening balance as at 1 July 2019	Total receipts	Total payments	Closing balance as at 30 June 2020	Opening balance as at 1 July 2018	Total receipts	Total payments	Closing balance as at 30 June 2019
Cash and deposits, and investments								
Treasury trust fund Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of unclaimed monies and other funds held in trust.	30,686	23,253	33,475	20,464	38,945	18,583	26,842	30,686
Victorian consumer law fund Established under the <i>Australian Consumer Law and Fair Trading Act 2012</i> to hold monies in accordance with section 134 and Part 6.2 of that Act.	4,829	643	213	5,259	4,293	744	208	4,829
Emergency services infrastructure authority fund Established under the <i>Financial Management Act 1994</i> to hold monies in relation to the emergency services infrastructure authority.	8,236	44,715	4,162	48,789	0	8,395	159	8,236
Emergency management operational communication program fund Established under the <i>Financial Management Act 1994</i> to hold monies in relation to the emergency management operational communication program.	44,000	57,572	62,722	38,850	0	50,818	6,818	44,000
Total controlled trusts	366,891	246,456	239,755	373,592	338,897	212,692	184,698	366,891

(i) Trust account balances include cash and deposits (note 7.5) and investments (note 5.4).

(\$ thousand)

	2020				2019			
	Opening balance as at 1 July 2019	Total receipts	Total payments	Closing balance as at 30 June 2020	Opening balance as at 1 July 2018	Total receipts	Total payments	Closing balance as at 30 June 2019
Cash and deposits, and investments								
Administered trusts								
Asset confiscation office retained monies trust Established under the <i>Financial Management Act 1994</i> for the Asset Confiscation Office.	11,884	8,430	8,923	11,391	10,956	8,295	7,367	11,884
Domestic building dispute resolution victoria trust fund Established under the <i>Building Legislation Amendment (Consumer Protection) Act 2016</i> to hold monies in accordance with that Act.	32	39	25	46	26	78	72	32
Victorian government solicitor's trust Established under the <i>Financial Management Act 1994</i> for the Victorian Government Solicitors Office.	54,325	171,440	184,690	41,075	5,589	229,673	180,937	54,325
Departmental suspense Established under the <i>Financial Management Act 1994</i> as a working account for the department.	2,313	1,954	1,212	3,055	2,882	116	685	2,313
Revenue suspense Established under the <i>Financial Management Act 1994</i> to temporarily hold monies pending correct identification of receipts.	19	0	2	17	17	2	0	19
Natural disaster relief trust Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of funds in relation to natural disasters in Victoria.	0	228,222	26,660	201,562	0	0	0	0
Treasury trust fund Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of unclaimed monies and other funds held in trust.	7,066	672	1,562	6,176	7,583	880	1,397	7,066
Public service commuter club Established under the <i>Financial Management Act 1994</i> for the Public Service Commuter Club.	(852)	2,711	2,150	(291)	(583)	2,543	2,812	(852)
Sundry deposits Established under the <i>Financial Management Act 1994</i> to hold term deposits for the Victorian Government Solicitors Office.	404	202	405	201	0	404	0	404
Total administered trusts	75,191	413,670	225,629	263,232	26,470	241,991	193,270	75,191

Third party funds under management

Third party funds under management are funds held in trust for certain clients. They are not used for government purposes and therefore are not included in the department's financial statements. Any earnings on the funds held pending distribution are also applied to the trust funds under management as appropriate.

	(\$ thousand)	
	2020	2019
Prisoner private monies		
Cash	6,250	5,947
Amounts owing to prisoners	(6,250)	(5,947)
	0	0
Prisoner compensation quarantine		
Cash	679	347
Amounts owing to prisoners	(679)	(347)
	0	0

7.7 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

7.7.1 Total commitments payable

	(\$ thousand)			
Nominal values	Less than 1 year	1 to 5 years	More than 5 years	Total
2020				
PPP commitments (note 7.7.2)	429,038	1,847,721	8,465,003	10,741,762
Capital expenditure commitments	284,668	9,570	0	294,238
Intangible assets commitments	3,755	3,301	0	7,056
Other commitments	752,488	900,994	46,624	1,700,106
Total commitments (inclusive of GST)	1,469,949	2,761,586	8,511,627	12,743,162
2019				
PPP commitments (note 7.7.2)	431,363	1,839,360	9,028,637	11,299,360
Capital expenditure commitments ⁽ⁱ⁾	145,022	35,576	0	180,598
Intangible assets commitments ⁽ⁱ⁾	194	300	109	603
Operating lease commitments	51,988	122,690	59,463	234,141
Other commitments	463,868	532,162	35,096	1,031,126
Total commitments (inclusive of GST)	1,092,435	2,530,088	9,123,305	12,745,828

(i) The 2018–19 comparative figures have been restated due to the reclassification of an item from being a capital commitment to an intangible commitment.

7.7.2 PPP commitments

The department sometimes enters into arrangements with private sector participants to design and construct or upgrade assets used to provide public services. These arrangements usually include the provision of operational and maintenance services for a specified period of time. These arrangements are often referred to as PPPs.

Under these arrangements, the department pays the operator over the arrangement period, subject to specified performance criteria being met. At the date of commitment to the principal provisions of the arrangement, these estimated periodic payments are allocated between a component related to the design and construction or upgrading of the asset and components related to the ongoing operation and maintenance of the asset. The former component is accounted for as either a lease, a service concession arrangement or construction of an item of property, plant and equipment. The remaining components are accounted for as commitments for operating costs, which are expensed in the comprehensive operating statement as they are incurred.

Prior to 1 July 2019, all PPPs for which the State had to make payment in exchange for the PPP assets were accounted for under AASB 117 *Leases* as finance leases.

After 1 July 2019, AASB 1059 *Service Concession Arrangements: Grantors* applies to arrangements where an operator provides public services, using a service concession asset, on behalf of the State and importantly, the operator manages at least some of the public service at its own discretion. The State must also control the asset for AASB 1059 to apply. This means that certain PPP arrangements will not be within the scope of AASB 1059 and will continue to be accounted for as either leases or assets being constructed by the State and conversely, certain arrangements that are not PPPs (such as certain external service arrangements) could be captured within the scope of AASB 1059. The department has determined which arrangements should be accounted for under AASB 1059 and the details are included in note 7.4.

PPP commitments

(\$ thousand)						
	2020			2019		
	Liability	Other commitments	Total commitments	Liability	Other commitments	Total commitments
	Discounted value	Present value	Nominal value	Discounted value	Present value	Nominal value
Commissioned PPPs ⁽ⁱ⁾						
Private prisons ⁽ⁱⁱ⁾		6,244,410	10,741,762		6,424,107	11,299,360
Total PPP commitments		6,244,410	10,741,762		6,424,107	11,299,360

(i) The liability for commissioned PPPs are recognised on the balance sheet and are not disclosed as commitments.

(ii) The 2018-19 comparative figure for the present value of other commitments has been adjusted to correct an error in the discount factor used in its calculation.

8. Risks, contingencies and valuation judgements

8.1 Introduction

This note sets out financial instrument specific information (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the department related mainly to fair value determination.

8.2 Financial instruments specific disclosures

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the department's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

8.2.1 Categories of financial instruments held by the department

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the department to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The department recognises the following assets in this category:

- cash and deposits
- term deposits
- receivables (excluding statutory receivables)

Financial assets at fair value through net result

Financial assets at fair value through net result are initially measured at fair value and any subsequent changes in fair value are recognised in the net result as other economic flows. The department categorised its managed investment schemes in this category.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated and are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. The department recognises the following liabilities in this category:

- payables (excluding statutory payables)
- borrowings

Derecognition of financial assets: A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the department retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- the department has transferred its rights to receive cash flows from the asset and either: has transferred substantially all the risks and rewards of the asset; or has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the department has neither transferred nor retained substantially all the risks and rewards nor transferred control, the asset is recognised to the extent of the department's continuing involvement in the asset.

Derecognition of financial liabilities: A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

8.2.2 Net holding gain/(loss) on financial instruments by category ⁽ⁱ⁾

			(\$ thousand)
2020	Net holding gain/(loss)	Total interest income / (expense)	Total
Contractual financial assets			
At fair value through net result	(7,570)	0	(7,570)
At amortised cost	(1,487)	622	(865)
Total contractual financial assets	(9,057)	622	(8,435)
Contractual financial liabilities			
At amortised cost	0	(55,606)	(55,606)
Total contractual financial liabilities	0	(55,606)	(55,606)

			(\$ thousand)
2019	Net holding gain/(loss)	Total interest income / (expense)	Total
Contractual financial assets			
At fair value through net result	(2,481)	0	(2,481)
Loans and receivables	633	1,273	1,906
Total contractual financial assets	(1,848)	1,273	(575)
Contractual financial liabilities			
At amortised cost ⁽ⁱⁱ⁾	0	(63,749)	(63,749)
Total contractual financial liabilities ⁽ⁱⁱ⁾	0	(63,749)	(63,749)

(i) Amounts disclosed in this table exclude holding gains and losses related to statutory financial assets and liabilities.

(ii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

The net holding gains or losses disclosed above are determined as follows:

- for financial assets at fair value through net result, the net gain or loss is calculated by taking the movement in the fair value of the financial asset;
- for financial assets at amortised cost, the net gain or loss is calculated by taking the interest income minus any impairment recognised in the net result; and
- for financial liabilities at amortised cost, the net loss is the interest expense.

8.2.3 Financial risk management objective and policies

The department's main financial risks include credit risk, liquidity risk and market risk such as interest rate risk, equity price risk and foreign currency risk. The department manages these financial risks in accordance with its financial risk management policy.

Financial instruments: credit risk

Credit risks arise from the contractual financial assets of the department, which comprises cash and deposits, contractual receivables and investments and other contractual financial assets. The department's exposure to credit risk arises from the potential default of a counterparty on their contractual obligations resulting in financial loss to the department. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with the department's contractual financial assets is minimal because its cash and deposits and the majority of its contractual receivables are with financial institutions and government agencies. Credit risk in relation to receivables is also monitored by management by reviewing the ageing of receivables on a monthly basis. Credit risk in relation to the department's investments with the Victorian Funds Management Corporation is managed by the department in line with approved investment guidelines.

The department does not engage in hedging for its contractual financial assets.

The carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents the department's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There has been no material change to the department's credit risk profile in 2019–20.

Impairment of financial assets under AASB 9

The department records the allowance for expected credit losses for relevant financial instruments by applying AASB 9's expected credit loss approach.

Financial assets at fair value through net result are not subject to impairment under AASB 9.

Cash and deposits and statutory receivables are subject to impairment under AASB 9, but any impairment loss would be immaterial.

Contractual receivables are subject to impairment under AASB 9. The department applied AASB 9's simplified approach to measure the expected credit losses of its contractual receivables using a lifetime expected loss allowance based on assumptions about risk of default and expected loss rates. The department has grouped contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on the department's past experience, current market conditions and forward looking estimates including considering the impacts of the coronavirus (COVID-19) pandemic. On this basis, the department determined the loss allowance for the financial year as follows.

(\$ thousand)						
30 June 2020	Current	Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	Total
Expected loss rate	2%	2%	11%	100%	100%	
Gross carrying amount of contractual receivables relating to the provision of goods and services	3,819	13,057	382	447	154	17,859
Loss allowance	87	302	41	447	154	1,030
Expected loss rate	38%					
Gross carrying amount of other contractual receivables	4,404					4,404
Loss allowance	1,673	0	0	0	0	1,673

(\$ thousand)						
30 June 2019	Current	Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	Total
Expected loss rate	1%	1%	1%	100%	100%	
Gross carrying amount of contractual receivables relating to the provision of goods and services	4,779	8,814	1,844	83	1	15,521
Loss allowance	48	88	18	83	1	238
Expected loss rate	17%					
Gross carrying amount of other contractual receivables	5,763					5,763
Loss allowance	984	0	0	0	0	984

Reconciliation of the movement in the allowance for impairment losses of contractual receivables is shown as follows.

(\$ thousand)		
	2020	2019
Balance at beginning of the year	(1,223)	(1,882)
Increase in allowance recognised in the net result	(1,481)	(7)
Reversal of allowance for receivables written off during the year as uncollectible	0	7
Reversal of unused allowance recognised in the net result	0	659
Balance at end of the year	(2,704)	(1,223)

Movements in the allowance for impairment losses of contractual receivables are classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and these impairment losses are classified as either a transaction expense or other economic flows in the net result. Subsequent recoveries of amounts previously written off are credited against the same line item.

Financial instruments: liquidity risk

Liquidity risk arises when the department is unable to meet its financial obligations as they fall due. The department operates under the government's fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution. This payment policy changed from 30 days to 10 days in March 2020 as part of a State Government initiative to support businesses and the economy through the impacts of the coronavirus (COVID-19) pandemic.

The department's maximum exposure to liquidity risk is the carrying amounts of its financial liabilities as disclosed in the balance sheet. The exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Financial instruments: market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The department's exposures to market risk are insignificant and primarily through interest rate risk and equity price risk, with only minimal exposure to foreign currency risk.

Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. The department does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The department has minimal exposure to cash flow interest rate risks through its cash and deposits that are at floating rate.

Interest rate exposures are insignificant and arise predominantly from assets bearing variable interest rates.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates are set out in the following table.

Interest rate exposure of financial instruments ⁽ⁱ⁾

(\$ thousand)					
2020	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	1.66%	170,202	0	32,294	137,908
Receivables					
• Advance to Metropolitan Fire and Emergency Services Board		714	0	0	714
• Accrued interest income	0.23%	367	367	0	0
• Other receivables		18,478	0	0	18,478
Investments and other contractual financial assets					
• Managed investment schemes		203,213	0	0	203,213
Total financial assets		392,974	367	32,294	360,313
Financial liabilities					
Payables					
• Trade creditors and other payables		367,478	0	0	367,478
• Accrued capital works		52,407	0	0	52,407
• Salaries and wages		38,481	0	0	38,481
Borrowings					
• Lease liabilities	7.63%	168,069	168,069	0	0
• Service concession financial liabilities	6.07%	523,428	523,428	0	0
Total financial liabilities		1,149,863	691,497	0	458,366

(\$ thousand)					
2019	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	1.84%	161,083	0	42,937	118,146
Receivables					
• Advance to Metropolitan Fire and Emergency Services Board		952	0	0	952
• Accrued interest income	0.96%	1,750	1,750	0	0
• Other receivables		17,359	0	0	17,359
Investments and other contractual financial assets					
• Managed investment schemes		205,629	0	0	205,629
Total financial assets		386,773	1,750	42,937	342,086
Financial liabilities					
Payables					
• Trade creditors and other payables ⁽ⁱⁱ⁾		259,708	0	0	259,708
• Accrued capital works		55,054	0	0	55,054
• Salaries and wages		28,823	0	0	28,823
Borrowings					
• Lease liabilities ⁽ⁱⁱⁱ⁾	7.94%	166,079	166,079	0	0
• Service concession financial liabilities ⁽ⁱⁱⁱ⁾	6.07%	533,338	533,338	0	0
Total financial liabilities ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾		1,043,002	699,417	0	343,585

(i) Amounts disclosed in this table exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

(ii) The 2018–19 comparative figures have been restated due to the reclassification of an item from being a contractual to a statutory payable.

(iii) The 2018–19 comparative figures have been restated to reflect the adoption of AASB 1059 *Service concession arrangements: grantors*.

Equity price risk

The department is exposed to equity price risk through its managed investment schemes. The department appointed the Victorian Funds Management Corporation to manage its investment portfolio in accordance with the Investment Risk Management Plan approved by the Treasurer.

Foreign currency risk

The department is not exposed to significant foreign currency risk through its payables relating to purchases of supplies from overseas. This is because of a limited amount of purchases denominated in foreign currencies and a short timeframe between commitment and settlement.

Market risk sensitivity

Taking into account past performance and future expectations, the department believes the following movements are reasonably possible over the next 12 months.

(\$ thousand)					
	Carrying amount	Interest rate risk		Other price risk	
		Net result +1%	Net result -1%	Net result +4%	Net result -4%
2020					
Cash and deposits	32,294	323	(323)	0	0
Managed investment schemes	203,213	0	0	8,129	(8,129)
Total	235,507	323	(323)	8,129	(8,129)
	Carrying amount	Interest rate risk		Other price risk	
		Net result +1%	Net result -1%	Net result +10%	Net result -10%
2019					
Cash and deposits	42,937	429	(429)	0	0
Managed investment schemes	205,629	0	0	20,563	(20,563)
Total	248,566	429	(429)	20,563	(20,563)

8.3 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed in this note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent assets are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

Quantifiable contingent assets

(\$ thousand)		
	2020	2019
Legal proceedings and disputes	811	743
Total	811	743

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the department; or
- present obligations that arise from past events but are not recognised because: it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Non-quantifiable contingent liabilities

Native title

A number of claims have been filed with the Federal Court under the Commonwealth *Native Title Act 1993* that affect Victoria. It is not feasible at this time to quantify any future liability.

National redress scheme – sexual abuse of children in institutions

On 13 June 2018, the *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (Vic)* commenced. The Act refers power to the Commonwealth Parliament to ensure that Victorian institutions can participate in the National Redress Scheme. The National Redress Scheme commenced on 1 July 2018 and will run for 10 years. The Scheme will deliver a financial payment of up to \$150 000, access to psychological counselling and an apology from the responsible institution to eligible survivors of institutional child abuse. This implements a recommendation of the Victorian Parliamentary Inquiry Betrayal of Trust report and the Royal Commission into Institutional Responses to Child Sexual Abuse.

The Government has set aside funding over the next ten years for redress. If a survivor is eligible for redress payments, funding will be made available. Due to the historical nature of the abuse in question, the precise number of eligible survivors of abuse is difficult to estimate. Consequently, the exact financial implications of Victoria's participation remain uncertain.

Employee benefits

Various employee benefits are currently being investigated. The outcome of whether an obligation exists has not been determined or quantified.

Quantifiable contingent liabilities

	(\$ thousand)	
	2020	2019
Legal proceedings and disputes ⁽ⁱ⁾	65,183	92,669
Make good leased premises	0	9,525
Total	65,183	102,194

(i) A previously unquantifiable contingent liability has become quantifiable.

8.4 Fair value determination

This note sets out information on how the department determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date.

The following assets are carried at fair value:

- financial assets at fair value through net result
- property, plant and equipment
- non-financial assets classified as held for sale

Fair value hierarchy

All assets, except leased assets, that are measured at fair value are categorised within the following fair value hierarchy based on the lowest level input that is significant to their fair value measurement as a whole.

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets;
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. Changes in unobservable values will result in changes to the asset carrying values.

The department determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The department monitors changes in the fair value of each asset through relevant data sources to determine whether revaluation is required.

8.4.1 Fair value determination for financial assets at fair value through net result

The department's managed investment schemes are carried at their fair values and are categorised within level 2 of the fair value hierarchy. These investments are revalued each month by the Victorian Funds Management Corporation.

There have been no transfers between levels during the period.

8.4.2 Fair value determination for property, plant and equipment

The department's property, plant and equipment are carried at their fair values.

Independent valuations in 2015–16

An independent valuation of the department's land, buildings and artwork was performed by the Valuer-General in 2015–16. The Valuer General used external independent valuers to perform the valuations of the department's land which was performed by G. M. Brien & Associates Pty Ltd, buildings which was performed by Napier & Blakeley Pty Ltd, and artwork which was performed by the Dominion Group. The effective date of the valuation is 30 June 2016.

Managerial revaluation of land and buildings in 2019–20

Each asset class must be valued with sufficient regularity to ensure that the carrying amount of an asset does not materially differ from its fair value at the reporting date. The department uses annual indices supplied by the Valuer-General's Office to determine the movements in its land and building values. Indices are based on post code. As a result of applying these indices it was determined that a material (greater than 10%) movement in the department's land and building values had occurred in 2019–20. To ensure that the land and building values reflected their fair values, a managerial revaluation was performed based on the Valuer-General's indices. The effective date of the land and building valuation is 30 June 2020.

Impacts of the coronavirus (COVID-19) pandemic on the fair value of property, plant and equipment

There are uncertainties inherent in the land and buildings indices in the coronavirus (COVID-19) environment, but it is the best available indication of the change in value of government assets as at 30 June 2020. Management has performed a sensitivity analysis of the impacts of coronavirus (COVID-19) on the values of the department's land and buildings, and determined that the movement was not materially different. It is too soon to know the full extent of the impact of coronavirus (COVID-19) on the valuation of property, plant and equipment. The next valuation will incorporate its impacts.

Non-specialised land, non-specialised buildings and artworks

Non-specialised land, non-specialised buildings and artworks are valued using the market approach. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and non-specialised buildings, independent valuations are performed to determine the fair value using the market approach. Valuation of the assets are determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre is applied to the subject asset.

For artwork, valuation of the assets is determined by a comparison to similar examples of the artist's work in existence throughout Australia and overseas, and research on prices paid for similar examples offered at auction or through art galleries in recent years.

To the extent that non-specialised land, non-specialised buildings and artworks do not contain significant unobservable adjustments, these assets are classified within level 2 of the fair value hierarchy.

As a managerial revaluation of the department's land and buildings occurred in 2019–20 based on the Valuer-General Victoria's indices which are unobservable inputs, non-specialised land and non-specialised buildings have been classified within level 3 of the fair value hierarchy.

The department held \$7102 million (2019: \$6.421 million) of non-specialised land, no non-specialised buildings, and \$0.027 million (2019: \$0.027 million) of artwork as at 30 June 2020.

Specialised land and specialised buildings

Specialised land is valued using the market approach, adjusted for a community service obligation (CSO) that reflects the specialised nature of the land being valued. The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified within level 3 of the fair value hierarchy.

Specialised buildings are valued using the depreciated replacement cost method. As depreciation adjustments are considered as significant unobservable inputs in nature, specialised buildings are classified within level 3 of the fair value hierarchy.

The department held \$323.781 million (2019: \$280.673 million) of specialised land, \$2,772.231 million (2019: \$2,445.512 million) of specialised buildings as at 30 June 2020.

Heritage buildings

The department holds heritage listed buildings which cannot be modified or disposed of without formal ministerial approval. Heritage buildings are valued using the depreciated replacement cost method. The replacement cost relates to the costs to replace the current service capacity of the asset. This cost generally represents the replacement cost of the building after applying depreciation rates on a useful life basis. However, for some heritage and iconic assets, the cost may be the reproduction cost rather than the replacement cost if those assets' service potential could only be replaced by reproducing them with the same materials. Economic obsolescence has also been factored into the depreciated replacement cost calculation. As depreciation adjustments are considered as significant unobservable inputs in nature, heritage buildings are classified within level 3 of the fair value hierarchy.

The department held \$5.232 million (2019: \$4.795 million) of heritage buildings as at 30 June 2020.

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method. As depreciation adjustments are considered as significant unobservable inputs in nature, plant and equipment are classified within level 3 of the fair value hierarchy.

There were no changes in valuation techniques throughout the period to 30 June 2020.

For all assets measured at fair value, the current use is considered the highest and best use.

8.4.3 Fair value determination for non-financial assets classified as held for sale

The department's non-financial assets classified as held for sale are carried at their fair values. Leased vehicles held for sale were valued using the techniques referred to in note 8.4.2 for plant and equipment. The fair value hierarchy does not apply to leased assets.

9. Other disclosures

9.1 Introduction

This note includes additional material disclosures required by accounting standards or otherwise for the understanding of this financial report.

9.2 Ex-gratia expenses

	(\$ thousand)	
	2020	2019
Compensation for economic loss	120	34
Total ex-gratia expenses⁽ⁱ⁾	120	34

(i) Ex-gratia expenses fall under other supplies and services in note 3.5.

9.3 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

	(\$ thousand)	
	2020	2019
Net gain/(loss) on non-financial assets		
Impairment of intangible asset	0	(20,873)
Net gain/(loss) on disposal of property, plant and equipment	2,309	1,582
Total net gain/(loss) on non-financial assets	2,309	(19,291)
Net gain/(loss) on financial instruments		
Impairment of contractual receivables (i)	(1,481)	659
Bad debts written off unilaterally	(6)	(26)
Net gain/(loss) on disposal and revaluation of managed investment schemes	(7,570)	(2,481)
Net gain/(loss) on derecognition and recognition of borrowings	0	(58,963)
Total net gain/(loss) on financial instruments	(9,057)	(60,811)
Other gains/(losses) from other economic flows		
Net gain/(loss) from revaluation of long service leave liability ⁽ⁱⁱ⁾	(5,765)	(11,615)
Net gain/(loss) from revaluation of other provisions ⁽ⁱⁱⁱ⁾	142	(825)
Total other gains/(losses) from other economic flows	(5,623)	(12,440)

(i) Includes (increase)/decrease in allowance for impairment losses of contractual receivables.

(ii) Revaluation gain/(loss) due to changes in bond rates.

(iii) Revaluation gain/(loss) due to changes in bond rates and actuarial assumptions.

9.4 Physical asset revaluation surplus⁽ⁱ⁾

	(\$ thousand)	
	2020	2019
Land		
Balance at beginning of financial year	138,977	138,977
Revaluation increment/(decrement)	43,789	0
Balance at end of financial year	182,766	138,977
Buildings		
Balance at beginning of financial year	472,571	472,571
Revaluation increment/(decrement)	256,491	0
Balance at end of financial year	729,062	472,571
Artwork		
Balance at beginning of financial year	2	2
Revaluation increment/(decrement)	0	0
Balance at end of financial year	2	2
Total balance at beginning of financial year	611,550	611,550
Total balance at end of financial year	911,830	611,550
Net change	300,280	0

(i) The physical asset revaluation surplus arises from the revaluation of land, buildings and artwork.

9.5 Change in accounting policies

9.5.1 Leases

This note explains the impact of the adoption of AASB 16 *Leases* on the department's financial statements.

The department has applied AASB 16 with a date of initial application of 1 July 2019.

The department has elected to apply AASB 16 using the modified retrospective approach, as per the transitional provisions of AASB 16 for all leases for which it is a lessee. The cumulative effect of initial application is recognised in retained earnings as at 1 July 2019. Accordingly, the comparative information presented is not restated and is reported under AASB 117 and related interpretations.

Previously, the department determined at contract inception whether an arrangement is or contains a lease under AASB 117 and Interpretation 4 *Determining whether an arrangement contains a lease*. Under AASB 16, the department assesses whether a contract is or contains a lease based on the definition of a lease as explained in note 7.3.

As a lessee, the department previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the department. Under AASB 16, the department recognises right-of-use assets and lease liabilities for all leases except where the exemptions for short-term and low-value leases were applied.

Leases classified as finance leases under AASB 117

For leases that were classified as finance leases under AASB 117, the carrying amount of the right-of-use asset and lease liability at 1 July 2019 are determined as the carrying amount of the lease asset and lease liability under AASB 117 immediately before that date.

Leases classified as operating leases under AASB 117

On adoption of AASB 16, the department recognised lease liabilities in relation to leases which had previously been classified as operating leases under the principles of AASB 117. These lease liabilities were measured at the present value of the remaining lease payments, discounted using the department's incremental borrowing rate as of 1 July 2019. The right-of-use assets were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 30 June 2019.

Leases not previously identified under AASB 117

Where a contract had not previously been assessed under AASB 117, the contract has been assessed under AASB 16. For those new leases identified under AASB 16, the lease liabilities were calculated by discounting the lease payments back to the lease commencement date using the department's incremental borrowing rate in the year of the lease inception, and then adjusting for the lease payments up to 30 June 2019. The right-of-use assets were measured at the amounts equal to the lease liabilities at the lease commencement date, adjusted for depreciation up to 30 June 2019. The cumulative effect of the additional interest expense, additional depreciation expense and reduction in supplies and services expense are recognised in retained earnings as at 1 July 2019.

Practical expedients

The department has elected to apply the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117 and the new leases identified under AASB 16:

- Applied a single discount rate to a portfolio of leases with similar characteristics;
- Adjusted the right-of-use assets by the amount of AASB 137 onerous contracts provision immediately before the date of initial application, as an alternative to an impairment review;
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months lease term;
- Excluded initial direct costs from measuring the right-of-use asset at the date of initial application; and
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Impacts on financial statements

On transition to AASB 16, the department recognised \$808.6 million of right-of-use assets and \$599.7 million of lease liabilities. When measuring the lease liabilities, the department discounted the lease payments using its incremental borrowing rate at 1 July 2019 or at the rate from the year of the lease inception. The weighted average rate applied was 2.68 per cent.

(\$ thousand)

1 July 2019

Operating lease commitments disclosed as at 30 June 2019	234,141
Minus goods and services tax (GST)	(21,286)
Minus variable lease payments	(388)
Minus leases of low-value assets	(102)
Minus expired leases	(74)
Minus vacated leases	(9,585)
Plus lease extension options reasonably expected to be executed	285,077
	<hr/> 487,783
Leases discounted using the incremental borrowing rate at 1 July 2019	426,674
Plus leases, not previously identified under AASB117, discounted using the incremental borrowing rates from the year of their inception	6,973
Plus finance lease liabilities recognised as at 30 June 2019	696,207
Minus finance lease liabilities recognised as service concession financial liabilities as at 1 July 2019	(530,128)
Lease liabilities recognised as at 1 July 2019	<hr/> 599,726

9.5.2 Service concession arrangements: grantors

AASB 1059 *Service concession arrangements: grantors* applies to annual reporting periods beginning on or after 1 January 2020, however, in line with FRD 124 *Transitional requirements on the application of AASB 1059 Service concession arrangement: grantors*, the department has early adopted it from 1 July 2019.

In line with FRD 124 requirements, the department has applied the transitional provisions of AASB 1059 and applied a full retrospective approach to prior reporting periods. The effect of this is that it has been applied as if it has always been in effect. Where applicable, comparatives have been restated and retained earnings adjusted at 1 July 2018 to reflect the impact of the standard. A third balance sheet has not been presented as the impacts were not material.

The department has reviewed all of its arrangements to assess whether AASB 1059 applies. The following arrangements have been determined to be within the scope of AASB 1059:

- Fulham Correction Centre's PPP Contract
- Port Phillip Prison's PPP Contract
- Ravenhall Correctional Centre's PPP Contract
- Prisoner Transport Contract

Note 7.4 includes details about the transitional application of AASB 1059 and how the standard has been applied to these arrangements, including tables that summarise the impact of applying the standard compared to the prior accounting treatment.

Note 7.7 includes information about how public private partnerships may or may not fall within the scope of AASB 1059.

9.5.3 Revenue from contracts with customers

Note 2.1.1 includes details on the application of AASB 15. There has been no impact from the change in recognition of income upon the application of AASB 15.

9.5.4 Income of not-for-profit entities

Note 2.1.2 includes details on the application of AASB 1058. There has been no impact from the change in recognition of income upon the application of AASB 1058.

The department has not applied the fair value measurement requirements for right-of-use assets arising from leases with significantly below market terms and conditions principally to enable the entity to further its objectives as allowed under the temporary option under AASB 16 and as mandated by FRD 122.

9.5.5 Transition impact on financial statements

This note explains the impact of the adoption of the following new accounting standards for the first time, from 1 July 2019:

- AASB 15 Revenue from contracts with customers;
- AASB 16 Leases;
- AASB 1058 Income of not-for-profit entities;
- AASB 1059 Service concession arrangements: grantors.

The impact on the comprehensive operating statement and balance sheet has been summarised in the following tables.

Impact of AASB 1059 on the comprehensive operating statement as at 30 June 2019:

			(\$ thousand)
	Before new accounting standards 30 June 2019	Net impact of AASB 1059	After new accounting standards 30 June 2019
Comprehensive Operating Statement			
Total income from transactions	7,718,448	0	7,718,448
Total expenses from transactions	(7,651,800)	16	(7,651,784)
Net result from transactions (net operating balance)	66,648	16	66,664
Total other economic flows included in net result	(92,542)	0	(92,542)
Net result	(25,894)	16	(25,878)
Comprehensive result	(25,894)	16	(25,878)

Impact on the balance sheet due to the adoption of AASB 1059 in the 2018–19 year is illustrated below with the following reconciliation between the 30 June 2019 carrying amounts and the balances reported under the new accounting standard:

			(\$ thousand)
	Before new accounting standards 30 June 2019	Net impact of AASB 1059	After new accounting standards 30 June 2019
Balance Sheet			
Total financial assets	1,487,397	0	1,487,397
Total non-financial assets	3,641,113	3,053	3,644,166
Total assets	5,128,510	3,053	5,131,563
Total liabilities	1,853,824	3,210	1,857,034
Net assets	3,274,686	(157)	3,274,529
Net worth	3,274,686	(157)	3,274,529

Impact on the balance sheet due to the adoption of AASB 16 is illustrated with the following reconciliation between the restated carrying amounts as at 30 June 2019 and the balances reported under the new accounting standards as at 1 July 2019:

			(\$ thousand)
	Before new accounting standards 1 July 2019	Net impact of AASB 16	After new accounting standards 1 July 2019
Balance Sheet			
Total financial assets	1,487,397	0	1,487,397
Total non-financial assets	3,644,166	432,279	4,076,445
Total assets	5,131,563	432,279	5,563,842
Total liabilities	1,857,034	433,647	2,290,681
Net assets	3,274,529	(1,368)	3,273,161
Net worth	3,274,529	(1,368)	3,273,161

9.6 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The people who held the positions of Ministers and Accountable Officers in the department (from 1 July 2019 to 30 June 2020 unless otherwise stated) were as follows.

Attorney-General	The Hon. Jill Hennessy, MP	1 July 2019	to 30 June 2020
Acting Attorney-General	The Hon. Benjamin Carroll, MP The Hon. Gavin Jennings, MP The Hon. Benjamin Carroll, MP The Hon. Gavin Jennings, MP The Hon. Benjamin Carroll, MP	1 July 2019 6 July 2019 14 July 2019 1 August 2019 20 December 2019	to 5 July 2019 to 13 July 2019 to 20 July 2019 to 10 August 2019 to 12 January 2020
Minister for Consumer Affairs, Gaming and Liquor Regulation	The Hon. Marlene Kairouz, MP The Hon. Melissa Horne, MP	1 July 2019 22 June 2020	to 16 June 2020 to 30 June 2020
Acting Minister for Consumer Affairs, Gaming and Liquor Regulation	The Hon. Jill Hennessy, MP	29 September 2019	to 9 October 2019
Minister for Corrections	The Hon. Benjamin Carroll, MP The Hon. Natalie Hutchins, MP	1 July 2019 22 June 2020	to 21 June 2020 to 30 June 2020
Acting Minister for Corrections	The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP The Hon. Gavin Jennings, MP The Hon. Jill Hennessy, MP The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP	6 July 2019 21 July 2019 1 August 2019 3 December 2019 23 December 2019 20 January 2020	to 13 July 2019 to 31 July 2019 to 4 August 2019 to 6 December 2019 to 28 December 2019 to 31 January 2020
Minister for the Coordination of Justice and Community Safety – coronavirus (COVID-19) ⁽ⁱ⁾	The Hon. Jill Hennessy, MP	3 April 2020	to 30 June 2020
Minister for Crime Prevention	The Hon. Benjamin Carroll, MP The Hon. Natalie Hutchins, MP	1 July 2019 22 June 2020	to 21 June 2020 to 30 June 2020
Acting Minister for Crime Prevention	The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP The Hon. Gavin Jennings, MP The Hon. Jill Hennessy, MP The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP	6 July 2019 21 July 2019 1 August 2019 3 December 2019 23 December 2019 20 January 2020	to 13 July 2019 to 31 July 2019 to 4 August 2019 to 6 December 2019 to 28 December 2019 to 31 January 2020
Minister for Police and Emergency Services	The Hon. Lisa Neville, MP	1 July 2019	to 30 June 2020
Acting Minister for Police and Emergency Services	The Hon. Benjamin Carroll, MP The Hon. Jill Hennessy, MP The Hon. Gavin Jennings, MP The Hon. Jill Hennessy, MP	20 July 2019 21 July 2019 1 August 2019 29 September 2019	to 20 July 2019 to 31 July 2019 to 3 August 2019 to 20 October 2019
Minister for Victim Support	The Hon. Benjamin Carroll, MP The Hon. Natalie Hutchins, MP	1 July 2019 22 June 2020	to 21 June 2020 to 30 June 2020
Acting Minister for Victim Support	The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP The Hon. Gavin Jennings, MP The Hon. Jill Hennessy, MP The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP	6 July 2019 21 July 2019 1 August 2019 3 December 2019 23 December 2019 20 January 2020	to 13 July 2019 to 31 July 2019 to 4 August 2019 to 6 December 2019 to 28 December 2019 to 31 January 2020
Minister for Workplace Safety	The Hon. Jill Hennessy, MP	1 July 2019	to 30 June 2020
Acting Minister for Workplace Safety	The Hon. Benjamin Carroll, MP The Hon. Gavin Jennings, MP The Hon. Benjamin Carroll, MP The Hon. Gavin Jennings, MP The Hon. Benjamin Carroll, MP	1 July 2019 6 July 2019 14 July 2019 1 August 2019 20 December 2019	to 5 July 2019 to 13 July 2019 to 20 July 2019 to 10 August 2019 to 12 January 2020
Minister for Youth Justice	The Hon. Benjamin Carroll, MP The Hon. Natalie Hutchins, MP	1 July 2019 22 June 2020	to 21 June 2020 to 30 June 2020
Acting Minister for Youth Justice	The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP The Hon. Gavin Jennings, MP The Hon. Jill Hennessy, MP The Hon. Lisa Neville, MP The Hon. Jill Hennessy, MP	6 July 2019 21 July 2019 1 August 2019 3 December 2019 23 December 2019 20 January 2020	to 13 July 2019 to 31 July 2019 to 4 August 2019 to 6 December 2019 to 28 December 2019 to 31 January 2020
Secretary	Rebecca Falkingham	1 July 2019	to 30 June 2020
Acting Secretary	Simon Cohen Joshua Smith Ryan Phillips	2 October 2019 10 October 2019 10 February 2020	to 4 October 2019 to 11 October 2019 to 12 February 2020

(i) Temporary position created on 3 April 2020 to lead all coronavirus (COVID-19) response activities in respect of the department.

