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Justice and regulation ministers and portfolios

Dear ministers

Annual Report 2016–17

In accordance with the *Financial Management Act 1994*, I am pleased to present the Department of Justice and Regulation Annual Report for the year ended 30 June 2017.

Yours sincerely



Greg Wilson

Secretary

Department of Justice and Regulation

October 2017



The Hon Martin Pakula MP
Attorney-General
Minister for Racing



The Hon Marlene Kairouz MP
Minister for Consumer Affairs,
Gaming and Liquor Regulation



The Hon James Merlino MP
Minister for Emergency Services



The Hon Jenny Mikakos MP
Minister for Families and Children
Minister for Youth Affairs



The Hon Lisa Neville MP
Minister for Police



The Hon Gayle Tierney MP
Minister for Corrections



Mr Ben Carroll MP
Parliamentary Secretary

Secretary's foreword

I am pleased to present the Department of Justice and Regulation Annual Report 2016–17.

This year the department has implemented significant reforms, responded to emerging issues, continued key initiatives and delivered a growing number of services across the state.

In December 2016, the government launched the Community Safety Statement 2017 outlining a comprehensive strategy, in partnership with Victoria Police, to detect, disrupt and prevent crime and keep the community safe. This year, the department and Victoria Police began work on implementation of the initiatives that form part of this important community safety agenda.

The department responded to the needs of victims and witnesses of the Bourke Street tragedy in January 2017. The Victims of Crime Helpline took 3459 calls for assistance and referred 1253 people to the state-wide Victims Assistance Program following this incident.

Following this event, the government commissioned the Hon Paul Coghlan QC, former Director of Public Prosecutions and Supreme Court Justice, to review Victoria's bail system. The *Bail Amendment (Stage One) Act 2017*, passed by the Parliament in June 2017, implements 16 of the legislative recommendations contained in the review.

Following a machinery of government change, the department became responsible for the statutory supervision of young people in the criminal justice system in Victoria. Since April 2017, the department has undertaken a range of initiatives to stabilise, strengthen and modernise the youth justice system.

As a result of this change, the department welcomed 924 youth justice staff centrally within a new division as well as across the Regional Service Network. I would like to acknowledge our regional colleagues, who have worked hard to integrate both the new staff and youth justice into the department.

The department also continued other important work during 2016–17.

The third phase of the Aboriginal Justice Agreement delivered over 200 initiatives to reduce the over-representation of Koories in the criminal justice system.

Implementation of the recommendations of the Harper Review to strengthen the management of serious sex offenders continued with a number of initiatives fully implemented. Legislative reforms were introduced in 2016 including new conditions for post-sentence supervision orders.

Work on legislative reform in relation to the 64 recommendations from the Royal Commission into Family Violence, for which the department is responsible, progressed.

The department supported the preparation of the government's responses to the Access to Justice Review and Review of the *Charter of Human Rights and Responsibilities Act 2006*.

In the past year, the department has responded to increasing demand for services.

The expansion of Community Correctional Services has continued.

The new Domestic Building Dispute Resolution Victoria commenced operation in April 2017 with 1500 applications for this service received by 30 June 2017.

Work is on track for the 1000-bed medium-security prison at Ravenhall to be operational by the end of 2017.

We also continued the delivery of justice and regulation services to the Victorian community. In 2016–17, Consumer Affairs Victoria provided information and advice to 325,773 callers, 320,000 Working with Children Check applications were processed, the Registry of Births, Deaths and Marriages issued 390,160 certificates and on average 30,070 clients visited justice service centres across the state each month.

I would like to thank all of the staff and volunteers working across the portfolio for your contribution to our work throughout the year.

About us

The vision of the Department of Justice and Regulation (the department) is for a safe, just, innovative and thriving Victoria where the rule of law is upheld, and rights and responsibilities are respected.

The department leads the delivery of justice and regulation services in Victoria. It has productive partnerships with more than 60 statutory entities and has the support of more than 100,000 volunteers. It has extensive service delivery responsibilities, which 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, regulation and policy in areas across the portfolio (such as in gaming, racing and emergency management) and ensures that all elements of the justice and regulation system are working efficiently and effectively.

Key facts and figures

	2015–16	2016–17
Frontline services		
Visits to www.justice.vic.gov.au	1,042,217	1,159,900
Visits to www.consumer.vic.gov.au	3,456,755	3,956,932
Number of times consumers, tenants and businesses accessed digital information (including website visits)	3,543,893	4,048,055
Clients assisted at Justice Service Centres (average monthly)	31,620	30,070
Victims receiving a service from the Victims of Crime Helpline, Victims Assistance Program and Victims Register	34,421	42,672 ^a
Consumer Affairs Victoria (information and advice by telephone)	349,985	325,773
Consumer Affairs Victoria (information and advice by written correspondence, face-to-face and dispute assistance)	123,309	114,176
Registry of Births, Deaths and Marriages (number of certificates issued)	381,845	390,160
Dispute resolution services provided by Dispute Settlement Centre of Victoria	23,038	23,504
Community safety		
Working with Children Check applications processed	233,000	320,000
Incidents in which Emergency Alert used	48	22 ^b
Crime prevention grants allocated (\$)	6.2 million	14.4 million ^c
Enforcement and infringements		
Warrants actioned	1,001,880	976,153
Infringement notices processed	3.1 million	3 million
Corrections		
Average daily offenders with reparation orders ^d	2725	2720
Average daily offenders with supervised court orders	9753	10,404
Average daily prisoners on parole	1007	904
Total annual daily average number of prisoners	6320	6853
Industry		
Total residential tenancies bond transactions	447,934	454,238
Registration and licensing transactions undertaken	88,221	84,154
Liquor and gambling licensing approvals, licence, permit applications and variations determined by the Victorian Commission for Gambling and Liquor Regulation	46,400	50,204
Victorian Racing Industry Fund grants made (\$)	20.1 million	13.9 million ^e
Victorian Racing Industry Fund grants made (number)	180	188
Policy		
Number of Acts administered – justice and regulation portfolio	203	195
Number of justice and regulation portfolio Bills passed by Parliament	33 (of 85 ^f Bills)	18 (of 97 ^g Bills)

a In 2016–17, this figure incorporates two performance measures: 'Victims receiving a service from the Victim of Crime Helpline, Victims Register, Youth Justice Group Conferencing, and Victims Support (VSA)'; and 'Victims receiving a service from the Victim Assistance Program'.

b The use of Emergency Alert varies every year based on a range of factors such as the weather, fuel curing and flood conditions. In 2016–17, Victoria had a mild weather year, which resulted in less use of the Emergency Alert than in previous years.

c In April 2016, the Victorian Government announced funding of \$19.40 million over two years in the State Budget 2016–17 to renew and extend the Community Crime Prevention Program, with a particular focus on increasing the grants available to communities to address the root causes of crime and tackle crime trends. As a result of this significant investment in community crime prevention, there has been an increase in new grants allocated.

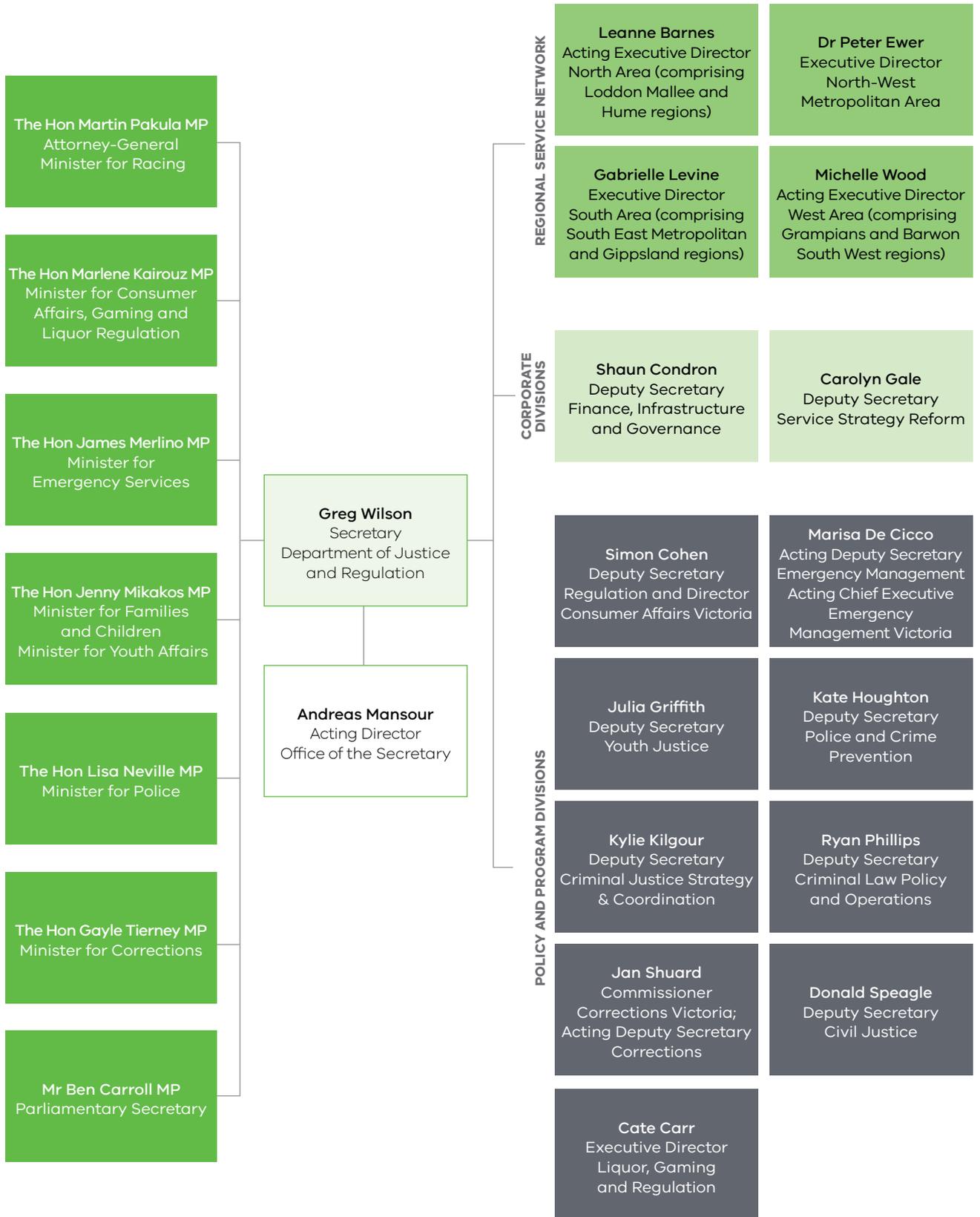
d Reparation orders comprise a range of orders that include only a community work condition, most commonly Community Correction Orders and fine default orders.

e Victorian Racing Industry Fund grant expenditure varies year to year depending on the number and value of applications received from industry and approved by the Minister for Racing.

f The total number of Bills introduced into the Parliament by all departments.

g The total number of Bills introduced into the Parliament by all departments.

Organisational chart (at 30 June 2017)



Departmental structure

The department is comprised of the regional service network, policy and program areas and corporate services.

Our service delivery network

The department's Regional Service Network is made up of four areas:

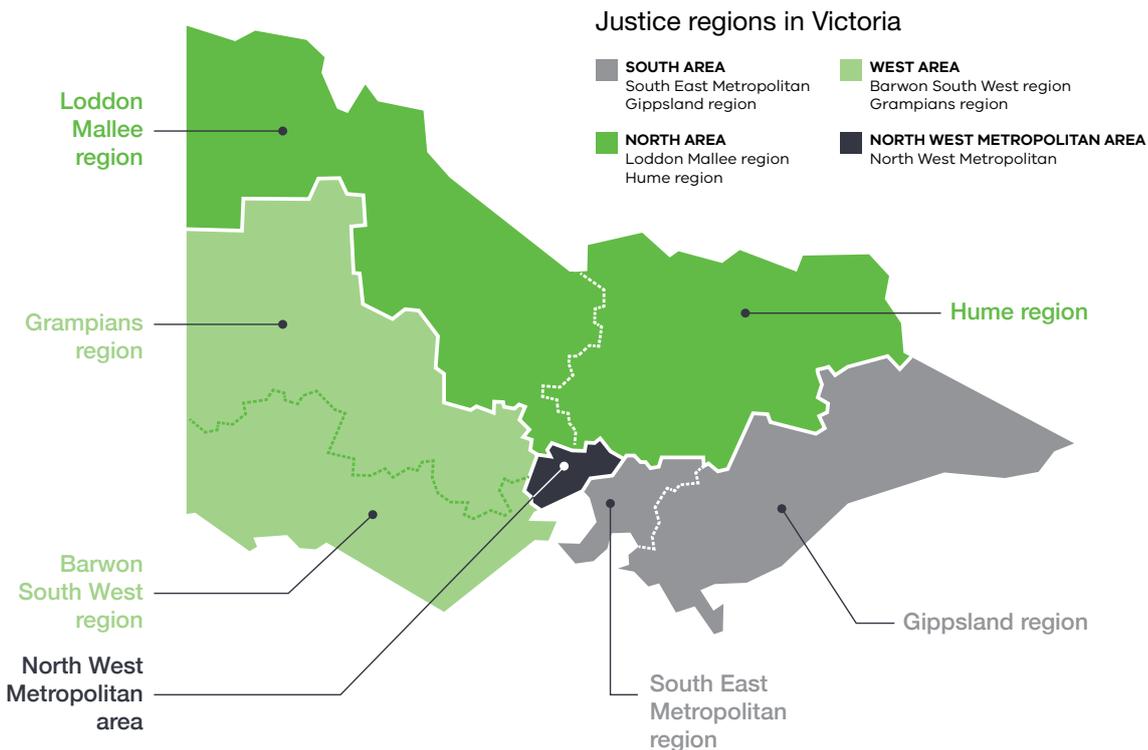
- North-West Metropolitan Area
- North Area
- South Area
- West Area.

