

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*.

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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

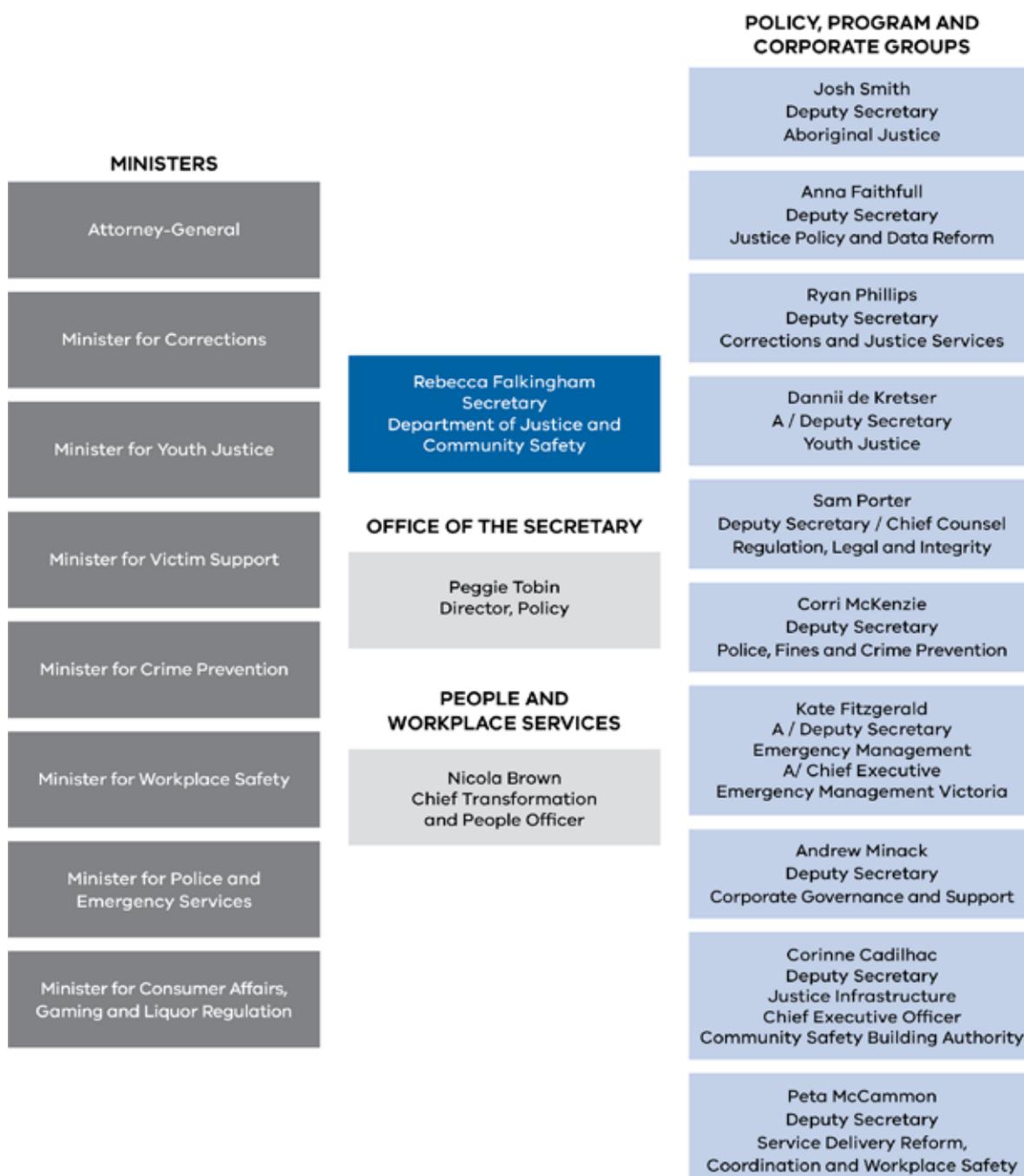
The department’s vision is for a justice and community safety system that works together to build a safer, fairer and stronger Victoria.

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.

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

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



Prioritising Victorians in need

- 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



Focusing on victims and survivors

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



Strengthening stakeholder partnerships

- Collaborate across WeVG, 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

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



Ensuring a workforce that is safe and confident



Delivering evidence-based outcomes

- 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 WeVG outcomes approach



Investing in technology and digital solutions

- 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



Driving productivity

- 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 organization 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 WeVG 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 Premier 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	The department established project teams to implement road safety initiatives in line with the 2019–20 State Budget. Initiatives included: <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	During 2019–20, the department worked with the Northern Community Support Group to: <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	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. 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.
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	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. 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.

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	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. The injury management team was expanded, and clinicians recruited, to support the delivery of Reflective Practice.
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	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. Further detail regarding other initiatives that relate to the road safety camera program can be found on page 13: <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	The department continued to embed valuable place-based programs across the state. These include: <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 Dungaluga 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 (the Act)</i>	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