Remuneration

Remuneration received or receivable by the Accountable Officer (Secretary) in connection with the management of the department during the reporting period was in the range: \$550,000 – \$559,999 (\$540,000 – \$549,999 in 2018–19).

9.7 Remuneration of executives

The number of executive officers, other than Ministers and the Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave and non-monetary benefits such as motor vehicle allowances.

Post-employment benefits include superannuation entitlements.

Other long-term benefits include long service leave and other long term benefits.

Termination benefits include termination of employment payments, such as severance packages.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated, and a number of executive officers resigned or their contracts ceased. This has had an impact on remuneration figures for the termination benefits category. A number of executive roles were created as a result of the new department structure, which has impacted all benefits categories.

	(\$ thousand)	
Remuneration of executive officers ⁽ⁱ⁾⁽ⁱⁱ⁾	2020	2019
Short-term employee benefits	30,239	20,257
Post-employment benefits	2,562	1,759
Other long-term benefits	892	770
Termination benefits	709	535
Total remuneration	34,402	23,321
Total number of executives	173	140
Total annualised employee equivalents ⁽ⁱⁱⁱ⁾	130.4	90.7

(i) Includes nine active executive officers from the Victorian Government Solicitor's Office.

(ii) Includes key management personnel (KMP) disclosed in note 9.8, who also meet the definition of executives under FRD21C *Disclosures of responsible persons and executive officers in the financial report*.

(iii) The total annualised employee equivalent is based on the time fraction worked over the reporting period.

A reconciliation is provided in the report of operations between the number of executive officers disclosed in the above table and the number of executive officers disclosed in the report of operations.

9.8 Related parties

Related parties of the department include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel (KMP)

The people who held, or acted for more than three months, in key management positions in the department (from 1 July 2019 to 30 June 2020 unless otherwise stated) were as follows.

Portfolio Ministers (refer to note 9.6)				
Secretary (refer to note 9.6)				
Deputy Secretary Aboriginal Justice	Joshua Smith	1 July 2019	to	30 June 2020
Deputy Secretary Corporate Governance and Support	David Nicholson	1 July 2019	to	25 February 2020
	Andrew Minack	18 February 2020	to	30 June 2020
Deputy Secretary Corrections and Justice Services	Ryan Phillips	1 July 2019	to	30 June 2020
Deputy Secretary Emergency Management Victoria	Andrew Minack	1 July 2019	to	17 February 2020
Acting Deputy Secretary Emergency Management Victoria	Kate Fitzgerald	18 February 2020	to	30 June 2020
Deputy Secretary Justice Infrastructure and CEO Community Safety Building Authority	Corinne Cadilhac	1 July 2019	to	30 June 2020
Deputy Secretary Justice Policy and Data Reform	Anna Faithfull	1 July 2019	to	30 June 2020
Deputy Secretary Police, Fines and Crime Prevention	Corri McKenzie	1 July 2019	to	30 June 2020
Deputy Secretary Regulation and Director Consumer Affairs Victoria	Simon Cohen	1 July 2019	to	14 January 2020
Deputy Secretary and Chief Counsel Regulation, Legal and Integrity	Samuel Porter	1 April 2020	to	30 June 2020
Deputy Secretary Service Delivery Reform, Coordination and Workplace Safety	Peta McCammon	1 July 2019	to	30 June 2020
Deputy Secretary Youth Justice	Brigid Sunderland	1 July 2019	to	30 June 2020
Executive Director North West Metropolitan Area	Susan Clifford	12 August 2019	to	30 June 2020
Executive Director North Area	Robin Francis	22 July 2019	to	30 June 2020
Executive Director South Area	Gabrielle Levine	1 July 2019	to	28 July 2019
	Albert Bentincontri	12 August 2019	to	30 June 2020
Executive Director West Area	Leanne Barnes	1 July 2019	to	4 August 2019
	Michelle Wood	5 August 2019	to	30 June 2020
Commissioner Corrections Victoria	Emma Cassar	1 July 2019	to	30 June 2020
Deputy Commissioner Custodial Operations	Rod Wise	1 July 2019	to	6 December 2019
	Melissa Westin	9 December 2019	to	30 June 2020
Commissioner Emergency Management	Andrew Crisp	1 July 2019	to	30 June 2020
Commissioner Youth Justice	Jodi Henderson	1 July 2019	to	30 June 2020
Chairperson Building Licensing Authority	Nicole Marshall	1 July 2019	to	30 June 2020
Chief Administrative Officer Post Sentence Authority	Bree Oliver	1 July 2019	to	22 September 2019
Acting Chief Administrative Officer Post Sentence Authority	Marco Boscaglia	23 September 2019	to	30 June 2020
Road Safety Camera Commissioner	John Voyage	1 July 2019	to	4 October 2019
	Stephen Leane	9 December 2019	to	30 June 2020
Chief Finance Officer	Lynda Rogers	2 December 2019	to	30 June 2020
Acting Chief Finance Officer	Anna Higgs	1 July 2019	to	31 December 2019
Chief Transformation and People Officer	Nicola Brown	1 July 2019	to	30 June 2020

The compensation detailed below excludes the salaries and benefits of Portfolio Ministers. The Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the Department of Parliamentary Services' Financial Report.

	(\$ thousand)	
Compensation of KMPs ⁽ⁱ⁾	2020	2019
Short-term employee benefits	7,598	5,890
Post-employment benefits	518	435
Other long-term benefits	243	286
Termination benefits	297	154
Total	8,656	6,765

(i) KMPs of the department, excluding the Ministers and Accountable Officer, that also meet the definition of executive officers under FRD21C are reported in the disclosures in note 9.7.

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the department, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

The department receives income from government such as the appropriations shown in note 2.2, and income from government-related-entities such as grant income as shown in note 2.5, and other income as shown in note 2.6. The department pays government-related-entities grants as shown in note 3.3, the capital asset charge as shown in note 3.4, some of the technology services as shown in note 3.5 and for payments into the consolidated fund as shown in note 4.3.

9.9 Remuneration of auditors

	(\$ thousand)	
	2020	2019
Victorian Auditor-General's Office		
Audit of the financial statements	366	348
Additional fee	28	0
Total remuneration of auditors	394	348

9.10 Subsequent events

The coronavirus (COVID-19) pandemic has created unprecedented economic uncertainty. Actual economic events and conditions in the future may be different from those assumed in estimates by the department at the reporting date. There has been no significant impacts on the department's financial statements for 2019–20. As at the date of this financial report, Victoria is still in a state of emergency. Since 30 June 2020, the department has officially taken over the supervisory role of hotel quarantine in the government's coronavirus (COVID-19) response. As a result, the department will have an increase in employee and other related costs in 2020–21.

After 30 June 2020, the department has finalised negotiations and executed an Amending Deed to two managing contractor contracts to confirm the total construction cost and commencement of main works construction of the Chisolm Road Prison Project and Youth Justice Redevelopment Project. This increases the department's capital expenditure commitments as shown in note 7.7 by an additional \$1.1 billion, the net impacts of which will be shown in 2020–21. There are no other impacts on the department's financial statements for 2019–20.

9.11 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2019–20 reporting period. These accounting standards have not been applied to these financial statements. The State is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- AASB 2018–7 Amendments to Australian Accounting Standards – Definition of Material**
 This standard principally amends AASB 101 *Presentation of Financial Statements* and AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. It applies to reporting periods beginning on or after 1 January 2020 with earlier application permitted. The department has not earlier adopted the standard. The amendments refine and clarify the definition of material in AASB 101 and its application by improving the wording and aligning the definition across AASB standards and other publications. The amendments also include some supporting requirements in AASB 101 in the definition to give it more prominence and clarify the explanation accompanying the definition of material. This standard is not anticipated to have a material impact.
- AASB 2020–1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current**
 This standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statements of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted, however, the AASB has recently issued ED 301 *Classification of Liabilities as Current or Non-Current – Deferral of Effective Date* with the intention to defer the application by one year to periods beginning on or after 1 January 2023. The department will not early adopt the standard. This standard is not anticipated to have a material impact.

9.12 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Administered item generally refers to a department lacking the capacity to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Amortisation is the expense that results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an other economic flow.

Borrowings refers to interest bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities, service concession arrangements and other interest bearing arrangements. Borrowings also include non interest bearing advances from government that are acquired for policy purposes.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners.

Controlled item generally refers to the capacity of a department to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Current grants are amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transactions'.

Effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or liability, or, where appropriate, a shorter period.

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and superannuation contributions.

Ex-gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Financial asset is any asset that is:

- cash;
- an equity instrument of another entity;
- a contractual right: to receive cash or another financial asset from another entity; or to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability is any liability that is:

- a contractual obligation: to deliver cash or another financial asset to another entity; or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements comprises:

- a comprehensive operating statement for the period;
- a balance sheet as at the end of the period;
- a cash flow statement for the period;
- a statement of changes in equity for the period;
- notes, comprising a summary of significant accounting policies and other explanatory information;
- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grant expenses and other transfers are transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can be either operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants for on-passing are grants paid to one institutional sector (e.g. a State general government entity) to be passed on to another institutional sector (e.g. local government or a private non-profit institution).

Interest expense represents costs incurred in connection with borrowings and includes the interest components of lease liabilities and service concession financial liabilities.

Interest income includes interest received on bank term deposits, interest from investments, and other interest received.

Leases are rights conveyed in a contract, or part of a contract, for the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other economic flows – other comprehensive income'.

Net result from transactions or net operating balance is a key fiscal aggregate and is income from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, plant and equipment, cultural and heritage assets and intangible assets.

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets such as patents.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market remeasurements. They include gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets; and fair value changes of financial instruments.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus.

Payables include short and long-term trade debt and accounts payable, grants and interest payable.

Produced assets include buildings, plant and equipment, inventories, cultivated assets and certain intangible assets. Intangible produced assets may include computer software, and research and development costs (which does not include the start-up costs associated with capital projects).

Receivables include amounts owing from government through appropriation receivable, short and long-term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Sales of goods and services refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services, and work done as an agent for private enterprises. User charges includes sale of goods and services income.

Service concession arrangement is a contract effective during the reporting period between a grantor and an operator in which:

- the operator has the right of access to the service concession asset (or assets) to provide public services on behalf of the grantor for a specified period of time;
- the operator is responsible for at least some of the management of the public services provided through the asset and does not act merely as an agent on behalf of the grantor; and
- the operator is compensated for its services over the period of the service concession arrangement.

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the department.

Taxation income represents income received from the State's taxpayers and includes: gambling taxes levied mainly on private lotteries, electronic gaming machines, casino operations and racing; and other taxes, including licence fees.

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the

government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

9.13 Style conventions

Figures in the tables and text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

(xxx.x)	negative numbers
201x	year period
201x-1x	year period

The financial statements and notes are presented based on the illustration for a government department in the 2019–20 *Model Report for Victorian Government Departments*.

1. Disclosure index

The annual report of the department is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	1
FRD 22H	Purpose, functions, powers and duties	3
FRD 8D	Departmental objectives, indicators and outputs	11
FRD 22H	Key initiatives and projects	13–48
FRD 22H	Nature and range of services provided	4
Management and structure		
FRD 22H	Organisational structure	3
Financial and other information		
FRD 8D	Performance against output performance measures	123-149
FRD 8D	Budget portfolio outcomes	117
FRD 10A	Disclosure index	115
FRD 12B	Disclosure of major contracts	195
FRD 15E	Executive officer disclosures	168
FRD 22H	Employment and conduct principles	160
FRD 22H	Occupational health and safety policy	171
FRD 22H	Summary of the financial results for the year	49
FRD 22H	Significant changes in financial position during the year	49
FRD 22H	Major changes or factors affecting performance	13-48 and 123-149
FRD 22H	Subsequent events	N/A
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	198
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	191
FRD 22H	Statement on National Competition Policy	194
FRD 22H	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	199
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	178
FRD 22H	Details of consultancies over \$10 000	195
FRD 22H	Details of consultancies under \$10 000	197
FRD 22H	Disclosure of government advertising expenditure	197
FRD 22H	Disclosure of ICT expenditure	192
FRD 22H	Statement of availability of other information	200
FRD 24D	Reporting of office based environmental impacts	180
FRD 25D	Local Jobs First	194
FRD 29C	Workforce data disclosures	160
SD 5.2	Specific requirements under Standing Direction 5.2	11
Compliance attestation and declaration		
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	190
SD 5.2.3	Declaration in report of operations	1
SD 5.2.2	Declaration in financial statements	53

Legislation	Requirement	Page reference
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	53
SD 5.2.1(a)	Compliance with Standing Directions	53
SD 5.2.1(b)	Compliance with Model Financial Report	114
Other disclosures as required by FRDs in notes to the financial statements ^(a)		
FRD 9B	Departmental disclosure of administered assets and liabilities by activity	75
FRD 11A	Disclosure of ex gratia expenses	104
FRD 13	Disclosure of Parliamentary appropriations	63
FRD 21C	Disclosures of responsible persons and executive officers in the financial report	108
FRD 103H	Non-financial physical assets	80
FRD 110A	Cash flow statements	60
FRD 112D	Defined benefit superannuation obligations	71
FRD 114C	Financial instruments	96

Note:

(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

Legislation

<i>Freedom of Information Act 1982</i>	198
<i>Building Act 1993</i>	191
<i>Public Interest Disclosures Act 2012</i>	199
<i>Carers Recognition Act 2012</i>	178
<i>Disability Act 2006</i>	175
<i>Local Jobs Act 2003</i>	194
<i>Financial Management Act 1994</i>	53

2. Budget Portfolio Outcomes

The budget portfolio outcomes provide comparisons between the actual financial statements of all general government sector entities within the portfolio and the forecast financial information (initial budget estimates) published in Budget Paper No.5 *Statement of Finances* (BP5). The budget portfolio outcomes comprise the comprehensive operating statements, balance sheets, cash flow statements, statements of changes in equity, and administered item statements.

The budget portfolio outcomes have been prepared on a consolidated basis and include all general government sector entities within the portfolio. Financial transactions and balances are classified into either controlled or administered categories consistent with the published statements in BP5.

The following budget portfolio outcomes statements are not subject to audit by the Victorian Auditor-General's Office and are not prepared on the same basis as the department's financial statements as these include the financial information of the following entities:

- Department of Justice and Community Safety
- Independent Broad-based Anti-corruption Commission
- Office of Public Prosecutions
- Residential Tenancies Bond Authority
- Sentencing Advisory Council
- Victoria Police
- Victoria State Emergency Services Authority
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Inspectorate
- Victorian Institute of Forensic Medicine
- Victorian Law Reform Commission
- Victorian Ombudsman
- Victorian Responsible Gambling Foundation

Comprehensive operating statement for the year ended 30 June 2020

	(\$ million)			
	2019-20 Actual	2019-20 Published budget ⁽ⁱ⁾	Variance	Notes
Income from transactions				
Output appropriations	8,330	7,734	596 (ii)	
Special appropriations	3	3	0	
Interest	37	56	(19)	
Sale of goods and services	28	18	10	
Grants	95	106	(11)	
Other income	57	33	24	
Total income from transactions	8,550	7,950	600	
Expenses from transactions				
Employee benefits	4,080	3,752	328 (iii)	
Depreciation	391	465	(74)	
Interest expense	82	183	(101) (iv)	
Grants and other transfers	1,742	1,384	358 (v)	
Capital asset charge	321	315	6	
Other operating expenses	1,925	1,857	68	
Total expenses from transactions	8,541	7,957	585	
Net result from transactions (net operating balance)	9	(7)	15	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	15	11	4	
Net gain/(loss) on financial instruments and statutory receivables/payables	(14)	0	(14)	
Other gains/(losses) from economic flows	(16)	0	(16)	
Total other economic flows included in net result	(15)	11	(26)	
Net result	(6)	3	(11)	
Other economic flows – other comprehensive income				
Changes in non-financial assets revaluation surplus	307	0	307 (vi)	
Other	7	0	7	
Total other economic flows – other comprehensive income	314	0	314	
Comprehensive result	308	3	303	

(i) Figures published in the 2019-20 Victorian Budget, Budget Paper No. 5.

(ii) Output appropriations were higher than the original budget mainly due to funding provided after the 2019-20 Budget for firefighting related activities for the Metropolitan Fire Brigade and Country Fire Authority including the Fiskville and Regional Victoria funding. In addition, funding was provided for resources to support police operations, initiatives in response to the coronavirus (COVID-19) pandemic, and bushfire suppression and recovery activities.

(iii) Employee benefits expenses were higher than the original budget mainly due to increased costs under the Enterprise Bargaining Agreement (EBA), additional WorkCover costs, and additional costs in response to the bushfire season and the coronavirus (COVID-19) pandemic.

(iv) Interest expense was lower than the original budget mainly due to changes in the lease schedule for the Victoria Police complex at 311 Spencer Street Melbourne and the transfer of accommodation leases to the Department of Treasury and Finance's (DTF's) Shared Services Provider as at 1 November 2019.

(v) Grants and other transfers were higher than the original budget mainly due to the additional funding announced post Budget to support emergency services organisations including the Metropolitan Fire Brigade and Country Fire Authority, Fiskville and Regional Victoria funding to Country Fire Authority, and bushfire suppression and recovery activities. In addition, further grant payments were made to Victoria Legal Aid for the government announced Legal Assistance Package in response to the coronavirus (COVID-19) pandemic and the Commonwealth funded legal assistance bushfire initiative.

(vi) Changes in non-financial assets revaluation surplus were higher than the original budget mainly due to a managerial revaluation of the Department of Justice and Community Safety's (DJCS) land and buildings as at 30 June 2020. Refer to note 8.4.2 of the DJCS' financial statements for further details.

Balance sheet as at 30 June 2020

	(\$ million)			
	2019-20 Actual	2019-20 Published budget ⁽ⁱ⁾	Variance	Notes
Assets				
Financial assets				
Cash and deposits	312	220	92	
Receivables from government	1,335	1,468	(133)	(ii)
Other receivables	111	100	11	
Other financial assets	229	271	(42)	
Total financial assets	1,987	2,059	(72)	
Non-financial assets				
Inventories	23	17	6	
Non-financial assets classified as held for sale including disposal group assets	3	2	1	
Property, plant and equipment	6,915	8,337	(1,422)	(iii)
Intangible assets	194	131	63	
Other	72	42	30	
Total non-financial assets	7,207	8,530	(1,322)	
Total assets	9,194	10,589	(1,394)	
Liabilities				
Payables	686	502	184	(iv)
Borrowings	1,524	2,768	(1,244)	(v)
Provisions	1,106	930	176	(vi)
Total liabilities	3,316	4,199	(884)	
Net assets	5,878	6,390	(510)	
Equity				
Accumulated surplus/(deficit)	1,215	1,220	(5)	
Reserves	1,808	1,393	415	(vii)
Contributed capital	2,855	3,777	(922)	(viii)
Total equity	5,878	6,390	(512)	

(i) Figures published in the 2019-20 Victorian Budget, Budget Paper No. 5.

(ii) Receivables from government were lower than the original budget mainly due to lower than expected balances for funds managed on behalf of the State.

(iii) Property, plant and equipment was lower than the original budget mainly due to the Victoria Police complex at 311 Spencer Street Melbourne which reached practical completion in July 2020 and the rephase of capital programs post the 2019-20 Budget mainly in the Corrections and Youth Justice portfolio into 2020-21 and future years to align with expected deliverables.

(iv) Payables were higher than the original budget mainly due to higher than expected operating and capital expense accruals.

(v) Borrowings were lower than the original budget mainly due to changes in the lease schedule for the Victoria Police complex at 311 Spencer Street Melbourne and the transfer of office accommodation leases to DTF's Shared Services Provider as at 1 November 2019.

(vi) Provisions were higher than the original budgets mainly due to higher than expected employee benefit provisions.

(vii) Reserves were higher than the original budget mainly due to a managerial revaluation of the DJCS' land and buildings as at 30 June 2020. Refer to note 8.4.2 of the DJCS' financial statements for further details.

(viii) Contributed capital was lower than the original budget mainly due to the rephasing and carryover of capital funding into 2020-21 and future years to align with expected deliverables across the Youth Justice and Corrections Victoria related initiatives.

Statement of cash flows for the year ended 30 June 2020

	(\$ million)			
	2019-20 Actual	2019-20 Published budget ⁽ⁱ⁾	Variance	Notes
Cash flows from operating activities				
Receipts				
Receipts from Government	8,065	7,449	616	(ii)
Receipts from other entities	140	121	19	
Interest received	49	55	(6)	
Other receipts	51	34	17	
Total receipts	8,305	7,659	646	
Payments				
Payments of grants and other transfers	(1,742)	(1,385)	(357)	(iii)
Payments to suppliers and employees	(5,790)	(5,562)	(228)	(iv)
Capital asset charge	(321)	(315)	(6)	
Interest and other costs of finance paid	(82)	(182)	100	(v)
Total payments	(7,935)	(7,445)	(491)	
Net cash flows from/(used in) operating activities	370	214	155	
Cash flows from investing activities				
Net investment	(21)	(11)	(10)	
Payments for non-financial assets	(512)	(1,013)	501	(vi)
Proceeds from sale of non-financial assets	32	34	(2)	
Net loans to other parties	5	0	5	
Net cash flows from/(used in) investing activities	(496)	(990)	494	
Cash flows from financing activities				
Owner contributions by State Government	213	878	(665)	(vii)
Repayment of leases and service concession liabilities	(95)	(112)	17	
Net borrowings	8	0	8	
Net cash flows from/(used in) financing activities	126	766	(640)	
Net increase/(decrease) in cash and cash equivalents	0	(10)	9	
Cash and cash equivalents at the beginning of the financial year	312	231	(81)	
Cash and cash equivalents at the end of the financial year	312	220	(72)	

(i) Figures published in the 2019-20 Victorian Budget, Budget Paper No. 5.

(ii) Receipts from government were higher than the original budget mainly due to funding provided after the 2019-20 Budget for firefighting related activities for the Metropolitan Fire Brigade and Country Fire Authority including the Fiskville and Regional Victoria funding. In addition, funding was provided for resources to support police operations, initiatives in response to the coronavirus (COVID-19) pandemic, and bushfire suppression and recovery activities.

(iii) Payments of grants and other transfers were higher than the original budget mainly due to additional grant payments to support emergency services organisations including the Metropolitan Fire Brigade and Country Fire Authority, Fiskville and Regional Victoria funding to Country Fire Authority, and bushfire suppression and recovery activities. In addition, further grant payments were made to Victoria Legal Aid for the government announced Legal Assistance Package in response to the coronavirus (COVID-19) pandemic and the Commonwealth funded legal assistance bushfire initiative.

(iv) Payments to suppliers and employees were higher than the original budget mainly due to higher than expected employee benefits expenses from increased costs under the Enterprise Bargaining Agreement (EBA), additional WorkCover costs, and additional costs as a result of the response to the bushfire season and the coronavirus (COVID-19) pandemic.

(v) Interest and other costs of finance paid were lower than the original budget mainly due to changes in the lease schedule for the Victoria Police complex at 311 Spencer Street Melbourne and the transfer of office accommodation leases to DTF's Shared Services Provider as at 1 November 2019.

(vi) Payments for non-financial assets were lower than the original budget mainly due to changes in the lease schedule for the Victoria Police complex at 311 Spencer Street Melbourne and the rephase of capital programs into 2020-21 and future years mainly for the Corrections and Youth Justice portfolio to align with expected deliverables.

(vii) Owner contributions by State Government were lower than the original budget mainly due to the rephasing and carryover of capital funding into 2020-21 and future years to align with expected deliverables across the Youth Justice and Corrections Victoria related initiatives.

Statement of changes in equity for the year ended 30 June 2020

	(\$ million)				
	Accumulated surplus/(deficit)	Contributions by owner	Revaluation surplus	Other reserves	Total equity
2019-20 Actual					
Opening balance 1 July 2019	1,221	2,649	1,494	0	5,364
Comprehensive result	(6)	0	314	0	308
Transactions with owners in their capacity as owners	0	206	0	0	206
Closing balance 30 June 2020	1,215	2,855	1,808	0	5,878
2019-20 Published budget ⁽ⁱ⁾					
Opening balance 1 July 2019	1,216	2,899	1,393	0	5,508
Comprehensive result	3	0	0	0	3
Transactions with owners in their capacity as owners	0	878	0	0	878
Closing balance 30 June 2020	1,220	3,777	1,393	0	6,390
Variance					
Opening balance 1 July 2019	5	(250)	101	0	144
Comprehensive result	(9)	0	314	0	(305)
Transactions with owners in their capacity as owners	0	(672)	0	0	672
Closing balance 30 June 2020	(4)	(922)	415	0	511

(i) Figures published in the 2019-20 Victorian Budget, Budget Paper No. 5.

Administered items statement for the year ended 30 June 2020

	(\$ million)			
	2019-20 Actual	2019-20 Published budget ⁽ⁱ⁾	Variance	Notes
Administered income				
Appropriations - payments made on behalf of the State	267	36	231	(ii)
Special appropriations	37	82	(45)	
Sale of goods and services	450	492	(42)	
Grants	4	4	0	
Interest	7	13	(6)	
Other income	2,225	2,637	(412)	(iii)
Total administered income	2,990	3,263	(274)	
Administered expenses				
Expenses on behalf of the State	67	14	53	
Grants and other transfers	238	77	161	(iv)
Payments into the Consolidated Fund	2,247	2,617	(370)	(v)
Total administered expenses	2,552	2,707	(156)	
Income less expenses	438	556	(118)	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	0	1	(1)	
Net gain/(loss) on financial instruments and statutory receivables/payables	(501)	(312)	(189)	(vi)
Total other economic flows included in net result	(501)	(311)	(190)	
Net result	(63)	245	(308)	
Other economic flows – other comprehensive income				
Adjustment to accumulated surplus/(deficit) due to a change in accounting policy	0	0	0	
Total other economic flows – other comprehensive income	0	0	0	
Comprehensive result	(63)	245	(308)	
Administered assets				
Cash and deposits	311	60	251	(vii)
Receivables	317	1,830	(1,513)	(viii)
Other financial assets	0	4	(4)	
Total administered assets	628	1,894	(1,266)	
Administered liabilities				
Payables	897	984	(87)	
Provisions	127	1	126	(ix)
Total administered liabilities	1,024	984	39	
Net assets	(396)	910	(1,305)	

(i) Figures published in the 2019-20 Victorian Budget, Budget Paper No. 5.

(ii) Appropriations for payments made on behalf of the State were higher than the original budget mainly due to the receipt of funds for the Natural Disaster Relief Trust (NDRT) to make payments to aid in the State's recovery from natural disasters. The NDRT transferred from the Department of Treasury and Finance (DTF) to the Department of Justice and Community Safety (DJCS) as part of a machinery of government (MOG) change as at 1 December 2019, which was not anticipated at the time the 2019-20 Budget was released.

(iii) Other income was lower than the original budget mainly due to a decrease in gambling tax income, and a decrease in road safety camera, on the spot, toll road evasion and court fine revenue as a result of the coronavirus (COVID-19) pandemic restrictions, which was not anticipated at the time the 2019-20 Budget was released.

(iv) Grants and other transfers were higher than the original budget mainly due to the NDRT payments to aid in the State's recovery from natural disasters. The NDRT transferred from the DTF to the DJCS via a MOG change as at 1 December 2019, which was not anticipated at the time the 2019-20 Budget was released.

(v) Payments into the Consolidated Fund expense was lower than the original budget mainly due to an overestimation of the amount of cash that would be collected during the year.

(vi) Net gain/(loss) on financial instruments and statutory receivables/payables was higher than the original budget mainly due to a revaluation loss on the gambling tax receivable, which was not anticipated at the time the 2019-20 Budget was published.

(vii) Cash and deposits was higher than the original budget mainly due to the cash held in the NDRT. The NDRT transferred from the DTF to the DJCS via a MOG change as at 1 December 2019, which was not anticipated at the time the 2019-20 Budget was released.

(viii) Receivables were lower than the original budget mainly due to the identification during 2019-20 of previous errors dating back to at least 2006 in the calculation of and accounting treatment for the allowance for impairment losses from unpaid fines. Refer to note 4.3.1 of the DJCS' financial statements for further details.

(ix) Provisions were higher than the original budget mainly due to a provision held in the NDRT for payments to aid in the State's recovery from natural disasters. The NDRT was transferred from the DTF to the DJCS via a MOG change as at 1 December 2019, which was not anticipated at the time the 2019-20 Budget was released.

3. Objective indicators and output performance measures

Ensuring community safety through policing, law enforcement and prevention activities	124
Progress toward achieving this objective	124
Performance against output performance measures.....	126
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation.....	128
Progress toward achieving this objective	128
Performance against output performance measures.....	129
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation.....	131
Progress toward achieving this objective	131
Performance against output performance measures.....	131
A fair and accessible criminal justice system that supports a just society based on the rule of law	133
Progress toward achieving this objective	133
Performance against output performance measures.....	135
A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community	139
Progress toward achieving this objective	139
Performance against output performance measures.....	140
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment.....	142
Progress toward achieving this objective	142
Performance against output performance measures.....	142
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors.....	144
Progress toward achieving this objective	144
Performance against output performance measures.....	145
Professional public administration.....	147
Progress toward achieving this objective	147
Performance against output performance measures.....	148

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective police and law enforcement services that aim to prevent, detect, investigate and prosecute crime, and promote safer road user behaviour. It focuses on activities that enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Progress toward achieving this objective

Community safety during the day and night¹

	2015–16	2016–17	2017–18	2018–19
Walking alone in the neighbourhood during the day	90.0	84.0	87.4	88.1
Walking alone in the neighbourhood at night	48.6	42.8	47.1	48.1
At home at night	87.1	79.1	83.0	83.8

This objective indicator reflects the department's efforts to improve safety and provide a safe and secure environment for the community by measuring the level of safety that survey respondents (as a sample of Victorians) feel during the day and night.

In 2018–19, 88.1 per cent of Victorians surveyed felt 'safe' or 'very safe' when walking alone in their neighbourhood during the day and 48.1 per cent felt 'safe' or 'very safe' walking alone at night. 83.8 per cent of Victorians surveyed felt 'safe' or 'very safe' at home alone at night.

The percentage of Victorians surveyed who reported feeling 'safe' or 'very safe' show an improvement in 2018–19 compared to the previous year for all measures.

Community safety on public transport²

	2015–16	2016–17	2017–18	2018–19
Travelling alone on public transport during the day	59.0	58.5	67.1	68.6
Travelling alone on public transport at night	25.6	23.3	31.3	32.3

This objective indicator reflects the department's efforts to improve safety and provide a safe and secure environment for the community by measuring the level of safety that survey respondents (as a sample of Victorians) feel on public transport.

The percentage of Victorians surveyed who reported feeling 'safe' or 'very safe' on public transport during the day in 2018–19 was 68.6 per cent, representing a 1.5 percentage point increase compared the previous year. The national average for this measure in 2018–19 was 67.2 per cent, with Victoria 1.4 percentage points above the national average.

At night, 32.3 per cent of Victorians felt 'safe' or 'very safe' on public transport in 2018–19. This is slightly below the national average of 33.5 percent but represents an increase of one percentage point from the previous year.

Road fatalities and injuries

	2016–17	2017–18	2018–19	2019–20
Rate of road fatalities	267	238	269	229
Rate of road injuries	17,914	15,610	14,791	18,010

Victoria Police aims to contribute to a reduction in road crashes and related road deaths and hospitalisations by implementing the Towards Zero 2016–20 Road Safety Strategy, including operations targeting speeding, drug and drink driving, and high-risk drivers.

In 2019–20, there was a total of 229 road fatalities in Victoria which is a reduction of 40 compared with the previous year. The total number of road injuries increased by 21.8 per cent in 2019–20 compared with the previous year. This was due to a change in the methodology in identifying injuries to align with the processes of partner agencies, such as the Traffic Accident Commission (TAC) and VicRoads. This change ensures consistency and more accurately captures the number of reported injuries in vehicle collisions based on TAC claims.

¹ This is a measure reported by Productivity Commission's Report on Government Services (ROGS). The most recent data available for this objective indicator is 2018–19. 2019–20 data will be published in the 2021 ROGS.

² Metrics relating to community safety on public transport have been separated out for the 2019–20 Annual Report for transparency. The most recent data available for this objective indicator is 2018–19. 2019–20 data will be published in the 2021 ROGS.

Crime statistics

Crime statistics are based on reports from the public and crimes detected by police and demonstrate the department's progress in ensuring community safety through policing, law enforcement and crime prevention activities. The Crime Statistics Agency (CSA) is responsible for processing and publishing Victorian crime statistics, independent of Victoria Police. A further breakdown of crime statistics is available on the CSA website: crimestatistics.vic.gov.au

Total recorded crimes³

	2016–17	2017–18	2018–19	2019–20
Other offences	1,670	2,145	1,395	7,514
Justice procedures offences	69,902	71,090	76,649	81,389
Public order and security offences	36,025	34,743	34,848	31,338
Drug offences	30,352	29,868	32,539	36,951
Property and deception offences	315,163	287,994	287,093	303,931
Crimes against the person	79,116	80,040	81,054	83,114
Total number of offences	532,228	505,880	513,578	544,237

Crime statistics are based on reports from the public and crimes detected by police. Changes to recorded crime can be due to increased presence and focus on community safety throughout Victoria, police detection and enforcement activity, the introduction of new offences or increased police powers to enforce certain offences. For example, in March 2020 two new coronavirus (COVID-19) offence codes were introduced in response to breaches of the Chief Health Officer's Directions under the *Public Health and Wellbeing Act 2008*. Changes may also be due to social, economic and environmental factors, or changing public confidence to report crime to police.

In the 2019–20 financial year, there was an increase in total recorded crime by 6.0 per cent from 513,578 offences in 2018–19 to 544,237 offences in 2019–20. There were increases in all offence categories except for public order and security offences, which fell by 10 per cent from 34,848 in 2018–19 to 31,338 in 2019–20.

The overall increase in total recorded crime was mostly driven by increases in property and deception offences, which increased by 16,838 between 2018–19 and 2019–20. The increase in total recorded crime was also impacted by an increase in 'other offences', which increased by 6,119 between 2018–19 and 2019–20. This was related to the new public health and safety offences introduced as part of the response to coronavirus (COVID-19). Further about the CSA offence classification is available at crimestatistics.vic.gov.au/about-the-data/explanatory-notes.

Increases in property and deception offences were mostly driven by an increase in theft offences, followed by burglary and property damage, but offset by a decrease in offences for arson.

Drug offences increased by 4,412 offences in 2019–20, representing an increase of 13.6 per cent for this category and justice procedures offences increased by 4,740 offences, representing a 6.2 per cent increase in this category. Crimes against the person also increased slightly by 2,060 offences, representing a 2.5 per cent increase for this category.

Offence rates

	2016–17	2017–18	2018–19	2019–20
Total number of offences	532,228	505,880	513,578	544,237
Offence rate per 100,000	8,419	7,829	7,786	8,116

Offence rates per 100,000 people in the population provide a standardised method for comparing data across years.

There was a 6.0 per cent increase in recorded crime in 2018–19, which represented a 4.2 per cent increase in the offence rate per 100,000 people in the population.

While there was a 4.2 per cent increase in the offence rate from 7,786 in 2018–19 to 8,116 in 2019–20, there has been a decrease over the last four years. In 2016–17, the offence rate per 100,000 was 8,419, which is 3.6 per cent higher than the offence rate of 8,116 in 2019–20.

³ Note: Recorded crime data relating to previous years may change in subsequent data extracts as the Victoria Police Law Enforcement Assistance Program (LEAP) is a live database and information are continually updated in LEAP as investigations progress and cases are completed by Victoria Police. Data provided by Crime Statistics Agency are correct at the time of extract from LEAP.