Except for the North-West Metropolitan Area (which comprises Melbourne), the three remaining areas are divided into two regions each.

The role of the regional service network is to work in collaboration with program areas and communities to deliver justice services that are efficient, effective and integrated around client needs.

The regional service network uses its experience with and connections to the community to ensure that service delivery meets local needs and priorities. This drives innovation, service improvement and enhances policy development.

Services delivered include: prison management; community correctional services (CCS); youth justice services; offending behaviour programs; infringement management and enforcement services; and the Victims Assistance Program (through funds provided by the department to non-government organisations). In addition services are provided by: Consumer Affairs Victoria; the Dispute Settlement Centre of Victoria; and Births, Deaths and Marriages. Support is also provided for the Regional Aboriginal Justice Advisory Committees, Regional Crime Prevention Reference Groups and Crime Prevention Place-Based Targeted Grants Program.



North-West Metropolitan Area

This area includes Melbourne's central business district as well as suburbs across north-west Melbourne including Broadmeadows, Carlton, Collingwood, Essendon, Footscray, Greensborough, Heidelberg, Reservoir, Sunshine and Werribee.

Justice service centres are located in Broadmeadows, Carlton, Reservoir, Sunshine, South Morang and Werribee. CCS reporting locations include Heidelberg, Melton and the Neighbourhood Justice Centre in Collingwood.

There are youth justice offices in Fitzroy, Footscray, Preston and Sunshine. The Parkville Youth Justice Centre is located in this area.

The area also has a number of prisons, which include the Melbourne Assessment Prison, the Dame Phyllis Frost Centre, the Judy Lazarus Transition Centre, the Metropolitan Remand Centre, and the privately-operated Port Phillip Prison. Development of a new Public Private Partnership 1000-bed men's prison is underway at Ravenhall.

North Area

Loddon Mallee region

Located in Victoria's north-west, this region includes the major centres of Bendigo, Mildura and Swan Hill. Geographically, it is the largest of the seven operational regions.

Justice service centres are located in Bendigo, Mildura and Swan Hill. There are CCS reporting locations in Castlemaine, Echuca, Kerang, Kyneton, Maryborough, Ouyen and Robinvale.

There are youth justice offices in Bendigo, Mildura and Swan Hill. The Malmsbury Youth Justice Centre is located in this region.

The region also has the female minimum-security Tarrengower Prison and the Loddon Prison Precinct, comprising Loddon Prison (medium-security) and Middleton Annexe (restricted minimum-security).

Hume region

The Hume region is located in Victoria's north-east and includes the major centres of Shepparton, Wangaratta and Wodonga.

Justice service centres are located in Shepparton, Seymour, Wangaratta and Wodonga. CCS reporting locations are in Benalla, Cobram, Mansfield and Myrtleford. Youth justice offices are located in Seymour, Shepparton, Wangaratta and Wodonga.

The region has two minimum-security prisons, Dhurringile Prison and the Beechworth Correctional Centre.

South Area

South East Metropolitan region

This region covers a large area from the inner city to the Mornington Peninsula and includes Box Hill, Dandenong, Dromana, Frankston, Lilydale, Moorabbin, Port Melbourne, Ringwood and St Kilda.

Justice service centres are located in Box Hill, Cranbourne, Dandenong, Frankston, Lilydale, Moorabbin, Pakenham, Ringwood and Rosebud. Youth justice offices are located in Box Hill, Dandenong, Frankston and Ringwood.

Gippsland region

Located in Victoria's south-east, this region includes the major centres of Bairnsdale, Morwell, Sale and Wonthaggi.

Justice service centres are located in Bairnsdale, Morwell, Sale and Wonthaggi, with co-located services at Warragul, and CCS reporting locations at Korumburra and Orbost. Youth justice offices are located in Bairnsdale, Morwell and Sale.

Wulgunggo Ngalu Learning Place in Macks Creek supports up to 18 Aboriginal men undertaking community correction orders (CCO). The Fulham Correctional Centre, a privately-operated medium-security prison, is also located in this region.

West Area

Barwon South West region

Located in Victoria's south-west, this region includes the major regional centres of Geelong, Portland and Warrnambool.

Justice service centres are located in Geelong and Warrnambool. CCS reporting locations are situated in Colac, Hamilton and Portland. Youth justice offices are located in Geelong and Warrnambool.

Two of the state's prisons, the maximum-security Barwon Prison and the medium-security Marngoneet Correctional Centre with the Karreenga Annex, are located in this region.

Grampians region

Located in Victoria's mid-west, this region includes the major regional centres of Ararat, Ballarat and Horsham.

Justice service centres are located in Ballarat and Horsham. CCS reporting locations are situated at Ararat, St Arnaud and Stawell. Youth justice offices are located in Ballarat and Horsham.

The region has two prisons, the medium-security Hopkins Correctional Centre

and the minimum-security Langi Kal Kal prison. The Corella Place and Emu Creek residential facilities, which provide supported accommodation for serious sex offenders on post-sentence orders, are also located in this region.

Policy and program divisions

The department consists of the following divisions:

Office of the Secretary supports the Secretary to discharge the responsibilities of the head of the department.

Civil justice comprises civil law policy and legislation (including in relation to courts and tribunals and the regulation of the legal profession), alternative dispute resolution, identity management through the Registry of Births, Deaths and Marriages and other rights-based services delivered by government and agencies.

Corrections promotes community safety through the effective management of prisoners and individuals on CCOs as well as the provision of opportunities for rehabilitation and reparation.

Criminal justice strategy and coordination provides cross-portfolio criminal justice strategy, advice, project management and co-ordination including for: the delivery of family violence reforms; response to the Commonwealth Royal Commission into Institutional Child Sexual Abuse; bail reforms; and planning for the criminal justice system.

Criminal law policy and operations includes criminal law policy and legislative reform, infringement management and enforcement services, the Working with Children Check unit, and services to victims of crime.

Emergency Management Victoria leads emergency management by working with communities, government agencies and businesses to strengthen their capacity to withstand, plan for, respond to and recover from emergencies, whether as a result of natural or man-made events or disasters.

Liquor, gaming and racing provides advice on liquor, gambling and racing policy matters in Victoria and administers the Victorian Racing Industry Fund grants program.

Police and crime prevention enhances community safety through community crime prevention and supporting modern, efficient and responsive policing.

Regulation comprises Consumer Affairs Victoria, Domestic Building Dispute Resolution Victoria and assurance functions provided by the Inspector-General for Emergency Management and the Justice Assurance and Review Office (formerly the Office of Correctional Services Review).

Youth justice provides programs and resources to assist young offenders to develop the knowledge, skills and attitudes to manage their lives effectively without further offending. The youth justice service promotes opportunities for rehabilitation and seeks to contribute to the reduction of crime in the community through supervision, offending related programs and linkages to appropriate support services.

Corporate divisions

Corporate services are provided by two divisions:

Finance, infrastructure and governance oversees and leads the key public accountability requirements of the department including finance, asset management, procurement, performance reporting, risk management, audit and integrity functions. The division also manages the governance and delivery of major infrastructure projects and ICT functions, including associated programs and projects and security management and assurance to the portfolio.

Service strategy reform delivers data modelling and analysis, works in partnership with the Aboriginal community to tackle the over-representation of Koories in the justice system and is responsible for human resource policy including management of occupational health and safety. It also oversees the department's Freedom of Information (FOI) process, information privacy process and delivers communication advice and education campaigns.

Report of operations

The report of operations includes the:

- report on progress towards achieving objectives
- report on output performance comprising:
 - » key initiatives and projects
 - » performance against output performance measures.

Victorian Government's Performance Management Framework

The Performance 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 the department 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 as set out in the *2016–17 State Budget Paper No. 3 Service Delivery*, including those for youth justice, are shown below.

Departmental objectives, indicators and linked outputs

Departmental 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 	<ul style="list-style-type: none"> • Policing Services and Crime Prevention
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation	<ul style="list-style-type: none"> • Percentage of community based orders successfully completed • Clients participating in community reintegration activities 	<ul style="list-style-type: none"> • Youth Justice Community-based Services • Youth Justice Custodial Services
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 corrections orders completed • Rate of prisoner return to prison within two years • Rate of offender return to corrective services within two years 	<ul style="list-style-type: none"> • Prisoner Supervision and Support • Community Based Offender Supervision
A fair and accessible Victorian justice system that supports a just society based on the rule of law ^a	<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 • Clinical forensic medical services provided • 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) 	<ul style="list-style-type: none"> • Public Prosecutions and Legal Assistance • Infringements and Warrants • Criminal Law Support and Reform • Victims and Community Support Services

^a This objective was amended slightly in the 2017–18 State Budget in May 2017 to focus on the criminal justice system. The objective is now 'A fair and accessible criminal justice system that supports a just society based on the rule of law'.

Departmental objectives	Objective indicators	Outputs
A just and supportive society with increased confidence and equality in the Victorian community ^b	<ul style="list-style-type: none"> Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) People assisted through Public Advocate advice and education activities Births, deaths and marriages registration transaction accuracy rate Dispute resolution services provided by the Dispute Settlement Centre of Victoria (DSCV) 	<ul style="list-style-type: none"> Protection of Personal Identity and Individual / Community Rights Dispute Resolution and Civil Justice Support Services
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and environment	<ul style="list-style-type: none"> Property loss from structure fire (current year dollars per person)^c Rate of deaths from emergency events (per million people)^d 	<ul style="list-style-type: none"> Emergency Management Capability
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor, gambling and racing sectors	<ul style="list-style-type: none"> Percentage of licenced venues with a rating that is greater than three stars Responsive Gamblers Help services Wagering turnover on Victorian racing as a proportion of the national market Increased access by consumers, tenants and businesses to digital information 	<ul style="list-style-type: none"> Regulation of the Victorian Consumer Marketplace Gambling Liquor and Racing

b This objective was amended slightly in the 2017–18 State Budget to focus on the civil justice system. The objective is now 'A fair and accessible civil justice system that supports a just society with increased confidence and equality in the Victorian community'.

c The ROGS measure 'Property loss from structure fire – current year dollars per person (firefighter assessed property loss)' was discontinued in 2015. In 2016–17, 'Total value of fire insurance claims per person in the population' is used as a proxy for this measure.

d The ROGS measure 'total selected emergency events death rate' includes events that fall outside the scope of EMV services. In 2016–17, 'Rate of death from fire events' is used as a proxy for this measure.

Machinery of government changes

As a consequence of policy decisions announced by the government on 6 February 2017 and effective 3 April 2017, an addition was made to the objectives and output structure of the department during the financial year.

The department is now responsible for delivering the objective 'Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation' and two new outputs, 'Youth Justice Community-based Services' and 'Youth Justice Custodial Services', to reflect the transfer of these functions from the Department of Health and Human Services (DHHS).

2016–17 departmental objective	2016–17 outputs
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation	Youth Justice Community-based Services Youth Justice Custodial Services

Reason for change

New departmental objective and associated output resulting from machinery of government administrative restructure – 3 April 2017

Identifiable direct costs attributable to machinery of government change

In March 2017, the government issued an administrative order restructuring activities relating to the youth services and youth justice output group via a machinery of government (MOG) change taking effect from 3 April 2017. As a result of the machinery of government change, the department incurred the following additional identifiable direct costs.

Identifiable direct costs	Costs incurred in 2016–17 (\$)	Anticipated future costs 1 July 2017 onwards (\$)
Employee and contractor costs	89,000	30,000
New computer equipment and other communication devices	284,000	19,000
Network connections, remote access activations, and other information technology systems setup costs	307,000	342,000
Total	680,000	391,000

Note: Figures include rounding to the nearest thousand.

The identifiable direct costs incurred in 2016–17, and the anticipated future costs, that are attributable to the machinery of government change mainly relate to setting up the new employees access to the department's ICT systems.

Highlights from our Regional Service Network

North-West Metropolitan Area

New facilities for the women's prison system

In 2016–17, two new accommodation areas were commissioned at the Dame Phyllis Frost Centre, Victoria's maximum security women's prison.

The opening of the reintegration and transition precinct, a purpose built area which assists women with the transition from custody into the community occurred in February 2017. In June 2017, the Minister for Corrections opened the Winja Gunja (meaning safe camp for women) building and Torrens unit. These sites focus on women who are in the last 12 months of a long sentence or are preparing for transition to a lower security facility.

These new buildings provide an opportunity to reconfigure the operating and service delivery models across the women's prison system to better meet increased demand and the greater complexities of women in custody.

Cultivating Place Cultivating People

Offenders serving court or parole orders completing community work in the North-West Metropolitan Area have joined prisoners from the Dame Phyllis Frost Centre and the Metropolitan Remand Centre (MRC) in the Cultivating Place Cultivating People program. This is an initiative which won the most outstanding new project at the department's 2016 Community Work Partnership Awards.

Food is grown at the Dame Phyllis Frost Centre and the MRC and supplied to Fareshare, a community organisation dedicated to feeding those who are doing it tough. Offenders completing community work prepare meals, which are distributed to people in need. Prisons also grow seedlings which are provided to community gardens in disadvantaged areas across the region. Offenders work in an orchard owned by Working Heritage in South Morang, with the fruit grown provided to the project. Pre-accredited training for participants is provided throughout the program.