Performance against output performance measures

Policing and Crime Prevention

Victoria Police strives to reduce violence and crime through law enforcement, judicial support, community assistance, guidance and leadership. The output reflects the Victorian Government's focus on reducing the overall incidence and fear of crime and enhancing the safety of individuals and families. The Community Crime Prevention Program supports local communities in preventing crime as well as addressing local crime issues.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Community calls for assistance to which a Victoria Police response is dispatched	number	914,362	900,000	1.6	✓
Contravention of family violence intervention order (FVIO) offences per 100 000 population	number	716.8	670	7.0	✓
The actual is above the target as an upward trend has been reported during the 2019–2020 reporting year. This is a positive result.					
Crimes against property – excluding family violence related crime (rate per 100 000 population)	number	4,360.1	4,200	-3.8	○
Crimes against property – family violence related crime (rate per 100 000 population)	number	172.1	160	7.6	✓
The actual is above the target due to the increase in family violence related criminal damages offences. This is a positive result.					
Crimes against the person – excluding family violence related crime (rate per 100 000 population)	number	668	660	-1.2	○
Crimes against the person – family violence related crime (rate per 100 000 population)	number	571.4	580	-1.5	○
Number of alcohol screening tests conducted	number	2,524 006	3,000 000	-15.9	■
This actual is below the target due to impacts of the coronavirus (COVID-19) pandemic, with frontline testing being restricted.					
Number of hours of family violence related education provided to police	number	5,032.9	1,995	152.3	✓
This actual is above the target as further training courses were introduced to police employees during the 2019–20 reporting year.					
Number of prohibited drug screening tests conducted by booze and drug buses and highway patrol units	number	132,580	150,000	-11.6	■
The actual is below the target due to impacts of the coronavirus (COVID-19) Pandemic, with frontline testing being restricted.					
Number of youth referrals	number	912	1,200	-24.0	■
This actual is below the target due to data capture. If all Embedded Youth Outreach Program referrals were captured the actual would be above target.					
Police record checks conducted to contribute to community safety	number	718,968	703,000	2.3	✓
Total reported road fatalities in vehicle collisions	number	229	≤200	-14.5	■
In 2019–20, road fatalities occurring on country roads accounted for 52.4 per cent of all road fatalities. Of road users, drivers accounted for 46.29 per cent of all road fatalities followed by pedestrians at 17.9 per cent.					
Total persons reported injured in vehicle collisions	number	18,010	15,000	-20.1	■
In 2019–20, Victoria Police altered reporting process to align with partner agencies. The 2020–21 target will reflect the new methodology.					
QUALITY					
Community Crime Prevention grant payments properly acquitted	per cent	100	100	0.0	✓
Perceptions of safety - walking locally at night	per cent	52.8	53	-0.4	○
Proportion of community satisfied with policing services (general satisfaction)	per cent	78.5	80	-1.9	○
Proportion of drivers tested by road safety cameras who comply with posted speed limits	per cent	99.9	99.5	0.4	✓
Proportion of drivers tested who return clear result for prohibited drugs	per cent	91.5	93	-1.6	○
Proportion of Family Incident Report affected family members receiving referrals	per cent	87.9	85	3.4	✓

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
Proportion of successful prosecution outcomes	per cent	93	92	1.1	✓
Proportion of the community who have confidence in police (an integrity indicator)	per cent	81.3	87	-6.6	■

The actual is below the target due to responses from total survey participants, not only those that had contact with police. This measure is highly responsive to changes in perception.

TIMELINESS

Proportion of crimes against the person resolved within 30 days	per cent	38.1	45	-15.3	■
The actual is below the target due to increased crime rates and the diversion of Victoria Police resourcing tasked to manage COVID compliance enforcement.					
Proportion of property crime resolved within 30 days	per cent	20.8	25	-16.8	■

The actual is below the target due to increased crime rates and the diversion of Victoria Police resourcing tasked to manage COVID compliance enforcement.

COST

Total output cost	\$ million	3,777.4	3,563.3	-6.0	■
-------------------	------------	---------	---------	------	---

The actual result is higher than the target reflecting the increased expenditure associated with police salaries, allowances and on-costs, WorkCover premium and accommodation leasing. In addition, there was increased expenditure for the implementation of the CBD Melbourne Security Measures initiative which was carried over from 2018–19.

Victoria Police Notes:

The performance variation (%) and the result rating recorded reflects how the outcome of the measure is interpreted.

2019–20 Revised Budget reflects estimated expenditure as at 2019–20 Budget Update.

Variance is between revised and actuals.

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation

This objective relates to the management of the state's adult correctional system. The overarching purpose of the correctional system is to promote community safety. It achieves this through effective management and provision of rehabilitation and reparation opportunities to prisoners and offenders under custodial and community-based supervision.

Progress toward achieving this objective

Escapes from corrective facilities

	2016–17	2017–18	2018–19	2019–20
Secure perimeter	1	0	0	0
Open perimeter	2	9	3	1

There were no escapes reported from secure perimeter corrective facilities in 2017–18⁴, 2018–19 and 2019–20. There was one escape from an open perimeter corrective facility in 2019–20. One prisoner escaped from Dhurringile Prison (a minimum-security facility) and was subsequently returned to prison. This is a decrease from three escapes from open perimeter facilities in 2018–19.

Percentage of community corrections orders completed

	2016–17	2017–18	2018–19	2019–20
Percentage of community corrections orders completed	62.9	59.2	56.4	57.4

This objective indicator measures the proportion of orders discharged by Community Correctional Services (CCS) that were successfully completed, comprising parole orders, supervised court orders and reparation orders. In 2019–20, 57.4 per cent of orders were successfully completed, an increase from 56.4 per cent in 2018–19. This recent upward trend is largely attributable to an increase in the completion rate for supervised court orders.

Rate of prisoner return to prison within two years

	2016–17	2017–18	2018–19	2019–20
Rate of prisoner return to prison within two years	43.6	43.7	43.4	44.2

This objective indicator measures the percentage of prisoners released from custody after serving a sentence, who return to prison under sentence within two years of release. It indicates the broader operation of the criminal justice system as well as prisoner rehabilitation objectives. After declining in 2018–19, the rate of return to prison within two years increased to 44.2 per cent in 2019–20, impacted by an increase in the number of prisoners returning to prison to serve short sentences.

Rate of offender return to corrective services within two years

	2016–17	2017–18	2018–19	2019–20
Rate of offender return to corrective services within two years	16.2	16.4	15.6	17.1

This objective indicator measures the percentage of offenders who returned to corrective services for a subsequent sentenced episode (either prison or community corrections) within two years of successful discharge from a community corrections order. The offender rate of return to corrective services was 17.1 per cent in 2019–20, an increase from 2018–19. Most offender returns were to community corrections only, with less than one-fifth of those who returned to corrective services receiving a prison sentence⁵.

⁴ One additional minimum-security prisoner absconded while on escorted leave in 2017–18. This incident is not classified as an open perimeter or secure perimeter escape according to ROGS counting rules.

⁵ Due to a review of application of counting rules undertaken in 2018, the offender rates differ from those published in reports prior to 2017–18.

Performance against output performance measures

Community-Based Offender Supervision

This output relates to the effective supervision of offenders in the community, including ensuring compliance with orders of the court and Adult Parole Board, engagement in programs to reduce reoffending and reparation to the community.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Average daily offenders with reparation orders	number	1,631	2,900	-43.8	■
The actual is below the target due to a significant slowdown of fine orders being issued following reforms to the fines system, compounded by the impact of coronavirus (COVID-19) on criminal justice system activity.					
Average daily offenders with supervised court orders	number	9,704	11,750	-17.4	■
The actual is below the target due to a decrease in the number of community correction orders imposed by courts, compounded by the impact of coronavirus (COVID-19) on criminal justice system activity.					
Average daily prisoners on parole	number	867	1,000	-13.3	■
The actual is below the target due to fewer prisoners being granted parole, following reforms to the parole system, and an increase in the proportion of shorter parole orders.					
Community-work hours performed	number	450,764	700,000	-35.6	■
The actual is below the target due to a combination of factors, including fewer hours being ordered by the courts, fewer fine orders being issued and the adverse impact of coronavirus (COVID-19) restricting in-person attendance at community work sites.					
QUALITY					
Rate of return to corrective services within two years of discharge from a community corrections order	per cent	17.1	16	6.9	■
The actual is above the target due to growth in the number of offenders returning to both community corrections and prisons, as the impact of additional police and bail reforms have taken effect.					
Successful completion of parole orders	per cent	78.5	75	4.7	✓
Successful completion of reparation orders	per cent	53.9	68	-20.7	■
The actual is below the target due to a combination of factors, including an increase in concurrent orders affecting successful completions and the transition to a new fines system.					
Successful completion of supervised court orders	per cent	56.3	62	-9.2	■
The actual is below the target due to a combination of factors, including a more complex offender profile affecting successful completions.					
Percentage of community work hours ordered that are completed	per cent	62.2	70	-11.1	■
The actual is below the target due to a combination of factors including fewer offenders undertaking fine orders, which have high completion rates, and a more complex offender profile impacting hours completed.					
Successful completion of violence related programs for family violence offenders in community corrections	per cent	50	70	-28.6	■
The actual is below the target due to the transition to a new service delivery model for the Men's Behaviour Change Program impacting completions in the first half of the financial year, as well as disruptions in the delivery of programs due to coronavirus (COVID-19) restrictions.					
TIMELINESS					
Offenders with a treatment or rehabilitation program condition who have been appropriately referred to a program	per cent	93.9	95	-1.2	○
COST					
Total output cost	\$ million	274.1	290.2	5.5	✓
The actual result is lower than the target mainly due to a rephase from 2019–20 into future years and further delays for the Management of serious offender initiative.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Prisoner Supervision and Support

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Average daily male prison utilisation rate of total male prison capacity	per cent	89.2	90–95	-0.9	○
Average daily female prison utilisation rate of total female prison capacity	per cent	78.1	90–95	-13.2	■
The actual is below the target due to a decrease in the number of female prisoners during the coronavirus (COVID-19) pandemic period. The capacity of the women's prisons has remained stable across quarter four 2019–20.					
Annual daily average number of male prisoners	number	7,438	7,996–8,440	-7.0	■
The actual is below the target due to slower than forecast growth in male prisoner numbers, arising largely from the impact of changes to criminal justice system activity during the coronavirus (COVID-19) restrictions.					
Annual daily average number of female prisoners	number	511	664–680	-20.7	■
The actual is below the target due to slower than forecast growth in female prisoner numbers, arising largely from the impact of changes to criminal justice system activity during the coronavirus (COVID-19) restrictions.					
Total annual number of random drug tests undertaken	number	11,156	11,824–12,481	-5.6	■
The actual is below the target due to a decrease in prisoner numbers which is attributed to the impact of changes to criminal justice system activity during the coronavirus (COVID-19) restrictions.					
QUALITY					
Proportion of benchmark measures in prison services agreement achieved	per cent	78.6	90	-12.7	■
The actual is below the target due to the coronavirus (COVID-19) restrictions in prisons, which has impacted the ability of prisons and providers to deliver services, along with continued pressures on the prison system from an increased remand population.					
Proportion of eligible prisoners in employment	per cent	93.1	89	4.6	✓
Rate of prisoner participation in education	per cent	31.8	36	-11.7	■
The actual is below the target due to the impact of the coronavirus (COVID-19) restrictions, which has limited the ability of prisoners to access education programs across the prison system.					
Rate of return to prison within two years	per cent	44.2	41	7.8	■
The actual is above the target due to an increase in prisoners returning to custody with shorter sentences and more prisoners returning to prison on remand within two years and subsequently receiving a sentence.					
Percentage of positive random drug tests	per cent	4.4	5	-12.0	✓
The actual is below the target due to the restrictions of prisoner movements and cessation of prisoner visits as part of the coronavirus (COVID-19) pandemic restrictions, which limits the availability of contraband. This is a positive result.					
Percentage of education modules successfully completed	per cent	80.9	80	11	✓
Average daily out of cell hours – secure prisons	number	9.75	10.5	-7.1	■
The actual is below the target due to the impact of the coronavirus (COVID-19) restrictions which has led to restricted movements for prisoners across quarter four 2020.					
Average daily out of cell hours – open prisons	number	13.84	14	-1.1	○
TIMELINESS					
Assessment of prisoners 'at risk' undertaken within two hours	per cent	99.6	100	-0.4	○
Proportion of prisoner risk assessments completed within set timeframes	per cent	98.6	95	3.8	✓
COST					
Total output cost	\$ million	1,549.7	1,651.2	6.1	✓
The actual result is lower than the target reflecting reduced demand for emergency beds which was announced as part of the corrections system expansion and men's prison system capacity initiatives. This is partly offset by a redirection to the Infringement and Warrants output for the technology and resources to support Victoria's fines system initiative and coronavirus (COVID-19) related expenses.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation

This objective aims to promote opportunities for rehabilitation of children and young people in the youth justice system and contribute to the reduction of crime in the community by providing a range of services including diversion services, advice to courts, offending related programs, community-based and custodial supervision.

The Victorian youth justice system has a strong record in successfully supporting young people to complete their orders.

Young people in youth justice participating in community reintegration activities

	2016–17	2017–18	2018–19	2019–20
Rate of participation in community reintegration activities	53.4	79.4	75.1	67.9

Progress toward achieving this objective

Percentage of community-based orders successfully completed

	2016–17	2017–18	2018–19	2019–20
Percentage of community-based orders successfully completed	90.5	90.3	89.3	91.9

This objective indicator measures the proportion of sentenced community-based supervision orders successfully completed in the youth justice system. Young people subject to community-based supervision receive comprehensive case management including assessment, case planning, support, and offence-specific interventions.

The proportion of community-based orders successfully completed in 2019–20 was just under 92 per cent, slightly above the trend for the past three years.

This objective indicator measures young people in custody participating in the temporary leave program, which enables suitable young people to go on leave into the community toward the end of their sentence and support their successful transition back into the community. Community reintegration activities are intended to assist young people in custody to return to their communities after serving a period of detention.

The decrease in the participation rate in 2019–20 reflects the impact of coronavirus (COVID-19), where temporary leave from custody to undertake reintegration activities has been suspended for health and safety reasons.

Performance against output performance measures

Youth Justice Community-Based Services

This output provides community statutory supervision and support to young people subject to community-based dispositions in order to divert young people from the youth justice system and minimise the likelihood of further offending.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Average daily number of young people under community-based supervision	number	761	900	-15.4	✓
The actual is below the target due to a reduction in young people under community-based supervision due to a focus on diversion. This reduction, paired with the reduction of young people under custodial supervision, is a positive result as it reflects that young people are being redirected from the Youth Justice system.					
Proportion of young people in youth justice under community-based supervision	per cent	80.8	85	-4.9	○
QUALITY					
Community-based orders completed successfully	per cent	91.9	85	8.1	✓
The actual is above the target due to the higher number of young people successfully completing their orders.					
TIMELINESS					
Young people on supervised orders who have an assessment and plan completed within six weeks of the commencement of the order	per cent	58.1	95	-38.8	■
The actual is below the target due to the transition to the new case management framework which requires a greater series of tasks to be performed prior to the completion of case plans. Coronavirus (COVID-19) physical distancing and remote supervision practices have impacted the time needed to develop case plans.					

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
COST					
Total output cost	\$ million	70.3	670	-4.9	○
The actual result is higher than the target largely due to an increase in corporate allocation attributed to this output.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Youth Justice Custodial Services

This output provides supervision and rehabilitation, through the provision of case management, health and education services and the establishment of structured community supports, to assist young people to address offending behaviour, develop non-offending lifestyles and support reintegration of young people into the community on their exit from custody.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Annual daily average number of young people in custody: male (under 15 years) and female	number	21.3	15–25	0.0	✓
Annual daily average number of young people in custody: males (15 years plus)	number	160.1	210–250	-23.8	✓
The actual is below the target due to a decline in the number of young people in custody across the 2019–20 year due to a focus on diversion. This reduction, paired with the reduction in the annual daily average of young people under community-based supervision, is a positive result as it reflects that young people are being redirected from the Youth Justice system.					
Average daily custodial centre utilisation rate: males (15 years plus)	per cent	72.1	90–95	-19.9	✓
The actual is below the target due to a decline in the number of young people in custody across the 2019–20 reporting year. This reduction is a positive result as it reflects that young males aged over 15 years are being redirected from custody.					
Average daily custodial centre utilisation rate: males (under 15 years) and female	per cent	71	60–80	0.0	✓
QUALITY					
Young people in youth justice participating in community re-integration activities	per cent	67.9	80	-15.1	■
The actual is below the target as temporary leave from custody to undertake re-integration activities has been suspended for safety reasons to reduce transmission of coronavirus (COVID-19).					
TIMELINESS					
Young people on custodial orders who have an assessment and plan completed within six weeks of the commencement of the order	per cent	46	95	-51.6	■
The actual is below the target due to the transition to the new case management framework which requires a greater series of tasks to be performed prior to the completion of case plans. Coronavirus (COVID-19) physical distancing and remote supervision practices have impacted the time needed to develop case plans.					
COST					
Total output cost	\$ million	169.8	168.1	-1.0	○

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

A fair and accessible criminal justice system that supports a just society based on the rule of law

This objective relates to the provision of criminal justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services, community mediation services, support for victims of crime, risk assessments for those working with or caring for children, infringement processing and enforcement activities and delivery of independent, expert forensic medical services to the justice system. Other services that contribute to this objective include legal policy advice to the government, law reform and sentencing advisory services.

Progress toward achieving this objective

Prosecutions completed and returning guilty outcomes

	2016–17	2017–18	2018–19	2019–20
Percentage of prosecutions completed and returning guilty outcomes	90.1	91.8	91.9	91.6

The percentage of all prosecution matters within the Office of Public Prosecutions (OPP) completed with a guilty outcome contributes to the efficient and effective administration of court processes in the criminal justice system. In 2019–20, the proportion of all prosecution matters completed with a guilty outcome was 91.6 per cent, which was a marginal decrease from the 2018–19 result. The indicator remains at a high level compared with the long-run trend data, indicating that OPP and wider criminal justice initiatives, such as case-management practices, decision making and oversight mechanisms are having continued success.

Legal advice and assistance provided⁶

	2016–17	2017–18	2018–19	2019–20
Legal advice and assistance	178,371	179,253	190,527	163,081
Information and Community Legal Education	121,286	125,337	123,321	113,149

This objective indicator reports legal advice and community education sessions provided by Victoria Legal Aid (VLA) lawyers at VLA offices, via outreach services, or by phone or video conference, contributing to a fair and accessible criminal justice system.

The lower number of legal advice and assistance services delivered in 2019–20 is mainly due to the changes to court proceedings that were implemented in March 2020 due to coronavirus (COVID-19). These changes resulted in a significant reduction of duty lawyer services delivered by VLA. The monthly average

for duty lawyer services delivered from July 2019 to February 2020 was 7,931. After the courts adjusted their proceedings, the monthly average decreased to 2,919 for quarter four, 2020. VLA continued to deliver duty lawyer services where hearings proceeded, either in-person where appropriate or via telecommunications. It is anticipated that there will be a significant increase in services in the coming financial year as the courts move to hearing more matters online or via audio visual link (AVL).

VLA's continued focus on family violence has meant that there was a smaller drop in these services compared to the other areas of law that VLA delivers. To ensure that family violence matters are prioritised and dealt with in a timely manner, VLA created a specialised family violence queue for callers to the Legal Help telephone line.

Medico-legal death investigations

	2016–17	2017–18	2018–19	2019–20
Number of medico-legal death investigations	6,129	6,405	6,534	7,039

This objective indicator reflects the number of medico-legal death investigations provided by the Victorian Institute of Forensic Medicine (VIFM), reflecting the ongoing support provided to legal processes in the resolution of cases for the coroner and for families. VIFM's medico-legal death investigation workload is determined by the number of deaths reported to the coroner.

There has been a significant increase in demand for medico-legal death investigations over the past four years, with the number of reportable deaths increasing by 15 per cent since 2016–17.

Law reform projects completed

	2016–17	2017–18	2018–19	2019–20
Number of law reform projects completed	5	4	3	3

The VLRC contributes to a fair, just and inclusive legal system by examining, reporting and making recommendations on law reform. In 2019–20, the VLRC completed three law reform projects that contributed to this objective:

- Neighbourhood Tree Disputes (delivered July 2019)
- Contempt of Court (delivered February 2020)
- Committals (delivered March 2020).

⁶ Previous data reported information sessions and Community Legal Education only. The data has been updated to include legal advice and assistance services, consistent with the measure description. This better represents VLA's performance. Data has been recalculated for the current and previous years.

Number of Sentencing Advisory Council publications

	2016–17	2017–18	2018–19	2019–20
Number of SAC publications	6	10	7	6

The Sentencing Advisory Council (SAC) publishes a range of reports to inform, educate and advise on sentencing issues that contribute to a fair and accessible justice system. In 2019–20, the SAC published the following reports:

- Deportation and Sentencing: An Emerging Area of Jurisprudence
- Rethinking Sentencing for Young Adult Offenders
- Time Served Prison Sentences in Victoria
- *Crossover Kids*: Vulnerable Children in the Youth Justice System Report 2: Children at the Intersection of Child Protection and Youth Justice across Victoria
- *Crossover Kids*: Vulnerable Children in the Youth Justice System Report 3: Sentencing Children Who Have Experienced Trauma
- Serious Offending by People Serving a Community Correction Order: 2018–19.

Services provided to victims of crime against the person

	2016–17	2017–18	2018–19	2019–20
Number of services to victims of crime against the person	42,672	38,181	39,708	38,697

This objective indicator measures the delivery of a suite of support services to victims of crime, including the Victims of Crime Helpline, the Victims Assistance Program (VAP), and Victims Register. Over the last financial year, the number of services provided to victims of crime (by number) decreased slightly from 39,708 in 2018–19 to 38,697 in 2019–20 as the number of new referrals from police decreased. However, the total client service (by hours) for new and existing VAP clients in the same time period increased by 4.7 per cent.

Working with Children Checks processed (negative notices issued within three days of receiving decision)

	2016–17	2017–18	2018–19	2019–20
Percentage negative notices issued within three days of receiving decision	100	99.9	100	100

The percentage of negative Working with Children Notices issued within three days of receiving the decision is an indicator for the efficiency of Working with Children Check Victoria (WWCCV) within the criminal justice system.

In 2019–2020, WWCCV processed 348,000 applications. This is a 15.3 per cent decrease on the number processed in 2018–2019 (411,000). Over the last four years there has been a 0.6 per cent decrease in the number of negative notices issued, from 610 notices in 2016–17 to 606 in 2019–20. WWCCV continues to meet requirements to issue negative notices within three days of receiving decision.

Infringement notices processed

	2016–17	2017–18	2018–19	2019–20
Number (million) infringement notices processed	3.0	2.7	2.4	2.1

This objective indicator counts the number of infringement notices issued by the road safety camera network, including red light cameras, supporting the government's Towards Zero 2016–2020 Road Safety Strategy.

In the 2019–20 financial year, 2.1 million infringement notices were processed. Infringements from road safety cameras declined by approximately 13 per cent when compared with 2018–19. This is primarily due to toll road operators issuing one toll fine per week of travel, increasing their in-house collection activity for toll infringements and resulting in significantly fewer matters being referred to Victoria Police. In addition, works of some road safety camera systems reduced the number of operating cameras, which impacted the number of infringements issued. The 2019–20 bushfires and coronavirus (COVID-19) emergency also saw a reduction in traffic volume resulting in a reduction in the number of infringement notices processed.

Performance against output performance measures

Public Prosecutions and Legal Assistance

This output delivers activities relating to Victoria's public prosecutions service and VLA. The The OPP provides an independent, effective and efficient prosecutions service on behalf of the Director of Public Prosecutions (DPP). In addition to the prosecution of serious crimes, the OPP also provides professional support to prosecution witnesses and victims of crime involved in its cases. VLA is an independent statutory authority that provides a range of legal services for both Victorian and Commonwealth law matters. These services include legal representation, legal advice and advocacy and education services.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Judicial Officer sitting days requiring prosecutors (OPP)	number	12,164	11,000–13,000	0.0	✓
Number of briefs prepared, and hearings attended (OPP)	number	83,046	72,500–78,500	5.8	✓
The actual is above the target due to increased court hearing volumes.					
Number of victim and witness consultations (OPP)	number	18,007	12,500–14,500	24.2	✓
The actual is above the target and reflects the impacts of the new victim and witness engagement processes introduced following new requirements in the <i>Victims Charter Act 2006</i> .					
Community Legal education and information services—excluding family violence related services	number	89 829	105,000–115,000	-14.4	■
The Legal Help phone line is the major driver of legal information and advice sessions at VLA. As advice sessions are becoming more complex, they take longer to deliver, reducing staff availability to answer legal information calls. To accommodate a new working from home model, Legal Help also reduced operating hours by 20 per cent to ensure wellbeing of staff.					
Community legal education and information services – family violence related services	number	23,320	26,000–28,000	-10.3	■
The Legal Help phone line is the main driver of family violence information sessions at VLA. As advice sessions are becoming more complex, they take longer to deliver, reducing staff availability to answer legal information calls. To accommodate a new working from home model for staff, Legal Help also reduced its operating hours by 20 per cent. The VLA has seen a significant increase in inquiries for assistance with family violence matters during coronavirus (COVID-19) and prioritised these matters with a new dedicated phone service. Prioritisation of family violence matters means that, while VLA is below its target, it has been able to answer more family violence information calls than other information calls.					
Duty lawyer services – excluding family violence related services (VLA)	number	53,789	69,000–71,000	-22.0	■
The actual is below the target as a result of the State and Federal Courts making changes to their proceedings in response to the coronavirus (COVID-19) pandemic. Non urgent cases were adjourned until later in the year and a limited number of hearings went ahead either in-person or via telecommunication services. These changes resulted in a significant reduction of duty lawyer services delivered by the VLA in 2019–20.					
Grants of legal assistance provided by VLA – excluding family violence related services	number	32,046	32,900	-2.6	○
Legal advice and minor assistance for clients (VLA) – excluding family violence related services	number	30,855	40,000–42,000	-22.9	■
The Legal Help phone line is the major driver of legal advice sessions at VLA. As advice sessions are becoming more complex, they take longer to deliver, reducing availability of staff to answer legal information calls. To accommodate a new working from home model, Legal Help also reduced its operating hours by 20 per cent to ensure the wellbeing of staff.					
Family violence legal services (VLA)	number	46,115	45,000	2.5	✓
Number of unique clients who accessed one or more of VLA's legal services	number	88,662	105,000	-15.6	■
The actual is below the target due to the changes to Court proceedings and it is likely that the lower number of duty lawyer services has resulted in a much lower than expected unique client count. The delivery of duty lawyer services was more severely impacted by coronavirus (COVID-19) and it is likely that without the disruptions to this service, VLA would have met the target.					
QUALITY					
Guilty outcomes (guilty pleas and trial convictions) as a percentage of case completions (OPP)	per cent	91.6	89	2.9	✓
Client satisfaction with services provided by Victoria Legal Aid	per cent	n/a	80	n/a	n/a
Court adjournments and reductions in face-to-face services means VLA has been unable to access clients to undertake the 2019–20 client satisfaction survey. Methods of delivering the service considering the coronavirus (COVID-19) pandemic will be considered in the 2020–21 financial year.					

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
TIMELINESS					
Proportion of trials which did not proceed to adjournment on application of the Crown (OPP)	per cent	99.1	99	0.1	✓
Average call wait time to the Legal Help phone line (VLA)	minutes	15.3	<10	-53.0	■
To accommodate a new working from home model, Legal Help has reduced its operating hours by 20 per cent to ensure staff wellbeing. Longer average call times and reduced operating hours has meant the average call wait has increased and remains above target. Methods to reduce the average call wait time are being considered in the next financial year.					
COST					
Total output cost	\$ million	312.6	286.4	-9.1	■
The actual result is higher than the target and reflects additional grant payments to Victoria Legal Aid including for the government announced, State and Commonwealth, Legal Assistance Package in response to the coronavirus (COVID-19) pandemic and Commonwealth funded Legal assistance for bushfires.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Infringements and Warrants

This output reports on activities relating to the management of traffic and other infringement notices, the confiscation of assets obtained through criminal activity and enforcement action by the Sheriff's Office Victoria. These activities serve as an administrative method for dealing with minor criminal offences, where a person alleged to have committed an offence has the option of paying a fixed penalty rather than going to court. The fixed penalty is intended to serve as a deterrent.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Infringement notices processed	number (million)	2.1	2.7–2.9	-22.2	■
The actual is below the target and can be attributed to Transurban changing their infringement processing procedures in preparation for a pending legislative change. In addition, roadworks contributed to the decrease in the number of infringement notices processed with some fixed camera areas (including the Hume Freeway, Forsyth Road and the Westgate Freeway) being decommissioned while major roadworks were undertaken. The coronavirus (COVID-19) pandemic also impacted the number of infringements issued due to a decrease in traffic volume on the roads due to lockdown restrictions.					
Warrants actioned	number	480,088	300,000	60.0	✓
The actual is above the target and can be attributed to the department introducing a range of processes and procedures which resulted in continual increases in Sheriff enforcement. In addition, the department also increased its targeted debt enforcement campaigns through SMS and letter activities to supplement the increased Sheriff enforcement activities. With introduction of new functionality to the VIEW system, it is anticipated that warrants actioned numbers will improve even further as enforcement activities increase in 2020–21. The full year result also includes activities in relation to open court warrants (primarily relating to the Magistrates' Court) that have been paid or otherwise closed by the court.					
QUALITY					
Prosecutable images	per cent	97.2	95	2.3	✓
TIMELINESS					
Confiscated assets sold or destroyed within 90 days	per cent	92.4	85	8.7	✓
The actual is above the target due to a higher number of confiscated assets sold or destroyed within 90 days.					
Clearance of infringements within 180 days	per cent	68.2	75	-9.1	■
As part of the ongoing transition to Fines Reform which commenced in December 2017, some enforcement activity was reduced. With the introduction of new system functions to the VIEW system, clearance rates are expected to improve as enforcement activities increase throughout 2020–21 with SMS messaging, targeted letter campaigns and increased outbound calls to remind fine recipients of their obligations.					

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
COST					
Total output cost	\$ million	219.2	230.3	4.8	✓
The actual result is lower than the target mainly due to the decrease in depreciation expenditure and lower than estimated fines enforcement activities funded via a revenue retention agreement. In addition, there was a temporary underspend against the Transport Accident Commission funded Road Safety package which will be utilised in 2020–21. This was partly offset by a redirection within the department for the Technology and resources to support Victoria's fines system initiative.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Criminal Law Support and Reform

This output delivers a broad range of services such as the provision of law reform and sentencing advisory information, access to justice and support services for the Victorian community, including forensic medical and scientific services and medico-legal advice.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Clinical forensic medical services by the Victorian Institute of Forensic Medicine (VIFM)	number	3,546	2,300–2,700	31.3	✓
Demand is driven by Victoria Police requests. The actual is above the target due to significant increases in requests from police for key services including sexual and physical assaults, fitness for interview and expert opinions.					
Medico-legal death investigations (VIFM)	number	7,039	6,150–6,550	7.5	✓
The actual is above the target due to an increase in deaths reported to the Coroner. Demand for these services cannot be controlled or managed in any meaningful way by the Victorian Institute of Forensic Medicine (VIFM). The increase in death investigations continues to significantly exceed safe working case levels per Forensic Pathologist.					
Provision of expert forensic medical and scientific evidence in court (VIFM)	number	146	150–250	-2.7	○
Community education and consultation sessions conducted by Victorian Law Reform Commission (VLRC)	number	107	100	7.0	✓
The actual is above the target due to additional consultations that were carried over from the 2018–19 financial year.					
Law reform projects conducted by VLRC	number	3	3	0.0	✓
Number of Sentencing Advisory Council (SAC) publications	number	6	6	0.0	✓
QUALITY					
Audited medico-legal death investigation reports with no significant diagnostic errors (VIFM)	per cent	97	95	2.1	✓
Teachers and students who are satisfied with education programs delivered by VLRC	per cent	100	85	17.6	✓
The actual is above the target with all feedback being positive.					
TIMELINESS					
Medical and scientific investigations on the body of the deceased completed within two days (VIFM)	per cent	72	75–85	-4.0	○
Medico-legal death investigation reports issued within agreed period (VIFM)	per cent	60	60–70	0.0	✓
COST					
Total output cost	\$ million	123.0	76.6	-60.5	■
The actual result is higher than the target mainly due to supplementary funding approved post the 2019–20 State Budget for the Royal Commission into the Management of Police Informants and the State's response to the Police Informants Royal Commission. In addition, there was increased expenditure due to increasing demands on the criminal justice system, the delivery of the Attorney-General's significant legislative program and to support forensic medical capacity.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Victims and Community Support Services

This output delivers programs that focus on victims and community support services. The Working with Children Check Unit, through the administration of the *Working with Children Act 2005*, aims to reduce the incidence of sexual and physical offences against children by only allowing Victorian adults who pass the working with children check to work with children. The VSA is responsible for coordinating a whole of government approach to services for victims of crime against the person and for representing the voice of victims within the justice system. It provides practical assistance to help victims recover from the effects of crime. Consistent with Victoria's commitment to the Aboriginal Justice Agreement, other initiatives focus on crime prevention and reducing reoffending of Aboriginal people in the criminal justice system.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Victims receiving a service from the Victims of Crime Helpline, Victims Register, Youth Justice Group Conferencing and Victims Support (VSA)	number	26,818	20,600	30.2	✓
The actual is above the target with demand for victims receiving a service from the Victims of Crime Helpline continuing to increase through key referral pathways with Victoria Police and is largely attributed to referrals for, and response to, male victims of family violence.—					
Victims receiving a service from the Victims Assistance Program (VAP)	number	11,879	14,000	-15.2	■
Referrals to the VAP have decreased during the coronavirus (COVID-19) pandemic due to a reduction in Victoria Police referrals. This resulted in less referrals being made to the Victims Assistance Program (VAP) for 'new' clients.					
Grant and program funding administered by the KJU provided to Aboriginal Community Controlled Organisations (ACCOs)	per cent	98.1	95	3.3	✓
Number of Working with Children Checks processed	number (000)	348.2	400–450	-12.9	■
The actual is below the target due to a decrease in the number of new applications received, which partly can be attributed to the coronavirus (COVID-19) pandemic restrictions.					
QUALITY					
Working with Children Checks: Assessment issued within three days of receiving a clear notification	per cent	100	98	2.0	✓
Working with Children Checks: Negative notices issued within three days of receiving the delegate's decision	per cent	99.5	100	-0.5	○
COST					
Total output cost	\$ million	92.3	75.7	-21.9	■
The actual result is higher than the target mainly reflecting demand for the Working with Children Check scheme, additional resources to strengthen Workplace Safety and Place Reform, and increased family violence and mental health support. This was partly offset by a rephase of the Establishing a National Disability Insurance Scheme Worker Screening Service initiative from 2018–19 into future years.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community

This objective aims to support the Victorian community through the provision of services relating to: rights and equal opportunity; life-event registration and identity protection; and advocacy and guardianship for Victorians with a disability or mental illness.

Progress toward achieving this objective

Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission

	2016–17	2017–18	2018–19	2019–20
Number of complaint files received and handled	748	908	890	914

This objective indicator focuses on the number of complaints received by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) that raise a possible contravention of the *Equal Opportunity Act 2010* or the *Racial and Religious Tolerance Act 2001*.

Of the complaint files that were accepted for dispute resolution, the most common area of complaint related to employment, followed by goods and services and accommodation. Disability discrimination was the most frequent attribute of the complaint, followed by discrimination on the basis of race, sex, sexual harassment, carer status and employment activity.

The number of complaint files handled was higher in 2019–2020 compared to the previous year and has been increasing over the last four years due to various education and community engagement activities conducted by VEOHRC.

People assisted through Public Advocate advice and education activities

	2016–17	2017–18	2018–19	2019–20
Number of advice and education activities	15,611	17,932	18,244	17,806

This objective indicator counts the number of recorded instances of information and advice provided by the Office of the Public Advocate (OPA) and the number of people who attended community education sessions delivered by OPA. Information and advice is provided through enquiries to the advice service. These are primarily telephone enquiries, but also include some email and written correspondence, as well as direct attendance by a member of the public at OPA's office. In 2019–20, OPA provided advice in response to 12,624 requests for information and advice. OPA also conducted 130 community education sessions in 2019–20 to community groups and professional bodies, such as health services, disability service providers, and legal professionals.

Dispute resolution services provided in the Dispute Settlement Centre Victoria

	2016–17	2017–18	2018–19	2019–20
Number of dispute resolution services	23,504	23,467	25,992	21,391

This objective indicator counts the number of direct client contacts for dispute resolution services delivered to organisations and members of the Victorian community.

The total number of services provided by the Dispute Settlement Centre Victoria (DSCV) increased in 2018–19 due to the commencement of the Access to Justice Partnership initiative with the Victorian Civil and Administrative Tribunal as part of the Fast Track Mediation and Hearing Program. However, the number of dispute resolutions services fell in 2019–20, due to resources being redirected to the Residential Tenancies Dispute Resolution Service as part of the department's coronavirus (COVID-19) response.

Births, deaths and marriages registration transaction accuracy rate

	2016–17	2017–18	2018–19	2019–20
Registration transaction accuracy rate	99.3	99.5	98.6	99.0

This objective indicator reflects the level of accuracy of the Registry of Births, Deaths and Marriages (BDM) in capturing registration data provided by applicants.