This project is funded by the department's Environment Innovation Fund.

North Area

Supporting Koori clients

A more welcoming and culturally inclusive space for Koori clients was created at the Mildura Justice Service Centre by engaging two elders of the Koori Court, who are artists, to paint murals in two interview rooms and the reception area. The murals include imagery of Lake Mungo National Park, the Murray River, bark canoe trees, and animals. The mural has become a talking point and been of assistance in strengthening rapport with clients. Some case management discussions with Koori clients are now starting with discussion about culture.

Strengthening Koori connection to country

The Loddon Mallee region and Dja Dja Wurrung, the Traditional Owner Group, have formed a partnership to deliver the Connecting to Country program. The program enhances Koori engagement with country and culture, and supports the restoration and regeneration of Dja Dja Wurrung land. The program, which runs at Middleton (a minimum-security prison in Castlemaine), comprises conservation and land management and cultural activities led by specialist Koori facilitators.

Koori prisoners assessed as eligible are reconnected with culture through going out on country, through painting, bark etching, bush tucker, and storytelling and through doing meaningful work to obtain skills and capabilities in conservation and land management.

Koori and non-Koori prisoners participating in community work crews conduct a program of maintenance work on Dja Dja Wurrung land. A community work crew has also undertaken a clean-up and maintenance of grounds at Nalderun (The Meeting Place), a former school site, now used to provide cultural programs and engagement for Koori children from the Castlemaine area.

The initial pilot of the program, peer encouragement and the inclusion of cultural events led to greater participation and engagement of Koori prisoners in weekly sessions.

South Area

Healthy Pears Community Work Program

Healthy Pears is a community work program that encourages women sentenced to CCOs to consider healthier eating habits for themselves and their families. It also educates school children about health eating. The program arose out of a concern expressed by schools in Frankston North that some children were returning from holidays malnourished.

Program participants attend a local community centre and design cards featuring text and drawings promoting the benefits of healthy eating. Cards are then distributed to primary schools in Frankston North, where teachers use them to educate students about the importance of fresh fruit and vegetables.

The cards connect parents, children, teachers and students in a shared learning experience and women participating in the program benefit from education, social connection and personal development. Some women have established positive connections with the community centre and are now engaging in programs outside community work requirements.

The program is run by Jesuit Social Services in partnership with the department.

Matter of Trust

Matter of Trust, a forum on financial abuse of the elderly, was delivered by the Sheriff's office and Eastern Community Legal Centre in Box Hill to a range of Culturally and Linguistically Diverse (CALD) communities in 2016–17. Forums were held for elderly Greek, Chinese and Indian community groups.

The forum highlighted the pressure and abuse placed on elders within families to provide financial support as well as the danger of them agreeing to act as a financial 'guarantor' for children, grandchildren and other family members. Sheriff's officers told audiences that they had seen some elderly people lose their family homes due to financial liabilities they accept but do not understand.

Alcohol Diversion Program

The Dandenong Alcohol Diversion Pilot, a trial program for offenders who repeatedly commit alcohol-related offences, provides a pathway away from the criminal justice system and into alcohol and other drug treatment.

As an incentive, if an offender successfully completes the treatment program, their accumulated infringement debt may be reduced or waived entirely at the Magistrate's discretion. If they fail to complete the program,

their warrants are re-instated by the Magistrate and the standard legal processes resumes.

The aims of the pilot are to: reduce alcohol-related re-offending in Greater Dandenong; provide treatment options to those offenders open to tackling their alcohol abuse; reduce the number of outstanding fines and warrants from repeat offenders; and minimise overall harm within the community.

The holistic approach has improved relationships and collaboration between law enforcement officers, sheriff's officers, court authorities and various treatment and health agencies, aimed at the common goal of improving circumstances for participants and the community.

West Area

Karreenga Annexe to focus on training and employment

A new 300-bed medium-security prison, Karreenga Annexe, opened adjacent to Marngoneet Correctional Centre in Lara in September 2016.

Karreenga is a Koori word meaning to grow and was chosen to pay respect to the local Wadawurrung community. The facility has a strong focus on rehabilitation and reducing recidivism by improving employment prospects once prisoners complete their sentences.

Box Hill Institute is delivering a range of education programs at the annexe, while prisoners also have access to clinical services such as drug and alcohol treatment and offending behaviour programs. Prisoners are required to work in a range of jobs, including in an on-site bakery, which supplies bread, pastries, pies and other items to prisons around the state.

The opening of Karreenga saw the creation of more than 150 new jobs in the region.

Victorian Koori Surf Titles Good Sports Person Award

In February 2017, the Woorrangalook Victorian Koori Surfing Titles were held near Anglesea on the Great Ocean Road. Over 75 Indigenous surfers participated in the event, including staff from the Barwon South West region who teamed up with members of the Local Aboriginal Justice Advisory Committee to represent the region. This event, sponsored by VicHealth and Play It Safe By the Water, showcased Koori surfing talent, built water safety skills and brought Koori communities and a variety of government and non-government agencies together.

The Barwon South West region sponsors the annual Good Sports Person award given out to a young person participating in the event. The 2017 prize was awarded to a young boy from Red Hill, who received a range of surfing equipment.

Koori Art Trail leads outside the prison

Aboriginal prisoners at Langi Kal Kal Prison produced 18 artworks for a Koori Art Trail located within the grounds of the facility. The development of the trail has required prisoners to work collaboratively, practice tolerance and learn to understand each other better. The artwork was of a high standard, and demonstrated the powerful rehabilitative benefits for these prisoners in strengthening their connection to culture.

The project, a partnership with the Ballarat and District Aboriginal Cooperative, was awarded the Most Outstanding Location-based Project at the department's 2016 Community Partnership Awards.

Based on the success of the project, the prison has worked with the Pyrenees Shire Council to extend the Trail beyond the prison. A Koori Art Trail, containing 12 pieces of art, is now being developed to be located at Beaufort Lake.

Delivering justice services together (DJuST) in the Grampians

A committee of staff delivering justice services in the Grampians region, known locally as the DJuST Committee, has come together to raise local community awareness of the range of services they deliver.

Staff from Consumer Affairs Victoria, Dispute Settlement Centre of Victoria, Births Deaths and Marriages, Sheriffs, Regional Aboriginal Justice Advisory Committee, Community Correctional Services and the Victims Assistance Program conducted a range of community presentations and activities across the region with a particular focus on disadvantaged communities.

Representatives toured the Wimmera, visiting Horsham, Nhill, Dimboola and Warracknabeal and provided presentations to: the local Koori community in Horsham; seniors in Nhill and Dimboola; year 11 and 12 students across the Wimmera area in conjunction with the Victorian Law Foundation; the local community in Warracknabeal in partnership with the Warracknabeal Neighbourhood House and the Warracknabeal library. A static display was mounted at the Horsham Plaza enabling the local community to receive information and advice direct from staff. More than 400 people attended these events.

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. It delivers 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 which enable Victorians to undertake their lawful pursuits confidently, safely and without fear of crime.

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Community safety during the day and at night
- Crime statistics
- Road fatalities and injuries

Outputs

- Policing Services and Crime Prevention

Community safety during the day and at night

This objective indicator reflects the department’s efforts to improve safety and provide a safe and secure environment for the community.

‘Community safety during the day and at night’ seeks to define the level of safety that survey respondents (as a sample of Victorians) feel when:

- at home alone during the night
- walking alone in their neighbourhood during the day
- walking alone in their neighbourhood during the night
- travelling alone on public transport during the day
- travelling alone on public transport during the night.

Community feelings of safety during the day

The percentage of Victorians surveyed who reported feeling safe or very safe during the day shows slight variation over four years across the two indicators of feelings of safety: walking alone in the neighbourhood and alone on public transport.

In 2015–16, 90.0 per cent of Victorians surveyed felt safe or very safe when walking alone in their neighborhood during the day. This result represents a marginal decrease from 91.8 per cent in 2012–13.

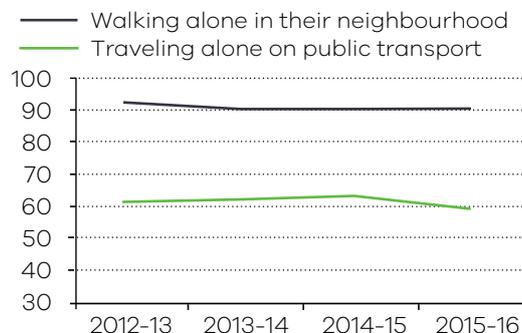
For public transport, in 2015–16, 59.0 per cent of Victorians felt safe or very safe on public transport during the day. This result represented a 4.4 percentage point decrease compared to 2014–15 (63.4 per cent).

The national average for this measure in 2015–16 was 56.5 per cent, with Victoria 2.5 percentage points above the national average.

Community safety during the day 2012–13 to 2015–16

Unit of measure	2012-13	2013-14	2014-15	2015-16
Community feelings of safety walking alone in their neighbourhood during the day	91.8	90.2	90.3	90.0
Community feelings of safety travelling alone on public transport during the day	61.7	62.0	63.4	59.0

Source: Report on Government Services (ROGS) 2017



Community feelings of safety during the night

The percentage of Victorians surveyed who reported feeling safe or very safe during the night also shows slight variation over four years across the three indicators:

- feelings of safety at home
- walking alone in the neighbourhood
- alone on public transport.

The percentage of Victorians surveyed who felt safe or very safe at home alone during the night shows a slight decrease, from 89.5 per cent in 2014–15 to 87.1 per cent in 2015–16.

In 2015–16, 48.6 per cent of Victorians surveyed felt safe or very safe walking alone in their neighbourhood during the night, compared to 52.1 per cent in 2014–15. This result represented a 3.5 percentage point decrease from the 2014–15 result.

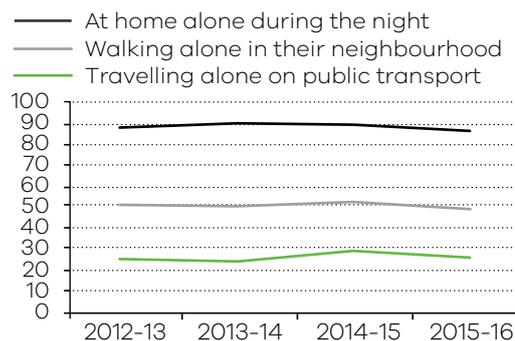
For public transport, in 2015-16, 25.6 per cent of Victorians felt safe or very safe on public transport at night, which was a decrease compared to the 2014–15 result (28.5 per cent). Victoria is 1.3 percentage points above the national average (24.3 per cent) for this measure in 2015–16.

Perceptions of safety on public transport are influenced by a number of factors external to the control of police services, such as the frequency and types of public transport available.

Community safety during the night 2012–13 to 2015–16

Unit of measure	2012-13	2013-14	2014-15	2015-16
Community feelings of safety at home alone during the night				
Per cent	88.8	90.4	89.5	87.1
Community feelings of safety walking alone in their neighbourhood during the night				
Per cent	51.2	50.2	52.1	48.6
Community feelings of safety travelling alone on public transport during the night				
Per cent	24.2	23.5	28.5	25.6

Source: Report on Government Services (ROGS) 2017



Crime Statistics

Crime Statistics is reported quarterly by the Crime Statistics Agency (CSA), and is defined as the number of offences recorded by offence category.

In 2016–17, recorded crime went down by 0.6 per cent compared to the 2015–16 period. While crimes against the person, drug offences, transport regulation offences and other government regulatory offences have increased, offences such as property and deception offences, public order and security offences and justice procedure offences have decreased compared to the previous year.

Crime statistics are based on reports from the public and what is detected by police. Changes to recorded crime can be due to increased police detection and enforcement activity, the introduction of new offences or increases in legal powers to enforce certain offences. Changes may also be due to social, economic and environmental factors, or increasing or changing public confidence to report crime to police.

Victoria Police continues to work together with other agencies, government departments and the people of Victoria to make our state safe.

Crime statistics 2013–14 to 2016–17

Offences	2013 14	2014 15	2015 16	2016-17	% change 2015-16 to 2016-17
Homicide and related offences	172	174	212	233	9.9%
Assault and related offences	37,629	37,630	41,715	43,450	4.2%
Sexual offences	10,511	11,509	12,667	13,499	6.6%
Abduction and related offences	630	708	809	762	-5.8%
Robbery	2,603	2,530	2,887	3,192	10.6%
Blackmail and extortion	250	212	191	204	6.8%
Stalking, harassment and threatening behavior	10,770	12,115	12,733	11,857	-6.9%
Dangerous and negligent acts endangering people	4,195	4,337	5,319	6,087	14.4%
Crimes against the person	66,760	69,215	76,533	79,284	3.6%
Arson	3,412	3,444	4,513	3,143	-30.4%
Property damage	44,114	42,555	43,500	42,408	-2.5%
Burglary/Break and enter	46,447	46,251	52,104	52,061	-0.1%
Theft	148,316	151,829	181,187	182,177	0.5%
Deception	34,680	33,512	39,137	35,971	-8.1%
Bribery	9	41	26	5	-80.8%
Property and deception offences	276,978	277,632	320,467	315,765	-1.5%
Drug dealing and trafficking	4,126	5,049	5,208	4,450	-14.6%
Cultivate or manufacture drugs	1,772	1,688	1,754	1,543	-12.0%
Drug use and possession	17,960	21,957	23,209	24,300	4.7%
Other drug offences	42	262	18	18	0.0%
Drug offences	23,900	28,956	30,189	30,311	0.4%
Weapons and explosives offences	12,866	14,528	16,004	15,906	-0.6%
Disorderly and offensive conduct	21,420	19,391	17,102	16,490	-3.6%
Public nuisance offences	2,548	2,667	3,490	3,380	-3.2%
Public security offences	76	197	88	73	-17.0%
Public order and security offences	36,910	36,783	36,684	35,849	-2.3%
Justice procedures	6,342	6,883	12,841	12,805	-0.3%
Breaches of orders	36,491	51,441	57,903	57,393	-0.9%
Justice procedures offences	42,833	58,324	70,744	70,198	-0.8%
Regulatory driving offences	27	30	18	16	-11.1%
Transport regulation offences	472	459	611	839	37.3%
Other government regulatory offences	1,079	643	559	642	14.8%
Miscellaneous offences	424	489	482	290	-39.8%
Other offences	2,002	1,621	1,670	1,787	7.0%
Total offences	449,383	472,531	536,287	533,194	-0.6%

Source: Crime Statistics Agency *Year ending 30 June 2017*.