BDM's new core business system Registry Information Online (RIO) was implemented in February 2019 and provides a full range of online services that allow customers and service partners to submit registrable information and apply for birth, death, marriage, change of name and relationship certificates online. Since RIO was implemented there has been significant uptake of online services, particularly the submission of the birth registration statement by new parents, which was not previously available online (over 90 per cent of parents now submit this document online). This has significantly reduced the need to manually enter data from hardcopy forms and therefore assisted to ensure data accuracy.

Performance against output performance measures

Protection of Personal Identity and Individual/Community Rights

This output protects personal identity through the registration of significant life events by BDM. It also protects individual and community rights through the work of the Victorian Equal Opportunity and Human Rights Commission (VEOHRC), the OPA and the Native Title Unit (NTU).

The VEOHRC provides education and capacity building and assists parties to resolve disputes. The OPA protects the rights, interests and dignity of people with disabilities and mental illness. The NTU seeks to increase the economic, social and cultural development of traditional owner communities by negotiating comprehensive settlements of native title claims.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Complaint files received and handled by VEOHRC	number	914	900–1,050	0.0	✓
Education and consultancy sessions delivered by VEOHRC	number	251	350	-28.3	■
The actual is below the target due to the cessation of all face-to-face education delivery as of 13 March 2020 due to the coronavirus (COVID-19) pandemic and social distancing requirements. This was compounded by a lack of demand from clients due to financial uncertainty and diverted priorities due to coronavirus (COVID-19). VEOHRC worked throughout March to May 2020 to adapt the content and delivery of all eight of its general calendar education programs and five tailored education programs to live online delivery.					
Information and advice provided by VEOHRC	number	6,650	8 000–8 500	-16.9	■
The actual is below the target due to the VEOHRC's enquiry phone line service being unavailable to staff working remotely as a direct result of coronavirus (COVID-19). VEOHRC staff were reliant on providing the service via webchat, email, the community reporting tool and manual call backs when requested. VEOHRC was able to implement technology to facilitate access, for staff working remotely, to the enquiry phone line by May 2020.					
Groups in negotiation towards resolution of Native Title claims (NTU)	number	4	4	0.0	✓
Information and advice provided by OPA	number	12,624	11,334–13,306	0.0	✓
Community education sessions (OPA)	number	130	130–150	0.0	✓
Public Advocate auspiced volunteer interventions for people with a disability (OPA)	number	7,777	7,900–8,200	-1.6	○
New guardianship and investigation orders of VCAT actioned by OPA	number	1,380	1,340–1,480	0.0	✓
Advocacy matters opened by OPA	number	284	348–389	-18.4	■
The actual is below the target in large part due to record high demand for guardianship and investigations services impacting resources available that may have been used for advocacy requests. In addition, there may have been an effect on demand from coronavirus (COVID-19), along with the ongoing effect on the advocacy sector of the NDIS funding provided directly to advocacy services. OPA forecasts some potential for increasing advocacy demand as a result of the new guardianship legislation. OPA is reviewing its model of advocacy with a view to maximising the office's advocacy impact.					
Decisions made by the Public Advocate under the Medical Treatment Planning and Decisions Act (OPA)	number	428	464–533	-7.8	■
The actual is below the target due to elective surgery being closed and, fewer medical decisions requested due to the coronavirus (COVID-19) pandemic.					
QUALITY					
Births, Deaths and Marriages registration transaction accuracy rate (BDM)	per cent	99.9	99	0.9	✓
Customer satisfaction rating: Education and consultancy sessions delivered by VEOHRC	per cent	88	85	3.5	✓
Customer satisfaction rating: Conciliation delivered by VEOHRC	per cent	95	85	11.8	✓
The actual is above the target with a high customer satisfaction rating continuing to be achieved despite VEOHRC not being able to provide face-to-face conferencing due to the coronavirus (COVID-19) pandemic.					
Settlement rate of conciliation (VEOHRC)	per cent	65	65	0.0	✓
Customer satisfaction rating: BDM service centre	per cent	93	85	9.4	✓
The actual is above the target and reflected two customer surveys held in 2019–20.					
TIMELINESS					
VEOHRC complaints finalised within six months	per cent	85	85	0.0	✓
Proportion of Native Title negotiations progressed in accordance with the Department's annual work plan and timeframes monitored by the Federal Court (NTU)	per cent	75	100	-25.0	■
The actual is below the target due to legal action taken by a third party and the impact of coronavirus (COVID-19) physical distancing restrictions.					

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
Complete applications for birth, death and marriage certificates processed within five days of receipt (BDM)	per cent	n/a	95	n/a	n/a
The measure has been amended to reflect changes to processing timeframes resulting from updates to BDM's operating model. Due to these updates, data for 2019-20 is not available.					
Average number of days a guardianship or investigation order of VCAT is held on a wait list prior to being allocated to a delegated officer by the Public Advocate (OPA)	number	22.0	15–19	-16.0	■
The actual is above the target due to a record high in demand for OPA's guardianship services having significant flow-on effects to the pending list and wait times for new matters. Restrictions imposed as a result of coronavirus (COVID-19) created challenges for guardians in how they work with clients and services, which resulted in a backlog of cases awaiting allocation to a guardian. These factors have combined to challenge OPA's ability to allocate all matters in a timely manner, although the proactive approach to working with restrictions to slow the spread of coronavirus (COVID-19) ensured the wait list for guardians has been maintained at manageable levels.					

COST

Total output cost	\$ million	80.0	55.5	-44.1	■
The actual result is higher than the target primarily due to additional expenditure by the Registry of Births, Deaths and Marriages for the implementation of the new core business system and recommendations from a number of independent reviews. Additionally, higher than budgeted award payments approved by the Appeals Costs Board under the <i>Appeals Costs Act 1998</i> and supplementary funding for the Traditional Owner Settlements.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Dispute Resolution and Civil Justice Support Services

This output provides dispute resolution and mediation services to members of the community through the DSCV. DSCV's services cover neighbourhood disputes, workplace disputes and disputes within committees, clubs and incorporated associations. The output also provides strategic advice and practical legal solutions to the Victorian Government and its statutory authorities through the Victorian Government Solicitor's Office (VGSO).

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Dispute resolution services provided in the Dispute Settlement Centre of Victoria (DSCV)	number	21,391	25,000	-14.4	■
The actual is below the target due to resources being re-directed to the Residential Tenancies Dispute Service, as part of the response to coronavirus (COVID-19).					
QUALITY					
Overall client satisfaction rate (DSCV)	per cent	93.4	85	9.9	✓
The 2019–20 result reflects data relating to YTD March 2020 only. Due to a reduction of services, as part of the coronavirus (COVID-19) response, DSCV did not send client satisfaction surveys during the past quarter.					
Settlement rate of mediation (DSCV)	per cent	64.2	65	-1.2	○
Client satisfaction with quality of legal advice provided (VGSO)	per cent	85	85	0.0	✓
TIMELINESS					
Intake and mediation services conducted within agreed timeframes by the DSCV	per cent	85.6	85	0.7	✓
Client satisfaction with timeliness of legal advice provided (VGSO)	per cent	85	85	0.0	✓
COST					
Total output cost	\$ million	60.2	51.3	-17.3	■
The actual result is higher than the target mainly due to additional expenditure by the Victorian Government Solicitor's Office associated with the high demand for legal services funded via revenue retention agreements.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment

This objective aims to deliver a coordinated, 'all communities – all emergencies' approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community. Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

Progress toward achieving this objective

Value of domestic fire insurance claims⁷

	2015–16	2016–17	2017–18	2018–19
Average value of claim (\$)	62,541	57,473	78,117	73,540
Value per person in the population (\$)	27.19	21.69	29.40	26.31

The value of domestic fire insurance claims is an indication of the monetary value of asset losses from fire events through damage to domestic property and contents caused by the fire and firefighting operations.

The average value of fire event insurance claims in Victoria was \$73,540 in 2018–19, in line with the

Australian average of \$72,768. This is equivalent to \$26.31 per person in the population, which was slightly higher than the Australian result of \$22.62.

The value of fire event insurance claims in Victoria showed an 18 per cent increase over a four-year period, from an average claim of \$62,541 in 2015–16 to an average claim of \$73,540 in 2018–19. However, the value per person in the population has fallen from \$27.19 in 2015–16 to \$26.31 in 2018–19.

There was a decrease in both the average value of claims and the value per person in the population from 2017–18 to 2018–19, which was consistent with national trends.

Rate of deaths from fire events⁸

	2015–16	2016–17	2017–18	2018–19
Rate of deaths from fire deaths	4.3	4.4	2.7	2.9

The rate of deaths from fire events is defined as the number of deaths per million people in a calendar year, whose underlying cause of death is related to smoke, fire and flames.

The rate of deaths from fire events in Victoria has decreased by 33 per cent from 4.3 deaths per million people in 2015–16 to 2.9 deaths per million people in 2018–19. However, it should be noted that annual fire death rates can be particularly volatile because of the small number of fire deaths and the influence of large irregular fire events.

Performance against output performance measures

Emergency Management Capability

This output provides for the management of emergencies by developing and adopting emergency prevention and mitigation strategies, providing fire suppression and road crash rescue services and supporting local government and communities in disaster mitigation and recovery. Key components of this output reduce the level of risk to the community of emergencies occurring and the adverse effects of emergency events, such as death and injury rates.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Permanent operational staff	number	3,620	3,722	-2.7	○
Permanent support staff	number	1,538	1,548	-0.6	○
Volunteers – Operational	number	34,540	43,000–44,000	-19.7	■
While the 2019–20 actual is slightly below target, service delivery compliance continues to be met. The agencies continue to develop and implement volunteerism strategies to retain and recruit volunteers.					
Volunteers – Support	number	24,762	21,000–22,000	12.6	✓
The actual is above the target due to a reclassification of volunteers from "operational" to "support".					

⁷ Source: ROGS 2020. Note this is the most recent data available from ROGS as 2019–20 data is published in 2021. Time series financial data are adjusted to 2018–19 dollars using the Domestic Final Demand (DFD) deflator (2018–19 = 100). Data relating to insurance claims may not reflect actual asset losses due to insurance pay-outs being limited by the estimated value of assets a policy holder provides when taking out insurance.

⁸ Source: ROGS 2020. Note this is the most recent data available from ROGS as 2019–20 data is published in 2021.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUALITY					
Level 3 Incident Controller trained staff and volunteers	number	73	96	-24.0	■
The actual is below the target due to anticipated Level 3 accreditations expected in the second half of 2019–20 pushed to quarter one 2020–21 as a result of the bushfire response over the summer period, and the current response to the coronavirus (COVID-19) pandemic.					
Road accident rescue accredited brigades/units	number	131	131	0.0	✓
Structural fire confined to room of origin	per cent	82.4	80	3.0	✓
Multi agency joint procurements of systems or equipment	number	0	1	-100.0	■
There was no activity within the parameters of this performance measure.					
TIMELINESS					
Emergency response times meeting benchmarks – emergency medical response	per cent	94.6	90	5.1	✓
The actual is above the target due to performance exceeding the baseline target for this measure, noting the CFA data is not yet counted in this measure. The CFA is in the process of developing business rules to meet this measure.					
Emergency response times meeting benchmarks – road accident rescue response	per cent	87.2	90	-3.1	○
Emergency response times meeting benchmarks – structural fires	per cent	89.5	90	-0.6	○
COST					
Total output cost	\$ million	1,578.6	1,203.3	-31.2	■
The actual result is higher than the target mainly due to supplementary funding approved post budget including for the Country Fire Authority and Metropolitan Fire Brigade Operational Firefighters Enterprise Agreements, bushfire suppression, Establishment of the Fire Services Reform implementation, Independent investigation into the 2019–20 fire season, the release of funding for Fiskville remediation and the additional police call takers initiative.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors

This objective relates to harm minimisation through the regulation of the gambling and liquor industries by promoting the empowerment of consumers and businesses to know their rights and responsibilities and promoting a well-functioning market economy through regulation and support to consumers and businesses.

Progress toward achieving this objective

Percentage of licensed venues with a rating greater than three stars

	2016–17	2017–18	2018–19	2019–20
Percentage with rating greater than three stars	85	85	88	86

This percentage of licenced venues with a rating of greater than three stars demonstrates how the Victorian Commission for Gambling and Liquor Regulation (VCGLR) is encouraging and rewarding responsible behaviours in this sector. Licensed venues are categorised by a rating system which is determined based on the number of non-compliance incidents.

The overall portion of licences with a star rating greater than three decreased slightly from 88 per cent in 2018–19 to 86 per cent in 2019–20. However, the total number of liquor licences that had a star rating greater than three increased in this same period, from 19,062 in 2018–19 to 19,464 in 2019–20.

Responsive Gamblers Help services

	2016–17	2017–18	2018–19	2019–20
Percentage clients receiving services within five days of referral	94	95	96	96

This objective indicator measures the percentage of clients who receive a service within five days of referral to a Gambler's Help service. The statewide system of Gambler's Help services is responding to demand in a timely manner and supporting Victorians experiencing gambling related harm. Face-to-face services and Gambler's Help counsellors across Victoria have transitioned to telehealth platforms (video and phone counselling) to effectively respond to coronavirus (COVID-19) restrictions.

Increased access by consumers, tenants and businesses to digital information

	2016–17	2017–18	2018–19	2019–20
Number (million) access to digital information	3.5	4.0	3.8	4.6

This objective indicator measures the volume of consumer, tenant and business information disseminated throughout the community, mainly through access to online information provided by Consumer Affairs Victoria (CAV). By providing accurate information and support across digital channels, CAV empowers Victorians to exercise their consumer rights, and enables businesses to comply with consumer protection laws.

In 2019–20, Victorian consumers, tenants and businesses accessed information from CAV via a range of digital platforms, including:

- 4.46 million visits to consumer.vic.gov.au representing a 21 per cent increase over the previous period, largely attributable to Victorians seeking information about the impacts of coronavirus (COVID-19) on consumer and renting rights
- 10,466 Twitter followers and 46,932 Facebook page likes at 30 June 2019
- over 114,900 transactions completed via myCAV, with more than 99,200 accounts created since its launch. myCAV provides Victorians with an online portal to apply for a licence or registration and manage their obligations, with instantaneous updates and lodgements.

Performance against output performance measures

Regulation of the Victorian Consumer Marketplace

This output upholds a fair and competitive Victorian marketplace. As Victoria's consumer regulator, CAV works to ensure that the market works effectively by detecting and addressing non-compliance with the law. The output provides for informing consumers and businesses about their rights and responsibilities under the law, engaging with business to ensure compliance, registration and occupational licensing for individuals and organisations and regulation of the residential tenancies market. The Domestic Building Dispute Resolution Victoria (DBDRV) is an independent government agency that provides free services to help resolve domestic (residential) building disputes.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Number of court and administrative actions	number	1,062	850	24.9	✓
The actual is above target, due to the increased numbers of official warnings and infringement notices issued, which has been driven by targeted profiling of businesses. This is notwithstanding a decrease in business activity in the last quarter of 2019–20 due to coronavirus (COVID-19) restrictions.					
Information and advice provided to consumers, tenants and businesses: through other services including written correspondence, face-to-face and dispute assistance	number	142,695	115,700	23.3	✓
The actual is above the target due to increased consumer enquires, driven by the rental eviction moratorium and the restriction on telephone-based service put in place as part of the coronavirus (COVID-19) response.					
Information and advice provided to consumers, tenants and businesses: through telephone service	number	234,632	302,900	-22.5	■
The actual is below the target due to the prioritisation of Residential Tenancy Dispute Resolution Scheme calls, and a reduction in capacity due to coronavirus (COVID-19) limitations.					
Transactions undertaken: Residential Tenancies Bonds Authority (RTBA) transactions	number	492,822	476,000	3.5	✓
Transactions undertaken: registration and licensing transactions	number	91,637	95,500	-4.0	○
Victims of family violence assisted with financial counselling	number	3,439	3,750	-8.3	■
The actual is below the target as increasing client complexity continues to impact on client numbers with existing clients requiring support for longer periods.					
Dispute resolution services provided by Domestic Building Dispute Resolution Victoria	number	6,619	6,000	10.3	✓
The actual is above the target due to unusually high volumes of multiple party and multiple dwelling applications, 602 of which related to one development.					
QUALITY					
Rate of compliance with key consumer laws	per cent	94.6	95	-0.4	○
Proportion of high-priority breaches resulting in regulatory response	per cent	100	100	0.0	✓
TIMELINESS					
Regulatory functions delivered within agreed timeframes	per cent	96.2	95	1.3	✓
The actual is above the target due to the prompt processing of regulatory functions.					
COST					
Total output cost	\$ million	127.4	155.1	17.9	
The actual result is lower than the target mainly due to reduction in expenses for the Victorian Property Fund and Residential Tenancies fund as well as a rephase of the Engineers Registration Scheme into 2020–21. This was partly offset by the rental relief scheme for eligible job seekers as part of the response to the coronavirus (COVID-19) pandemic.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Gambling and Liquor Regulation

This output provides for monitoring and regulation of gambling and liquor activities in Victoria, including the operations of the VCGLR and the Victorian Responsible Gambling Foundation (VRGF). It also provides leadership and strategic policy advice to the Minister for Liquor and Gaming Regulation on the regulation of the gambling and liquor industries, problem gambling and harm minimisation in relation to liquor and gambling.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Liquor and gambling applications and licensee monitoring activities (VCGLR)	number	55,917	50,000	11.8	✓
The actual is above the target due to an ongoing high demand for proof of age cards.					
Liquor and gambling information and advice (VCGLR)	number	128,611	128,000	0.5	✓
Liquor inspections completed by the VCGLR – metropolitan	number	4,649	5,400	-13.9	■
The actual is below target due to the impacts of coronavirus (COVID-19), specifically, the closure of numerous premises, and the temporary suspension of inspections. A trial of inspectors returning to in-field duties commenced in May 2020.					
Gambling inspections completed by the VCGLR – metropolitan	number	1,150	1,350	-14.8	■
The actual is below target due to the impacts of coronavirus (COVID-19), specifically, the closure of numerous premises, and the temporary suspension of inspections. A trial of inspectors returning to in-field duties commenced in May 2020.					
Liquor inspections completed by the VCGLR – regional	number	823	1,500	-45.1	■
The actual is below target due to the impacts of coronavirus (COVID-19), specifically, the closure of numerous premises, and the temporary suspension of inspections. A trial of inspectors returning to in-field duties commenced in May 2020.					
Gambling inspections completed by the VCGLR – regional	number	135	250	-46.0	■
The actual is below target due to the impacts of coronavirus (COVID-19), specifically, the closure of numerous premises, and the temporary suspension of inspections. A trial of inspectors returning to in-field duties commenced in May 2020.					
Mainstream Gambler's Help agency client service hours provided by therapeutic and financial counselling activities	number	74,711	75,400	-0.9	○
Increased access to digital information by the community and stakeholders who have an interest in gambling harm	number	662,393	567,000	16.8	✓
The actual is above the target due to the redirection of additional resources towards digital activity. This redirection was in response to the potential increase in the number of Victorians accessing online gambling instead of land-based gambling, as result of the coronavirus (COVID-19) restrictions.					
Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – metropolitan (VCGLR)	number	3	15	-80	■
The actual is below the target due to the severe bushfire season and the impact of the coronavirus (COVID-19) pandemic. High-risk venues were closed from March 2020 with those venues continuing to trade were considered low-risk. Gaming venues closed March 2020 and have not yet reopened.					
Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – regional (VCGLR)	number	3	5	-40	■
The actual is below the target due to the severe bushfire season and the impact of the coronavirus (COVID-19) pandemic. High-risk venues were closed from March 2020 with those venues continuing to trade were considered low-risk. Gaming venues closed March 2020 and have not yet reopened.					
Audits of casino operations undertaken by the VCGLR	number	1,171	1,260	-7.1	■
The actual is below the target due to the temporary closure of the casino as a part of the coronavirus (COVID-19) response.					
Court and regulatory actions undertaken by the VCGLR	number	1,086	3,440	-68.4	■
While the coronavirus (COVID-19) pandemic has impacted this measure largely as a result of the suspension of inspections, it was anticipated that the target would not be met. This measure will be reviewed as part of the 2020–21 BP3 process.					
QUALITY					
Liquor and gambling licensing client satisfaction (VCGLR)	per cent	88	85	3.5	✓
Liquor and gambling inspections conducted at high risk times	per cent	12	12	0.0	✓

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
TIMELINESS					
Calls to VCGLR client services answered within 60 seconds	per cent	75.3	80	-5.9	■
The actual is below the target due to resourcing issues in the first half of the year.					
Gamblers Help Service clients who receive a service within five days of referral (VRGF)	per cent	96.4	96	0.4	✓
Liquor and gambling approvals, licence, permit applications and variations completed within set time (VCGLR)	per cent	94.42	85	11.1	✓
The actual is above the target due to increased efficiencies being achieved in line with the VCGLR's Business Plan initiative to simplify licensing processes.					
COST					
Total output cost	\$ million	82.9	86.1	3.7	✓

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

Professional public administration⁹

This objective relates to a values-driven, high-integrity public service characterised by employees who collaborate across government and in partnership with the community and other sectors, and who use evidence to support decisions that drive the progress of Victoria socially and economically.

Progress toward achieving this objective

Education and training activities delivered by the Office of the Victorian Information Commissioner

	2016–17	2017–18	2018–19	2019–20
Number of education and training activities delivered	42	73	109	183

This objective indicator measures the number of education and training activities delivered by the Office of the Victorian Information Commissioner (OVIC), through events, educational resources and eLearning modules to support the introduction of Freedom of Information (FOI) professional standards. Since OVIC was established in 2017, the number of FOI education and training activities provided to VPS agencies has increased significantly. The program has shifted from predominately face-to-face online eLearning modules. OVIC has adapted to the impact of coronavirus (COVID-19) by delivering educational digital resources remotely where face-to-face training events were not possible.

Client satisfaction with data security and privacy training provided (OVIC)

	2016–17	2017–18	2018–19	2019–20
Percentage of client satisfaction	99	98	98	95

Client satisfaction with data security and privacy training provided by OVIC is an indication of the quality of data security and privacy training programs to support a values-driven, high-integrity public service.

Since its establishment, OVIC has maintained a high quality of data and security training, evidenced by the high level of satisfaction for the online privacy training modules.

Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman

	2016–17	2017–18	2018–19	2019–20
Number of recommendations accepted	95	98	98	99

This objective indicator measures the number of recommendations accepted by agencies upon completion of investigations, demonstrating the regard agencies have for the investigative work of the Victorian Ombudsman and the impact of the office in achieving systemic change. Recommendations accepted by agencies have been consistently high for the last four years and the implementation of these recommendations is followed up by the Victorian Ombudsman in a biennial public report.

⁹ This objective was published in 2019–20 Budget Paper under the output performance statement for the Department of Premier and Cabinet. The entities associated with this objective transferred to the Department of Justice and Community Safety effective 1 May 2020 following Machinery of Government (MoG) changes.

Performance against output performance measures

Public Sector Integrity¹⁰

This output provides independent investigations of complaints concerning corrupt conduct, administrative actions, alleged breaches of privacy and allegation of serious misconduct. It oversees the Victorian Protective Data Security regime, enhances the Victorian Government's transparency and openness, and provides advice, education and guidance to public agencies.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUANTITY					
Corruption prevention initiatives delivered by the Independent Broadbased Anticorruption Commission (IBAC)	number	75	90	-16.7	■
Due to the impact of coronavirus (COVID-19) across the public sector and emergency restrictions, several IBAC prevention and engagement events did not proceed as planned. There was also a reduction in invitations/engagement requests from other public sector agencies and external stakeholders due to competing priorities and forced closures. The emergency measures also impacted on delivery of other prevention initiatives such as IBAC reports and other resources, due to delays in external stakeholder consultations to inform the development of content.					
Education and training activities delivered by Office of the Victorian Information Commissioner	number	183	100	83.0	✓
The actual is above the target due to a high number of educational resources published to support agencies to comply with the FOI professional standards issued in December 2019. This included a high number of educational digital mail outs, as the OVIC could no longer hold face-to-face training events following closure of the office in March 2020 as a consequence of coronavirus (COVID-19).					
Jurisdictional complaints finalised – Victorian Ombudsman (VO)	number	16,152	14,000	15.4	✓
The actual is above the target as the number of complaints finalised is contingent on approaches to the office by members of the public, which is an external factor beyond the control of the VO.					
Law enforcement, data security and privacy reviews completed	number	4	5	-20.0	■
The actual is below the target due to changed work arrangements following the coronavirus (COVID-19) pandemic and being unable to complete scheduled in-person site inspections of Victoria Police facilities during the 2019–20 financial year.					
Proportion of standard IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within nine months	per cent	100	60	66.7	✓
The actual is above the target due to less complex investigations having a lower demand on specialist skills/capabilities, or complex forensic accounting and financial analysis, which are dependent on protracted legal and administrative processes. Standard investigations also represent a small proportion of investigations completed overall, with the majority being complex.					
Proportion of complex IBAC investigations into public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) completed within 18 months	per cent	75	60	25.0	✓
The actual is above the target and is partly attributed to the successful recruitment of an additional investigations team and manager, and continued improvement of internal processes and resource management.					
Proportion of standard IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within nine months	per cent	100	60	66.7	✓
The actual is above the target due to less complex investigations having a lower demand on specialist skills/capabilities or complex forensic accounting and financial analysis, which are dependent on protracted legal and administrative processes. Standard investigations also represent a small proportion of investigations completed overall, with the majority being complex.					
Proportion of complex IBAC investigations into police personnel conduct and police personnel corrupt conduct completed within 18 months	per cent	71	60	18.3	✓
The actual is above the target and is partly attributed to the successful recruitment of an additional investigations team and manager, and continued improvement of internal processes and resource management.					
Proportion of jurisdictional complaints independently investigated by the Victorian Ombudsman	per cent	28	25	12.0	✓
The actual is above the target due to the VO introducing 'batching' as a method to efficiently deal with enquiries into a number of complaints about an individual systemic issue.					
Reviews and complaints completed by Office of the Victorian Information Commissioner (OVIC)	number	1,268	850	49.2	✓
The actual is above the target due to OVIC's improved business processes which have resulted in effective and efficient management of incoming reviews and complaints as well as completing a backlog of reviews and complaints.					
Local Government Inspectorate (LGI) Governance recommendations adopted and implemented by councils	per cent	100	100	0.0	✓

¹⁰ This output was published in 2019–20 Budget Paper under the output performance statement for the Department of Premier and Cabinet. The entities associated with this objective transferred to the Department of Justice and Community Safety effective 1 May 2020 following MoG changes.

Performance measures	Unit of measure	2019–20 actual	2019–20 target	Performance variation (%)	Result
QUALITY					
Client satisfaction with data security and privacy training provided	per cent	95	90	5.6	✓
The actual is above the target due to the ongoing delivery of quality privacy training.					
Office of the Victorian Information Commissioner applicants that appeal to VCAT	per cent	4	<25	-84.0	✓
This is a positive result. The actual reflects high quality decision making aligned to the substance and essence of the <i>Freedom of Information Act 1982 (Vic)</i> in conjunction with constructive applicant engagement.					
Proportion of jurisdictional complaints where the original outcome is set aside by a review undertaken in accordance with the Ombudsman's internal review policy	per cent	0.1	<1.50	-93.3	✓
This is a positive result as the target has been met.					
Recommendations accepted by agencies upon completion of investigations by the Victorian Ombudsman	per cent	99	95	4.2	✓
Satisfaction rating with corruption prevention initiatives delivered by IBAC	per cent	93	95	-2.1	○
TIMELINESS					
Complaints or notifications about public sector corrupt conduct (excluding police personnel conduct and police personnel corrupt conduct) assessed by IBAC within 45 days	per cent	79	85	-7.1	■
The actual is below the target and is primarily due to the impacts of the coronavirus (COVID-19) pandemic with office closures, remote working arrangements, staff on special leave, delays in receiving information from other agencies and difficulties in processing incoming and outgoing mail. The results can also be partially attributed to process and resource impacts arising from the <i>Public Interest Disclosure Act 2013 (Vic)</i> , with new requirements coming into effect from 1 January 2020. All of these factors contributed to the increase in time taken to assess complaints and notifications.					
Complaints or notifications about police personnel conduct and police personnel corrupt conduct assessed by IBAC within 45 days measure	per cent	68	90	-24.4	■
The actual is below the target primarily due to the impacts of the coronavirus (COVID-19) pandemic, with office closures, remote working arrangements, staff on special leave, delays in receiving information from other agencies and difficulties in processing incoming and outgoing mail. The results can also be partially attributed to process and resource impacts arising from the <i>Public Interest Disclosure Act</i> , with new requirements coming into effect from 1 January 2020. All of these factors contributed to the increase in time taken to assess complaints and notifications. The difference in results between the public sector and police results is largely attributed to the higher volume of police complaints and notifications received, representing approximately 60 per cent of all complaints and notifications.					
Complaints received by the Local Government Inspectorate assessed and actioned within five working days	per cent	97	95	2.1	✓
Complaints resolved within 30 calendar days of receipt by the Victorian Ombudsman (VO)	per cent	89.6	95	-5.7	■
Performance for this measure has been impacted by coronavirus (COVID-19). Specifically, the VO has been cognisant of the pressure State Government agencies and departments are facing in their response to coronavirus (COVID-19) and as such, has lengthened response times required by agencies to respond to VO's enquiries and have prioritised coronavirus (COVID-19) related inquiries. The economic uncertainty as a result of coronavirus (COVID-19) also led to an increase in demand on government services that further resulted in the VO receiving a significant increase in non-jurisdictional approaches, unduly consuming resources. The VO is committed to providing services to the broadest possible range of people and tailor its engagement to their unique and complex needs (e.g. vulnerable community cohorts).					
Responses within 15 days to written enquiries relating to the legislated responsibilities of the Office of the Victorian Information Commissioner	per cent	97	90	7.8	✓
The actual is above the target due to effective monitoring and management of privacy and data security enquiries and responses.					
Timeline agreed by FOI applicants for completion of reviews is met	per cent	48	60	-20.0	■
The actual is below the target in part due to modified work practices owing to the coronavirus (COVID-19) pandemic including not being able to progress certain review applications because of an inability to conduct document inspections, obtain documents and/or the timely provision of submissions or responses from agencies.					
Councillor Conduct Panel applications made within 30 days of sustained allegations	per cent	100	100	0.0	✓
COST					
Total output cost	\$ million	17	0.0	0.0	
The actual result is higher than the target due to the transfer of the Regulatory agencies from the Department of Premier and Cabinet as part of the Machinery of Government changes as at 1 May 2020.					

Notes:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

4. Statutory authorities and offices by ministerial portfolio 2019–20

Attorney-General

Statutory offices

Chief Examiner and Examiner (jointly administered with the Minister for Police)

Commissioner for Uniform Legal Services Regulation (jointly administered with the Attorney-General of New South Wales)

Crown Counsel

Crown Prosecutors

Director of Public Prosecutions

Independent Broad-based Anti-Corruption Commission (IBAC)¹¹

Public Advocate

Public Interest Monitor¹¹

Solicitor-General

Victims of Crime Commissioner

Victorian Legal Services Commissioner

Victorian Inspectorate¹¹

Victorian Ombudsman¹¹

Administrative offices

Local Government Inspectorate¹¹

Victorian Government Solicitor's Office

Statutory authorities

Appeal Costs Board

Coronial Council of Victoria

Court Services Victoria

Judicial College of Victoria

Judicial Commission of Victoria

Judicial Entitlements Panel

Legal Practitioners' Liability Committee

Legal Services Council (Uniform Legal Services Regulation) (jointly administered with the Attorney-General of New South Wales)

Office of Public Prosecutions

Sentencing Advisory Council

Victorian Civil and Administrative Tribunal Rules Committee

Victims of Crime Consultative Committee

Victorian Equal Opportunity and Human Rights Commission

Victoria Law Foundation

Victoria Legal Aid

Victoria Legal Aid Panel of Independent Reviewers

Victorian Institute of Forensic Medicine

Victorian Law Reform Commission

Victorian Legal Admissions Board

Victorian Legal Services Board

Victorian Professional Standards Council

Victorian Traditional Owners Trust

Judicial and quasi-judicial bodies

Children's Court of Victoria

Coroners Court of Victoria

County Court of Victoria

Magistrates' Court of Victoria

Municipal Electoral Tribunals

Supreme Court of Victoria

Victims of Crime Assistance Tribunal

Victorian Civil and Administrative Tribunal

Workplace Safety

Statutory offices

Convenor of Medical Panels

Statutory authorities

Accident Compensation Conciliation Service

Victorian Asbestos Eradication Agency

Victorian Work Cover Authority

Consumer Affairs, Gaming and Liquor Regulation

Statutory offices

Arbitrator, Sale of Land Act

Director of Consumer Affairs Victoria

Statutory authorities

Business Licensing Authority

Consumer Policy Research Centre

Estate Agents Council

Independent Review Panel

Liquor Control Advisory Council

¹¹ Transferred to the Department of Justice and Community Safety effective 1 May 2020 following MoG changes.

Motor Car Traders Claims Committee
Residential Tenancies Bond Authority
Responsible Gambling Ministerial Advisory Council
Sex Work Ministerial Advisory Committee
Victorian Commission for Gambling
and Liquor Regulation
Victorian Responsible Gambling Foundation

Corrections

Statutory authorities

Adult Parole Board
Justice Health Ministerial Advisory Committee
Ministerial Community Advisory Committee (Custodial
Community Permit Program)
Post Sentence Authority
Women's Correctional Services Advisory Committee

Emergency Services

Statutory offices

Emergency Management Commissioner
Inspector-General for Emergency Management

Statutory authorities

Country Fire Authority
Country Fire Authority Appeals Commission
Emergency Management Victoria
Emergency Services Telecommunications Authority
Metropolitan Fire and Emergency Services
Appeals Commission
Metropolitan Fire and Emergency Services Board
Victoria State Emergency Service Authority

Families and Children

Statutory authorities

Youth Parole Board

Police

Statutory offices

Chief Commissioner and Deputy Commissioners of
Police

Chief Examiner and Examiner (jointly administered
with the Attorney-General)

Statutory authorities

Firearms Appeals Committee
Police Registration and Services Board
Road Safety Camera Commissioner
Road Safety Camera Commissioner Reference Group

Portfolio agencies

Victoria Police

5. Acts administered by justice and community safety portfolios as at 30 June 2020

Attorney-General

Acts Enumeration and Revision Act 1958

Administration and Probate Act 1958

Administrative Law Act 1978

Adoption Act 1984

Age of Majority Act 1977

Appeal Costs Act 1998

Attorney-General and Solicitor-General Act 1972

Bail Act 1977 – Except:

- *Section 3B* (this section is jointly and severally administered with the Minister for Youth Justice)

Births, Deaths and Marriages Registration Act 1996

Charities Act 1978

Charter of Human Rights and Responsibilities Act 2006

Children, Youth and Families Act 2005 – Except:

- *Chapters 3 and 4* (these Chapters are jointly and severally administered with the Minister for Child Protection)
- *Chapter 5* (except Division 2 of Part 5.2 and sections 359 and 359A) (these provisions are jointly and severally administered with the Minister for Youth Justice)
- *Sections 359 and 359A* (these sections are jointly and severally administered with the Minister for Victim Support and the Minister for Youth Justice)
- *Part 6.2* (this Part is jointly and severally administered with the Minister for Youth Justice)
(The Act is otherwise jointly and severally administered with the Minister for Child Protection and the Minister for Youth Justice)

Choice of Law (Limitation Periods) Act 1993

Civil Procedure Act 2010

Classification (Publications, Films and Computer Games) (Enforcement) Act 1995

Commercial Arbitration Act 2011

Commonwealth Places (Administration of Laws) Act 1970

Commonwealth Powers (De Facto Relationships) Act 2004

Commonwealth Powers (Family Law-Children) Act 1986

Confiscation Act 1997 – Except:

- *Section 134* (this section is jointly and severally administered with the Minister for Crime Prevention)

Constitution Act 1975 –

- *Part III*
- *Division 1 of Part IIIAA* (this Division is jointly administered with the Premier)
- *Divisions 3 to 6 of Part IIIAA*
- *Section 88* in so far as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings)

(The Act is otherwise administered by the Minister for Government Services, the Minister for Regulatory Reform, the Minister for Training and Skills and the Premier)

Constitution (Supreme Court) Act 1989

Constitutional Powers (Coastal Waters) Act 1980

Constitutional Powers (Request) Act 1980

Co-operative Schemes (Administrative Actions) Act 2001

Coroners Act 2008

Corporations (Administrative Actions) Act 2001

Corporations (Ancillary Provisions) Act 2001

Corporations (Commonwealth Powers) Act 2001

Corporations (Victoria) Act 1990

Council of Law Reporting in Victoria Act 1967

County Court Act 1958

Court Security Act 1980

Court Services Victoria Act 2014

Courts (Case Transfer) Act 1991

Crimes Act 1958

Crimes at Sea Act 1999

Crimes (Assumed Identities) Act 2004

Crimes (Controlled Operations) Act 2004

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 – Except:

- *Sections 38C-38E, 38ZW, 42, 46 and 74* (these sections are jointly and severally administered with the Minister for Victim Support)
- *Sections 48-55, 57A, 57B, 58, 58A and 60-63(1), Division 3 of Part 7 and Part 7A* (these provisions are jointly administered with the Minister for Disability, Ageing and Carers and the Minister for Mental Health)
- *Part 5A* (this Part is jointly administered with the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Youth Justice)
- *Part 7C* (this Part is jointly administered with the Minister for Mental Health)

Criminal Organisations Control Act 2012

Criminal Procedure Act 2009

Crown Proceedings Act 1958

Defamation Act 2005

Domestic Building Contracts Act 1995 –

- *Part 5* (The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation)

Domicile Act 1978

Electoral Act 2002 –

- *Part 8*

(The Act is otherwise administered by the Minister for Government Services and the Premier)

Electronic Transactions (Victoria) Act 2000

Equal Opportunity Act 2010

Evidence Act 2008

Evidence (Miscellaneous Provisions) Act 1958

Family Violence Protection Act 2008 – Except:

- *Parts 5A, 5B and 11, Division 1A of Part 13, sections 210A and 210B* (these provisions are administered by the Minister for Prevention of Family Violence)
(The Act is otherwise jointly and severally administered with the Minister for Prevention of Family Violence)

Federal Courts (State Jurisdiction) Act 1999

Fences Act 1968

Fines Reform Act 2014

Foreign Judgments Act 1962

Fortification Removal Act 2013

Freedom of Information Act 1982¹²

Guardianship and Administration Act 1986

Guardianship and Administration Act 2019

Honorary Justices Act 2014

Imperial Acts Application Act 1980

Imprisonment of Fraudulent Debtors Act 1958

Independent Broad-based Anti-corruption Commission Act 2011¹²

Infringements Act 2006

Instruments Act 1958 – Except:

- In so far as it relates to the functions of the Registrar-General and the management of the Office of the Registrar-General (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

Interpretation of Legislation Act 1984

Judgment Debt Recovery Act 1984

Judicial College of Victoria Act 2001

Judicial Commission of Victoria Act 2016

Judicial Entitlements Act 2015

Judicial Proceedings Reports Act 1958

Juries Act 2000

Jurisdiction of Courts (Cross-vesting) Act 1987

Jury Directions Act 2015

Land Acquisition and Compensation Act 1986

Land Act 1958 –

- In so far as it relates to the exercise of powers relating to leases and licences under Subdivisions 1 and 2 of Division 9 of Part I in respect of land described as Crown Allotment 22D of Section 30, Parish of Melbourne North being the site of the Victorian County Court
- In so far as it relates to the land described as Crown Allotment 16 of Section 5, Elwood, Parish of Prahran being the site of the former Elwood Police Station:
- Except *Division 6 of Part I, Subdivision 3 of Division 9 of Part I, section 209* and the remainder of the Act where it relates to the sale and alienation of Crown Lands as set out in Administrative Arrangements Order No. 58 (these provisions are administered by the Assistant Treasurer)
- *Except sections 201, 201A and 399*
- *Sections 22C–22E*
- *Sections 201, 201A and 399* in so far as they relate to the land described as Crown Allotment 16 of Section 5, Elwood, Parish of Prahran being the site of the former Elwood Police Station (in so far as they relate to that land, these provisions are jointly administered with the Assistant Treasurer)

(The Act is otherwise administered by the Assistant Treasurer, the Minister for Corrections, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Government Services, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads and Road Safety)

Land Titles Validation Act 1994

Legal Aid Act 1978

Legal Identity of Defendants (Organisational Child Abuse) Act 2018

Legal Profession Uniform Law Application Act 2014

Legal Profession Uniform Law (Victoria)

Leo Cussen Institute (Registration as a Company) Act 2011

Limitation of Actions Act 1958

Local Government Act 1989 –

- *Sections 44–46, 48 and 49*
- *Sections 223A, 223B and 223C¹²*
- *Sections 223BA–223BM¹²*
- *Section 243* in so far as it relates to municipal electoral tribunals and inspectors of municipal administration¹²

¹² This legislation transferred to the Department of Justice and Community Safety in May 2020 following MoG changes.

- *Schedule 4*

(The Act is otherwise administered by the Minister for Local Government, the Minister for Planning and the Minister for Roads and Road Safety)

Magistrates' Court Act 1989

Maintenance Act 1965

Major Crime (Investigative Powers) Act 2004 – Except:

- *Part 3* (this Part is jointly administered with the Minister for Police and Emergency Services)

Marriage Act 1958

National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 –

- The Act is jointly and severally administered with the Minister for Victim Support

National Domestic Violence Order Scheme Act 2016

Oaths and Affirmations Act 2018

*Ombudsman Act 1973*¹² – Except:

- *Sections 3 – 6* (these sections are administered by the Premier)

Open Courts Act 2013

*Parliamentary Committees Act 2003*¹² –

- *Sections 7, 7A and 52* (in so far as these sections relate to public interest disclosures about conduct by or in the Victorian Inspectorate, these sections are jointly and severally administered with the Premier)

(The Act is otherwise administered by the Premier)

Penalty Interest Rates Act 1983

Perpetuities and Accumulations Act 1968

Personal Property Securities (Commonwealth Powers) Act 2009

Personal Property Securities (Statute Law Revision and Implementation) Act 2010

Personal Safety Intervention Orders Act 2010

Powers of Attorney Act 2014

*Privacy and Data Protection Act 2014*¹²

Professional Standards Act 2003

Property Law Act 1958 – Except:

- In so far as it relates to the functions of the Registrar-General and the management of the Office of the Registrar-General (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

*Public Interest Disclosure Act 2012*¹²

*Public Interest Monitor Act 2011*¹²

Public Notaries Act 2001

Public Prosecutions Act 1994

Relationships Act 2008 –

- The Act is jointly and severally administered with the Minister for Equality

Religious and Successory Trusts Act 1958

Residential Tenancies Act 1997 –

- *Part 11* (except subsection 447(1) and section 480)

(The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Disability, Ageing and Carers, the Minister for Housing and the Minister for Planning)

Royal Victorian Institute for the Blind and other Agencies (Merger) Act 2005

Sentencing Act 1991 – Except:

- *Division 1C of Part 3 and section 89F* (these provisions are jointly and severally administered with the Minister for Victim Support)
- *Subdivision 4 of Division 2 of Part 3* (this Subdivision is jointly administered with the Minister for Youth Justice)
- *Division 2 of Part 3BA* (this Division is jointly administered with the Minister for Disability, Ageing and Carers)
- *Divisions 3 to 6 of Part 3A* (these Divisions are jointly administered with the Minister for Corrections)

Settled Land Act 1958

Severe Substance Dependence Treatment Act 2010 –

- *Sections 9-11 and 14-22*

(The Act is otherwise administered by the Minister for Mental Health)

Sheriff Act 2009

St Andrew's Foundation Act 1997

Status of Children Act 1974

Summary Offences Act 1966

Supreme Court Act 1986

Surveillance Devices Act 1999

Telecommunications (Interception) (State Provisions) Act 1988

Terrorism (Commonwealth Powers) Act 2003

Terrorism (Community Protection) Act 2003 – Except:

- *Part 4* (this Part is administered by the Minister for Police and Emergency Services)

Traditional Owner Settlement Act 2010

Transfer of Land Act 1958 – Except:

- In so far as it relates to the functions of the Registrar of Titles and the management of the Office of Titles (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

¹² This legislation transferred to the Department of Justice and Community Safety in May 2020 following MoG changes.

Trustee Act 1958

Trustee Companies Act 1984 –

- The Act is jointly administered with the Treasurer

Unauthorized Documents Act 1958

Valuation of Land Act 1960 –

- *Divisions 1 and 2 of Part III, Divisions 4 and 5 of Part III* where they relate to the determination of appeals by a Land Valuation Division of the Victorian Civil and Administrative Tribunal and *Part IV* in so far as it relates to the administration of the above provisions

(The Act is otherwise administered by the Minister for Planning)

Vexatious Proceedings Act 2014

Victims' Charter Act 2006 –

- *Section 21*

(The Act is otherwise administered by the Minister for Victim Support)

Victims of Crime Assistance Act 1996 –

- The Act is jointly and severally administered with the Minister for Victim Support

Victims of Crime Commissioner Act 2015 –

- The Act is jointly and severally administered with the Minister for Victim Support

Victoria Law Foundation Act 2009

Victoria Park Land Act 1992

Victorian Civil and Administrative Tribunal Act 1998

Victorian Inspectorate Act 2011¹²

Victorian Institute of Forensic Medicine Act 1985

Victorian Law Reform Commission Act 2000

Vital State Projects Act 1976 –

- *Sections 5-16*

(The Act is otherwise administered by the Premier)

Wills Act 1997

Working with Children Act 2005

Workplace Injury Rehabilitation and Compensation Act 2013 –

- *Division 1 of Part 6*

(The Act is otherwise jointly and severally administered by the Assistant Treasurer and the Minister for Workplace Safety)

Wrongs Act 1958

Minister for Consumer Affairs, Gaming and Liquor Regulation

Associations Incorporation Reform Act 2012

Australian Consumer Law and Fair Trading Act 2012

Business Licensing Authority Act 1998

Business Names (Commonwealth Powers) Act 2011

Casino Control Act 1991 – Except:

- *Sections 128H-128L (except section 128K(2))* (these provisions are administered by the Minister for Planning)
- *Section 128K(2)* (this section is administered by the Assistant Treasurer)

Casino (Management Agreement) Act 1993

Chattel Securities Act 1987

Company Titles (Home Units) Act 2013

Consumer Credit (Victoria) Act 1995

Conveyancers Act 2006

Co-operatives National Law Application Act 2013

Co-operatives National Law (Victoria)

Credit Act 1984

Credit (Administration) Act 1984

Credit (Commonwealth Powers) Act 2010

Domestic Building Contracts Act 1995 – Except:

- *Part 5* (this Part is administered by the Attorney-General)

Estate Agents Act 1980

Fundraising Act 1998

Funerals Act 2006

Gambling Regulation Act 2003 – Except:

- *Section 2.2.6* (this section is administered by the Minister for Racing)
- *Section 3.4.33* (this section is administered by the Treasurer)
- *Division 1A and Division 2 of Part 2 of Chapter 4* (these Divisions are jointly administered with the Minister for Racing)
- *Sections 4.3.12 and 6A.4.2* (these sections are administered by the Treasurer)
- *Part 5 of Chapter 4* (this Part is jointly administered with the Minister for Racing)
- *Division 1 of Part 3 of Chapter 10* (this Division is administered by the Treasurer)
- *Part 6A of Chapter 4* (this Part is administered by the Treasurer)

Goods Act 1958

Liquor Control Reform Act 1998

¹² This legislation transferred to the Department of Justice and Community Safety in May 2020 following MoG changes.

Motor Car Traders Act 1986

Owners Corporations Act 2006

Partnership Act 1958

Professional Engineers Registration Act 2019

Residential Tenancies Act 1997 –

- *Sections 23A-25, 27, 32, 33, 45-48, 74-77, 82, 90, 91, 91A, 102, 102A, 103, 104(1), 104(4), 104(5), 104(6), 105(2), 105(2A), 105(3), 124, 128, 130-134, 141-142B, 142D-212, 213AA-215, 230, 232-234, 241, 277, 289A, 291-327, 329-333, 335-339, 341, 343-366, 373-376, 385, 388, 388A, 390, 390A, 395-398, 399A-439M, 480, 486-499, 501-504 and 505A-510C*
- *Section 66(1)* (this section is jointly administered with the Minister for Housing)
- *Section 142C* (this section is jointly and severally administered with the Minister for Housing)
- *Part 12A and section 511* (these provisions are jointly and severally administered with the Minister for Disability, Ageing and Carers and the Minister for Housing)

(The Act is otherwise administered by the Attorney-General, the Minister for Housing and the Minister for Planning)

Retirement Villages Act 1986

Rooming House Operators Act 2016

Sale of Land Act 1962

Second-Hand Dealers and Pawnbrokers Act 1989

Sex Work Act 1994

Subdivision Act 1988 –

- *Part 5*
 - *Section 43* (in so far as it relates to Part 5)
- (The Act is otherwise administered by the Minister for Planning)

Travel Agents Repeal Act 2014

Veterans Act 2005 –

- *Part 4*
- (The Act is otherwise administered by the Minister for Veterans)

Victorian Commission for Gambling and Liquor Regulation Act 2011

Victorian Responsible Gambling Foundation Act 2011

Warehousemen's Liens Act 1958

Minister for Corrections

Community Based Sentences (Transfer) Act 2012

Corrections Act 1986

Crown Land (Reserves) Act 1978 –

- *Sections 17B, 17BAA, 17BA, 17CA, 17D, 17DAA, 18A and 18B*, in so far as they relate to the exercise of powers in relation to the land shown as Crown Allotment 15 on Certified Plan 009176 and Crown Allotment 16 on Certified Plan 1, Section B1, Parish of Ararat, lodged with the Central Plan Office

(The Act is otherwise administered by the Assistant Treasurer, the Minister for Business Precincts, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight, the Minister for Tourism, Sport and Major Events and the Premier)

International Transfer of Prisoners (Victoria) Act 1998

Land Act 1958 –

- In so far as it relates to the exercise of powers relating to leases and licences under Subdivision 1 of Division 9 of Part I in respect of –
- land identified in Certified Plan 114680-A dated 8 February 1995
- land shown as Allotment 8B, Section 13 on Certified Plan 116685 and Allotment 4A, Section 17 on Certified Plan 116944 lodged in the Central Plan Office
- land shown as hatched on the plan numbered LEGL/95-80 lodged in the Central Plan Office

(The Act is otherwise administered by the Assistant Treasurer, the Attorney-General, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Government Services, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads and Road Safety)

Parole Orders (Transfer) Act 1983

Prisoners (Interstate Transfer) Act 1983

Sentencing Act 1991 –

- Divisions 3-6 of Part 3A (these Divisions are jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Victim Support and the Minister for Youth Justice)

Serious Offenders Act 2018 – Except:

- *Sections 134, 135, 153 and 154* (these sections are jointly and severally administered with the Minister for Victim Support)

Minister for Crime Prevention

Confiscation Act 1997 –

- *Section 134* (this section is jointly and severally administered with the Attorney-General)

Crime Statistics Act 2014 –

- The Act is jointly and severally administered with the Minister for Police and Emergency Services

Minister for Police and Emergency Services

Australian Crime Commission (State Provisions) Act 2003

Control of Weapons Act 1990

Country Fire Authority Act 1958

Crime Statistics Act 2014 –

- The Act is jointly and severally administered with the Minister for Crime Prevention

Emergency Management Act 1986

Emergency Management Act 2013

Emergency Services Telecommunications Authority Act 2004

Firearms Act 1996

Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019

Graffiti Prevention Act 2007

Major Crime (Investigative Powers) Act 2004 –

- *Part 3* (this Part is jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General)

Metropolitan Fire Brigades Act 1958

Police Assistance Compensation Act 1968 –

- The Act is jointly and severally administered with the Minister for Victim Support

Police Regulation (Pensions) Act 1958 – Except:

- *Part III* (this Part is administered by the Assistant Treasurer)

Private Security Act 2004

Road Safety Camera Commissioner Act 2011

Seamen's Act 1958

Sex Offenders Registration Act 2004

Terrorism (Community Protection) Act 2003 –

- *Part 4*

(The Act is otherwise administered by the Attorney-General)

Unlawful Assemblies and Processions Act 1958

Victoria Police Act 2013

Victoria State Emergency Service Act 2005

Witness Protection Act 1991

Minister for Victim Support

Children, Youth and Families Act 2005 –

- *Sections 359 and 359A* (these sections are jointly and severally administered with the Attorney-General and the Minister for Youth Justice)

(The Act is otherwise administered by the Attorney-General, the Minister for Child Protection and the Minister for Youth Justice)

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 –

- *Sections 38C–38E, 38ZW, 42, 46 and 74* (these sections are jointly and severally administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Youth Justice)

National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018

- The Act is jointly and severally administered with the Attorney-General

Police Assistance Compensation Act 1968 –

- The Act is jointly and severally administered with the Minister for Police and Emergency Services
- *Sentencing Act 1991* –
- *Division 1C of Part 3 and section 89F* (these provisions are jointly and severally administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Disability, Ageing and Carers and the Minister for Youth Justice)

Serious Offenders Act 2018 –

- *Sections 134, 135, 153 and 154* (these sections are jointly and severally administered with the Minister for Corrections)

Victims' Charter Act 2006 – Except:

- *Section 21* (this section is administered by the Attorney-General)

Victims of Crime Assistance Act 1996 –

- The Act is jointly and severally administered with the Attorney-General

Victims of Crime Commissioner Act 2015 –

- The Act is jointly and severally administered with the Attorney-General

Minister for Workplace Safety

Accident Compensation Act 1985

Accident Compensation (Occupational Health and Safety) Act 1996

Asbestos Diseases Compensation Act 2008

Dangerous Goods Act 1985

Equipment (Public Safety) Act 1994

Occupational Health and Safety Act 2004

Workers Compensation Act 1958 – Except:

- *Division 8 of Part 1* (this Division is administered by the Treasurer)

Workplace Injury Rehabilitation and Compensation Act 2013 – Except:

- *Division 1 of Part 6* (this Division is administered by the Attorney-General)

- *Sections 492-495* in so far as they relate to WorkSafe's budget, financial reporting and management of the WorkCover Authority Fund (in so far as they relate to those matters, these sections are jointly administered with the Assistant Treasurer)
- *Sections 515-518* (these sections are jointly administered with the Assistant Treasurer)

Minister for Youth Justice

Bail Act 1977 –

- *Section 3B* (this section is jointly and severally administered with the Attorney-General)
(The Act is otherwise administered by the Attorney-General)

Children, Youth and Families Act 2005 – Except:

- *Chapters 3 and 4* (these Chapters are jointly and severally administered by the Attorney-General and the Minister for Child Protection)
- *Chapter 5* (except Division 2 of Part 5.2 and sections 359 and 359A) (these provisions are jointly and severally administered with the Attorney-General)
- *Sections 359 and 359A* (these sections are jointly and severally administered with the Attorney-General and the Minister for Victim Support)
- *Part 6.2* (this Part is jointly and severally administered with the Attorney-General)
(The Act is otherwise administered jointly and severally with the Attorney-General and the Minister for Child Protection)

Commission for Children and Young People Act 2012 – Except:

- *Part 4* (this Part is administered by the Minister for Child Protection)

(The Act is otherwise jointly and severally administered with the Minister for Child Protection)

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 –

- *Part 5A* (this Part is jointly administered with the Attorney-General, the Minister for Disability, Ageing and Carers and the Minister for Mental Health)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Victim Support)

Sentencing Act 1991 –

- *Subdivision 4 of Division 2 of Part 3* (this Subdivision is jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Disability, Ageing and Carers and the Minister for Victim Support)

6. Legislation enacted in 2019–20 (passed between 1 July 2019 and 30 June 2020)

Attorney-General

Crimes Amendment (Manslaughter and Related Offences) Act 2020

Dangerous Goods Amendment (Penalty Reform) Act 2019

Justice Legislation Amendment (Criminal Appeals) Act 2019

Justice Legislation Amendment (Serious Offenders and Other Matters) Act 2019

Justice Legislation Miscellaneous Amendments Act 2019

Sentencing Amendment (Emergency Worker Harm) Act 2020

Wage Theft Act 2020

Minister for Consumer Affairs, Gaming and Liquor Regulation

Consumer Legislation Amendment Act 2019

Minister for Police and Emergency Services

Police Legislation Amendment (Road Safety Camera Commissioner and Other Matters) Act 2019

Road Safety and Other Legislation Amendment Act 2019

Minister for Workplace Safety

Workplace Safety Legislation Amendment (Workplace Manslaughter and Other Matters) Act 2019

7. People management

Comparative workforce data

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	5469	5134	3964	684	4438	821	696
Man	4727	4624	4081	78	4135	568	489
Self-described ^(b)	5	4	4	1	4	0	0
Age							
Under 25	377	359	215	10	222	152	137
25–34	2762	2671	2153	182	2279	427	392
35–44	2688	2552	2083	289	2283	316	269
45–54	2446	2363	2037	147	2139	262	224
55–64	1610	1538	1330	97	1398	183	140
Over 64	318	279	231	38	256	49	23
Classifications							
VPS 1-6	4446	4193	3114	546	3495	786	698
VPS 1	5	5	0	0	0	5	5
VPS 2	730	660	470	108	540	152	120
VPS 3	927	880	636	105	708	186	172
VPS 4	996	926	708	125	793	163	133
VPS 5	1055	1014	764	122	853	169	161
VPS 6	733	708	536	86	601	111	107
Senior Employees	151	149	139	9	146	3	3
STS	22	22	18	1	19	3	3
Executives	129	127	121	8	127	0	0
Allied Health	157	143	110	37	135	10	8
Allied Health 2	9	9	8	0	8	1	1
Allied Health 3	95	87	68	25	85	2	2
Allied Health 4	53	47	34	12	42	7	5
Community Corrections Practitioner	1009	972	822	87	880	100	92
CCP Grade 1	55	48	16	2	18	37	30
CCP Grade 2	106	103	83	9	89	14	14
CCP Grade 3	430	420	365	26	382	39	38
CCP Grade 4	342	326	286	46	316	10	10
CCP Grade 5	68	67	64	4	67	0	0
CCP Grade 6	8	8	8	0	8	0	0
Custodial Officers	3438	3342	3029	30	3047	379	295
COG 1	54	54	1	0	1	53	53
COG 2a	2284	2190	1936	23	1949	325	241
COG 2b	754	753	748	5	752	1	1
COG 3	273	272	272	1	272	0	0
COG 4	51	51	51	0	51	0	0
COG 5	8	8	8	0	8	0	0

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
COG 6	12	12	11	1	12	0	0
COG 7	2	2	2	0	2	0	0
Sheriff's Officers	143	143	142	1	143	0	0
Trainee Sherriff's Officers	0	0	0	0	0	0	0
Sheriff's Officer	0	0	0	0	0	0	0
Senior Sheriff's Officer	115	115	114	1	115	0	0
Supervisor	18	18	18	0	18	0	0
Regional Manager	8	8	8	0	8	0	0
Deputy Sheriff	2	2	2	0	2	0	0
Children Youth and Family Workers	253	238	168	43	199	42	39
CYF Grade 1	11	9	4	2	5	5	4
CYF Grade 2	79	76	51	5	54	23	22
CYF Grade 3	98	90	61	24	78	13	12
CYF Grade 4	30	29	23	6	28	1	1
CYF Grade 5	18	17	14	4	17	0	0
CYF Grade 6	17	17	15	2	17	0	0
Youth Justice Workers	597	577	523	5	527	69	50
YJW Grade 1	501	481	429	4	432	68	49
YJW Grade 2	55	55	54	1	55	0	0
YJW Grade 3	9	9	8	0	8	1	1
YJW Grade 4	21	21	21	0	21	0	0
YJW Grade 5	9	9	9	0	9	0	0
YJW Grade 6	2	2	2	0	2	0	0
Other	7	5	2	5	5	0	0
Legal Officers	7	5	2	5	5	0	0
Total employees	10,201	9,762	8,049	763	8,577	1,389	1,185

Notes:

- a. 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- b. From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

This data excludes Victorian Institute of Forensic Medicine medical and executive staff.

This data includes public service employee numbers for discrete agencies that are serviced by staff employed by the department's Secretary including for the Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission. These employees have been reported in both the Department of Justice and Community Safety's annual report and the annual report prepared by the Office of Public Advocate and Victorian Institute of Forensic Medicine.

The Public Interest Monitor is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. This agency does not produce its own annual report. As at 30 June 2020, the Office had two ongoing, part time employees (1.4 FTE).

The following agencies are discrete agencies within the justice and community safety portfolio. The heads of these agencies are public service body heads who employ public servants independent of the departmental Secretary. These agencies are required to produce their own annual reports. Employee numbers for the following agencies are published in their annual reports:

- Office of Public Prosecutions
- Road Safety Camera Commissioner
- Victoria Police
- Victorian Electoral Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Responsible Gambling Foundation.

As at 30 June 2019

	All employees		Ongoing ^(a)		Fixed-term and casual		
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	5412	5067	3842	650	4284	920	783
Man	4713	4590	4030	73	4081	610	509
Self-described	3	2	2	1	2	0	0
Age							
Under 25	461	443	276	11	284	174	159
25–34	2748	2648	2128	160	2234	460	414
35–44	2621	2474	1984	282	2173	355	301
45–54	2446	2345	1983	149	2089	314	256
55–64	1580	1510	1308	95	1375	177	135
Over 64	272	239	195	27	212	50	27
Classification							
VPS 1-6	4446	4195	3092	522	3451	832	744
VPS 1	10	10	0	0	0	10	10
VPS 2	779	710	486	106	554	187	156
VPS 3	917	863	643	95	705	179	158
VPS 4	973	919	693	111	768	169	151
VPS 5	1043	999	731	121	819	191	180
VPS 6	724	694	539	89	605	96	89
Senior Employees	141	138	127	11	135	3	3
STS	36	35	30	3	32	3	3
Senior Executive Service Officer	105	103	97	8	103	0	0
Allied Health	154	142	103	33	127	18	15
Allied Health 2	29	28	22	2	24	5	4
Allied Health 3	78	73	55	17	67	6	6
Allied Health 4	47	41	26	14	36	7	5
Community Corrections Practitioner	1098	1043	873	89	931	136	112
CCP Grade 1	84	64	18	4	21	62	43
CCP Grade 2	113	110	90	6	94	17	16
CCP Grade 3	473	461	398	24	413	51	48
CCP Grade 4	352	333	293	53	328	6	5
CCP Grade 5	67	66	65	2	66	0	0
CCP Grade 6	9	9	9	0	9	0	0
Custodial Officers	3356	3241	2889	27	2903	440	338
COG 1	114	114	18	0	18	96	96
COG 2a	2146	2033	1782	22	1793	342	240
COG 2b	750	749	745	4	748	1	1
COG 3	275	274	273	1	273	1	1
COG 4	51	51	51	0	51	0	0
COG 5	8	8	8	0	8	0	0
COG 6	12	12	12	0	12	0	0
COG 7	0	0	0	0	0	0	0

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Sheriff's Officers	155	154	153	2	154	0	0
Trainee Sheriff's Officers	0	0	0	0	0	0	0
Sheriff's Officer	9	9	9	0	9	0	0
Senior Sheriff's Officer	116	115	114	2	115	0	0
Supervisor	20	20	20	0	20	0	0
Regional Manager	9	9	9	0	9	0	0
Deputy Sheriff	1	1	1	0	1	0	0
Children Youth and Family Workers	236	226	161	30	183	45	43
CYF Grade 1	10	7	4	2	5	4	2
CYF Grade 2	86	84	54	7	59	25	25
CYF Grade 3	82	79	57	11	65	14	14
CYF Grade 4	29	28	22	5	26	2	2
CYF Grade 5	13	12	10	3	12	0	0
CYF Grade 6	16	16	14	2	16	0	0
Youth Justice Workers	534	514	473	5	477	56	37
YJW Grade 1	427	408	369	3	372	55	36
YJW Grade 2	52	51	49	2	50	1	1
YJW Grade 3	22	22	22	0	22	0	0
YJW Grade 4	23	23	23	0	23	0	0
YJW Grade 5	10	10	10	0	10	0	0
YJW Grade 6	0	0	0	0	0	0	0
Other	8	6	3	5	6	0	0
Legal Officers	8	6	3	5	6	0	0
Total employees	10128	9659	7874	724	8367	1530	1292

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

This data excludes Victorian Institute of Forensic Medicine medical and executive staff.

This data includes public service employee numbers for discrete agencies that are serviced by staff employed by the department's Secretary including for: The Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission. These employees have been reported in both the Department of Justice and Community Safety's annual report and the annual report prepared by the following agencies:

The following agencies are discrete agencies within the justice and community safety portfolio. The heads of these agencies are public service body heads who employ public servants independent of the departmental Secretary. These agencies are required to produce their own annual reports. Employee numbers for the following agencies are published in their annual reports:

- Office of Public Prosecutions
- Road Safety Camera Commissioner
- Victoria Police
- Victorian Electoral Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Responsible Gambling Foundation.

Workforce data: Local Government Inspectorate

The following table discloses the head count and full-time staff equivalent (FTE) of all active public service employees of the Local Government Inspectorate, employed in the last full pay period in June of the current reporting period, and in the last full pay period in June of the previous reporting period (2019).

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	7	7	7	0	7	0	0
Man	4	4	4	0	4	0	0
Self-described ^(b)	0	0	0	0	0	0	0
Age							
Under 25	1	1	1	0	1	0	0
25–34	2	2	2	0	2	0	0
35–44	4	4	4	0	4	0	0
45–54	3	3	3	0	3	0	0
55–64	1	1	1	0	1	0	0
Over 64	0	0	0	0	0	0	0
Classification							
VPS 1-6	11	11	11	0	11	0	0
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	1	1	1	0	1	0	0
VPS 4	4	4	4	0	4	0	0
VPS 5	4	4	4	0	4	0	0
VPS 6	2	2	2	0	2	0	0
Senior Employees	0	0	0	0	0	0	0
STS	0	0	0	0	0	0	0
Senior Executive Service Officer	0	0	0	0	0	0	0
Total employees	11	11	11	0	11	0	0

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the inspectorate, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

As at 30 June 2019

	All employees		Ongoing ^(a)		Fixed-term and casual		
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	5	5	5	0	5	0	0
Man	5	5	5	0	5	0	0
Self-described ^(b)	0	0	0	0	0	0	0
Age							
Under 25	0	0	0	0	0	0	0
25–34	3	3	3	0	3	0	0
35–44	3	3	3	0	3	0	0
45–54	3	3	3	0	3	0	0
55–64	1	1	1	0	1	0	0
Over 64	0	0	0	0	0	0	0
Classification							
VPS 1–6	9	9	9	0	9	0	0
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	1	1	1	0	1	0	0
VPS 4	2	2	2	0	2	0	0
VPS 5	4	4	4	0	4	0	0
VPS 6	2	2	2	0	2	0	0
Senior Employees	1	1	1	0	1	0	0
STS	0	0	0	0	0	0	0
Senior Executive Service Officer	1	1	1	0	1	0	0
Total employees	10	10	10	0	10	0	0

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the inspectorate, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Workforce data: Victorian Government Solicitor's Office

The Victorian Government Solicitor's Office (VGSO) is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. As this agency does not produce its own annual report, employee numbers are reported below.

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	188	171	111	48	143	29	28
Man	52	51	37	4	40	11	11
Self-described ^(b)	0	0	0	0	0	0	0
Age							
Under 25	13	13	8	0	8	5	5
25–34	105	103	70	8	76	27	27
35–44	75	62	35	33	56	7	6
45–54	32	29	21	10	28	1	1
55–64	14	14	13	1	14	0	0
Over 64	1	1	1	0	1	0	0
Classification							
VPS 1-6	145	136	84	24	100	37	36
VPS 1	0	0	0	0	0	0	0
VPS 2	40	39	19	1	20	20	19
VPS 3	51	45	25	14	33	12	12
VPS 4	19	18	15	2	16	2	2
VPS 5	16	15	11	4	14	1	1
VPS 6	19	19	14	3	17	2	2
Senior Employees	11	11	9	2	11	0	0
STS	5	5	3	2	5	0	0
Executives	6	6	6	0	6	0	0
Legal Officer	84	75	55	26	72	3	3
Solicitor 2	7	7	5	0	5	2	2
Solicitor 3	11	11	10	1	11	0	0
Senior Solicitor	25	23	20	4	22	1	1
Principal Solicitor	41	34	20	21	34	0	0
Total employees	240	222	148	52	183	40	39

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the VGSO, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

As at 30 June 2019

	All employees		Ongoing ^(a)		Fixed-term and casual		
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
Gender							
Woman	173	156	99	47	129	27	27
Man	49	48	39	2	40	8	8
Self-described ^(b)	0	0	0	0	0	0	0
Age							
Under 25	8	8	6	0	6	2	2
25–34	98	93	60	12	67	26	26
35–44	65	56	34	25	50	6	6
45–54	34	31	24	9	30	1	1
55–64	17	16	14	3	16	0	0
Over 64	0	0	0	0	0	0	0
Classification							
VPS 1-6	118	108	70	24	84	24	24
VPS 1	0	0	0	0	0	0	0
VPS 2	35	33	14	4	16	17	17
VPS 3	41	35	21	16	31	4	4
VPS 4	20	19	17	2	18	1	1
VPS 5	9	8	7	1	7	1	1
VPS 6	13	13	11	1	12	1	1
Senior Employees	10	10	9	1	10	0	0
STS	1	1	0	1	1	0	0
Executives	9	9	9	0	9	0	0
Legal Officer	94	86	59	24	75	11	11
Solicitor 2	10	10	6	0	6	4	4
Solicitor 3	15	15	12	1	13	2	2
Senior Solicitor	30	28	20	6	24	4	4
Principal Solicitor	39	33	21	17	32	1	1
Total employees	222	204	138	49	169	35	35

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the VGSO, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Reconciliation of executive numbers at 30 June 2020

Senior Executive Service officer definition

For department purposes, a Senior Executive Service (SES) officer is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* (the Act). For a public body, a SES officer is defined as an executive under Part 3 of the Act or a person to whom the Victorian Government's policy on Executive Remuneration in public entities applies. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

The definition of a SES officer does not include a statutory office holder or an accountable officer.

The following tables show the SES officers of the department and its portfolio agencies as at 30 June 2020:

- Table 1a shows the total number of SES officers for the department by gender.
- Table 1b shows the total number of SES officers for the Victorian Government Solicitor's Office by gender.
- Table 1c shows the total number of SES officers for the Local Government Inspectorate by gender.
- Table 2 provides a reconciliation of executive numbers presented between the Report of Operations and Note 9.9 'Remuneration of executives' in the Financial Statement.
- Table 3 provides the total executive numbers for all the department's portfolio agencies.
- Tables 1 to 3 also show the variations, denoted by 'var', between the current and previous reporting periods.

Table 1a – Total number of SES officers for the department broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Secretary	1	0	0	0	1	0	0	0
SES-3 (EO1)	11	-1	4	-1	7	0	0	0
SES-2 (EO2)	40	11	18	6	22	5	0	0
SES-1 (EO3)	77	14	30	5	47	9	0	0
Total	129	24	52	10	77	14	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

The number of executives in this Appendix is based on the number of executive positions that are occupied at the end of the financial year. Note 9.7 'Remuneration of executives' in the Financial Statement lists the actual number of executive officers and the total remuneration paid to executive officers over the course of the reporting period. The Financial Statement note does not include the Accountable Officer (Secretary) and does not distinguish between executive levels or disclosure separations. Separations are executive officers who have left the department during the relevant reporting period. To assist readers these two disclosures are reconciled below.

Table 1b – Total number of SES officers for the Victorian Government Solicitor's Office broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3 (EO1)	0	-1	0	0	0	-1	0	0
SES-2 (EO2)	5	-3	1	-1	4	-2	0	0
SES-1 (EO3)	1	1	0	0	1	1	0	0
Total	6	-3	1	-1	5	-2	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 1c – Total number of SES officers for the Local Government Inspectorate broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3 (EO1)	0	0	0	0	0	0	0	0
SES-2 (EO2)	0	-1	0	-1	0	0	0	0
SES-1 (EO3)	0	0	0	0	0	0	0	0
Total	0	-1	0	-1	0	0	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 2 – Reconciliation of executive numbers

	2019–20	2018–19
Executives (Financial Statement note 9.7)	173	140
Add:		
Accountable Officer (Secretary)	1	1
Chief Executive Officer, Sentencing Advisory Council	1	1
Chief Executive Officer, Victorian Law Reform Commission	1	1
Executives at the Royal Commission into the Management of Police Informants ^(a)	0	6
Less:		
Separations	-39	-25
Inactive executive officers ^(b)	-1	-10
Chief Finance Officer ^(c)	-1	0
Active executives of the Victorian Government Solicitor's Office ^(d)	-6	-9
Total executive numbers	129	105

Notes

- Executives at the Royal Commission into the Management of Police Informants have been included in note 9.7 of the department's financial statements. Last year they were excluded, however changes to their funding has resulted in their inclusion in 2019–20.
- Includes executives on secondment or paid after the last pay period of the financial year, however they are still part of note 9.7 in the department's financial statements.
- Due to the employment arrangement, the Chief Finance Officer is reflected as an executive in note 9.7 of the department's financial statements, however is not included in the workforce data number.
- Executives of the Victorian Government Solicitor's Office are not included in the department's executive numbers but are included in note 9.7 of the department's financial statement.