Crime Statistics Agency (CSA) is responsible for the calculation of crime statistics. Further breakdown of crime statistics is available from CSA website <https://www.crimestatistics.vic.gov.au/>

Road fatalities and injuries

This objective indicator is defined by two measures that are recorded to have occurred on Victoria's roads during a twelve month period:

- total reported road fatalities in vehicle collisions
- total persons reported injured in vehicle collisions.

Victoria Police aim to contribute to a reduction in road crashes and related road deaths and hospitalisations. Road fatalities and injuries are also influenced by a number of other factors, such as the condition of roads, driver education and media campaigns.

In 2016–17, there was a total of 269 road fatalities in Victoria which is an increase of three when compared to 2015–16.

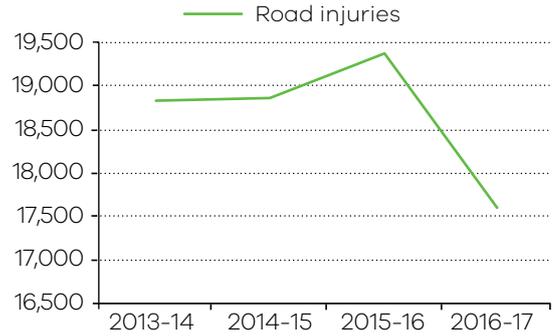
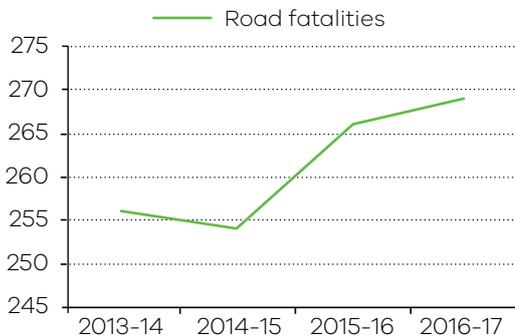
The trend in road injuries in Victoria shows a decrease of 6.6 per cent over the past four years, from 18,825 in 2013–14 to 17,588 in 2016–17.

Victoria Police continues to work to keep our roads safe by implementing the Towards Zero 2016–20 Road Safety Strategy and Plan including operations targeting speeding, drug and drunk driving, and high-risk drivers.

Rate of road fatalities and injuries 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Road fatalities				
Number	256	254	266	269
Road injuries				
Number	18,825	18,846	19,352	17,588

Source: Victoria Police



Output: Policing services and crime prevention

Inaugural Community Safety Statement 2017 released

In December 2016, the Victorian Government released the Community Safety Statement 2017 setting out the partnership between the government and Victoria Police to keep Victorians safe and respond to complex challenges such as family violence, youth offending, road safety and the devastating impact of ice.

The Community Safety Statement sets out five priorities for policing:

- reducing harm
- increasing connection to the community
- putting victims first
- holding offenders to account
- improving Victoria Police capability, culture and technology.

Strengthening community engagement

As part of the community engagement priority set out in the Community Safety Statement, the department began preparatory work with Victoria Police in 2016–17 to deliver Community Safety Networks (networks) across 12 locations in Victoria over the next two years.

The aim is to use the networks to increase engagement between the community and Victoria Police through local Community Safety Committees and community forums. Funding for this project has been provided in the 2017–18 State Budget with funding also allocated to Neighbourhood Watch and for local Crime Stoppers campaigns, as well as to support communities to deliver local crime prevention projects.

Funding was also provided to Victoria Police to expand the Kopkoda program, providing young people from different backgrounds the opportunity to engage with police and their peers as they trek the Kokoda trail.

Preventing crime in our communities

The department allocated \$14.4 million of new funding in 2016–17 through the Community Crime Prevention Program, a package of grant programs to support community-led crime prevention initiatives. This included funding of \$9.2 million to support communities to deliver intensive initiatives to address the underlying causes of crime for young people engaged in, or at risk of engagement in the criminal justice system, comprising:

- \$7.7 million allocated to 18 priority communities with higher crime rates and experiencing significant socio-economic disadvantage
- \$1.5 million allocated to 25 Koori Youth Crime Prevention Grants in recognition that Koori young people have disproportionately high rates of disadvantage and are significantly over-represented in the criminal justice system.

The remaining funds were allocated as follows:

- approximately \$0.8 million has been directed to 141 new Community Safety Fund grants to support practical crime prevention projects such as security improvements for local community facilities, and crime prevention education and awareness programs
- approximately \$3.4 million has been allocated to 19 Public Safety Infrastructure Fund grants to improve safety and security in public places through technology such as security lighting and CCTV, and improved urban design initiatives
- over \$0.4 million was been allocated to 23 Graffiti Prevention Grants to support local councils to partner with their communities to create graffiti prevention initiatives
- funding was also allocated to the National Motor Vehicle Theft Reduction Council to help tackle car theft.

Implementation of Victorian Equal Opportunity and Human Rights Commission recommendations

In 2016–17, the department worked closely with Victoria Police to implement recommendations arising from the Victorian Equal Opportunity and Human Rights Commission's (VEOHRC) Independent review into sex discrimination and sexual harassment, including predatory behaviour, in Victoria Police. The review, released in December 2015, made 20 recommendations to Victoria Police and the Victorian Government. Most recommendations were directed to Victoria Police and four recommendations were directed to government. Work continues to implement these recommendations.

The recommendations include consideration of options to deliver a restorative engagement and redress scheme for victims of sexual harassment and sex discrimination within Victoria Police.

The department ran a consultation process from 3 April 2017 to 15 May 2017 via the Engage Victoria website to invite current and former Victoria Police personnel to share their views on the value and form of a scheme. It is now considering the input.

Night Network Trial

In 2016–17, Victoria Police recruited, trained and deployed an additional 171 personnel, including 109 Transit Protective Services Officers (PSOs) and 62 Sworn Police to support Public Transport Victoria's trial of 24-hour public transport on weekends. The trial included trains, selected trams, late night metropolitan buses and 2am coach services to key regional centres.

PSOs and transit police worked throughout the trial to ensure the safety of commuters across the network. On a typical night there are approximately 160 PSOs located across 78 premium train stations, and 70 transit police on patrol.

The trial began on 1 January 2016 as a 12 month project but due to its popularity, the government extended the trial to 30 June 2017, to allow evaluation of additional months of data and further exploration of cost-effective improvements.

Following on from this successful trial, the Community Safety Statement committed to the continuation of transport security arrangements, including two PSOs per station at 78 premium train stations.

Continued implementation of the Ice Action Plan

In 2016–17, the department continued to support the implementation of the Victorian Government's Ice Action Plan to reduce the supply, demand and harm caused by ice.

On 20 October 2016, amendments to the *Drugs, Poisons and Controlled Substances Act 1981* established new offences that target conduct contributing to the illicit manufacture and trafficking of drugs such as methylamphetamine.

The *Drugs, Poisons and Controlled Substances Miscellaneous Act 2017* establishes new laws stopping the overt sale of synthetic drugs in Victorian retail outlets. The Act outlines a number of new offences that prohibit the production, sale, commercial supply and advertisement of psychoactive substances. The new laws and offences enable courts to impose higher sentences for the trafficking of methylamphetamine.

Review into Victoria's bail system

In the wake of the Bourke Street tragedy in Melbourne on 20 January 2017, the government requested former Director of Public Prosecutions and Supreme Court Justice, the Hon. Paul Coghlan QC, to undertake a review of Victoria's bail system.

Mr Coghlan made 37 recommendations in total, 24 in his first advice to government, and 13 in his second. The government has accepted all 24 recommendations from the first advice, and has agreed to conduct further consultation on the 13 longer-term recommendations outlined in the second report.

The *Bail Amendment (Stage One) Act 2017*, which implements 16 of the legislative recommendations from Mr Coghlan's first advice, was passed by Parliament on 22 June 2017 and received Royal Assent on 27 June 2017.

For further information about the after-hours bail court please refer to page 55.

Crime Statistics Agency

The Crime Statistics Agency (CSA) has been official source of recorded crime information in Victoria since its establishment on 1 January 2015.

The CSA has released quarterly crime statistics since March 2015, including comprehensive financial year releases every September, which focus on profiles of offenders and victims, and repeat contacts

with police. In addition to the quarterly statistical releases, the CSA has also provided over 1,130 customised requests to clients across state and local government, academia, media and the public in the past 12 months.

The agency contributed to key projects across government, including several projects responding to recommendations from the Royal Commission into Family Violence. This included: a new release of the Victorian family violence database; a stock take of the quality of Aboriginal and Torres Strait Islander status recording for Victorians in contact with key government institutions responding to family violence; and commencement of development of a family violence data framework.

The CSA also published six research papers in 2016–17. These papers focused on the CSA research agenda: family violence, alcohol consumption and the likelihood of criminal offences; generalist versus specialist family violence perpetrators; attrition of sexual offence cases through the criminal justice system; and trends in youth crime. This research, as well as other CSA work, has been shared and well received at a range of public events and conferences.

CSA data and publications can be found at www.crimestatistics.vic.gov.au.

Reducing Aboriginal over-representation in the justice system

The Aboriginal Justice Agreement (AJA) is a formal partnership between the Victorian Government and the Koori community. The AJA aims to reduce over-representation in the criminal justice system, improve Aboriginal justice outcomes, and increase the safety of Aboriginal families and communities. The AJA is currently in its third phase (AJA3, 2013–18).

AJA3 comprises over 200 initiatives focusing on prevention, early intervention, diversion, reducing reoffending, and strengthening Aboriginal connections to country, community and culture. Implementation of AJA3 is overseen by government and community partners including: the state-wide Aboriginal Justice Forum; and Regional and Local Aboriginal Justice Advisory Committees across Victoria.

In 2016–17, key highlights of the work under the AJA3 included:

Frontline Youth and Community Initiatives Program

The department supported several projects under the Frontline Youth and Community Initiatives Program, which seek to engage Aboriginal young people at risk of contact with the criminal justice system in positive social and physical activities that strengthen their connections to school, community and culture. These programs included:

- The Eagle Hawks Koori Youth Program, which combined sports, art and culture to engage young Aboriginal men and women in regular activities while building skills, commitment, self-confidence and providing employment pathways and work experience.
- The Staying Strong Staying Out of Trouble project, which engaged Aboriginal young people through a series of camps informed by local Elders, community members and youth development experts to divert them from further contact with the criminal justice system. Case management support was also provided to reduce risk taking behaviours.
- The Massive Murray Paddle, a week-long 404 kilometre journey along the Murray River that enhanced relationships and built trust between Aboriginal youth and police. Over 80 young people and members of Victoria Police participated in the Dungalyin Mileka (Yorta and Wamba words meaning to and from the Murray River) team.

Local Justice Worker Program

The Local Justice Worker Program was expanded with a 20 per cent increase in resources and focus on addressing drivers of offending. Aboriginal Community Controlled Organisations (ACCOs) across Victoria were provided with \$6.32 million to employ 20 local justice workers to support Aboriginal clients to complete CCOs and resolve outstanding fines and warrants.

Koori Women's Diversion Program

The 2016–17 Family Violence Investment Package provided funding for the continuation of the Koori Women's Diversion Program, which operates at Odyssey House, in Mildura and Gippsland (Morwell since June 2016). The program seeks to break the cycle of victimisation, violence and offending for Aboriginal women, reduce their involvement with the criminal justice system and reduce the intergenerational impacts of violence and victimisation within their families. To date the program has reduced offending among

participants, increased engagement with and utilisation of mental health and other services, and assisted to reunify families.

For further information about the implementation of recommendations of the Royal Commission into Family Violence please refer to page 43.

Aboriginal community fines initiative

The Aboriginal community fines initiative seeks to reduce the likelihood that infringement matters will escalate to further justice system involvement by providing information and access to Infringements Court Registrars in a community setting. This initiative, in conjunction with the Sheriff Aboriginal Liaison Officer and Local Justice Worker Programs, helped over 200 Aboriginal people in the southern metropolitan area in the past 18 months.

Aboriginal family violence police protocols

The Aboriginal family violence police protocols were launched in Horsham and Swan Hill in early 2017, and now operate in eight locations across Victoria. Local reference groups comprising representatives from the Aboriginal community, ACCOs, police and justice agencies meet to determine the protocols, which set out how police will respond to family violence incidents and identify Aboriginal support services that can assist victims and perpetrators.