Table 3 – Number of SES officer for the department's portfolio agencies

Portfolio agencies	Total		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Accident Compensation Conciliation Service	5	0	1	0	4	0	0	0
Consumer Policy Research Centre	1	0	0	0	1	0	0	0
Country Fire Authority ^(b)	32	1	20	0	12	1	0	0
Court Services Victoria	25	9	10	4	15	5	0	0
Emergency Services Telecommunications Authority	17	2	13	2	4	0	0	0
Independent Broad-based Anti-Corruption Commission	15	-4	7	-2	8	-2	0	0
Local Government Inspectorate	1	0	1	0	0	0	0	0
Metropolitan Fire and Emergency Services Board	12	-4	7	-4	5	0	0	0
Office of Public Prosecutions	4	0	2	-1	2	1	0	0
Office of the Legal Services Commissioner	4	2	2	0	2	2	0	0
Office of the Ombudsman Victoria	6	2	2	2	4	0	0	0
Office of the Road Safety Camera Commissioner	0	0	0	0	0	0	0	0
Office of the Victorian Information Commissioner	0	0	0	0	0	0	0	0
Victoria Law Foundation	1	0	0	0	1	0	0	0
Victoria Legal Aid	10	1	6	1	4	0	0	0
Victoria Police	32	5	14	0	18	5	0	0
Victoria State Emergency Service	7	1	4	1	3	0	0	0
Victorian Asbestos Eradication Agency	1	0	0	0	1	0	0	0
Victorian Commission for Gambling and Liquor Regulation	4	-1	2	-1	2	0	0	0
Victorian Equal Opportunity and Human Rights Commission	3	1	0	0	3	1	0	0
Victorian Government Solicitor's Office ^(c)	6	-3	1	-1	5	-2	0	0
Victorian Inspectorate	2	1	0	0	2	1	0	0
Victorian Institute of Forensic Medicine	1	0	0	0	1	0	0	0
Victorian Responsible Gambling Foundation	1	0	0	-1	1	1	0	0
Victorian WorkCover Authority ^(d)	47	-3	27	3	20	-6	0	0
Total	237	10	119	3	118	7	0	0

Notes:

- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.
- 2019 figures for the Country Fire Authority have been adjusted from those published in the department's 2019 Annual Report. The number of women reported in the 2019 Annual Report was 10, it has been adjusted to 11. The total number of executives has increased from 30 to 31.
- The Victorian Government Solicitor's Office is an administrative office under the *Public Administration Act 2004*.
- 2019 figures for the Victorian WorkCover Authority have been adjusted from those published in the department's 2019 Annual Report. The number of women reported in the 2019 Annual Report was 25, it has been adjusted to 26. The total number of executives has increased from 49 to 50.

For the purposes of this table, SES Officers are defined as employees who have significant management responsibility and receive a total remuneration package (TRP) of \$185,711 or more.

All figures reflect executive employment levels as at the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants and temporary staff employed by employment agencies.

The above table is provided by the Victorian Public Sector Commission. Validation of this data is in progress at the time of publication and subject to change.

The Independent Broad-based Anti-Corruption Commission, Local Government Inspectorate, Office of the Ombudsman Victoria, Office of the Victorian Information Commissioner and Victorian Inspectorate transferred into the department's portfolio from the Department of Premier and Cabinet on 1 May 2020 as part of a MoG change.

2020 data includes CEO and Commissioner data for Court Services Victoria, Victorian Commission for Gambling and Liquor Regulation, Victorian Responsible Gambling Foundation and Victorian Equal Opportunity and Human Rights Commission as collected in the Public Entity Executive Remuneration Survey (PEERS) data collection.

Comparative workforce data

The following tables disclose the annualised total salary for senior employees of the department and the Victorian Government Solicitor's Office, categorised by classification, employed in the last full pay period in June of the current reporting period. The salary amount is reported as the full-time annualised salary.

The Local Government Inspectorate did not have an executive officer or STS employed in the last full pay period in June of the current reporting period.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of the department

Income band (salary)	Senior Executive Service officers	STS	Other
< \$160,000	2		2
\$160,000 – 179,999	9 ^(a)	5 ^(e)	10 ^(f)
\$180,000 – 199,999	44 ^(b)	5	1
\$200,000 – 219,999	30 ^(c)	9	1
\$220,000 – 239,999	11 ^(d)	3	
\$240,000 – 259,999	5		
\$260,000 – 279,999	8		
\$280,000 – 299,999	4		
\$300,000 – 319,999	6		
\$320,000 – 339,999	7		
\$340,000 – 359,999	2		
\$360,000 – 379,999			
\$380,000 – 399,999			
\$400,000 – 419,999			
\$420,000 – 439,999			
\$440,000 – 459,999			
\$460,000 – 479,999			
\$480,000 – 499,999			
\$500,000 – 519,999	1		
Total	129	22	14

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

- There is one executive employed on a part-time basis at a 0.9 FTE rate.
- There are four executives employed on a part-time basis, two at a 0.8 FTE rate and two at a 0.9 FTE rate.
- There are two executives employed on a part-time basis, one at a 0.6 FTE rate and one at a 0.8 FTE rate.
- There is one executive employed on a part-time basis at a 0.8 FTE rate.
- There is one STS employed on a part-time basis at a 0.8 FTE rate.
- There is one Custodial Officer grade 6 employed on a part-time basis at a 0.8 FTE rate.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of the Victorian Government Solicitor's Office

Income band (salary)	Senior Executive Service officers	STS
< \$160,000		
\$160,000 – 179,999		1 ^(a)
\$180,000 – 199,999		
\$200,000 – 219,999		2
\$220,000 – 239,999	2	2 ^(b)
\$240,000 – 259,999	1	
\$260,000 – 279,999	2	
\$280,000 – 299,999		
\$300,000 – 319,999	1	
\$320,000 – 339,999		
\$340,000 – 359,999		
\$360,000 – 379,999		
\$380,000 – 399,999		
\$400,000 – 419,999		
\$420,000 – 439,999		
\$440,000 – 459,999		
\$460,000 – 479,999		
\$480,000 – 499,999		
Total	6	5

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

- There is one STS employed on a part-time basis at a 0.9 FTE rate.
- There is one STS employed on a part-time basis at a 0.6 FTE rate.

Health, safety and wellbeing

The department delivered significant safety and wellbeing initiatives throughout the year including the delivery of a new Justice Incident Management System (JIMS), and a holistic and proactive employee wellbeing service.

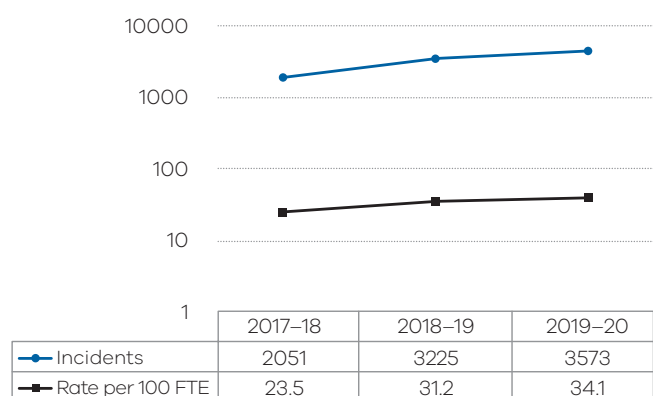
The department is committed to the safety of its employees and all employees are encouraged to take an active role in maintaining health, safety and wellbeing within their workplace. In support of this, the department continues to maintain an extensive network of 107 designated work groups, with 307 health and safety representatives (including deputy health and safety representatives) and 111 nominated management representatives. During the 2019–20 period, a total of 90 health and safety representatives were elected or re-elected.

Continuing the enhancement to the Occupational Health and Safety Management System (OHSMS), several documents were transitioned into a performance-based model. These included the local contractor engagement and management procedure, the Occupational Health and Safety (OHS) incident reporting procedure, OHS incident investigation procedure, and the OHSMS document management procedure. These procedures clearly demonstrate responsibilities and accountabilities, outlining processes in clear steps. Accompanying these procedures, a number of supporting documents were developed to provide additional guidance, these included: health and safety committee meeting agenda templates and guidelines for use to improve operational consultation arrangements at a local level, along with a suite of documents with regards to WorkCover processes.

New Justice Incident Management System

In July 2019 the department launched the JIMS for recording and managing OHS incidents. The larger number of reported OHS incidents in 2019–20 is widely attributed to the ease of use of JIMS at the staff level.

Number of incidents and rate per 100 FTE



The department has leveraged the new system to improve analysis and reporting to executives, managers and health and safety representatives. Training was provided to staff across the department on how to effectively utilise JIMS to record and

investigate incidents. To support this work, the department developed six guides for staff to use as a quick reference point. System reporting was developed and implemented, providing the department with daily incident reports for prisons and youth justice, weekly reports for prisons, youth justice, sheriff's, and community correctional services, as well as monthly reports for regional stakeholders.

Employee Wellbeing Support

In 2019–20 the department engaged a new employee wellbeing services provider, Converge International (Converge), to support employees with a free confidential counselling program. Counselling is provided face-to-face or at any time via telephone/zoom. Assistance includes seven 'people assist' streams, a manager assistance hotline and online portal, five specialist hotlines, an online resource portal, and a critical incident and rapid response service. The seven 'people assist' streams include general employee assistance, support with career, legal, money, family, conflict, nutrition and lifestyle issues. Converge reported 1,131 new cases over the period of the financial year compared to 417 by the previous provider in 2018–19. This 170 per cent increase reflects the much wider range of support offered by Converge and the addition of regular on-site counselling sessions. Measuring utilisation against the government industry rate, the department was 3.6 per cent higher at 11.3 per cent (11.3 new cases per 100 FTE).

Health and wellbeing

The department supports the whole of Victorian Government Mental Health and Wellbeing Charter to create a mentally sound and safe workplace, promoting positive mental health through proactive programs and leadership, and providing pathways to appropriate support, recovery and return to work provisions.

The department implemented the Provisional Payments Pilot which provides support to emergency workers, including Corrections Victoria and Youth Justice custodial services employees, who experience a workplace mental health injury. The pilot enabled access to payments for mental health treatment prior to the determination of the WorkCover claim by our insurer, with 17 employees engaging in the pilot during 2019–20.

In 2019–20 the health and wellbeing team coordinated 59 mental health leadership training sessions for executives, leaders and frontline managers, with 788 people leaders attending. The department engaged an external provider to develop and deliver a mental health training session to all employees. This session was designed as a face-to-face session and was placed on hold prior to program rollout as a result of coronavirus (COVID-19).

The department also assisted staff in managing the impact of vicarious trauma through on-site sessions as well as video modules available to all staff via the department's online learning system.

In further understanding the health and wellbeing needs of our staff, several additional initiatives were conducted in 2019–20. This included:

- Work health checks provided to staff across business areas such as Sheriff's, Youth Justice, Corrections Victoria and Corporate Governance and Support, with 1,317 checks undertaken across 18 sites.
- Financial wellbeing sessions covering a range of topics.
- Engagement of VicSuper to provide 32 onsite sessions across the state.
- The launch of the 'Wherefit' program, allowing staff members to access fitness memberships to partner locations at a discount, with over 896 staff engaging in the program.
- A wellness room established at the Cherry Creek Youth Justice project construction site which is available to all staff on the site.

Influenza vaccinations

All department employees were provided the opportunity to participate in a free influenza vaccination program. Over 4,000 employees participated in the program in 2019–20. Alternatives to onsite vaccinations were also made available, with over 500 employees taking advantage of these options.

Coronavirus (COVID-19)

In response to coronavirus (COVID-19), the department quickly established several protocols to track and manage the impact on its staff, whilst also transitioning most employees to a remote working model. Guidelines to support staff on working away from the office and how managers can support staff working from home were produced and published.

In addition to existing Employee Wellbeing Support, the department engaged an additional service offering, CoronaCare. CoronaCare is aimed at supporting staff managing issues relating to self-quarantine due to coronavirus (COVID-19). This service is focused on providing proactive check-ins to assess the needs of the employee, provide support and coping strategies, and maintain connection.

More than 2,000 people working remotely and in frontline roles participated in an employee wellbeing survey, providing the department with genuine insights into their experience of our new work environment during the coronavirus (COVID-19) pandemic. Overall, the results paint a positive picture of how the department has adapted and over 91 per cent reported that they were coping well or thriving in their new work setting or with new procedures.

People working in frontline roles were aware of operating procedures changing to include personal protective equipment (70 per cent) and knowing how to obtain it when they need it. Similarly, 99 per cent of staff working remotely told us they were confident in their new environment and are managing the shift to interacting with colleagues digitally. Despite the challenges, many employees working remotely said that they have enjoyed the benefits of not having to commute to work, a more flexible work schedule, reduced environmental footprint, better work-life balance and increased productivity.

Incident management

There were 3,573 employee-related incidents reported for the department and its portfolio entities in JIMS in 2019–20.

An incident is reported in the case of an event resulting in a hazard, near miss or injury. The department requires all incidents to be reported and investigated.

The figure below demonstrates an 11 per cent increase in the number of incidents reported from 2018–19 to 2019–20. The rate of incidents reported per 100 FTE has grown over the past three years. This increase is a result of improved ease of reporting as well as better understanding of reporting requirements. There has also been a 15 per cent decrease in injuries reported and a 30 per cent decrease in injuries requiring first aid or further medical treatment, versus the significant number of new hazards reported in relation to coronavirus (COVID-19).

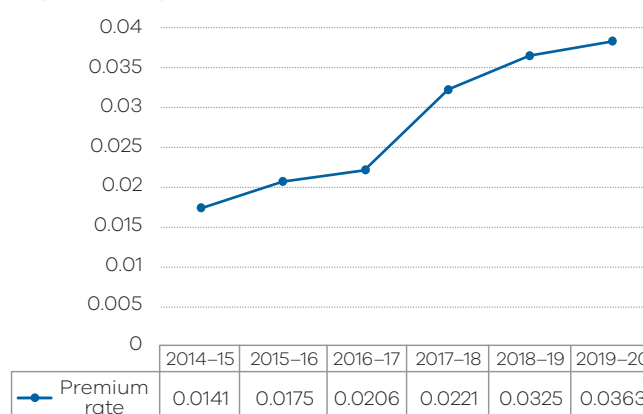
Compliance reporting

Over the past 12 months, WorkSafe Victoria inspectors visited department locations 203 times and issued 91 improvement notices to the department. Fifty-seven of the entries and 63 of the improvement notices resulted from various WorkSafe projects, which included task forces focusing on areas such as prison industry activities, employees returning to work after injury, coronavirus (COVID-19) response and a review of existing WorkCover claims. In the latter part of the year virtual meetings were conducted as a result of coronavirus (COVID-19). The department recorded no prosecutions in 2019–20.

WorkCover premium

The department's premium calculation is based on a combination of factors including the total number of employees, total remuneration, the industry risk factor and the department's claims history. The figure below shows the department's premium rate over the past six financial years.

Department premium rate from 2014–15 to 2019–20



The department's premium rate has increased as a result of increases in total remuneration, with an increase to the department's FTE in 2019–20. Retrospectively the transfer of youth justice claims history to the department, as well as ongoing claims relating to the 2015 Metropolitan Remand Centre riot have also contributed to a higher premium rate.

Claims management

The department actively manages workers compensation, rehabilitation and return to work cases to assist employees to remain at work or to facilitate an early and safe return following an injury. In supporting injured employees returning to work, the department consults the injured worker, the treating practitioner and the business areas to ensure appropriate return to work plans are developed with progress monitored.

The department has an established community of practice to assist employees to refine and standardise practices, improve return to work outcomes and support injured employees. Youth justice custodial services has established a governance group to provide oversight of all WorkCover claims across the business group. This group is working closely with staff to increase understanding of continuous dynamic risk assessment to reduce the risk of injury in the workplace.

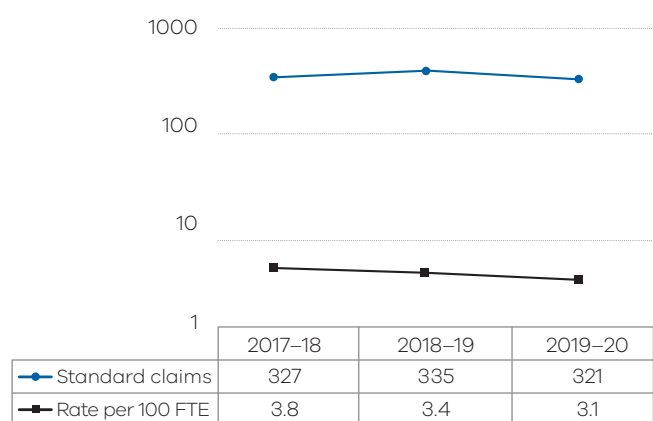
The following data from WorkSafe relates to the department and its portfolio entities. The next three figures, for standard claims, lost time claims and 13 week claims, includes youth justice claims data following its transfer to the department on 3 April 2017. These figures demonstrate that although the overall number of claims has decreased, the number of longer-term claims per 100 FTE is increasing. This outcome is reflected in the average cost per standard claim increasing from \$63,095 in 2018–19 to \$84,569 in 2019–20, and in the increase in standard mental health claims from 0.82 per 100 FTE in 2018–19, to 0.90 in 2019–20.

Standard claims

A standard workers compensation claim is one in which employer liability surpasses the insurer's excess of medical and like expenses or there are ten days or more of worker incapacity, whichever occurs first. The standard claims data for the reporting year and previous two financial years is shown below.

The number of standard claims decreased from 355 in 2018–19 to 321 in 2019–20, and this was reflected in the rate of standard claims per 100 FTE, which decreased from 3.4 in 2018–19 to 3.1 in 2019–20.

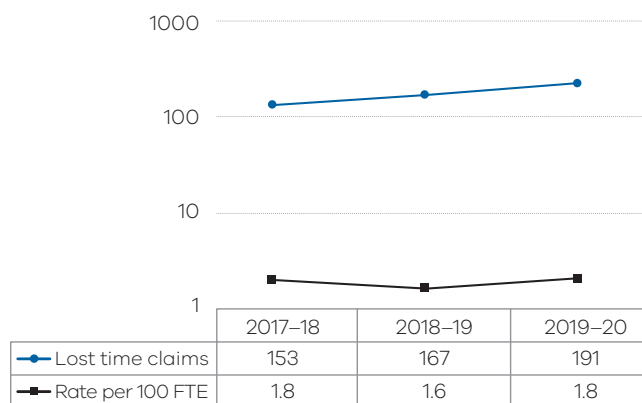
Number of standard claims and rate per 100 FTE



Lost time claims

A lost time injury claim represents a claim where one or more days of compensation is paid by the insurer. The number of lost time claims increased from 167 in 2018–19 to 191 in 2019–20. While there has been a small increase in FTE, the higher number of lost time claims has resulted in the rate per 100 FTE increasing from 1.6 in 2018–19 to 1.8 in 2019–20.

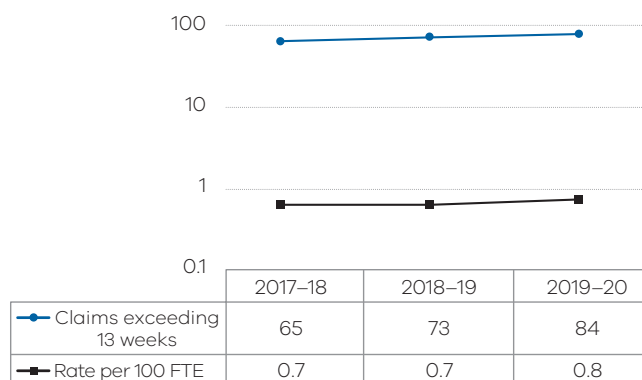
Lost time claims and rate per 100 FTE



13 week claims

A 13 week claim involves 13 weeks or more of weekly benefits paid, and is a subset of all standard claims. The figure below shows that in 2018–19, there were 73 employees off work after 13 weeks of compensation compared to 84 employees in 2019–20. The rate of 13 week claims increased, from 0.7 per 100 FTE in 2018–19 to 0.8 per 100 FTE in 2019–20.

Claims exceeding 13 weeks and rate per 100 FTE



Performance against OHS management measures

Measure	KPI	2017–18	2018–19	2019–20
Incidents	Number of incidents	2,051	3,225	3,573
	Rate per 100 FTE	23.5	31.2	34.1
	Number of incidents requiring first aid and/or further medical treatment	874	1,246	877
Claims	Number of standard claims ^(a)	327	355	321
	Rate per 100 FTE	3.8	3.4	3.1
	Number of lost time claims ^(a)	153	167	191
	Rate per 100 FTE	1.8	1.6	1.8
	Number of claims exceeding 13 weeks ^(a)	65	73	84
	Rate per 100 FTE	0.7	0.7	0.8
Fatalities	Fatality claims	0	0	0
Claim costs	Average cost per standard claim ^(a)	\$64,501	\$63,095	\$84,569
Return to work	Percentage of claims with return to work plan <30 days	Not available ^(b)	100%	100%
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans (signed by CEO or equivalent).	In progress	Completed	Completed
	Evidence of OHS criteria in purchasing guidelines (including goods, services and personnel).	In progress	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs).	Completed	Completed	Completed
	Compliance with agreed structure on DWGs, HSRs, and IRPs.	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings.	5	3 ^(c)	3 ^(c)
Risk management	Percentage of internal audits/inspections conducted as planned.	Not available ^(b)	Not available ^(d)	Not available ^(e)
	Percentage of reported incidents investigated.	Not available ^(b)	70%	78%
	Number of Improvement Notices issued across the department by WorkSafe Inspector.	8	47	91
	<i>Percentage of issues identified and actioned arising from:</i>			
	Internal audits	Not available ^(b)	Not available ^(d)	Not available ^(e)
	HSR provisional improvement notices	100%	100%	100%
	WorkSafe notices.	100%	100%	100%
Training	<i>Percentage of managers and employees that have received OHS training:</i>			
	Induction	70%	83% ^(f)	86%
	Management training	Not available ^(b)	15% ^(g)	24% ^(g)
	Contractors and temps	Not available ^(b)	84% ^(h)	85% ^(h)
	<i>Percentage of HSRs trained:</i>			
	Upon acceptance of role (initial training)	Not available ^(b)	87%	41% ⁽ⁱ⁾
	Re-training (annual refresher)	Not available ^(b)	27%	2% ⁽ⁱ⁾

Measure	KPI	2017–18	2018–19	2019–20
Minimum Data Set – Lead Indicators	Rate of absenteeism – days lost per 100 FTE	1097	1136	1092
	Rate of turnover – employees per 100 FTE	10.51	14.85	9.90
	Employee Assistance Program access – employees per 100 FTE	4.8	4.0	10.8
	Reported matters per 100 FTE	5.66	8.93	13.26
	Investigated reported matters	54%	68%	77%
	Training in Mental Health and Wellbeing (MHWB) – Senior Leaders	Not available ^(b)	62%	12% ^(l)
	Training in MHWB – People Leaders	Not available ^(b)	87%	41% ^(l)
	Training in MHWB – Staff	Not available ^(j)	Not available ^(j)	10% ^(l)
	Peer support program – per 100 FTE ^(k)	Not available ^(b)	0.049	0.045
	Calendar of mental health and wellbeing activities	4	8	12

Notes:

- Data sourced from Victorian WorkCover Authority, trading as WorkSafe.
- Data from prior years was not recorded for reporting purposes.
- OHS risk reports tabled with and presented to Board of Management for review.
- The OHS audit procedure was launched in April 2019. An endorsed formal audit schedule and resources are yet to be established.
- The OHS audit procedure is in the process of moving to the Assurance business group.
- Indicates the completion rate of active employees hired in 2018–19 with training due in 2018–19.
- Indicates the percentage of managers who received OHS training in the relevant financial year. All employees are required to complete three mandatory OHS eLearning modules when they first commence with the department, there is no specific ongoing mandatory OHS base training for managers.
- Indicates the completion rate of contractor's assigned relevant online module in the relevant financial year.
- Potential to provide training adversely affected by coronavirus (COVID-19).
- Training for all staff under development to be rolled out in 2019–20.
- Indicates the rate per 100 FTE at participating locations.
- Delivery of face-to-face training programs placed on hold due to coronavirus (COVID-19).

Embedding Child Safe Standards and the Reportable Conduct Scheme

Child Safe Standards are compulsory for all entities that provide services or facilities to children and are designed to assist entities to prevent child abuse, encourage the reporting of abuse and improve responses to allegations of child abuse.

The Reportable Conduct Scheme requires the department to respond to and investigate allegations of child abuse (and other child-related misconduct) made against employees and volunteers and to notify the Commission for Children and Young People of those allegations.

In 2019–20, the department commenced a review of its compliance with the Child Safe Standards and the development of a long-term strategy to support compliance. Identified gaps will be addressed over the next two years through local business unit implementation plans.

With a focus on professional development, a Child Safe Standards and Reportable Conduct Foundation learning and development program was delivered in Youth Justice Custodial Services and included in all Youth Justice induction programs. The department delivered a Child Safe Champion professional development program aimed to provide staff with information on how to identify child abuse, a background to the Child Safe Standards and Reportable Conduct Scheme, embedding a culture of child safety within the context of the department, understanding the needs of vulnerable children and young people, empowering children and young people and situational risk prevention. This program was extended to statutory bodies which fall within the justice portfolio.

The department recognises the importance of empowering children and young people who engage with the department. To support this, an empowering children and young people strategy is being developed and will be supported by a Guide for Communicating with Children and Young People.

The department continues to review the reportable conduct reporting and investigation process to ensure that it responds in a way which supports and balances the needs of children, young people and employees. This work is done in consultation with the Commission for Children and Young People.

Disability, diversity and inclusion

Compliance with the Disability Act 2006

The Disability Act 2006 (the Act) reaffirms and strengthens the rights of people with a disability and requires that public sector bodies (including all government departments) prepare a disability action plan and report on its implementation in their annual report.

A disability action plan is a strategic plan which helps an organisation remove barriers that prevent people with a disability from using the organisation's goods, services and facilities, and from gaining and keeping employment.

Disability action planning strives to promote inclusion and participation in the community and achieve changes in attitudes and practices that may result in discrimination.

Absolutely Everyone: State disability plan for 2017–2020 is the Victorian Government's framework

for enabling people with a disability to participate and contribute to the social, economic and civic life of their community. Over time the government will consider ways to align disability action plans to the State disability plan.

Reducing barriers to persons with a disability obtaining and maintaining employment

Disability scholarships

An annual disability scholarship is administered by the department to support students with a disability to gain qualifications which will enable them to obtain employment in the justice system. In 2019–20, the department opened applications for the scholarship program to students with disability who are studying justice-related courses at Victorian universities, offering three scholarships. Due to the impacts of coronavirus (COVID-19) on work priorities and resourcing, the awarding of scholarships was delayed until early 2020–21.

Diversity and inclusion adviser

The department created and recruited to the role of Diversity and Inclusion Adviser, which is a prioritised position for a person with disability. The Diversity and Inclusion Adviser will support the development and implementation of a departmental diversity and inclusion action plan. The adviser will provide expert assistance and guidance to working groups to communicate and deliver on the plan. The role will also lead the implementation and monitoring of the department's Getting to Work, Victorian Public Sector (VPS) Disability Action Plan 2018–2025. The strategy aims to increase the representation of people with disability employed by the department through recruitment, development and retention of people with disability. A key focus of this role will be to develop a Disability Employment and Retention Strategy and identify and implement new ways to progress and build our reputation as an employer of choice. This new role will work with all levels across the department and be the first point of contact for our employees and potential employees with disability.

Employment pathways for people with disability

To provide places in the VPS Graduate Program for as many people with disability as possible, the department delivered a tailored advertising campaign and promoted it to key disability organisations and networks. A workshop was conducted for potential applicants with disability which provided information on the application process, tips on applying and advice on requesting adjustments in the recruitment process and workplace. Participants had the opportunity to talk with an employee with disability about their experience in the department. As a result, there were 64 applications from people with disability. Out of eight available positions, six were filled by people with disability.

Seven business groups committed to a Stepping Into internship with the Australian Disability Network which is a paid internship scheme that matches talented university students with disability with roles in leading Australian businesses and organisations.

Recruitment of people with disability

The department undertook a range of activities to increase the recruitment of people with disability including:

- Establishment of a Disability Employment Working Group to attract and recruit people with disability.
- Updating of recruitment policy, position descriptions and advertising templates to be more inclusive.
- Establishment of a 12-month partnership with JobAccess to increase capability.
- Commitment to future promotional materials reflecting diversity, including disability.
- Inclusion of the Australian Disability Network symbol on advertised positions via SEEK.
- Established connections with three disability employment providers with a view to access their services.
- Continued the success of the 2019 AccessAbility Day into a program for 2020.

Achieving tangible changes in attitudes and practices that discriminate against people with disability

Disability champion

Peta McCammon, Deputy Secretary, Service Delivery Reform, Coordination and Workplace Safety is the department's Disability Champion and is represented on the Disability Champion Round Table. The Disability Champion Round Table consists of Deputy Secretaries nominated by the Victorian Secretaries Board who are accountable for the delivery of fit-for-purpose actions that lead to meaningful employment and increased representation of people with disability across every level of their organisations. The group meet at a minimum of twice a year.

DJCS Enablers Network

The department has established an enablers network to progress our aim to become a leading disability confident employer, to advance equity, equality, accessibility, and inclusion for people with disability in the justice and community safety sectors.

The DJCS Enablers Network is a sub-committee that supports the wider VPS Enablers network that:

- advocates for its members
- provides advice on systemic barriers to full participation in employment
- acts as role model – leading by example in being respectful and inclusive in our words and actions
- collaborates with stakeholders to create a disability-confident public sector
- promotes disability inclusion – understanding and learning from each other; seeing our differences as a source of strength and pride
- organises social and networking events
- runs professional development activities.

Reasonable adjustments training

In early 2020, reasonable adjustments training was delivered to managers across the department. This training aimed to increase understanding of the nature of workplace adjustments and departmental

obligations to ensure staff with disability are effectively supported to undertake their role. A dedicated Reasonable Adjustment Policy will be developed in early 2020–21 to support the adoption and embedding of reasonable adjustments for staff with disability as part of workplace practices.

Responding to Victoria's culturally and linguistically diverse and newly arrived communities

In order to ensure that the justice systems and services are accessible to all Victorians, including those from culturally and linguistically diverse (CALD) and newly arrived communities, in 2019–20:

- Consumer Affairs Victoria and the Registry of Births, Deaths and Marriages provided departmental information in a wide range of community languages
- Departmental agencies including the Victorian Responsible Gambling Foundation (VRGF) and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) held targeted information sessions for CALD and newly arrived communities. Sessions aimed to provide support and information around services such as Consumer Affairs Victoria, the Dispute Settlement Centre of Victoria and help for issues related to gambling and gaming
- Victorian prisons maintained various cultural and religious observances
- Victorian prisons delivered culturally appropriate programs to prisoners from CALD backgrounds, ensuring that they were able to maintain cultural and community connection.

Annual multicultural reporting

The Multicultural Victoria Act 2011 requires that the department report on activities undertaken to engage with CALD and newly arrived Victorians. The department reports these activities as part of a whole of Victorian Government report on multicultural affairs, which is tabled in Parliament annually.

Cultural Diversity Plan

The Cultural Diversity Plan 2017–21 aims to ensure that the department's key services are accessible to individuals and communities from culturally and linguistically diverse backgrounds.

Diversity training and education for staff

The Respect in the Workplace e-Learn was delivered to 1,875 departmental staff in 2019–20. The training promotes respectful behaviours toward people from CALD communities and those who are newly arrived. The training outlines behavioural expectations regardless of gender identity, age, caring responsibilities, language, cultural background, ethnicity, disability, sexual orientation, education, socio-economic status, experience, skills and beliefs.

Cultural awareness training is also an integral aspect of induction training for large employee groups such as Prison Officers, Youth Justice Workers and new staff to Community Corrections Services.

Aboriginal inclusion and employment

The department is committed to building its Aboriginal workforce by supporting several employment pathways for Aboriginal people across all business areas in both identified and non-identified roles. With the assistance of the department's Aboriginal Employment Team, business units are supported to access various Aboriginal employment programs and pathways.

Employment opportunities are promoted to the Aboriginal community with Aboriginal applicants supported throughout the recruitment process.

The department prioritises and embeds self-determination within its Statement of Direction 2019–23 to build a fair and accessible justice system for Aboriginal people. The department works in partnership with the Aboriginal Justice Caucus, a self-determining body that has been in existence for 18 years and strongly represents the voices and issues of Aboriginal communities and the Aboriginal community sector. The Aboriginal Justice Caucus comprises the Aboriginal community members of the Aboriginal Justice Forum, including the nine Chairs of the Regional Aboriginal Justice Advisory Committees and Aboriginal representatives of Aboriginal peak bodies and Aboriginal Community-Controlled Organisations (ACCOs). The Aboriginal Justice Caucus is a strong governance model for direct Aboriginal community input to tackle Aboriginal over-representation in the criminal justice system and strengthening the department's cultural diversity and inclusion.

The department's Aboriginal Inclusion Action Plan Yarrwul Loitjba Yapaneyepuk Walk the Talk Together brings a strong Aboriginal voice to efforts to improve Aboriginal justice outcomes and strengthen the department as a place of cultural diversity and inclusion. It is aligned to other policy frameworks including Barring Djinang Aboriginal Employment Strategy, the Victorian Aboriginal Affairs Framework, and the Commonwealth's Indigenous Procurement Policy and Closing the Gap targets.

Building our Aboriginal workforce and cultural capabilities

The department has a strong commitment to expand, develop and retain its Aboriginal employees, working towards a 2.5 per cent Aboriginal workforce. Under the Koori Employment and Career Strategy, the department has established clear pathways and tailored initiatives for new and existing Aboriginal employees to support individuals' career potential.

During 2019–20 the department employed one Aboriginal young person under the Youth Employment Scheme (YES), and four Aboriginal graduates, including the department's first Aboriginal TAFE graduate under a pilot Victorian Public Sector Commission (VPSC) program.

The new Aboriginal TAFE graduate program creates pathways into public sector careers by placing Aboriginal vocational students into VPS-2 level graduate positions across the VPS. All Aboriginal trainees, tertiary graduates and TAFE graduates are offered ongoing employment upon the successful completion of their programs.

As at June 2020, the department had 210 Aboriginal employees, equating to 2.06 per cent of our total workforce. Of this number, 68 per cent are employed in non-identified roles.

To further our commitment to both Aboriginal employment and tackling over-representation in the criminal justice system the department now has over 60 Aboriginal Prison Officers employed across the state's prisons.

To ensure that the department's cultural capabilities and services are more responsive to the cultural needs of Aboriginal people, the department's Koori Cultural Respect Framework helps ensure employees have the knowledge to deliver our services in more culturally appropriate ways and create work environments which are culturally inclusive to Aboriginal employees.

Access to NAIDOC Leave and Ceremonial/Cultural Leave for Aboriginal employees is now also embedded into the department's payroll system and more readily accessible to enable Aboriginal employees to apply online.

Aboriginal and Torres Strait Islander Tertiary Pathway Scholarships

The department's Aboriginal and Torres Strait Islander Tertiary Pathway Scholarships, ranging between \$10,000 to \$30,000, support Aboriginal tertiary students or employees in completing their justice related studies. During 2019–20 the department provided four tertiary students with scholarships, which are now directly linked to the department's Aboriginal Graduate Program, providing a strong professional employment pathway for upcoming tertiary graduates.

Youth Employment Scheme

In 2019–20, the department placed 13 trainees as part of the Youth Employment Scheme including one Aboriginal Youth Employment Scheme trainee. One trainee with disability also successfully completed their traineeship on 31 July 2020 and subsequently commenced a fixed-term position at the Melbourne Justice Service Centre on 3 August 2020.

Aboriginal employee networks

Aboriginal employees share a broad range of cultural knowledge and experiences and are encouraged to join the department's growing Aboriginal employee networks which currently have a statewide membership of over 180 employees. The networks meet regularly throughout the year in regional locations and collectively during the annual statewide Aboriginal Employee Network conference.

The department continues to focus on supporting our young Aboriginal employees through the dedicated Aboriginal Youth Network which regularly brings together Aboriginal employees between the ages of 16 to 25. Rotating between regions for better accessibility, the culturally inclusive network meets up to six times per year providing structured peer support and age-specific professional development activities.

Aboriginal Career Development Fund

The establishment of the department's Aboriginal Career Development Fund in 2018 supports one-off professional development activities for individual Aboriginal staff up to \$3,000.

The fund enables Aboriginal employees to apply for financial support to pursue professional career development and is a key component of the department's Career Development Program. The fund may be used for internal or external training and cover all or part of the cost of the proposed activity. To date 27 Aboriginal departmental employees have accessed the fund.

Equity and participation

Carers Recognition Act 2012

The department continued to meet its obligations under the *Carers Recognition Act 2012* (the Act).

The department recognises and values the role of carers in the community and the importance of carer relationships in providing ongoing care and assistance to people in need of support due to being older, having a disability, ongoing medical condition, or having a mental illness.

The department's All Roles Flex guidelines (the guidelines) encourages the use of flexible work arrangements, recognising the growing need for employees to balance work and personal commitments.

The guidelines enable employees who are carers to request a change to their work arrangements to assist them with their caring responsibilities. This includes providing access to accrued leave entitlements or considering a wider range of flexible working options and arrangements such as changes to hours of work that creates better balance so they can meet their carer responsibilities.

The department is willing to consider reasonable adjustments to support employees who require a carer to attend the workplace. This takes into consideration the carer relationship principles and responsibilities set out in the Act.

The department also provides a range of workplace policies for managers and employees that support the guiding principles contained in the Act including:

- the right to request flexible working arrangements (whole of government policy)
- all roles flex guidelines
- hours of work guidelines and related policy
- personal/carer's leave policy (whole of government policy)
- purchased leave policy
- respect in the workplace policy and guidelines.

Family violence support

During 2019–20, the department continued the development and implementation of a suite of supports for employees who are experiencing family violence. This included the rollout of foundational family violence training for all employees with an additional module for managers and supervisors.

In March 2020 this foundational family violence training was adapted to be delivered remotely to ensure delivery continues during the coronavirus (COVID-19) state of emergency.

Specific advice was written for departmental managers on how to support their staff working from home during coronavirus (COVID-19) who may be experiencing family violence. This was published on the department's Information Hub and shared to all managers by email.

LGBTIQ inclusion

In 2019–2020, the department continued its work to increase lesbian, gay, bisexual, trans, gender diverse, intersex, queer and questioning (LGBTIQ) inclusion reflecting its commitment by providing accessible justice programs and services to the Victorian LGBTIQ community.

The department consulted with several organisations with expertise in providing a safe and supportive workplace for LGBTIQ people. These included Transgender Victoria and Minus 18 as well as the Office of the Commissioner for Gender and Sexuality, to support its work in building a better workplace and more inclusive practices. The work program encompassed delivery of LGBTIQ awareness training across the department's workforce, including specific Transgender and Gender Diverse Awareness sessions at several prison locations, and distribution of information flyers regarding various aspects of LGBTIQ communities and how to provide positive support.

To show support for LGBTIQ employees and the Victorian community, a number of executives including the Sheriff attended the annual Midsumma Pride March along with employees from the department marching in the event for a fourth year running.

The department's executive leaders continued to champion inclusion, marking important dates on the LGBTIQ calendar by holding events such as Wear It Purple Day and asking executives to participate in a video about the vital role everyone plays in supporting LGBTIQ youth, the importance of inclusion in the workplace and the need to ensure the department is inclusive in everything they do.

8. Environmental performance and targets

The department uses an Environmental Management System (EMS), based on the international standard ISO 14001, to manage and reduce its environmental impacts and to meet government requirements, including the *Commissioner for Environmental Sustainability Act 2003*. The department's EMS framework includes:

- an Environment and Climate Change policy that encompasses operational activities
- an Environmental Management Plan (EMP), including a communications and engagement plan for training, awareness raising activities and environmental compliance site visits.

In 2019–20, key achievements included:

- a revision of the department's Environmentally Sustainable Design (ESD) guidelines and reporting processes
- the construction of a new wastewater treatment system at Langi Kal Kal Prison
- an increase of the department's solar capacity by 874kW
- an increase in Landmate program activities including the planting of 49,309 native plants and the erection of 44.5 kilometres of environmental fencing This translates to approximately 5,735 individual prisoner workdays — an increase of 6.5 per cent from the previous year
- the completion of climate risk vulnerability assessments for selected correctional facilities
- the procurement of 3,000 tonnes of greenhouse gas emissions offsets.

Environmental performance

This section is in accordance with the G4 Global Reporting Initiative environmental indicators:

- 302–1 Energy consumption within the organisation
- 302–3 Energy intensity

- 305–2 Energy indirect (Scope 2) Green House Gas (GHG) emissions
- 305–3 Other indirect (Scope 3) GHG emissions
- 305–5 Reduction of GHG emissions
- 307–1 Non-compliance with environmental laws and regulations.

This section contributes to select targets within the United Nations Sustainable Development Goals (SDGs):

- Goal 7 – affordable and clean energy
- Goal 12 – responsible consumption and production
- Goal 13 – climate action.

Changes to scope of reporting

Consumption data is from 1 April 2019 to 31 March 2020. The department prepares a biennial Environmental Management Plan (EMP) that sets out actions and targets which support the long-term environmental objectives of the department. The new EMP (2020–22) seeks to integrate innovative technologies across operations, reduce resource consumption and fulfil the department's climate change commitments.

Historically, a small number of warehouse and non-office sites were reported as 'office' facilities. These locations are now included in the 'non-office' category to better reflect the operational nature of these facilities.

In a limited number of offices where small numbers of departmental staff are co-located with another Victorian Government entity in the same building, the entity who is the owner or primary lessee is responsible for Financial Reporting Directions (FRD) 24D reporting for all staff in the building. Office reporting has been updated to reflect this, predominantly impacting per square metre metric.

Summary trend report

	2017–18	2018–19	2019–20	2019–20 trend compared to 2018–19 (%)
Energy (MJ/m ²)	1,016 (367) ^(a)	1,000 (383) ^(a)	967 (412) ^(a)	-3% (8%) ^(a)
Waste (kg/FTE)	55	47	(b)	(b)
Paper (reams/FTE)	11.8	11.5	11.9	3%
Water (kL/m ²)	2.0 (0.5) ^(a)	1.8 (0.4) ^(a)	1.7 (0.4) ^(a)	-6% (0%) ^(a)
Transportation fleet (tonnes CO ₂ e/1,000km)	0.24	0.18	0.15	-17%

Notes:

a. This figure represents office-based data only to allow for direct comparison with other government departments, as required by the Commissioner for Environmental Sustainability. It excludes facilities covered under the 'non-office' category.

b. No waste audits were conducted in 2019–20 due to coronavirus (COVID-19) restrictions.

MJ — Megajoule; kg — kilogram; ream — 500 sheets of paper; kL — kilolitre; tonne — 1,000 kilograms; CO₂e — carbon dioxide equivalent; m² — square metre; FTE — Full Time Equivalent (staff).

Data for sites unavailable for the full year has been extrapolated as per FRD24D guidelines.

In line with this year's changes to scope of reporting, data for the 2018–19 year has been updated to remove sites co-located with other Victorian Government entities where the primary lessee is responsible for FRD24D reporting, warehouses now reported as non-office facilities and more accurate data sets for locations where available.

The emission factor for carbon dioxide equivalent is sourced from the National Greenhouse Accounts Factor, August 2019.

Fifty-three per cent of the department's total full-time employees (FTE) are office-based, accounting for 26 per cent of the department's facility net lettable area.

Energy

Non-office facilities account for 89 per cent of the department's energy consumption. Electricity is the primary source of energy for lighting, heating, industry operations and construction works. Natural gas and bottled gas (Liquefied Petroleum Gas) are used largely for heating and cooling. Within offices, energy is used for heating, ventilation and air conditioning (HVAC), lighting, and office equipment.

Energy efficiency and onsite renewable energy generation initiatives such as the installation of photovoltaic solar panels have helped to reduce the department's overall energy usage compared to the previous year despite an expansion of non-office facilities. The department's long-term transition to low carbon operations, paired with a continued decarbonisation of the state's electricity grid, have supported the decline in the department's emissions in 2019–20.

As part of the new EMP targets, the department seeks to reduce its total electricity consumption by 5 per cent and to ensure that at least 10 per cent

of the department's total electricity is renewably sourced by 2022.

A number of energy reduction projects were implemented during 2019–20, including:

- Installation of over 874kW of photovoltaic solar panels across a number of sites. Within the reporting period, the solar panels have collectively produced 3,292,662 MJ of power thus saving over 1,000 tonnes of CO₂ to date. The department has also installed over 1,300kW of photovoltaic solar panels.
- Upgrading of HVAC units at the Dame Phyllis Frost Centre to a more energy efficient system.

The largest tenancy, 121 Exhibition Street, Melbourne, has maintained a National Australian Built Environment Rating System (NABERS) energy rating of 4.5 out of five stars. A new tenancy, 50 Franklin Street, Melbourne, has incorporated a range of energy efficient measures into its fitout including lighting, IT equipment and appliances in addition to other ESD features. The building is currently seeking to achieve the Australian Excellence Five Star Green Star Interiors scorecard.

Energy use 2019–20

Total energy usage segmented by primary source — megajoules (MJ)			
	Non-office	Office	Total
Electricity	146,729,848	37,598,431	184,328,279
Electricity (green power)	0	0	0
Natural gas	199,596,579	8,245,855	207,842,434
LPG	29,451,444	164,256	29,615,700
Total	375,777,871	46,008,542	421,786,413

Total greenhouse gas emissions segmented by primary source (tonnes of CO ₂ e)			
Electricity	45,649	11,697	57,346
Electricity (green power)	–	–	–
Natural gas	11,064	457	11,521
LPG	1,891	11	1,902
Total	58,604	12,165	70,769

Notes:

Office-based staff account for 53 per cent of the department's total full-time employees (FTE), accounting for 26 per cent of the department's facility net lettable area.

Energy intensity 2019–20

Total energy usage segmented by primary source — megajoules (MJ)			
	Non-office	Office	Average
Energy used per person (MJ/ FTE)	–	9,126 ^(a)	–
Energy used per unit of space (MJ/ m ²)	1,158	412	967 ^(b)

Notes:

a. Energy used per FTE (MJ/FTE) is applicable only to office-based buildings; usage for operational facilities cannot be apportioned against FTE use only.

b. This reflects the average MJ consumed per m² across the department (non-office and offices).

Water

Water usage at non-office facilities accounts for 94 per cent of the department's total water consumption. Primary areas for water consumption are prison industries, kitchen operations and bathrooms. For offices, water is largely used for cooling towers, bathroom/kitchen amenities and consumption. The largest tenancy, 121 Exhibition Street, Melbourne, has a NABERS water rating of four out of five stars.

- As part of the new EMP targets, the department will aim to reduce total non-office potable water consumption by 5 per cent from 2018–19 levels by 2022.

Departmental water reduction projects include:

- the construction of a new wastewater treatment system at Langi Kal Kal Prison
- continued use of water timers for showers, sink taps and sprinklers to limit the overuse of water in prisons
- utilisation of stormwater ponds in prisons to capture rainwater and irrigate lawns
- ongoing operation of the 'pipes and riser' infrastructure at Dhurringile prison which reduces irrigation water wastage
- requiring water efficiencies for new builds as per the department's ESD Guidelines.

Total potable water usage 2019–20

	Non-office	Office	Total
Kilolitres	686,979	46,771	733,750

Notes:

Potable water – water that is safe or suitable for drinking. Consumption relates to metered and billed supplies only.

Fifty-three per cent of the department's total full-time employees (FTE) are office-based, accounting for 26 per cent of the department's facility net lettable area.

Potable water usage intensity 2019–20

	Non-office	Office	Average
Water used per person (kL/ FTE)	–	9.3 ^(a)	–
Water used per unit of space (kL/m ²)	2.1	0.4	1.7 ^(b)

Notes:

a. Water used per FTE (kL/FTE) is applicable only to office-based buildings. Usage for operational facilities cannot be apportioned against FTE.

b. This value reflects the average kL consumed per m² across the department (non-office and offices).

Paper and procurement

The department procures a range of goods and services, including:

- contractor and consultancy services
- printing, stationery and other office equipment
- technology and health services.

As part of the new EMP targets, the department will ensure that 100 per cent of capital projects over \$50 million adhere to the department's ESD guidelines by 2022.

Examples of paper and procurement projects include:

- an increase of all external print jobs meeting a minimum two-star (out of five) green accreditation to 75 per cent from 70 per cent in the previous year
- a requirement to apply the department's ESD Guidelines for Capital Works to all prison construction projects
- the adoption of the Victorian Social Procurement Framework (SPF) and contribution to the Department of Treasury and Finance (DTF) Whole of Government report on the SPF
- the inclusion of sustainable procurement clauses and targets in tender documentation
- requesting that products are reused or disposed of through a waste management plan
- environmental certification for products (e.g. forest stewardship certified products)
- identifying environmental opportunities through new prison industries projects.

Total department paper usage 2019–20

Description	Non-office	Office	Total
Reams	36,385	76,349	112,734

Notes:

Paper usage data provided by the WoVG supplier, COS. Paper purchased outside the WoVG supplier is not included

Paper intensity 2019–20

Description	Non-office	Office	Average
Paper used per FTE (reams/ FTE)	8.1	15.1	11.9 ^(a)
Recycled content (per cent)			
>75 per cent	91	98	96
50–75 per cent	–	–	–
<50 per cent	9	2	4

Notes:

Ream – 500 sheets of paper.

a. The value reflects the average reams of paper consumed per FTE across the department (non-office and office).

Sustainable transport and fleet

Staff use both Victorian Government and departmental pool vehicles for travel between offices, prisons and community worksites.

As part of the new EMP, the department will explore options to strengthen a zero-emissions transport future by seeking to increase the proportion of electric vehicles in its leased fleet to at least eight per cent by 2022.

Examples of fleet emission reduction activities include:

- continued implementation of an average internal emissions efficiency target of 130 grams of CO₂ per km and a sliding scale surcharge in order to reduce fleet emissions
- ongoing implementation of the Supplementary Motor Vehicle Policy, mandating a default low-emission vehicle, unless exceptional operational requirements need to be considered. Currently,

55 per cent of the fleet is comprised of hybrid vehicles, with three per cent being plug-in hybrid electric vehicles

- partnership with RMIT University to analyse future electric vehicle opportunities for the department
- development of the electric vehicle charging infrastructure guidance for capital works.

In 2019–20, the department's transport fleet intensity continued to decrease with a reduction of 17 per cent compared to the previous year. This can be attributed, in part to the efficiency gains from the department's Supplementary Motor Vehicle Policy which mandates a default low-emission vehicle.

The department continues to procure carbon offsets for fleet and air travel and will continue to assess its emissions from fleet as it reaches the end of the Victorian Government Climate Change Pledge in 2020.

Total department transportation (vehicle fleet performance by fuel type) 2019–20

Description	Passenger fleet	Other	Total
Fuel consumption (megajoules)			
Petrol	17,407,835	3,081,115	20,488,950
Diesel	753,013	11,847,138	12,600,151
LPG	32,056	113,293	145,349
E-10	24,655	18,056	42,711
Total	18,217,559	15,059,602	33,277,161
Distance travelled (kilometres)			
Petrol	9,881,336	1,416,200	11,297,536
Diesel	292,817	3,646,901	3,939,718
LPG	7,782	30,566	38,348
E-10	160,007	91,144	251,151
Total	10,341,942	5,184,811	15,526,753
Greenhouse gas emissions (tonnes CO₂e)			
Petrol	1,213	215	1,428
Diesel	53	835	888
LPG	2	7	9
E-10	2	1	3
Total	1,270	1,058	2,328

Transport intensity (vehicle fleet performance by fuel type) 2019–20

Description	Passenger fleet	Other	Average (whole of department)
Greenhouse gas emissions efficiency (tonnes CO₂e/1,000km)			
Petrol	0.12	0.15	0.13
Diesel	0.18	0.23	0.23
LPG	0.25	0.23	0.23
E-10	0.01	0.01	0.01
Overall intensity (whole of department)	0.12	0.20	0.15

Notes:

The overall intensity represents the average intensity per vehicle class or fuel type.

Fleet data is sourced from vehicle logbooks and the fuel purchase records (both fuel cards and petty cash records) of the department fleet and Victorian Government Vehicle Pool. Approved fleet growth is not included. Departmental fleet data include a number of statutory entities, including the Victorian Institute of Forensic Medicine (VIFM), the Victorian Law Reform Commission and Commissioner (VLRC) and the Victorian Equal Opportunity and Human Rights Commission (VEOHRC).

Transport

A large portion of the department's air travel involves staff attending or presenting at conferences, and other operational requirements.

International and domestic air travel 2019–20

Description	Total
Distance travelled (km)	2,205,534
Greenhouse gas emissions (tonnes CO ₂ e)	252

Notes:

km: kilometres, tonnes: 1,000 kilograms, CO₂e: carbon dioxide equivalent.

Departmental air travel data includes a number of statutory entities and excludes the Office of Public Prosecutions (OPP).

An update to emissions calculations has been obtained through the departmental air travel provider.

The department has elected to procure 3,000 tonnes of carbon offsets to cover both fleet and air travel emissions for the year. This year, the department has selected GreenFleet's local biodiverse native reforestation projects in Victoria.

Sustainable transport

The department's annual 'Justice for the Environment' survey shows the commuter choices of staff traveling to and from work using sustainable transport options such as car-pooling, train, tram, bus, bicycle and walking. For the reporting period, a significant number of respondents (64 per cent) worked from home as a result of coronavirus (COVID-19).

Sustainable transport 2019–20

Area	Total sustainable transport (%)	Working from home (%)
CBD	65	89
Regions	13	52
Metro	12	39

Notes:

Sustainable transport information is taken from the department's Justice for the Environment survey completed in 2020.

Sustainable Transport data excludes staff who were on leave or worked from home during the survey period (the week of 3 June 2020).

Waste

While office environments generate general waste, recyclables and organic waste; prisons generate waste from site activities such as wood, concrete, steel, paint, and waste from farming and livestock production. The reduction of waste volumes and the diversion of waste to reuse options and recycling continues at prison sites.

Examples of waste reduction activities are:

- single cleaning chemical contract across all prison locations, modernising dispensing equipment, reducing chemical usage and reusing containers
- establishment of a single waste and recycling provider across all prison locations to provide better information on waste and recycling volumes
- the collection of e-waste for recycling across all locations as required by legislation from 1 July 2019
- an ongoing trial of the diversion of Consumer Affairs Victoria-seized products from landfill disposal to destructive recycling where possible

- continued diversion of food waste to a composting system, with the resulting compost used on correctional centre horticultural plots
- the collection of 62,943 kilograms of rubbish
- restoration and donation of approximately 350 abandoned bicycles to community groups
- donation of 3,809 items made from recycled materials such as furniture, reusable bags, toys, kangaroo pouches, bird nesting boxes, possum boxes, pet beds and an additional 739 boomerang bags.

Historically, the department has carried out waste audits on various sites to determine recycling rates and greenhouse gas emissions from waste to landfill. For the reporting period, waste audits could not be carried out due to coronavirus (COVID-19) restrictions.

The new EMP targets will aim to reduce total volume (kg) of landfill and increase the recycling rate per FTE by five per cent from 2018–19 levels by 2022.

Environmental compliance, communication and training

The department is required to comply with state and federal legislation, including but not limited to:

- *Environment Protection Act 1970*
- *Flora and Fauna Guarantee Act 1988*
- *Climate Change Act 2017*
- *Planning and Environment Act 1987*
- *Water Act 1989*
- *Environment Protection and Biodiversity Conservation Act 1999*

These Acts provide a legal framework to ensure the department's operations and services comply with requirements regulating its impact on the environment. The department works closely with key stakeholders such as local councils and other government departments and regulators, including the Environment Protection Authority (EPA). This year, the department received neither fines nor non-monetary sanctions related to environmental non-compliance and relinquished one EPA licence with the decommissioning of the Barwon Prison wastewater treatment plant.

The environmental licences and agreements held by the department include:

- one EPA licence related to wastewater treatment and discharge
- various bore, surface and groundwater licences
- various trade waste permits and septic tanks licences
- numerous planning permits for buildings, works and vegetation removal
- a federal approval for impacts to threatened biodiversity under the *Environment Protection and Biodiversity Conservation Act 1999*
- for broadscale land clearing and construction of the Cherry Creek Youth Justice facility.

In 2019–20, the department undertook actions to improve compliance with environmental legislation, including:

- the completion of the construction of a new wastewater treatment system at Langi Kal Kal Prison
- the establishment of site-specific Environmental Local Controls at publicly operated prisons

- environmental compliance site assessments at all publicly operated prisons
- commissioning a climate vulnerability assessment, the findings of which will inform climate change initiatives such as improving resilience to extreme weather events and climate adaptation planning
- development of a Construction Environmental Management Plan Framework to ensure infrastructure projects plan for and maintain compliance with requirements for managing environmental impacts on construction site
- inclusion of mandatory reporting on planning, environment, biodiversity and heritage protection requirements and compliance in the CSBA's new project reporting system.

Education and communication initiatives include:

- delivery of the department's World Environment Day celebrations digitally, with staff participating in an interactive quiz
- online workshops on planning and environment requirements for infrastructure projects
- continued roll out of the 'Justice for the Environment' e-learn program with 245 staff completing the training in 2019–20 with the total number to 2,366 since training was introduced in 2015
- running the annual Justice for the Environment Survey
- endorsement of the department in the Commissioner for Environmental Sustainability 2018–19 strategic audit report for aligning its targets with the United Nations SDGs and for updating its Supplementary Motor Vehicle Policy.

Partnerships and land management

The department's Community Correctional Services (CCS) area works in partnership with other government departments, industries, educational providers and not-for-profit organisations to develop and manage community work programs. Some court orders require offenders to undertake unpaid community work.

CCS facilitates a range of unpaid community work projects in order for offenders to successfully meet the requirements of their orders. CCS also encourages the engagement of offenders in socially valuable work aimed at developing and promoting a positive work ethic and other work-related skills. Suitable offenders can engage in work for the community that provides environmental benefits. Examples of environment related activities in 2019–20 include:

- use of 47,600 litres of locally harvested rainwater on community work projects
- fuel reduction works in fire-prone areas and related maintenance work on almost 4,000,000 square metres of land
- land maintenance activities including the removal of noxious weed, mulching and mowing on over 1,200,000 square metres of land
- reduction of waste to landfill by removing logos from private organisation uniforms that would have otherwise been sent to landfill. This activity provided 5,188 items of clothing to those in need in Australia and abroad, a 73 per cent increase from the previous year

- planting of 104,663 trees and the removal of 295,025 square metres of graffiti using recycled waste and biodegradable cleaning products and paint in the graffiti removal program. Since 2005, the program has removed an equivalent of 191.7 Melbourne Cricket Ground's worth of graffiti.

The new EMP targets seek to protect a minimum of 200 hectares (eight per cent) of the department-managed land for biodiversity conservation by 2022.

Throughout 2019–20, the department has continued to strengthen the consistency and reach of the prisoner Landmate Environmental Program across the state. The program's Memorandum of Understanding (MOU) with the Department of Environment, Land, Water and Planning outlines the model for how this program works. Going into the fifth year of this model, the program has achieved better awareness and understanding amongst its key customers such as Landcare groups, Catchment Management Authorities and local government. The department is currently in the process of negotiating the next MOU.

The program, consisting of supervised prisoner crews working on environmental projects, provides significant benefit to local communities and a tangible form of prisoner reparation. Prisoners also gain education and training in skills relating to natural resource management, with the aim of improving their successful reintegration to the community and reducing recidivism.

In 2019–20, environmental projects included various tree planting and fencing projects where the department partnered with local community groups across the state. Landmate is now partnering with 14 local shire councils across the state which has helped drive an increase in woody weed removal work. Despite the devastating bushfires across the country, disaster recovery work by Landmate crews was minimal (four days). This was a result of the support from the Australian Army, BlazeAid and significant donations from the public.

In 2019–20 the consistency of the Landmate program provision of support to the community continued with 1,149 crew days, a decrease of 2.5 per cent compared with last year. coronavirus (COVID-19) impacted the program throughout March 2020, when crews were restricted from operating and resulted in that month delivering 50 per cent of the monthly average.

Landmate's achievements also saw the planting of 49,309 native plants, the erection of 44.5 kilometres of environmental fencing and what translated to approximately 5,735 individual prisoner workdays, an increase of 6.5 per cent from the previous year.

Following the official launch of the Landmate website in 2018, marketing of the program has continued to facilitate Landmate applications, providing clarity for the program's criteria and enabling communication of Landmate's achievements in the community.

For further information about how to apply for Landmate assistance, project planning advice and detail about the program's achievements go to landmate.vic.gov.au

9. Assurance

Community Safety Trustee

On 20 April 2017, the Victorian Government announced the appointment of Mr Ron Iddles OAM, APM as the Community Safety Trustee (Trustee). The Trustee holds the government to account for delivering the initiatives and reforms set out in the Community Safety Statement. The Trustee is independent to government and the Justice Assurance and Review Office (JARO) provides administrative and program management support to assist the Trustee to fulfil his functions.

To date, the Trustee has provided five independent reports to the Minister for Police and Emergency Services. These focus on the progress of government's implementation of Community Safety Statement initiatives, as well as tracking towards its outcomes.

Inspector-General for Emergency Management

The Inspector-General for Emergency Management (IGEM) is an independent statutory role and Governor in Council appointment, providing assurance to government and the community in respect of emergency management arrangements in Victoria and fostering their continuous improvement. The IGEM reports to the Minister for Police and Emergency Services and an office provided by the department assists the current Inspector-General, Tony Pearce, to deliver his legislated functions.

IGEM works with emergency management sector partners and the community to strengthen emergency management arrangements and community safety in Victoria. IGEM strives to give Victorians confidence that the emergency management arrangements are effective and are helping to keep communities safe.

All of the IGEM's assurance activities are guided by the Assurance Framework for Emergency Management. The framework and its principles seek to drive a more coordinated, less burdensome and more valuable approach to assurance activities in the sector and generate continuous improvement across the emergency management system in Victoria. Adoption of this approach contributes to better outcomes for Victorian communities before, during and after emergencies.

IGEM conducts and reports on its full program of assurance activities in accordance Part 7 of the *Emergency Management Act 2013*.

IGEM's reports and publications are available online at igem.vic.gov.au

Justice Assurance and Review Office

JARO operates as an internal review and assurance function to advise the Secretary on the performance of the youth justice and adult correctional systems. JARO assists the Secretary to fulfil their statutory obligations to monitor the performance of all youth justice and adult correctional services under the *Children, Youth and Families Act 2005* and section 7 of the *Corrections Act 1986*.

JARO operates separately and independently from the department's Youth Justice and Corrections Victoria groups and acts as an additional line of assurance against emerging and enduring risk within both systems.

JARO provides the Secretary with current, objective information on areas of risk, the adequacy of existing controls and opportunities for improvement through activities including:

- proactive reviews into areas of risk in youth justice and adult correctional systems
- reviews into serious incidents and allegations within youth justice and adult correctional systems
- monitoring the performance of the systems including youth justice precincts, youth justice community services, prisons, CCS and other adult correctional services
- coordinating the Minister for Corrections' volunteer Independent Prison Visitor Scheme.

Where JARO identifies opportunities for improvement, it makes recommendations for change in consultation with Corrections Victoria or the Youth Justice groups. JARO also considers recommendations within the context wider system reforms, ensuring consistency and avoiding duplication.

Independent prison visitors

The Independent Prison Visitor Scheme, established in 1986, is coordinated by JARO. Independent Prison Visitors (IPVs) are volunteers appointed by the Minister for Corrections for a five-year term.

As at 30 June 2020, there were 29 IPVs. These volunteers attend prisons, speak to prisoners and staff, and provide the Minister for Corrections with independent and objective advice from a community perspective on the operation of Victoria's prisons.

During the period, 1 July 2019 to 30 June 2020, IPVs provided JARO with 147 reports. These reports made positive observations and identified matters requiring action and/or follow up by either JARO, the relevant prison and/or Corrections Victoria. On 17 March 2020, JARO suspended all IPV visits as part of the response to coronavirus (COVID-19). As at 30 June 2020, Victoria's Chief Health Officer had still not deemed it safe for visits to resume.

Reviews completed in 2019–20

JARO conducts proactive reviews to provide the Secretary with objective advice regarding current and emerging issues in the youth justice and adult correctional systems. Thematic reviews assure the Secretary about the performance of the system and foster continuous improvement for a high-performing system. JARO completed one thematic review in 2019–20.

Maori and Pacific Islander review

In 2015, several maximum-security prisoners who identified as Maori and Pacific Islander (MAPI) were involved in serious ‘unprovoked’ assaults on staff. Corrections Victoria’s management of these incidents were effective but reactive. JARO’s review sought to examine the needs of the MAPI cohort to improve staff safety and reduce reoffending. The review raised several issues for consideration by Corrections Victoria.

Reviews of incidents

JARO reviews serious incidents within youth justice precincts, youth justice community services, prisons, CCS and other adult correctional services to identify systemic risks, consider the adequacy of existing controls and the appropriateness of the response to the incident. Incidents are selected for review based on level of risk, which is determined using JARO’s risk assessment framework or through referral by the Secretary, the divisional heads or the relevant Minister.

Corrections Victoria

In 2019–20, JARO completed two reviews into significant incidents that occurred within adult correctional centres.

Youth Justice

In 2019–20, JARO completed zero reviews into significant incidents that occurred within youth justice precincts.

Reviews of death

JARO conducts reviews in response to natural and unnatural deaths within a custodial or correctional facility. The death of offenders or young persons, who were subject to youth justice or Community Corrections Order (CCO), may also be reviewed in certain circumstances. As a central contact point for the department, JARO plays a critical role in the provision of advice to the Coroners Court of Victoria.

Adult deaths in custody

Each time an adult dies in custody, JARO prepares a report for the Secretary and the Coroner and monitors the coronial investigation and any recommendations.

In 2019–20, there were 13 deaths in adult correctional centres across Victoria compared with 19 the previous year. Of the 13 deaths this financial year, two were from apparent suicide, and nine from apparent natural causes. The other two deaths are classified as unknown, pending further information from either the Medical Examiner’s Report or inquest findings. During this period, JARO completed 17 reviews into the deaths of adult prisoners.

Offender deaths

JARO also prepares a report for the Coroner when a parolee or a person subject to a CCO combined with a period of imprisonment, dies within three months of their release from prison. A report may also be completed, at the request of the Coroner, for any person who has been in custody or under supervision of CCS. During 2019–20, JARO prepared 19 reports into parolee and offender deaths.

Impact of reviews

Through its reviews, JARO aims to mitigate emerging and enduring risks and drive continuous improvement within the adult correctional and youth justice systems.

A number of key changes and improvements have been made to the adult correctional and youth justice systems in 2019–20 as a result of recommendations made by JARO related to:

- amending guidelines
- administration/record Keeping
- new initiatives
- reinforcing guidelines
- staff training.

Integrity Policy

As part of Machinery-of-Government changes, the Integrity Policy team moved from DPC to the department on 1 May 2020. The IP team are responsible for policy and governance arrangements supporting Victoria’s integrity bodies.

Post Sentence Authority

The Post Sentence Authority (the Authority) is a statutory body which contributes to the protection of Victorians through independent oversight of Victoria’s post sentence scheme. It is responsible for reviewing the progress of serious offenders who are placed on a Supervision Orders or Detention Orders by the courts, monitoring their compliance with the conditions of their orders and monitoring ongoing risks of reoffending.

The Authority comprises up to ten members and the department provides a secretariat to assist the Authority to administer its functions under the *Serious Offenders Act 2018* (the Act). The department also provides administrative and business services to support the Authority’s efficient operation.

The Authority has several legislative powers under the *Serious Offenders Act 2018* which enable it to support community protection by rigorously monitoring serious offenders and their risks of reoffending. When a serious offender’s risk escalates, the Authority can take action to contain that risk and protect the community. Equally, the Authority can make decisions to support the treatment and rehabilitation of offenders. In undertaking its work, the Authority gives paramount consideration to the safety and protection of the community.

In 2019–20 the Authority:

- convened 200 hearings and considered 981 matters
- conducted 69 interviews with serious offenders
- issued 287 directions to support the management and contain the risks of serious offenders residing in the community
- issued 16 formal warnings to serious offenders for contraventions of supervision order conditions.

The Authority also reviews the delivery of coordinated services to offenders by a panel made up of representatives from Corrections Victoria, the Department of Health and Human Services and Victoria Police.

These services are contained in Coordinated Services Plans which detail the agreed services, tailored to the specific risks and behaviours of each serious offender subject to a supervision order. In 2019–20 the Authority convened 85 meetings to review 355 individual Coordinated Services Plans.

As a result of coronavirus (COVID-19), the Authority transitioned to remote working arrangements, and used video-conferencing technology to facilitate its formal hearings. This enabled serious offenders to continue to be present at hearings when required.

Integrity

Independent Broad-based Anti-corruption Commission

The Independent Broad-based Anti-corruption Commission (IBAC) is Victoria's independent anti-corruption and police oversight agency, responsible for preventing and exposing public sector corruption and police misconduct. Working towards the vision of a Victorian public sector that actively resists corruption, IBAC:

- receives and assesses complaints and notifications
- investigates allegations of serious or systemic corruption and police misconduct
- undertakes strategic research and other initiatives to inform the public sector, police, and the community on the impacts of corruption and how it can be prevented.

IBAC's jurisdiction covers the entire Victorian public sector including all government departments, agencies, local councils, schools and universities, public hospitals, parliamentarians, the judiciary and the police.

IBAC reports directly to the Victorian Parliament and operates under oversight by both state and Commonwealth authorities, including the Victorian Parliament's Integrity and Oversight Committee and the Victorian Inspectorate.

Local Government Inspectorate

The Local Government Inspectorate (the Inspectorate) is the dedicated integrity agency for local government in Victoria.

Led by the Chief Municipal Inspector, the Inspectorate investigates offences under the *Local Government Act 2020* and may examine, investigate and prosecute

any matter relating to a council's operations or electoral matters.

Additionally, the Inspectorate conducts compliance audits, governance examinations of councils and delivers a guidance and education program to improve governance and transparency of operations across the sector.

Key achievements of 2019–20 include:

- completion of a major investigation into governance and wrongdoing issues and provided sector-wide guidance on governance
- commencement of preparations for 2020 Council general elections including developing an MOU with the Victorian Electoral Commission to improve information sharing and complaints management
- worked with key stakeholders to implement new local government and Public Interest Disclosure legislation
- successful transition to remote working arrangements during coronavirus (COVID-19).

Office of the Victorian Information Commissioner

The Office of the Victorian Information Commissioner (OVIC) is the primary regulator and source of independent advice to the community and the Victorian Government about how the public sector collects, uses and shares information. OVIC:

- promotes and oversees the state's information privacy regime
- established and monitors the Victorian protective data security framework
- conducts reviews, investigates complaints and monitors compliance with the state's freedom of information legislation
- has a key focus in promoting understanding and acceptance of the *Freedom of Information Act 1982* across the VPS.

Public Interest Monitor

The *Public Interest Monitor Act 2011* created the offices of the Principal Public Interest Monitor and Deputy Public Interest Monitors. The Public Interest Monitor (PIM) began operation on 10 February 2013. The PIM exercises monitoring functions under the *Telecommunications (Interception and Access) Act 1979 (Cth)* by virtue of the *Telecommunications (Interception) (State Provisions) Act 1988*; the *Surveillance Devices Act 1999*; the *Major Crime (Investigative Powers) Act 2004*; the *Terrorism (Community Protection) Act 2003* and the *Witness Protection Act 1991*.

The PIM represents the public interest and provides greater accountability in the collection of evidence by warrants, orders and coercive powers that intrude on the privacy and civil liberties of Victorians.

The PIM tests the content and sufficiency of the information relied upon for each warrant or order and attends the hearing of the relevant application. The PIM also monitors decisions by Victoria Police to admit persons to, or remove persons from, its witness protection program.

Victorian Inspectorate

The Victorian Inspectorate (VI) was established in 2013 by the *Victorian Inspectorate Act 2011*, to provide oversight of other integrity, accountability or investigatory bodies and their officers. The VI is the key oversight body in Victoria's integrity system.

The Inspector is appointed by the Governor in Council and holds office for a term of five years. As an Independent Officer of the Parliament, the Inspector reports directly to Parliament. The Attorney-General has administrative responsibility for the *Victorian Inspectorate Act 2011*.

The VI is overseen by two parliamentary committees:

- Integrity and Oversight Committee
- Public Accounts and Estimates Committee.

The VI is committed to providing the Parliament and the people of Victoria with independent assurance that other integrity, accountability or investigatory bodies and their officers, which collectively constitute Victoria's 'integrity system', act lawfully and properly in the performance of their functions.

Under the *Victorian Inspectorate Act 2011*, the VI receives and investigates complaints, monitors how bodies use their coercive powers and inspects records of bodies that use covert powers including the conduct of controlled operations and the use of surveillance devices and police counter-terrorism powers. In addition, the VI has a key function under the *Public Interest Disclosures Act 2012* to receive disclosures and to assess and investigate some public interest complaints.

The model of integrity oversight adopted by the Victorian Parliament is unique in Australia in how it vests in a single entity (the VI) the oversight of multiple integrity bodies. This allows the VI to take a leadership role within the integrity system and apply learnings from its oversight of any one entity across the board, as appropriate. The VI leads improvements to the integrity system through considered integrity responses to identified non-compliance and other issues.

Victorian Ombudsman

The Victorian Ombudsman (VO) is a constitutionally independent officer of the Victorian Parliament, whose principal function is to enquire into or investigate administrative actions taken by or in any government department, authority, local council or public body to which the *Ombudsman Act 1973* applies.

The VO may conduct an enquiry or investigation on receipt of a complaint, on her own motion, or on referral from Parliament. She can also investigate public interest complaints that involve improper conduct or detrimental action and other complaints on referral from IBAC.

Further, the VO has the power to enquire into or investigate whether an administrative action is compatible with *Victoria's Charter of Human Rights and Responsibilities Act 2006 (Vic)*, or whether in making a decision there was a failure to give proper consideration to a relevant human right set out in the Charter.

Major legislative reform to the integrity system took place in 2019–20, with the *Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019* making significant changes to the *Ombudsman Act 1973*, as well as to others which affect the VO's operations.