For further information about the implementation of recommendations of the Royal Commission into Family Violence please refer to page 43.

Aboriginal case management review meetings

Aboriginal case management review meetings operated in several places across the state. While there are some regional differences, their shared aim is to bring Aboriginal Elders, justice workers, and support services together with community corrections staff to provide culturally safe and responsive case management for Aboriginal clients to improve CCO compliance and completion.

Koori youth justice

The capacity of the Koori Youth Justice Program increased due to funding of \$2.25 million over two years and all of the department's regional areas now have at least one full-time, community-based youth justice worker.

For further information about Koori youth justice please refer to page 25.

Koori Courts

Koori Courts are one of the many successful initiatives of the AJA. They ensure Aboriginal offenders are engaged in court processes in more culturally-appropriate ways and improve outcomes for Aboriginal children, families and communities participating in court proceedings. In August 2016, the Geelong Children's Koori Court began sitting and Marram-Ngala Ganbu (Koori Hearing Days) began in Broadmeadows Children's Court. The department works closely with Court Services Victoria (CSV), who operate Koori Courts.

Evaluation of AJA3

In 2016–17, an evaluation commenced to examine how different activities in various locations over the course of AJA3 have contributed to its objectives. Data has been collected on the strengths and weaknesses of the place-based approach and governance structures to understand more about what can be done to inform the development of AJA4 and improve Aboriginal justice outcomes for the future.

Development of AJA4

Development of the fourth phase of the Aboriginal Justice Agreement (AJA4, 2018–2022), commenced with a series of workshops attended by community and government partners to:

- explore how the Victorian Aboriginal community view self-determination in the justice context, and identify the steps required to transform structures and practices to enable greater self-determination under subsequent phases of the AJA
- ensure the vision and outcomes of the fourth phase of the AJA reflect current values and aspirations of Aboriginal communities across the state.

Output performance report: Policing services and crime prevention

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Community calls for assistance to which a Victoria Police response is dispatched	number	972 983	1 009 700	-3.6	○
Crimes against property – excluding family violence related crime (rate per 100 000 population)	number	4 962.1	≤4 300	-15.4	■
The primary driver for the actual exceeding the target is the increase in reports for receiving and handling of stolen goods and increases in crime categories such as stealing from a motor vehicle and stealing from a retail store.					
Crimes against property – family violence related crime (rate per 100 000 population)	number	166	≥140	18.6	✓
The primary driver for the actual exceeding the target is an increase in reporting of family violence related property damage.					
Crimes against the person – excluding family violence related crime (rate per 100 000 population)	number	703.1	≤650	-8.2	■
The primary driver for the actual exceeding the target is an increase in the reporting of indecent assaults and common assaults.					
Crimes against the person – family violence related crime (rate per 100 000 population)	number	584.5	≥580	0.8	✓
Number of alcohol screening tests conducted by booze and drug buses	number	1 156 362	1 100 000	5.1	✓
The increase in number of tests is attributed to the increase in number of police trainees on deployment to Road Policing as a result of increased police numbers overall.					
Number of prohibited drug screening tests conducted by booze and drug buses and highway patrol units	number	101 457	100 000	1.5	✓
Police record checks conducted to contribute to community safety	number	728 691	716 000	1.8	✓

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Total reported road fatalities in vehicle collisions	number	269	<250	-7.6	■
The primary driver for the actual exceeding the target is an increase in motorcycle, driver and pedestrian fatalities. While there has been a significant reduction of fatalities on metropolitan roads this was offset by a large increase in fatalities on country roads.					
Total persons reported injured in vehicle collisions	number	17 588	<18 700	5.9	✓
The primary driver for the decrease against the target is a general decrease in injuries, mainly on metropolitan roads.					
Quality					
Community Crime Prevention grant payments properly acquitted	per cent	100	100	0.0	✓
Proportion of community satisfied with policing services (general satisfaction)	per cent	70.8	77	-8.1	■
The primary driver for the actual not exceeding the target is likely linked to an increase in crime during the previous financial year.					
Proportion of drivers tested who comply with alcohol limits	per cent	99.9	99.5	0.4	✓
Proportion of drivers tested by road safety cameras who comply with posted speed limits	per cent	99.9	99.5	0.4	✓
Proportion of drivers tested who return clear result for prohibited drugs	per cent	91.3	93	-1.8	○
Proportion of successful prosecution outcomes	per cent	93.5	92	1.6	✓
Proportion of the community who have confidence in police (an integrity indicator)	per cent	83.6	87	-3.9	○
Timeliness					
Proportion of crimes against the person resolved within 30 days	per cent	45.7	≥42	8.8	✓
The primary driver for the actual exceeding the target for crimes against the person resolved within 30 days is the reduced turnaround time for forensic samples, more effective identification of suspects and processing of offenders, and ongoing improvements in proactively targeting recidivist offenders.					
Proportion of property crime resolved within 30 days	per cent	24.6	≥22	11.8	✓
The primary driver for the actual exceeding the target for crimes against property resolved within 30 days is the reduced turnaround time for forensic samples, more effective identification of suspects and processing of offenders, and ongoing improvements in proactively targeting recidivist offenders.					
Cost					
Total output cost	\$ million	2 796.7	2 728.8	2.5	○

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation

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

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Percentage of community based orders successfully completed
- Clients participating in community reintegration activities

Outputs

- Youth Justice Community-based Services
- Youth Justice Custodial Services

Percentage of community-based orders successfully completed

Successful completion of community-based orders 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Percentage of community-based orders successfully completed				
Per cent	91.2	90.5	90.4	90.5

'Completion of community-based orders' is defined as the proportion of sentenced community-based supervision orders successfully completed. Successful completion is where the earliest order expiry date or the order termination date is reached and a breach is neither pending nor finalised. Data for this objective indicator is collected on an annual basis and published in the Report on Government Services.

The proportion of community-based orders successfully completed in 2016–17 remains over 90 percent, consistent with the trend for the past three years. The Victorian youth justice system has a strong record in successfully supporting young people to complete their orders.

Young people subject to community-based supervision within the youth justice service receive assessment, case planning, support, and offence specific interventions. Examples of offence specific interventions are the Male Adolescent Program for Positive Sexuality (for sex offenders), and the Motor Vehicle Offenders Programs. The case management entails referral to specialist providers for psychological treatment, and referral to community service organisations for support services, including the Youth Justice Community Support Service.

The Koori Youth Justice Program provides support to Aboriginal young people involved with or at risk of entering the criminal justice system. Culturally appropriate support and advocacy is provided through Koori cultural support workers and Koori intensive support practitioners based in, or integrated with, youth justice teams and youth justice centres.

Young offenders participating in community reintegration activities

Community reintegration activities are intended to assist young people in custody to return to their communities after serving a period of detention. Community reintegration activities refers to young people in custody participating in the temporary leave program. The *Children Youth and Families Act 2005* makes provision for temporary leave from custody and legislates the purposes for which such leave may be permitted. These include for employment, education and training, to visit family, participate in sport, hospital appointments and/or to attend court. This enables them to go on leave into the community toward the end of their sentence, to support their successful transition back into the community.

As shown below, since 2013–14 there has been a decrease in young offenders participating in community reintegration activities from 80 per cent to 53.4 per cent in 2016–17. The decrease in the participation rate is due to the higher proportion of young people in custody on remand or with a short sentence who are not participating in community reintegration activities.

Participation in community integration activities 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Clients participating in community re-integration activities				
Per cent	80.0	70.0	58.7	53.4

Output: Youth Justice Community-based Services

Machinery of government change

On 6 February 2017, the Premier announced that responsibility for youth justice would transfer from DHHS to the department. This machinery of government change took effect on 3 April 2017, with the department becoming responsible for the statutory supervision of young people in the criminal justice system.

Since April 2017, the department has undertaken various initiatives to stabilise and strengthen the youth justice service system. In community based youth justice services this has included establishing strengthened supervision and management across eight rural and metropolitan regions with a dedicated Regional General Manager for Youth Justice. These managers form part of the department's regional structure ensuring services are responsive to community need, and intensive supervision and interventions are targeted at those young offenders most at risk of reoffending.

On 5 August 2017, the government released the first comprehensive independent review of Victoria's youth justice system in 17 years to help strengthen and modernise the system. The review will be used to inform future strategies for the youth justice system.

Youth justice community-based services

The department's youth justice service provides programs and resources to assist young offenders to develop the knowledge, skills and attitudes to manage their lives effectively without further offending.

Through supervision, offending related programs and linkages to appropriate support services, the youth justice service promotes opportunities for rehabilitation and contributes to the reduction of crime in the community.

The community-based youth justice service supervise young people subject to statutory orders and provide advice to the Youth Justice

Court Advice Service across Victoria. Orders may be imposed by the courts or the Youth Parole Board.

Youth support service

The Youth Support Service (YSS) is part of a range of services provided by the government to: divert young people from crime; reduce the need for more costly and intensive intervention in future; and improve community safety.

The 2016–17 State Budget funded \$1.2 million over four years for two additional YSS services to become available to support Aboriginal young people, in Mildura and North East Melbourne.

These services commenced in November 2016.

Koori youth justice program

In 2016–17, the government provided \$2.25 million over two years for the state-wide expansion of the Koori youth justice program. The Koori youth justice program is a community-based early intervention and prevention response, providing culturally safe support for Aboriginal and Torres Strait Island young people that are at risk of entering, or re-entering, the criminal justice system. This is in addition to the ongoing commitment of \$2.3 million annually for the delivery of this program.

Under the program, 13 Aboriginal community organisations work with Aboriginal young people and their families, to strengthen their cultural identity and connection to community.

For further information about AJA initiatives please refer to page 20.

Youth diversion service

The 2016–17 State Budget provided \$5.6 million for the state-wide rollout of the Children's Court youth diversion service in all 57 Children's Court locations across Victoria. From 1 January 2017, diversion coordinators state-wide attend all scheduled sittings of the criminal division of the Children's Court to conduct assessments, advise the court on suitability for diversion and report back to the court on a young person's compliance with the court's direction.

In the first six months following, the Children's Court youth diversion service has responded to over 700 young people.

The Children's Court youth diversion service complements the existing suite of options available to divert children and young people from further progression into the criminal justice system.

Youth justice group conferencing

Youth justice group conferencing provides a legislated rehabilitation intervention to the Children's Court at the pre-sentence stage. Group conferencing is a restorative

approach that aims to balance the needs of young people, victims and the community by encouraging the young person to repair the harm caused by their offending in a meeting with the victim or their representative.

Output performance report: Youth Justice Community-based Services

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Average daily number of clients under community-based supervision	number	835	1 625	-48.6	■
The result reflects the continued success of diversionary responses. This measure is also impacted by the increase in the number of young people involved with youth justice on pre-plea or pre-sentence detention.					
Proportion of youth justice clients under community-based supervision	per cent	81.7	88.5	-7.7	■
This reduction in the proportion of young people under community supervision, results from an overall decrease in the number of sentences supervised by the youth justice service, alongside an increase in the number of children and young people remanded and those sentenced to detention by the Children's Court.					
Quality					
Community-based orders completed successfully	per cent	90.5	85	6.5	✓
This is a positive result indicating higher than expected numbers of young people successfully completing their community based orders.					
Timeliness					
Young people on supervised orders who have a client assessment and plan completed within six weeks of the commencement of the order	per cent	94.4	95	-0.6	○
Cost					
Total output cost	\$ million	49.3	71.6	-31.1	✓
The actual expenditure is below the target due to activities and associated funding being retained by the Department of Health and Human Services on transfer of Youth Justice to the Department of Justice and Regulation as per the Machinery of Government changes effective 3 April 2017.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Youth Justice Custodial Services

Transition of youth justice into the portfolio

Since the transition of youth justice to the department on 3 April 2017, the department has undertaken various initiatives to strengthen the youth justice service system and improve the safety and security of custodial centres including:

- establishing strong and strategic leadership of youth justice services, with a separate youth justice division with a Deputy Secretary and Executive Director of Operations to oversee service delivery and the reform agenda
- expediting infrastructure strengthening works of Parkville and Malmsbury, with repair and upgrade works to the Melbourne Youth Justice Centre at Parkville completed in July 2017 with \$58 million in funding provided in the 2017–18 State Budget for capital works for all facilities
- delivering a robust and well targeted recruitment strategy, of a department experienced in successfully staffing custodial facilities, with new staff recruited in 2016–17 and ongoing staff pipeline established
- training all Youth Justice Safety and Emergency Response teams in tactical options and formation line skills to improve the effectiveness of incident response and management, preventing the escalation of incidents; this training will continue to be rolled out in the next 12 months to all youth justice custodial staff
- undertaking a review of the emergency response and contingency planning in youth justice to align with other emergency services; training and exercises in emergency management procedures are also being delivered
- developing a new behaviour management model that establishes clear consequences for young people, to provide consistent and practical behaviour across all youth justice precincts; this will equip staff with strategies to manage unacceptable behaviours of young people (with all staff being trained in the new model by August 2017)
- funded to roll out an improved intelligence function across all youth justice facilities

- seeking to reduce the number of Koori young people in custody by liaising with and investing in Koori organisations and programs
- establishing an internal, independent review and assurance function within the department (Justice Assurance and Review Office) to provide objective information on areas of risk and the adequacy of existing controls in the youth justice system.

Corrections Victoria support

Experienced Corrections Victoria staff have been providing support to youth justice custodial facilities since November 2016. This includes Security and Emergency Services Group and Emergency Response Group officers to support safety and security of the youth justice centres and experienced managers running facilities.

Working with stakeholders

The department has been actively engaging with key stakeholders since the transfer, and has established a quarterly youth justice stakeholder forum. The department is working in partnership with stakeholders such as the Commission for Children and Young People, Victoria Police, WorkSafe, and service providers to strengthen the youth justice system.

Delivery of health and rehabilitation services to children and young people in the youth justice system

During 2016–17, the Youth Health and Rehabilitation Service has been delivering primary and mental health services and rehabilitation programs to Parkville and Malmsbury youth justice facilities and rehabilitation programs for young people in the community.

The 2017–18 State Budget provided \$13.99 million to expand clinical mental health treatment response for young people who are in, or at risk of entering, the criminal justice system. This includes: establishing a dedicated secure two bed forensic mental health unit providing compulsory inpatient treatment for young people in youth justice custody; increased psychiatry, psychology and other services in youth justice facilities; and delivering an early intervention problem behaviour program for young people in the community.

New youth justice facility

In 2016–17, the government committed \$288 million to build a fit-for-purpose, high security youth justice facility at Cherry Creek in Wyndham. The new youth justice facility will be a highly secure custodial facility providing an environment focusing on rehabilitation and reducing reoffending. The new centre will have an intensive supervision unit, 224 beds for remand and sentenced offenders and a mental health unit. The design of the facility will take into consideration the recommendations from the recent reviews into youth justice facilities and key stakeholders who work with young offenders.

Community information sessions have been held for the local community to provide further information about the project. The department has also established a community advisory group to help guide development of the new youth justice centre and ensure the local community is informed and engaged as the project progresses.

Construction of the new facility is due to be completed by the end of 2020.

Fast Track Remand Court

The Fast Track Remand Court was introduced on a trial basis in 2016 to support more prompt resolution of criminal proceedings involving young people on remand.

Expedited case management processes will ensure that where young people are in custody they will have their case determined earlier — and, if need be, will be engaged in education and other rehabilitation programs — to reduce their risk of reoffending.

The 2017–18 State Budget provided \$3.4 million over two years to enable the Fast Track Remand Court to operate in the Children's Court and it commenced operation at the Melbourne Children's Court on 29 May 2017.

Review of Victoria's youth justice system

In August 2016, the government commissioned a system review into the youth justice system, the first in more than 17 years, by independent experts Penny Armytage and Professor James Ogloff, to consider the adequacy of the current operating model and existing youth justice programs in responding to the needs of young people to reduce their risk of reoffending.

The review, Meeting needs and reducing offending: Youth Justice review and strategy, was released on 5 August 2017. The recommendations from the review present an opportunity for significant long-lasting reform in Victoria's youth justice system. All of the review's recommendations have been accepted or accepted in principle.

In 2017–18, \$50 million over four years has been provided to support implementation of the review's priority recommendations.

The investment will support:

- a new custodial operating model to better manage young people in custody
- greater workforce capability by providing better training and a targeted recruitment campaign
- an additional 21 Safety and Emergency Response team staff
- a new risk and needs assessment system to reduce the risk of reoffending
- addressing Aboriginal over-representation by employing an additional Aboriginal Liaison Officer.

Work on other recommendations is underway as a result of other investments and action already being taken by the government.

Output performance report: Youth Justice Custodial Services

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Annual daily average number of young people in custody: male (under 15 years) and female	number	18.9	15–25	0.0	✓
This is a positive result indicating a lower than expected number of young people detained in youth justice centres.					
Annual daily average number of young people in custody: males (15 years plus)	number	168.4	140–190	0.0	✓
This is a positive result indicating a lower than expected number of young people detained in youth justice centres.					
Average daily custodial centre utilisation rate: males (15 years plus)	per cent	80.1	90–95	-11.0	■
The actual is below the target due to lower numbers of young people detained in youth justice centres.					
Average daily custodial centre utilisation rate: males (under 15 years) and female	per cent	63	40–65	0.0	✓
This is a positive result indicating a lower than expected number of young people detained in youth justice centres.					
Quality					
Clients participating in community re-integration activities	per cent	53.4	65	-17.8	■
The actual is below the target due to fewer young people in youth justice centres eligible to participate in a community re-integration activity.					
Timeliness					
Young people on custodial orders who have a client assessment and plan completed within six weeks of the commencement of the order	per cent	95.1	95	0.1	✓
Cost					
Total output cost	\$ million	102.7	89.8	14.4	■
The actual expenditure is above the target mainly due to additional costs for the Grevillea and Parkville units and for the Strengthen Workforce Response initiative in Youth Justice Precincts.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

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

This objective relates to the management of the state's adult correctional system. The overarching purpose of the correctional system is to promote community safety through community-based and custodial supervision of prisoners and offenders through effective management and services to provide opportunities for rehabilitation and reparation.

There are 11 public prisons, two private prisons and one transition centre in Victoria. Community Correctional Services (CCS) are delivered through more than 50 locations across the state.

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- 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

Outputs

- Community-based Offender Supervision
- Prisoner Supervision and Support

Escapes from corrective facilities

The objective indicator 'Escapes from corrective facilities' includes escapes by prisoners from secure perimeter corrective facilities and open perimeter corrective services facilities (open camp prisons).

The number of escapes from corrective facilities provides an indication of the ability of the system to provide safe and secure containment of prisoners, thereby contributing to community safety.

Data for this objective indicator are collected on an annual basis and published in the Report on Government Services (ROGS).

Escapes from corrective facilities 2013-14 to 2016-17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Escapes from corrective facilities: secure perimeter				
Number	0	0	5	1
Escapes from corrective facilities: open perimeter				
Number	7	5	5	2

There was one escape reported from secure perimeter corrective facilities and two escapes from open perimeter corrective facilities in 2016–17. This is a decrease compared to 2015–16, where there were five escapes from secure, and five escapes from open perimeter corrective facilities. The secure perimeter escape in 2016–17 occurred at St. Augustine's Ward, a secure ward within St. Vincent's Hospital, while the prisoner was receiving medical treatment.

Percentage of community correction orders successfully completed

The objective indicator 'Percentage of community corrections orders successfully completed' measures the proportion of orders discharged by CCS that were successfully completed. This includes parole, supervised court orders and reparation orders managed by CCS.

A parole order allows a prisoner to serve part of their sentence of imprisonment in the community under supervision and subject to conditions. Supervised court orders are predominantly Community Correction Orders (CCOs) imposed by the courts that include at least one condition other than community work. Reparation orders comprise a range of orders that include only a requirement to perform unpaid community work. The most common reparation orders are CCOs and Fine Default Orders.

The successful completion of community correction orders provides an indication of the capacity to effectively and appropriately manage offenders in the community. This includes providing opportunities for rehabilitation and reparation through case management and enforcing compliance with conditions, including alcohol and other drug programs, mental health programs and community work.

Data for this objective indicator are collected quarterly and published on a disaggregated basis for performance reporting purposes. These data are also published annually in the State Budget Paper 3 on a disaggregated basis, which reflects the performance of the different activity streams (parole, supervised court orders, and reparation orders). The aggregated objective indicator provides a useful overall snapshot of the performance of the community corrections system.

Completion of community correction orders (per cent) 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Percentage of community correction orders completed				
Per cent	66.4	66.5	66.2	62.9

Performance in 2016–17 has decreased due to a combination of factors, including growth in offender numbers and a more complex cohort of offenders following the abolition of suspended sentences. Additional investment in CCS from 2016–17 is expected to result in improved outcomes for offenders in future years, including an improved successful completion rate.

Rate of prisoner return to prison within two years

The objective indicator ‘Rate of prisoner return to prison within two years’ measures the percentage of prisoners released from custody after serving a sentence, who return to prison under sentence within two years of release. This indicator is influenced by broader operation of the criminal justice system as well as prisoner rehabilitation objectives.

Data for this objective indicator are collected on an annual basis and published in the ROGS. The denominator for the measure is all prisoners who are discharged from prison following a sentenced episode. A return to prison under sentence means the person has returned to custody as a result of a new sentence of imprisonment imposed by the courts or because their parole was cancelled. A prisoner who receives a new sentence after initially returning to prison on remand will have their time to return counted from when they were remanded in custody.

Rate of prisoner return to prison within two years (per cent) 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Rate of prisoner return to prison within two years				
Per cent	39.5	44.1	42.8	43.6

Following an improvement in performance in 2015–16, the performance of this indicator has declined slightly in 2016–17. Performance against this indicator has been impacted by changes to bail practice, with more prisoners returning to the corrections system on remand within two years of discharge and subsequently being sentenced to a term of imprisonment.

Rate of offender return to corrective services within two years

The objective indicator ‘Rate of offender return to corrective services within two years’ measures the percentage of offenders who returned to corrective services for a subsequent sentenced episode (either prison or community corrections) within two years of successful discharge from a community correction order. This indicator is influenced by the broader operation of the criminal justice system as well as the effectiveness of community corrections supervising offenders and providing rehabilitation opportunities.

Data for this objective indicator are collected on an annual basis and published in the ROGS.

Rate of offender return to corrective services within two years (per cent) 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Rate of offender return to corrective services within two years				
Per cent	20.8	24.9	28.9	33.1

The increase in the rate of offender return to corrective services is due to the ongoing impact of the abolition of suspended sentences, which is resulting in more offenders returning to corrections supervision due to fewer alternative sentencing options.

Additional investment in CCS from 2016–17 is expected to result in improved outcomes for offenders in future years. As a result of this investment, the department implemented a new service delivery model, which commenced in January 2017, to reduce caseloads and provide more intensive case management and targeted rehabilitation to reduce reoffending and keep the community safe.

Output: Community-based Offender Supervision

CCS reform

In response to the significant recent growth in the number of offenders subject to a CCO and an increasingly complex offender cohort, the department has undertaken significant reform of CCS.

The 2016–17 State Budget provided record funding of \$233.3 million over four years to provide additional staff and offices for CCS to meet the significant increase in demand for CCOs. This builds on the \$89 million funding for additional CCS staff in the 2015–16 State Budget, for a total investment of \$322.3 million over successive budgets.

By June 2017, more than 300 vacancies had been recruited to support the reform process, representing an increase of approximately 60 per cent in the workforce since June 2015.

On 16 January 2017, CCS launched a new service delivery model. Under these reforms, offenders are subject to more intensive case management, have access to more targeted rehabilitation and support services, and behavioural programs to help reduce reoffending. Specialist staff have been recruited and trained to manage different cohorts of offenders based on the offender's risks and needs to help them break the cycle of reoffending.

A dedicated Court Assessment and Prosecutions Service provides specialist advice to the courts on order conditions and prosecutes offenders who breach their orders. Increased investment in additional staff in the Court Assessment and Prosecutions Service also ensures that, where offenders who are subject to a CCO are charged with further offences, these matters are returned swiftly to court to reduce their risk of further offending and to reinforce community safety.

Investment has included \$57.9 million in infrastructure funding for new and refurbished CCS locations to accommodate the increase in staff and offender numbers.

For further information about CCO legislative reform please refer to page 45.

Forensic Mental Health Implementation Plan

The department is continuing to improve the integration of responses to mental health in the criminal justice system through the Forensic Mental Health Implementation Plan and the continued partnership with DHHS, Victoria

Police and CSV via the work of the Forensic Mental Health Advisory Board (formerly the Criminal Justice and Mental Health System Planning and Strategic Coordination Board).

The Forensic Mental Health Implementation Plan is a strategy that has been jointly developed by the department and DHHS in response to the government's commitment to address the over-representation of people with mental illness in Victoria's criminal justice system over the next decade.

The 2017–18 State Budget announced funding of \$83 million to expand mental health support for those who are in, or at risk of entering, the criminal justice system across courts, corrections, community mental health, youth justice and police services. This funding will respond to the immediate priorities identified in the Forensic Mental Health Implementation Plan, including increasing opportunities to divert people with mental illness from the criminal justice system and improving offender access to appropriate mental health assessment, treatment and support services.

Forensic alcohol and drug treatment service delivery model

The department is continuing to develop a forensic alcohol and drug delivery model, which was funded in the 2016–17 State Budget. This community based model featured in a review of CCS, which recommended increased access and responsiveness of forensic alcohol or drug service delivery for offenders on supervised community orders.

In 2016–17, phase 1 of the project included developing screening and assessment tools, joint practice guidelines and workforce planning.

Community Work: Graffiti Removal Program

Graffiti removal is one form of community work undertaken by offenders sentenced by the courts to perform community work as reparation for the offences they have committed.

A graffiti removal work team consists of eight to 11 offenders working on sites that have been identified by program partners. Program partners include 26 municipal councils, DHHS, VicRoads, and Public Transport Victoria, who provide approximately 1,500 sites for clean-up.

In 2016–17, more than 314,000 square metres of graffiti has been removed in the community (compared with the target of 300,000 square metres), which is the equivalent of over 15 MCG playing fields.

Since 2005, the Graffiti Removal Program has now removed approximately three million square metres (150 MCG playing fields) of graffiti which has involved over 900,000 hours of community work.

The department aims to identify a wide range of community work options that will not only provide opportunities for offenders to make reparation to the community, but will also assist them to learn new skills with a view to possible employment in the future. Correctional staff also support offenders in making connections with community agencies who may be able to assist them in the future

and contribute to reducing the risk of their reoffending.

The department currently works with approximately 800 not-for-profit organisations, local and state government offices across Victoria. These partnerships range from local community support agencies to schools and aged care facilities, and assist in the maintenance and enhancement of parks, reserves and public community spaces.