Most of the amendments came into effect from 1 January 2020, and provide the office with additional functions to review the complaint practices and procedures of authorities, conduct alternative dispute resolution, provide education and training to the Victorian community and the public sector about matters relating to the functions of the Ombudsman and promote improved public sector administration.

10. Statutory compliance

Financial Management Compliance Attestation 2019–20

I, Rebecca Falkingham, Secretary of the Department of Justice and Community Safety (DJCS), certify that DJCS has complied with the applicable Standing Directions under *the Financial Management Act 1994* and Instructions, except for the following Material Compliance Deficiencies:

- Direction 3.4 Internal control system – 7 Managing payroll: (a) bona fide payment to employees, including recoupment of over payment of salaries; and (b) correct payment made based on the rate in accordance with any written law, industrial award or industrial agreement, and for hours worked.

In 2019–20, the department in consultation with other agencies identified payroll issues; including that in previous years superannuation on leave loading for some shift workers was not being paid when it ought. The department commenced remediation of the issue, paid outstanding superannuation owed up to 1 April 2020 and notified affected employees, thus meeting the Australian Taxation Office superannuation guarantee amnesty deadline. This meant the department has not fully complied with the requirements of this Direction and Instruction in 2019–20. This issue has now been addressed with superannuation to be paid on all forms of leave loading. In 2020–21 the department is also further reviewing and strengthening its payroll processes to address any remaining issues.

- Direction 3.4 Internal control system – 3 Managing revenue: a) promptly, completely and accurately identifying, managing, recording and reporting of revenue; and b) the timely and appropriate writingoff of revenue.

During 2019–20, DJCS addressed a material compliance deficiency declared in 2018–19 (under Instruction 3.4.3) in managing fines administered revenue. In 2019–20 DJCS made significant improvements to Victorian Infringement and Enforcement Warrant (VIEW) financial reporting functionality by producing financial reports to support the system and the reporting of fines administered revenue. DJCS has used these financial reports to prepare its 2019–20 financial statements and performed additional verification procedures over fines infringement financial data, reporting and reconciliation processes. However, as these financial reports were not available for the entire financial year and additional verification and reconciliation process identified issues with previous accounting treatment for administered fines, the department has not been fully compliant for all of 2019–20 with the requirements in this Direction and Instruction. Production and validation of these financial reports and additional verification and reconciliation processes, also undertaken in 2019–20, identified and corrected errors reported in previous financial years. This did not affect fines previously issued or associated cash collections and does not relate to the infringement management system. As these reports are now in place and will be available for the full 2020–21 financial year, previous material compliance deficiencies have already been addressed. In 2020–21 to address remaining deficiencies, further improvements will be made to controls, financial reports and validation processes. DJCS policies and procedures will also be updated to reflect the use of the financial reports.

Signed



Rebecca Falkingham

SECRETARY, DEPARTMENT OF JUSTICE AND COMMUNITY SAFETY

Date: 26 October 2019

Capital projects/asset investment programs

The department and its related portfolio entities manage a range of capital projects to deliver services for government.

Information on the new and existing capital projects for departments and the broader Victorian public

sector is contained in the most recent Budget Paper No. 4: State Capital Program (BP4) which is available on DTF's website.

During the year, the department completed the following capital projects with a total estimated investment (TEI) of \$10 million or greater. The details related to these projects are reported below.

Capital projects reaching practical completion during the financial year ended 30 June 2020

Project Name	Original completion date	Latest approved completion date	Practical completion date	Original approved TEI ^(a) budget (\$ million)	Latest approved TEI budget (\$ million)	Actual TEI cost (\$ million)	Variation between actual cost and latest approved TEI budget
Mobile camera replacement program	June 2018	June 2020	June 2020	17.061	17.061	13.160	3.899

Capital projects reaching financial completion during the financial year ended 30 June 2019

Nil.

Statement of compliance with the Building Act 1993

The Minister for Finance guidelines, pursuant to section 220 of the *Building Act 1993*, promote better standards for buildings owned by the Crown and public authorities, and require entities to report on achievements. The department is responsible for 82 properties used for legal, court, prison and emergency services. Other corporate entities within the portfolio, such as the CFA, the MFB and Victoria Police, will report separately on building compliance issues.

New buildings conforming to standards

In 2019–20, all works controlled by the department were required to be conducted in accordance with the provisions of the *Building Act 1993*, relevant building regulations and other statutory requirements.

The department has established appropriate mechanisms to ensure compliance, including the issuing of building permits and occupancy certificates and inspection of works. Agencies of the department are exempt from lodging building plans with local councils.

Buildings maintained in a safe and serviceable condition

Mechanisms in place within the department to ensure buildings are maintained in a safe and serviceable condition include:

- a contract with an external service provider to manage all building essential service tasks, in accordance with legislative requirements
- the development of departmental program targeting compliance with the Asset Management Accountability Framework
- collaboration with the Victorian Asbestos Eradication Agency in accordance with that agency's work plan
- the development of a departmental works program forming part of the overall departmental investment strategy
- a program to monitor and review effectiveness of these mechanisms.

Buildings with combustible cladding

Registered fire engineers (RED Fire Engineers Pty Ltd) were contracted to conduct a fire risk assessment for those departmental buildings identified as having combustible cladding. The risk assessment contract required a site visit, material testing, and a final report with rectification recommendations.

All reports and recommendations were emailed to each entity for implementation. EMV is working with these agencies through its Emergency Management Sector Assets and Infrastructure Committee on building compliance and acquittal against ratings and any rectification recommendations.

Four buildings (Tabcorp Melton, Legends café Melton, Sandown Greyhound racing and Ballarat District Trotting Club) were transferred to the Department of Jobs, Precincts and Regions (DJPR) as part of the MoG changes. Final reports were provided to DJPR.

Sunshine MFB and Warrnambool MFB received a low risk rating, and the MFB Burnley Training Complex received a low to medium risk rating.

HM Prison Langi Kal Kal received a low risk rating with no rectification required.

Final reports have been provided to Cladding Safety Victoria who continue working towards rectification.

DTF, through the Shared Service Provider, are working with landlords to assess all departmental leased buildings.

Existing buildings conforming to standards

All departmental buildings comply with Minister for Finance guidelines. The mechanisms established by the department are intended to maintain compliance and the effectiveness of those mechanisms is continuously monitored.

Registered building practitioners

The department requires building practitioners carrying out building works to be registered and for registration to be maintained throughout the course of the works.

Capital projects commenced and completed 2019–20

Capital project	Total project budget (\$m)	Permits issued and works to be certified at end
COMMENCED		
Maribyrnong Residential Facility	10.218	Permits issued and works certified at practical completion
Chisholm Road Prison Project	118.530	Permits issued and works to be certified at end
New Youth Justice Facility	429.942	Permits issued and works to be certified at end
Prison Infill Expansion – Barwon	285.411	Permits issued and works to be certified at end
Prison Infill Expansion – Barwon	7.029	Permits issued and works to be certified at end
Prison Infill Expansion – Metropolitan Remand Centre	181.953	Permits issued and works to be certified at end
Wangaratta SES	4.784	Permits issued and works to be certified at end
Northcote SES	9.070	Permits issued and works to be certified at end
COMPLETED		
Maribyrnong Residential Facility	10.216	Works certified at practical completion
Barwon Substation Upgrade	8.5	Works certified at practical completion
Barwon 10 Bed Detention Unit	19.757	Works certified at practical completion
Dame Phyllis Frost Centre – 132 bed expansion	54.942	Works certified at practical completion
Dame Phyllis Frost Centre – Critical Infrastructure	21.520	Works certified at practical completion
Youth Justice Secure Bed Expansion – Parkville and Malmsbury	95.937	Works certified at practical completion
Youth Justice Strengthening – Coliban Unit and Parkville Remand	56.106	Works certified at practical completion
Port Phillip Prison Capital Works – Fire Ring Main	4.300	Works certified at practical completion
Port Phillip Prison Capital Works – Scarborough South Exercise Yards	1.712	Works certified at practical completion
Melbourne Remand Centre Reinforcement Works	65.559	Works certified at practical completion
Dhurringile-Kyabram VESDA Replacement	0.613	Works certified at practical completion
Victorian Institute of Forensic Medicine – Soil Capping	0.392	Works certified at practical completion
Justice Accommodation Expansion Program (JAEP) – Justice Service Centre (JSC) Melton	1.9	Works certified at practical completion
JAEP – JSC Echuca	1.27	Works certified at practical completion
JAEP – JSC Sunshine	3.5	Works certified at practical completion
JAEP – JSC Kyneton	0.575	Works certified at practical completion
JAEP – JSC Lilydale	1.8	Works certified at practical completion
JAEP – JSC Camp Street	0.648	Works certified at practical completion

Information and Communication Technology Expenditure

Information and communication technology (ICT) expenditure refers to the department's costs in providing business-enabling ICT services. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure. BAU ICT expenditure primarily relates to ongoing activities to operate and maintain the department's current ICT capability. Non-BAU ICT expenditure relates to extending or enhancing the department's current ICT capabilities.

The ICT expenditure amounts as disclosed in this note includes additional expenses such as depreciation

that are classified differently within the financial statements. Therefore, the ICT expenditure amounts in this note will not match the technology services expense amounts disclosed in note 3.5 of the financial statements.

For the 2019-20 reporting period, the department had a total ICT expenditure of \$215.088 million, comprising of \$121.660 million in BAU ICT expenditure and \$93.428 million in non-BAU ICT expenditure, as shown in the table below.

(\$ thousand)

Business As Usual (BAU) ICT Expenditure	Non-Business As Usual (non-BAU) ICT Expenditure	Non-Business As Usual (non-BAU) ICT Expenditure	Non-Business As Usual (non-BAU) ICT Expenditure
	(Operational Expenditure and Capital Expenditure)	Operational Expenditure	Capital Expenditure
121,660	93,428	80,550	12,878

Procurement

Reforming procurement

In 2019–20, the department delivered several significant procurement reforms.

A new Chief Procurement Officer (CPO) was appointed in 2019–20 and the reporting line for procurement staff from across the department to the CPO continued, in order to strengthen information sharing and oversight of procurement activities. These changes were a continuation of the organisational restructure which commenced in 2018–19.

A name change from the Office of the Chief Procurement Officer to Procurement Services has been adopted to highlight the increased focus of the procurement team on actively procuring within the department. A project is underway to streamline procurement processes to simplify procurement activities for suppliers and department staff.

The department introduced the concept of a category lead model that will support procurement activities within the department into the future. The first category pilot, Information Technology has commenced. A new data analysis tool was implemented to support the identification of suitable categories going forward.

Procurement Services continued to support the department during coronavirus (COVID-19), procuring urgent PPE and other supplies under the crisis procurement policy.

Procurement Services continued to work with DTF to implement a data analytics tool and supplier survey.

The upgrade of the Zycus application, including electronic signing of contracts, was completed in June 2020 to provide further data for reporting and analysis in procurement, oversight of departmental contracts, and remote signing.

Procurement Services is also leading a Procure to Pay process review project to simplify purchasing and payment processes for suppliers and the department.

Social Procurement Framework

Victoria's Social Procurement Framework (SPF) became fully operational on 1 September 2018 and applies to the procurement of all goods, services and construction works.

The framework enables departments and agencies to deliver greater benefits from their procurement spend. This approach is based on expenditure and is aligned with the Local Jobs First (Victorian Industry Participation Policy), Major Projects Skills Guarantee, Supplier Code of Conduct, Sustainable Procurement Standard ISO20400 and Infrastructure Sustainability rating scheme.

The DJCS Social Procurement Strategy 2019–21 was approved by the Secretary on 24 April 2020. The strategy embodies the department's commitment to deliver positive social, economic and environmental outcomes in its procurement processes.

The department prioritised the following social procurement objectives for 2019–2021:

- opportunities for Victorian Aboriginal people
- opportunities for disadvantaged Victorians
- opportunities for Victorians with disability
- environmentally sustainable outputs
- implementation of the Climate Change Policy objectives (please refer to Appendix 8).

As many as five Justice statutory agencies have opted to align to the department's strategy and will report independently on social procurement Activities. These entities include Business Licensing Authority (BLA), Country Fire Authority (CFA), Sentencing Advisory Council (SAC), Victorian Law Reform Commission (VLRC) and the Victorian Institute of Forensic Medicine (VIFM).

Throughout 2019–20, the department has successfully developed the following areas in its approach to implementing the strategy.

The department has updated procurement templates and guidance materials to include information and requirements relating to social procurement to appropriately influence Victorian suppliers to deliver social outcomes through supplier selection and contract awarding procedures.

A Social Procurement working group, consisting of champion enablers across the department, has been established to progress strategic social objectives and optimise opportunity activation across various business units.

Social procurement metric – based on total spend	Year on year analysis			
	2018–19		2019–20	
	No. of suppliers	Expenditure (\$ million)	No. of suppliers	Expenditure (\$ million)
Victorian social enterprise	88	10.46	144	40.22
Victorian Aboriginal Businesses	30	0.62	44	5.09
Victorian social enterprises led by a mission for people with a disability and Australian Disability Enterprises (ADEs)	19	1.3	20	4.71
Victorian social enterprises led by a mission for the disadvantaged	22	1.63	26	8.16

As part of the department's focus on creating opportunities for Victorian Aboriginal businesses and the whole of Victorian Government's commitment to an annual one per cent Aboriginal procurement target, the department has developed its Aboriginal Implementation Plan 2019 to increase supply chain opportunities for Victorian Aboriginal businesses and create employment and training opportunities for Aboriginal people living in Victoria. This implementation plan has been endorsed by the Deputy Secretary, Corporate Governance and Support in April 2020.

The department continues to work with Social Traders, a leading social enterprise accreditation body which aims to create opportunities for Victorians who are disadvantaged or living with disability, and Supply Nation, Australia's largest database of verified Aboriginal businesses.

Victorian Industry Participation Policy

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

Victorian Government departments and public sector bodies are required to apply the Local Jobs First policy in all projects valued at \$3 million or more that are statewide or in metropolitan Melbourne, or for projects valued at \$1 million or more in regional Victoria.

MPSG applies to all construction projects valued at \$20 million or more.

The MPSG guidelines and VIPP guidelines will continue to apply to respective projects where contracts have been entered prior to 15 August 2018.

Projects (standard) commenced 2019–20

During 2019–20, the CSBA commenced one regional Local Jobs First Standard project totalling \$3.47 million. The MPSG did not apply to this project.

The outcomes expected from the implementation of the Local Jobs First policy to this project, where information was provided, are as follows:

- a local content commitment of 91 per cent
- a total of four jobs (annualised employee equivalent (AEE)) committed, including the creation of two new jobs and the retention of two existing jobs (AEE)
- the retention of one existing apprenticeship.

Projects (standard) completed 2019–20

There were no Local Jobs First standard projects completed by the CSBA during 2019–20 financial year.

Projects (strategic) – commenced 2019–20

During 2019–20, the CSBA commenced 19 Local Jobs First Strategic Projects, valued at \$219.6 million.

These projects comprised the following:

- nine projects based in metropolitan Melbourne representing 99 per cent of estimated local content
- nine projects based in regional Victoria with an average estimated local content of 99 per cent
- one statewide project representing 100 per cent of estimated local content.

The MPSG applied to the following projects:

- one project based in metropolitan Melbourne representing 99.1 per cent of estimated local content
- one project based in regional Victoria representing 92 per cent of estimated local content.

The outcomes reported from the implementation of the policy, where information was provided, were as follows:

- an average of 99 per cent of local content outcome recorded
- a total of 746 jobs AEE committed, including the creation of 135 new jobs and the retention of 611 existing jobs
- 52 new apprenticeships, traineeships and cadetships created
- 60 existing apprenticeships, traineeships and cadetships retained.

Projects (strategic) completed 2019–20

During 2019–20, the CSBA completed two Local Jobs First Strategic projects, valued at \$749,073. The projects were based in metropolitan Melbourne with an average estimated local content of 100 per cent. The MPSG did not apply to these projects.

The outcomes reported from the implementation of the policy where information was provided, were as follows:

- an average of 100 per cent of local content outcome recorded
- a total of 2.4 AEE positions were retained.

During 2019–20, five small-to-medium sized businesses were engaged through the supply chain on these projects.

During 2019–20, the CSBA commenced a project based in metropolitan Melbourne under the Crisis Procurement Policy in response to coronavirus (COVID-19). The project meets the Local Jobs First standard project threshold. CSBA is working with the Department of Jobs, Precincts and Regions (DJPR) for a Local Jobs First exemption by the end of the Victorian State of Emergency and coronavirus (COVID-19).

For grants provided during 2019–20, a total of four interaction reference numbers were required, which entailed a conversation with the Industry Capability Network (Victoria) Ltd.

National Competition Policy

The department continues to comply with the requirements of the National Competition Policy, including compliance with Victoria's Competitive Neutrality Policy. An exemption for prison industries was given by the DPC as the primary focus of their activities is employing prisoners and undertaking vocational training.

Disclosure of major contracts

The department has disclosed, in accordance with the requirements of government policy and accompanying guidelines, all contracts greater than \$10 million in value entered into during 2019–20. Details of contracts that have been disclosed in the Victorian Government contracts publishing system can be viewed at: procurement.vic.gov.au

Contractual details have not been disclosed for contracts where disclosure is exempted under the *Freedom of Information Act 1982* and/or government guidelines.

Details of consultancies (valued at \$10,000 or greater)

In 2019–20, there were 32 consultancies where the total fees payable to the consultants were \$10,000 or greater. The expenditure for these engagements is \$1.90 million (excluding GST). For comparison, total expenditure incurred during 2018–19 in relation to these consultancies was \$5.75 million (excluding GST). Details of individual consultancies are outlined below.

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2019–20 (excl. GST)	Future expenditure (excl. GST)
INVESTEC AUSTRALIA LTD	Provision of Commercial and Financial Advisory Services to the Gambling Licensing Program	2/10/2019	16/06/2020	\$355,979	\$355,979	\$0
RMIT UNIVERSITY	Victim Services Review – Future State Design and Demand Modelling	10/12/2019	14/04/2020	\$343,647	\$343,647	\$0
INFECTION PREVENTION AUSTRALIA	Advise on coronavirus (COVID-19) related matters	1/02/2020	31/03/2021	\$155,520	\$7,394	\$148,126
DELOITTE RISK ADVISORY PTY LIMITED	Time Target Review	12/09/2019	2/06/2020	\$155,325	\$155,325	\$0
CAPIRE CONSULTING GROUP PTY LTD	Crime Prevention Strategy Engagement	31/08/2019	26/06/2020	\$154,337	\$154,337	\$0
KPMG	Return on investment framework for crime prevention initiatives.	12/12/2019	1/01/2020	\$136,034	\$135,580	\$454
KPMG	Gunaikurnai Land and Waters Aboriginal Corporation Recognition and Settlement Agreement Initial Outcomes Review	1/11/2019	30/04/2020	\$121,540	\$12,154	\$109,386
KINTSUGI ALLIANCE PTY LTD	Preparation to implement Crime Prevention Strategy and Strategic Framework for CVE	11/05/2020	24/09/2020	\$99,000	\$67,925	\$31,075
CUBE GROUP MANAGEMENT CONSULTING AUSTRALIA PTY LTD	Family Violence – Multi-Agency Risk Assessment and Management Framework (MARAM) alignment	24/06/2019	12/03/2020	\$72,323	\$72,323	\$0
DELOITTE TOUCHE TOHMATSU	Youth Justice Head office staffing to deliver government priorities	24/09/2019	4/12/2019	\$65,933	\$65,933	\$0
GHD PTY LTD	Investigations on the wastewater system at the Hopkins Correctional Centre	1/08/2019	29/06/2020	\$57,511	\$57,511	\$0
GAMING CONSULTANTS INTERNATIONAL	Technical Advisory Specialist Services	27/06/2019	23/06/2020	\$54,375	\$54,375	\$0
ANTHONY NICHOLSON	Expert Reference Group Public Drunkenness	30/10/2019	31/03/2020	\$49,999	\$45,455	\$4,544
BLAYNEY MANAGEMENT SERVICES	Expert Reference Group Public Drunkenness Member	30/10/2019	31/03/2020	\$49,999	\$45,455	\$4,544

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2019–20 (excl. GST)	Future expenditure (excl. GST)
ANDREW CAPPIE-WOOD	Review of the Victorian Criminal Organisation Laws for the office of ED Priority Projects	1/06/2020	16/06/2020	\$46,800	\$46,800	\$0
PITCHER PARTNERS CONSULTING PTY LTD	Commercial & Financial Advisory services for Emergency Alert Phase 4 (EAP4)	25/02/2020	25/03/2020	\$38,390	\$38,390	\$0
ERNST AND YOUNG	Perceptions Survey Wave 2	22/06/2020	7/09/2021	\$36,364	\$0	\$36,364
THE CENTRE FOR EXCELLENCE IN CHILD AND FAMILY WELFARE INC	Ensure the Northern Community Support Groups is compliant with Act 2015 Vic	1/06/2020	2/10/2020	\$34,850	\$0	\$34,850
MARGARET JEAN WHITE	Review of the Victorian Criminal Organisation Laws for the office of ED Priority Projects	5/06/2020	19/06/2020	\$34,400	\$34,400	\$0
LABOUR MARKET ALTERNATIVES PTY LTD	Labour Market Alternatives Accommodation Efficiency Analysis 310120	28/10/2019	31/01/2020	\$31,091	\$31,091	\$0
DAVID CAPLE AND ASSOC PTY LTD	Parkville Youth Justice Precinct (PYJP) – Provision of Independent review of OVA Policy	11/06/2019	30/10/2019	\$26,500	\$26,500	\$0
ALMALIKI & CO PTY. LTD	ALMALIKI – Crime Prevention Strategy Multicultural Engagement	19/03/2020	30/03/2020	\$21,000	\$21,000	\$0
BYTESMART PTY LTD	ByteSmart – Office of Road Safety Camera Commissioner (ORSCC) – Consulting for Downtime Investigation	3/03/2020	24/07/2021	\$21,000	\$8,864	\$12,136
UNIVERSITY OF MELBOURNE	University of Melbourne Report	30/08/2019	10/03/2020	\$17,273	\$17,273	\$0
AERIUM PTY LTD	Attendance at monthly CSBA Advisory Board meeting (Dec)	16/12/2019	6/04/2020	\$16,000	\$16,000	\$0
SCHOKMAN CONSULTING GROUP PTY LTD	Support ERG Public Drunkenness and Recommendations for Developing a Public Health Model	26/03/2020	16/04/2020	\$13,875	\$13,875	\$0
ARUP PTY LTD	Pre and post bollard installation assessment of pedestrian movement at the Flinders St / Swanston St.	26/09/2019	25/10/2019	\$13,800	\$13,800	\$0
VISA EXECUTIVE PTY LTD	Consulting services relating to Temp Skills Shortage (subclass 482) Visa application for Specialised Offender Assessment and Treatment Services (SOATS)	1/02/2020	24/03/2020	\$12,267	\$12,267	\$0
CLAYTON UTZ	Medical Certificate for Cause of Death (MCCD) recommendation for improvement of process	14/05/2019	3/09/2019	\$12,188	\$12,188	\$0
SWINBURNE UNIVERSITY OF TECHNOLOGY	HUME Shepparton YJ – Swinburne University of Technology Centre for Forensic Behavioural Science Research	26/06/2019	26/07/2019	\$11,072	\$11,072	\$0
DESIGNED INTERVENTIONS	Aboriginal Dispute Resolution Program	31/07/2019	21/08/2019	\$10,600	\$10,600	\$0
UNIVERSITY OF SYDNEY	Pro-social and positive responses to crime fear project by community crime prevention unit	8/05/2019	20/11/2019	\$10,000	\$10,000	\$0

Details of consultancies under \$10,000

In 2019–20, there were 10 consultancies where the total fees payable to the consultants were under \$10,000. The expenditure for these engagements is \$51,525 (excluding GST). For comparison, total expenditure incurred during 2018–19 in relation to these consultancies was \$37,076 (excluding GST). Details of individual consultancies are outlined below.

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2019–20 (excl. GST)	Future expenditure (excl. GST)
ADP CONSULTING PTY LTD	Performance specification and cost plan	30/09/2019	30/10/2019	\$8,000	\$8,000	\$0
MOHAMED FIRDAUSY MOHIDEEN	Review on reportable death project	30/04/2020	14/05/2020	\$7,145	\$7,145	\$0
GAREN CREST PTY LTD	Youth Justice Centre staff wellbeing and Support	5/07/2019	22/08/2019	\$7,000	\$7,000	\$0
TRUTH AGENCY	Content for 2019 Community Safety Statement and debrief	28/06/2019	26/07/2019	\$6,250	\$6,250	\$0
BROOKE INSTITUTE PTY LTD	Victorian Legal Admissions Board Jote to Paypal Consulting fees for ongoing works.	11/06/2020	19/06/2020	\$5,950	\$5,950	\$0
LANDES TODD LARSON	Data analysis and preparation of a focussed brief for Redress Scheme	16/11/2019	16/03/2020	\$5,000	\$5,000	\$0
THE BEHAVIOURAL ARCHITECTS	Focus Groups	27/06/2019	26/07/2019	\$5,000	\$5,000	\$0
WIRE WOMENS INFORMATION	WIRE for Victims of Crime Commissioner	26/05/2020	29/06/2020	\$4,980	\$4,980	\$0
THOUGHTFUL WORKS	TAFE site managers community of practise session for Education, Training and Employment Branch Corrections Victoria	25/07/2019	23/08/2019	\$1,200	\$1,200	\$0
TYMUR HUSSEIN	PYJP- Practice leader debrief session	27/06/2019	26/07/2019	\$1,000	\$1,000	\$0

Government advertising expenditure

In 2019–20, there were four government advertising campaigns with total media spend of \$100,000 or greater (exclusive of GST). The details of each campaign are outlined below.

Details of government advertising expenditure in 2019–20 (campaigns with a media spend of \$100,000 or greater)

Campaign summary		Expenditure 2019–20 (\$ excluding GST)				Total
Start/end date	Advertising (Media)	Creative and campaign development	Research and evaluation	Print and collateral	Other campaign expenditure	
Emergency Worker Harm Prevention campaign						
Emergency workers often face challenging and violent situations in their everyday work. This can have profound physical, mental and behavioural consequences.						
The Emergency Worker Harm Prevention campaign aimed to raise awareness that violence against emergency workers is never acceptable, no matter the situation. The very nature of emergency services work means that providing a safe working environment is critical. That is why new laws are now in place to protect them from harm.						
Emergency Worker Harm Prevention campaign: 29 December 2019 – 1 February 2020	\$136,969.81	\$58,750	\$87,000	\$0	\$0	\$282,719.81

Fire Rescue Victoria campaign

The Fire Rescue Victoria campaign was implemented to inform the community of the commencement of Fire Rescue Victoria on 1 July 2020 and the reforms to how fire services are delivered in Victoria.

Campaign summary		Expenditure 2019–20 (\$ excluding GST)					Total
Start/end date	Advertising (Media)	Creative and campaign development	Research and evaluation	Print and collateral	Other campaign expenditure		
Fire Rescue Victoria campaign: 22 June 2020 – 30 June 2020	\$250,668.96*	\$198,194*	\$48,700*	\$0*	\$0*		\$497,562.96*
Victorian Fire Season campaign							
The Victorian Fire Season campaign is an annual Victorian bush and grassfire awareness campaign that aims to improve community understanding of fire and fire risk; encourage Victorians to take responsibility for their own safety; and prompt people to leave early to minimise injury and loss of life due to fire. The campaign ran from 27 October 2019 to 30 March 2020.							
1. Victorian Fire Season Campaign (27 October 2019 – 29 February 2020)	\$7,797,413.15	\$2,517,113.90	\$205,462.35	\$176.16	\$187,376.65		\$10,707,542.21
2. March Extension (1 March 2020 – 31 March 2020)							
Water Safety campaign							
Established in 1998, Play It Safe by the Water is an annual public education and awareness program that aims to increase awareness of safety issues around water and reduce the number of fatal and non-fatal drowning incidents in Victoria. The 2019–20 Water Safety advertising campaign targeted men aged 45–64 years as a priority audience, and men aged 25–44 years from Chinese and Indian communities.							
Water Safety campaign: 15 December 2019 – 30 March 2020 (cancelled before 18 April end date due to coronavirus (COVID-19) pandemic advertising activity)	\$601,514.59	\$228,598	\$140,000	\$0	\$1,132.65		\$971,245.24

* Expenses for the Fire Rescue Victoria campaign still being finalised.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* (the Act) allows the public a right of access to documents held by the department. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by a department. This comprises documents both created by the department or supplied to the department by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by the department is available on the department's website under its Part II information statement.

The Act allows a department to refuse access, either fully or partially, to certain documents or information.

Examples of documents that may not be accessed include:

- cabinet documents
- some internal working documents
- law enforcement documents
- documents covered by legal professional privilege, such as legal advice
- personal information about other people
- information provided to a department in-confidence
- information that is confidential under another Act (such as the *Corrections Act 1986*).

From 1 September 2017, the Act has been amended to reduce the Freedom of Information (FOI) processing time for requests received from 45 days to 30 days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, the processing time automatically reverts to 45 days. Processing time may also be extended by periods of 30 days, in consultation with the applicant. With the applicant's agreement, this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by the department, under section 49A of the Act they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

FOI requests can be lodged online at ovic.vic.gov.au. An application fee of \$29.60 applies. Access charges may also be payable if the document pool is large, and the search for material, time consuming.

Access to documents can also be obtained through a written request to the department's FOI Unit, as detailed in s17 of the Act.

When making an FOI request, applicants should ensure requests are in writing, and clearly identify what types of material/documents are being sought.

Requests for documents in the possession of the department should be addressed to:

Freedom of Information Unit

Department of Justice and Community Safety
121 Exhibition Street
Melbourne VIC 3000

Telephone enquiries can be made to the department's FOI Unit on (03) 8684 0063 and email enquiries to foi@justice.vic.gov.au.

Requests for documents held by the department's portfolio statutory bodies that are subject to FOI, such as the Country Fire Authority, Court Services Victoria, Emergency Services Telecommunications Authority, Metropolitan Fire Brigade, Office of Public Prosecutions, Victoria Police and Victoria State Emergency Services should be sent directly to the relevant statutory body. A list of the department's statutory bodies that are subject to FOI can be found at justice.vic.gov.au.

FOI statistics/timeliness

During 2019–20, the department received 1,356 applications. Of these requests, 51 were from Members of Parliament, 36 from the media, and the remainder from the general public.

The department made a total of 1,357 FOI decisions during the 12 months ending 30 June 2020.

Three hundred and three decisions were made within the statutory 30-day time period, 56 decisions within an extended statutory 31-45 day time period and 78 decisions within a further extended period with the applicant's agreement. Of the decisions made outside time, 611 were made within a further 45 days and 64 decisions were made in greater than 45 days.

A total of 1,112 FOI access decisions were made where access to documents was granted in full, granted in part or denied in full. Of those access decisions, 245 were made after mandatory extensions had been applied or agreed upon by the applicant. The average time taken to finalise requests in 2019–20 was 44.4 days. Of requests finalised, the average number of days over the statutory time period to decide the request was 78 days.

During 2019–20, 66 requests were subject to a complaint/review by OVIC. Seven requests progressed to the VCAT.

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and ovic.vic.gov.au

Public Interest Disclosure Act 2012

The department encourages employees and the public to report known or suspected incidents of corrupt or improper conduct.

The *Public Interest Disclosure Act 2012* provides certain protections to people who make disclosures of improper conduct by public officers and/or bodies and establishes the process for the investigation of such matters.

The department has a zero-tolerance approach to improper or corrupt conduct by employees or any reprisal against those who report improper or corrupt conduct.

Disclosures of improper or corrupt conduct by departmental staff or contractors can be made to the Secretary or a Public Interest Disclosure's Coordinator.

Alternatively, disclosures can be made directly, to the IBAC:

IBAC

Level 1, North Tower, 459 Collins Street
MELBOURNE VIC 3000
Phone: 1300 735 135
Website: ibac.vic.gov.au

Further information about making and handling protected disclosures is available at justice.vic.gov.au

In 2019–20, the department assessed 11 disclosures, which is a decrease of 6 from the previous financial year.

Protected disclosures

	2018–19	2019–20
The number of disclosures made by an individual to the department and notified to the Independent Broad-based Anti-corruption Commission	17	11

11. Additional information

In compliance with the requirements of the Standing Directions of the Minister for Finance, the following information is provided in the Additional Information component of the department's Annual Report, found at justice.vic.gov.au:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the entity
- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.

Details of all contractors have been retained by the department and are available on request, subject to the provisions of the *Freedom of Information Act 1982* (the Act). This includes:

- contractors engaged
- services provided
- expenditure committed to for each engagement.

Details of contractors can be provided upon request by contacting:

**Executive Director, Strategic
Communication Branch**

Department of Justice and Community Safety
GPO Box 4356
MELBOURNE VIC 3000
internalcommunication@justice.vic.gov.au

12. Acronyms

ACCO	Aboriginal Community Controlled Organisation	IBAC	Independent Broad-based Anti-corruption Commission
ADF	Australian Defence Force	ICT	Information Communication Technology
AJA	Aboriginal Justice Agreement	IGEM	Inspector-General for Emergency Management
BDM	Registry of Births, Deaths and Marriages	IMES	Infringement Management and Enforcement Services
BRV	Bushfire Recovery Victoria	IRP	Issue Resolution Procedure
CALD	Culturally and linguistically diverse	JAEP	Justice Accommodation Expansion Program
CAV	Consumer Affairs Victoria	JARO	Justice Assurance and Review Office
CCC	Crisis Council of Cabinet	JIMS	Justice Incident Management System
CCO	Community Correction Orders	JSC	Justice Service Centre
CCS	Community Correctional Services	KPI	Key Performance Indicator
CEO	Chief Executive Officer	LEAP	Law Enforcement Assistance Program
CFA	Country Fire Authority	LGA	Local Government Area
CMI	Chief Municipal Inspector	LGBTIQ	Lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning
COAG	Council of Australian Governments	LGI	Local Government Inspectorate
CPO	Chief Procurement Officer	MHWP	Mental Health and Wellbeing
CSA	Crime Statistics Agency	MFB	Metropolitan Fire and Emergency Services Board
CSS	Community Safety Statement	MoG	Machinery of government
CWS	Child Witness Service	MOU	Memorandum of Understanding
DBDRV	Domestic Building Dispute Resolution Victoria	NDIS	National Disability Insurance Scheme
DET	Department of Education and Training	NGO	Non-government organisations
DHHS	Department of Health and Human Services	NLAP	National Legal Assistance Partnership
DJCS	Department of Justice and Community Safety	NPA	National Partnership Agreement
DPC	Department of Premier and Cabinet	NTU	Native Title Unit
DPP	Director of Public Prosecutions	OHS	Occupational Health and Safety
DSCV	Dispute Settlement Centre of Victoria	OPA	Office of the Public Advocate
DTF	Department of Treasury and Finance	OPIM	Office of the Public Interest Monitor
DWG	Designated Working Group	OPP	Office of Public Prosecutions
EMC	Emergency Management Commissioner	ORSCC	Office of the Road Safety Camera Commissioner
EMP	Environmental Management Plan	OVA	Occupational Violence and Aggression
EMS	Environmental Management Strategy	OVIC	Office of the Victorian Information Commissioner
EMV	Emergency Management Victoria	PIM	Public Interest Monitor
EO	Executive Officer	PPE	Personal Protective Equipment
EPA	Environmental Protection Authority	PSA	Post Sentence Authority
EDS	Environmentally Sustainable Design	PSIO	Personal Safety Intervention Order
FOI	Freedom of Information	PSO	Protective Services Officer
FRC	Fire Rescue Commissioner	REMPC	Regional Emergency Management Planning Committee
FRD	Financial Reporting Directions	ROGS	Report on Government Services
FRV	Fire Rescue Victoria		
FTE	Full Time Equivalent		
GST	Goods and Services Tax		
HSR	Health and Safety Representative		

RTBA	Residential Tenancies Bond Authority
SAC	Sentencing Advisory Council
SALO	Sheriff's Aboriginal Liaison Officer
SCC	State Control Centre
SES	Senior Executive Service
SOV	Sheriff's Office Victoria
STS	Senior Technical Specialist
TAC	Transport Accident Commission
TEI	Total Estimated Investment
VALS	Victorian Aboriginal Legal Service
VAP	Victim Assistance Program
VCAT	Victorian Civil and Administrative Tribunal
VCGLR	Victorian Commission for Gambling and Liquor Regulation
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VGSO	Victorian Government Solicitor's Office
VI	Victorian Inspectorate
VIFM	Victorian Institute of Forensic Medicine
VLA	Victoria Legal Aid
VLRC	Victorian Law Reform Commission
VO	Victorian Ombudsman
VPS	Victorian Public Sector
VPSC	Victorian Public Sector Commission
VRGF	Victorian Responsible Gambling Foundation
VSA	Victims Support Agency
VSSR	Victim Services Support and Reform
WDP	Work and Development Program
WWCCV	Working with Children Check Victoria
YSS	Youth Support Services