Across all regions, approximately 60 per cent of community work hours are undertaken by work teams, with the remainder being completed on an individual basis.

Output performance report: Community-based Offender Supervision

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Average daily offenders with reparation orders	number	2 720	2 900	-6.2	■
The number of offenders on reparation orders is below the target due to fewer orders imposed by sheriffs during the reporting period.					
Average daily offenders with supervised court orders	number	10 404	11 450	-9.1	■
The actual is below the target due to stabilisation in the number of new orders being imposed at court, following significant growth during 2015–16 due to the abolition of suspended sentences.					
Average daily prisoners on parole	number	904	1 000	-9.6	■
The actual is below the target due to a change in sentencing practice, with fewer parole eligible sentences being imposed.					
Community-work hours performed	number (000)	752	850	-11.5	■
The actual is below the target due to a combination of factors, including a lower than projected number of offenders with reparation orders and a more complex offender cohort impacting on appropriate community work placements.					
Quality					
Rate of return to corrective services within two years of discharge from a community correction order	per cent	33.1	28	18.2	■
The actual is above the target due to the ongoing impact of the abolition of suspended sentences.					
Successful completion of parole orders	per cent	76.4	60	27.3	✓
The actual is above the target due to ongoing improvement to the operation of the parole system.					
Successful completion of reparation orders	per cent	66.9	73	-8.4	■
The actual is below the target due to a combination of factors including a more complex offender profile impacting on successful completions.					
Successful completion of supervised court orders	per cent	57.7	62	-6.9	■
The actual is below the target due to a combination of factors including a more complex offender profile impacting on successful completions.					
Timeliness					
Offenders with a treatment or rehabilitation program condition who have been appropriately referred to a program within set timelines	per cent	95	95	0.0	✓
Cost					
Total output cost	\$ million	199.2	202.4	-1.6	✓

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Prisoner Supervision and Support

Managing prison population growth through infrastructure expansion and innovative service responses

During 2016–17, there has been a steady increase in Victoria's prison population. On 30 June 2017, the prison population stood at 7,151, a 9.7 per cent increase on the previous year, or 632 additional prisoners.

In particular, over 2016–17 there has been a sustained shift in the profile of the prison population with a marked increase in both the number of people entering the prison system on remand and in the proportion of unsentenced prisoners. On 30 June 2017, there were 2,224 remand prisoners, accounting for 31.1 per cent of the prison population. This represents an 18.2 per cent increase in the remand population in a 12-month period.

This growth in the remand population has created a range of flow-on challenges, including complexities surrounding managing prisoner receptions and prisoner movements, and meeting the particular needs of the remand population.

These challenges have required a range of strategic responses from the department. In terms of infrastructure, key activity has included:

- completion of the 132-bed transition and reintegration precinct at the Dame Phyllis Frost Centre
- release of a tender for supporting infrastructure and mental health buildings at the Dame Phyllis Frost Centre
- completion of a new 40-bed high-security unit, Olearia, at Barwon Prison, which opened in September 2016
- continued construction of the 1,000-bed medium-security prison at Ravenhall, which will open in late-2017
- completion of the state-wide services building at Ravenhall, which was handed over to the state in February 2017.

The department has also invested in a range of strategies to address the pressure on police cells and to provide short-term increases in capacity for remand prisoners. These initiatives have included:

- the placement of suitable remand prisoners at sentenced locations such as Barwon Prison, Marngoneet Correctional Centre, Fulham Correctional Centre, and Hopkins Correctional Centre

- re-profiling of the Karreenga annexe at Marngoneet Correctional Centre to accommodate protection prisoners, enabling the expansion of remand capacity at Marngoneet Correctional Centre
- a \$14.7 million investment in 2016–17 for the Magistrates' Court of Victoria to increase its video-conferencing capacity; this included the introduction of approximately 150 video-conferencing units across the prison system to be used for court appearances and family visits via video link.

Over 2016–17, more than 21,000 video-conference court hearings were conducted across all Victorian prison sites, representing an increase of approximately 75 per cent from the 2015–16 total and over 260 per cent since 2012–13.

Metropolitan Remand Centre upgrades

The riot at the MRC that occurred over 30 June and 1 July 2015 extensively damaged prison infrastructure and facilities and resulted in substantial repair costs.

Throughout 2016–17, the department carried out significant works at MRC and the facility has now been restored to its pre-riot condition.

All recommendations arising from former Deputy Commissioner of Victoria Police, Kieran Walshe's investigation into the riot, which was commissioned by the Victorian Government, have now been actioned with the exception of specific additional infrastructure upgrades.

These remaining MRC infrastructure improvements are progressing as scheduled and on budget, with additional hardening and strengthening due for completion by mid-2018.

Programs and services to reduce reoffending

Rehabilitation of prisoners is a key focus for the department. The department and its partners deliver a range of programs aimed at reducing recidivism and increasing the long-term safety of the community.

The department's rehabilitation and reintegration programs include cognitive behavioural programs that target sex offenders, violence, and alcohol and drug-related offending. A range of Aboriginal-specific programs, women's programs and transition and reintegration programs are also offered.

Family violence programs have now been embedded in service delivery, with contracted providers delivering expanded trauma counselling services and group-based programs at women's prisons. The department

also now delivers interventions for men who are identified as perpetrators of family violence.

In 2016–17, approximately 1,500 prisoners and offenders commenced group-based offending behaviour programs. These included alcohol and other drug programs as well as violence, sex and general offending programs. Approximately 1,700 prisoners commenced pre-release transition support programs and approximately 1,220 referrals for post-release support were also made through the department's ReConnect program.

Alcohol and other drug programs

The department continues to deliver alcohol and other drug programs via its contracted service providers within the prison system. The aim is to improve prisoner health and ultimately reduce reoffending.

In 2016–17, the department launched a new data system module to enable better management and reporting of alcohol and drug program participation. In addition, an Alcohol and Other Drug Assessment Panel was established to provide external expertise to assess and endorse criminogenic alcohol or drug treatment program manuals.

Aboriginal Social and Emotional Wellbeing Plan for Koori prisoners

The department currently employs staff in 31 Aboriginal-specific roles across prisons and community corrections, which are tailored to support the cultural needs of Aboriginal prisoners and offenders.

The Aboriginal Social and Emotional Wellbeing Plan is designed to improve outcomes for Aboriginal people in prison in Victoria.

In 2016–17, significant achievements include:

- the launch of a pilot to improve the continuity of health care for Aboriginal prisoners exiting prison
- delivery of cultural safety and Aboriginal mental health assessment training to over 130 health service staff in public prisons
- ongoing support for Aboriginal students in health related fields awarded scholarships including placements within the prison environment.

Kaka Wangity Wangin-Mirrie grants scheme

On 16 March 2017, the Kaka Wangity Wangin-Mirrie Aboriginal programs grants scheme was launched.

Through this scheme, \$2.46 million will be invested over three years in the delivery of Aboriginal cultural programs across prisons and community corrections state-wide.

Four of the 32 Aboriginal-specific programs, which are due to be delivered in the first year of the grant scheme, have been delivered by 30 June 2017. These programs focus on cultural strengthening, family violence (victims and perpetrators), healing, parenting and women's healing and victimisation.

Sex offender management

The *Serious Sex Offenders (Detention and Supervision) Act 2009* enables the post-sentence supervision or detention of serious sex offenders who have completed their custodial sentences and are deemed by the courts to present an unacceptable risk to the community. The primary purpose of the Serious Sex Offenders (Detention and Supervision) Act is to enhance the protection of the community. The secondary purpose is to facilitate the treatment and rehabilitation of offenders subject to post-sentence supervision or detention orders. Community safety is the paramount consideration in managing offenders subject to post-sentence orders.

On 30 June 2017, there were 133 serious sex offenders subject to a supervision order (including eight on an interim order) and two serious sex offenders in custody subject to a detention order.

Harper Review

The Victorian Government commissioned the Review of Complex Adult Victim Sex Offender Management (Harper Review). This report was released on 24 April 2016. The report contained 35 recommendations aimed at improving the post-sentence scheme in relation to governance, assessment and treatment, staff training, management of escalating risks, accommodation options, and expanding eligibility for the scheme.

The 2016–17 State Budget provided \$84 million for a first phase of reform to strengthen the management of serious sex offenders and implement the recommendations of the Harper Review. This included funding for the establishment of a new 20-bed secure facility for serious sex offenders, an eight-bed facility for serious sex offenders with an intellectual disability or acquired brain injury, and enhanced forensic mental health services.

A number of the initiatives funded in 2016–17 have now been fully implemented, including the expansion of the Community Support Program for Serious Sex Offenders, the establishment of the Catalyst Consortium as a centre for research excellence, and reviewing the assessment and treatment model for sex offenders. In addition, a range of legislative reforms were introduced in 2016 to strengthen the management of serious sex offenders, including new conditions of supervision orders to prohibit violent offending, and new powers for Victoria Police to hold offenders at risk of breaching their supervision orders for up to 72 hours.

In the 2017–18 State Budget, a record \$308 million investment was committed to implement the remaining recommendations of the Harper Review. This consists of \$256 million in output funding over four years (including \$3 million for CSV) and \$52 million in asset funding. The funding provides for the establishment of a new statutory body to provide rigorous and independent oversight of offenders on post-sentence orders, expansion of the joint Victoria Police and Corrections Victoria Sex Offender Specialist Response Unit, and the expansion of the post-sentence scheme to include serious violent offenders.

As at June 2017, seven of the Harper Review recommendations had been implemented in full and work was underway on all remaining recommendations, most of which rely on legislative amendments. All reforms are planned for delivery in full by the end of 2018.

Youth justice support

In November 2016, the department was asked by government to provide security and intelligence support in the youth justice system. This role included the deployment of the Security and Emergency Services Group to Parkville and Malmsbury youth justice facilities, where staff provided support for on-site incident management, as well as training for youth justice personnel. The Barwon Prison Emergency Response Group also provided assistance during the period that the Grevillea Unit was operating as a discrete youth justice precinct.

The Security and Intelligence division of Corrections Victoria has conducted risk assessments of the physical infrastructure of youth justice facilities in addition to intelligence functions. These activities have sought to stabilise the security and good order of the youth justice system.

The Security and Intelligence division has been funded to continue to provide this ongoing

support following the machinery of government changes for youth justice into the department.

For further information about youth justice please refer to page 27.

Corrections legislative reform program

Significant legislative reform continued in the corrections portfolio over 2016–17, which included:

Corrections Legislation Miscellaneous Amendment Bill 2017

The Corrections Legislation Miscellaneous Amendment Bill 2017 was introduced into Parliament on 9 May 2017.

The Bill amends the *Corrections Act 1986* to:

- Ban the use and possession of remotely piloted aircraft and helicopters within 400 feet above or outside the vicinity of a prison, residential facility or youth justice facility.
- Strengthen parole laws for the release and cancellation of parole to those prisoners convicted of terrorism or foreign incursion offences, defensive homicide, carjacking or home invasion. These prisoners can be only be released by the Serious Violent Offender or Sexual Offender division of the Adult Parole Board. This does not impact Commonwealth parole.

The Bill will also improve the operation of the *Serious Sex Offenders (Detention and Supervision) Act 2009* including allowing courts to update core conditions of supervision orders such as conditions to address violent offending and behaviour; as well as improving processes for the review and renewal of orders, and expanding reporting requirements on the use of force by supervision officers, police officers and specified officers.

Justice Legislation Amendment (Parole Reform and Other Matters) Act 2016

The legislation, which amends the *Corrections Act 1986* and *Sentencing Act 1991*, was introduced into Parliament on 6 December 2016 and passed on 8 December 2016.

The parole reforms commenced on 14 December 2016.

A prisoner sentenced to a term of imprisonment with a non-parole period for the murder of a police officer must not be granted parole unless the Adult Parole Board is satisfied that the prisoner is in imminent danger of dying, or is seriously incapacitated, and as a result, no longer has the physical ability to do harm to any person; and has demonstrated that he or she does not pose a risk to the community.

A new presumption against parole also applies to a prisoner sentenced to a term of imprisonment for murder, conspiracy to murder, accessory to murder and manslaughter where the body remains or remains of the victim cannot be located or found ('no body cases'). The prisoner may only be granted parole if the Adult Parole Board is satisfied that the prisoner has cooperated satisfactorily in the investigation of the offence to identify the location of the body or remains of the victim of the offence and the place where the body or remains of the victim of the offence may be found.

The sentencing reforms for offenders in 'no body' cases commenced on 6 June 2017. The amendments to the Sentencing Act expressly allow the courts to take into account whether or not an offender has cooperated in the investigation of the offence in 'no body' cases when determining an appropriate sentence for murder, conspiracy to murder, accessory to murder and manslaughter.

Corrections Legislation Amendment Act 2016

The Bill was introduced into Parliament on 30 August 2016 and was passed on 25 October 2016. The Act amends the Corrections Act in three stages.

On 3 November 2016, new powers commenced to enable the sharing of information relating to a prisoner, offender, or former prisoner or offender, with a correctional services authority or parole decision-making body. In addition, uniform exemptions from liability for prison officers who use reasonable force in accordance with powers under the Corrections Act came into effect.

On 28 June 2017, new powers commenced to enable the Secretary of the department or a Magistrate to issue a warrant to arrest and return unlawfully released prisoners to prison commenced.

The final stage of this reform, powers to supervise high-risk prisoners on parole, will commence in 2017–18.

Serious Sex Offenders (Detention and Supervision) Amendment (Community Safety) Act 2016

On 31 October 2016, the second stage of the legislation (passed on 24 May 2016) came into effect. These provisions amended the Serious Sex Offenders (Detention and Supervision) Act to give Corrections Victoria staff and Victoria Police new search and seizure powers at residential facilities and other locations to address the risk of re-offending by serious sex offenders.

Output performance report: Prisoner Supervision and Support

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Average daily prison utilisation rate of total prison capacity	per cent	94	90–95	0.0	✓
Total annual daily average number of prisoners	number	6 853	6 600	3.8	○
Quality					
Proportion of benchmark measures in prison services agreement achieved	per cent	82.4	90	-8.4	■
The actual is below the target due to pressures on the prison system from an increased remand population, with significant prisoner turnover and movements.					
Proportion of eligible prisoners in employment	per cent	87.1	89	-2.1	○
Rate of prisoner participation in education	per cent	34.1	36	-5.3	■
The actual is below the target due to an increased remand population, resulting in more frequent movements through the system, impacting on education participation. Notwithstanding these challenges, more prisoners were participating in education than the same time last year.					
Rate of return to prison within two years	per cent	43.6	41	6.3	■
The actual is above the target due to an increase in the number of prisoners receiving a new sentence in the second half of the financial year after a period on remand.					
Timeliness					
Assessment of prisoners 'at risk' undertaken within two hours	per cent	99.9	100	-0.1	○
Cost					
Total output cost	\$ million	1 098.4	1 102.2	-0.3	✓

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

A fair and accessible Victorian 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 the delivery of independent, expert forensic medical services to the justice system.

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Prosecutions completed and returning guilty outcomes (percentage of total case finalisations)
- Legal advice and assistance provided
- Infringement notices processed
- Clinical forensic medical services provided
- 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)

Outputs

- Public Prosecutions and Legal Assistance
- Infringements and Warrants
- Criminal Law Support and Reform
- Victims and Community Support Services

Prosecutions completed and returning guilty outcomes

In 2016–17, the proportion of all prosecution matters completed with a guilty outcome was 90.1 per cent. This was slightly above the 2015–16 result (89.6 per cent) and is at the highest level since comparable record-keeping began in 1995–96. This can be attributed to a number of initiatives within the Office of Public Prosecutions (OPP), and across the criminal justice system, aimed at reducing

delay including improved case-management practices at the OPP to identify and resolve issues early in the prosecution process.

The OPP has experienced sustained demand for its services, with this demand driven by:

- the increase in Victoria Police numbers, from 2014, resulting in more arrest and charging activity
- growth in the number of prosecutions of community correction order breaches, driven by the increase in the base number of CCOs following the abolition of suspended sentences in 2012
- ongoing reform to protect the community from serious sex and violent offenders, with Crime Statistics Agency data showing that in the last five years the number of sexual offences reported has increased by 45 per cent.

A number of reforms and legislative changes are to continue to influence demand into the future including:

- bail reforms, where there will be a presumption against bail for specific high-risk offences
- the introduction of new offences, at both the summary and indictable level, including the new offence of encouraging young persons to commit crime
- a refreshed focus on youth crime resulting in the uplift of some offenders to the higher courts
- new classifications and threshold amounts for drug offending, and offences specific to synthetic drugs, which will lead to more prosecutions involving complex forensic chemical analysis
- standard sentencing, where tougher penalties for offending could lead to a reduction in guilty pleas, which in turn leads to increases in lengthy and expensive trials.

Prosecutions completed and returning guilty outcomes 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Prosecutions completed and returning guilty outcomes (percentage of total case finalisations)				
Per cent	88.7	89.0	89.6	90.1

Continued investment in improved prosecution service delivery will ensure the longer-term capacity of the OPP to provide sustainable delivery of:

- more and better victim and witness support, including to regional Victoria and to victims of domestic violence
- frontline solicitors to prosecute serious crime, support criminal justice reform and the implementation of the Community Safety Statement
- improved technology to streamline and modernise court processes
- a new fee structure for the engagement of skilled and experienced barristers.

Legal advice and assistance provided

In 2016–17, the demand for legal assistance provided by Victoria Legal Aid (VLA) continued to grow as a result of several factors, including an increasing community focus on family violence, higher numbers of police initiations, and the introduction of additional frontline child protection workers.

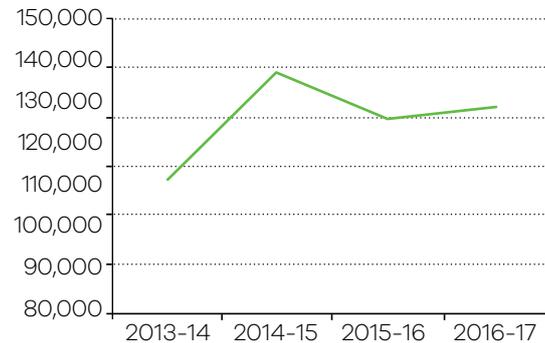
Bail reform, resulting from the Coghlan review into Victoria’s bail system (April–May 2017), and other legislative changes have also contributed to an increase in the complexity of cases, requiring more intensive forms of legal assistance. This has seen approximately 10,000 more services provided by private practitioners and duty lawyers in 2016–17.

In 2014–15, VLA introduced a new client intake process (triage) to focus less intensive services, such as information or referral, to appropriate clients sooner, and direct more intensive services, such as grants or legal advice, to those most in need.

Community demand for Legal Help continues to remain high. In the past 12 months, Legal Help answered 125,512 calls, an increase of 2.5 per cent compared to last year, as well as spending more time on the phone with clients, owing to more complex legal issues.

VLA continues to experience demand in the areas of summary crime, youth crime, indictable crime, child protection and family violence, as well as an increase in the complexity of cases. These pressures require more intensive services such as grants of legal assistance and duty lawyer services. Over the past 12 months VLA has seen a nine per cent increase in the number of grants (38,345 to 41,638), following an 11 per cent increase in 2015–16, and a seven per cent increase in the number of duty lawyer services (87,162 to 93,697).

Legal advice and assistance provided 2013–14 to 2016–17



Increasing the number of frontline police, funded under the Community Safety Statement 2017, is expected to place increased demand on legal assistance services provided by VLA.

VLA has invested significant effort in reviewing and improving its services, including:

- the recent completion of a comprehensive independent evaluation of summary crime services
- review of VLA’s means test eligibility criteria in order to provide greater access to legal services for those most in need
- support for the implementation of recommendations from the Royal Commission into Family Violence
- commencement of a new Health Justice Partnership in the Mallee region
- initiation of a new family advocacy and support service (FASS) in the Family Law Courts in Melbourne and Dandenong
- improving services to Aboriginal and Torres Strait Islander clients experiencing civil and family law issues.

All of these initiatives are focused on improving the efficiency and quality of services provided by VLA.

Infringement notices processed

In the 2016–17 financial year, 3.0 million infringement notices were issued. The road safety camera network continues to operate to support the Government’s Towards Zero 2016–2020 Road Safety Strategy. Victoria’s road safety cameras play a critical role in keeping Victorian roads safe, helping to save lives and change driver behaviour across the state.

Road trauma costs the Victorian community more than \$3 billion per year. Road safety cameras target speeding and red light offences, helping to ensure road users are doing the right thing so unnecessary deaths and life-changing injuries can be prevented.

Overall, infringements from road safety cameras declined by approximately three per cent when compared with 2015–16. It is encouraging that there continues to be a general trend whereby infringements decrease as drivers comply with the speed limit. This is particularly the case in 40km/h speed zones with high pedestrian concentrations, such as strip shopping zones and school zones.

The Road Safety Camera Commissioner conducted several investigations into the camera network during 2016–17, including the impact of a software virus identified in June 2017. The Commissioner found that, in all instances, the network was operating correctly and detecting offences appropriately.

Infringement notices processed 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Infringement notices processed				
number (million)	3.1	3.3	3.1	3.0

Clinical forensic medical services provided

Clinical forensic medical services include examinations of victims of crime and alleged perpetrators and the provision of expert reports to the Courts, Victoria Police, legal and medical practitioners and private and public agencies. These services are provided by clinicians working either exclusively in the field of clinical forensic medicine, or in other medical specialties including general practice.

Since 2013–14, there has been an increase of over ten per cent in the number of clinical forensic medical services provided by the Victorian Institute of Forensic Medicine (VIFM). This increase is not inconsistent with population growth but may be influenced by the incidence of drug and alcohol use in the community, as well as demographic and age related changes in the Victorian population. The increase in demand could also be impacted by heightened community awareness of family violence and sexual assault, which has seen an increase in reporting of these incidents to Victoria Police.

Implementation of the recommendations arising from the Royal Commission into Family Violence and the policies and practices put in place by referring agencies, such as Victoria Police, as well as the scope of services provided by VIFM, may continue to influence this trend into the future.

Clinical forensic medical services provided 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Clinical forensic medical services provided				
number	2,201	2,269	2,483	2,431

Law reform projects completed

The functions of the Victorian Law Reform Commission (VLRC) are set out in the *Victorian Law Reform Commission Act 2000* (the Act). The VLRC's primary function is 'to examine, report and make recommendations to the Attorney-General on any proposal or matter relating to law reform in Victoria that is referred to the Commission by the Attorney-General'. In addition, the Council's community law reform role is 'to examine, report and make recommendations to the Attorney-General on any matter that the Commission considers raises relatively minor legal issues that are of general community concern'.

Reports to the Attorney-General regarding both these purposes contain recommendations that aim to improve and modernise the law, making it more relevant and effective.

In 2016–17, the VLRC completed five law reform projects.

Primary publications included:

Attorney-General references

- The Role of Victims in the Criminal Trial Process – a report was delivered to the Attorney-General in August 2016 and tabled in Parliament in November 2016.
- Review of the *Adoption Act 1984* – a report was delivered to the Attorney-General in February 2017 and tabled in Parliament in June 2017.

Community Law Reform projects

- Funeral and Burial Instructions – a report was delivered in September 2016 and tabled in February 2017.

Final publications included two consultation papers:

- Review of the *Adoption Act 1984* – a consultation paper was published in August 2016.
- Family Violence and the *Victims of Crime Assistance Act 1986* – a consultation paper was published in June 2017.

The number of projects, their size and reporting deadlines are matters largely outside the control of the VLRC and is a function of the Attorney-General's requirements, rather than being at VLRC's discretion.

While the community law reform role is at the discretion of the VLRC, this function is limited by the requirement in the Act (s.5(1)(b)) that such projects 'not require a significant deployment of the resources available to the Commission'.

Law reform projects completed 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Law reform projects completed				
number	5	3	4	5

Number of Sentencing Advisory Council publications

The key statutory functions of the Sentencing Advisory Council (SAC) are to provide statistical information on sentencing, including information on current sentencing practices and to conduct research and disseminate information on sentencing matters. The SAC publishes a range of reports on sentencing matters to fulfil these functions.

Publications in 2016–17 included:

- Sentencing Children in Victoria: Data Update Report.
- Contravention of Family Violence Orders and Safety Notices: Prior Offences and Reoffending.
- Victoria's Prison Population 2005 to 2016.
- Reoffending by Children and Young People in Victoria.
- A Quick Guide to Sentencing 2017.
- Swift, Certain and Fair Approaches to Sentencing of Family Violence Offenders: Discussion Paper.

Most of the Council's publications are initiated at the direction of its Council Directors, in accordance with the SAC's annual business plan. When the SAC receives a reference from the Attorney-General, it may mean projects that were planned or underway must be put on hold. Consequently, it is possible that Attorney-General references may impact the SAC's capacity to publish six reports in any financial year.

Number of SAC publications 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Number of Sentencing Advisory Council publications				
number	N/A	N/A	N/A	6 ^a

^a This is a new objective indicator, introduced in the 2016–17 State Budget.

Services provided to victims of crime against the person

There are a range of programs in place which provide services to victims of crime against the person.

The 2013–14 State Budget allocated \$16.5 million in additional funding over four years for the Victims Assistance Program (VAP) to recruit 37 full-time equivalent (FTE) case workers, and included \$2.2 million to expand the hours of the DJR-operated state-wide Victims of Crime Helpline to 8am-11pm, seven days a week. All case workers have now been recruited over the four years. At the end of roll-out in 2017, the recruitment of these FTE will result in over 9,000 new clients receiving support to manage the impact of violent crime.

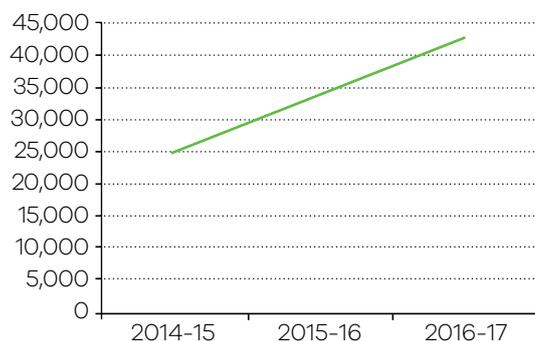
The department and Victoria Police have also implemented a service model to co-locate victim support case managers at designated police stations across Victoria. There are 27 co-locations across Victoria, as well as a dedicated service at the Spencer Street Police Complex, which supports Crime Command investigating serious crimes, such as homicide, armed crime and sex crimes. In May 2017 a new co-location was established at the Major Collision Investigation Group (MCIG), to support victims and families of the most serious road-related offences (culpable driving, dangerous driving causing serious injury or death).

As a consequence of the state-wide rollout of the Victoria Police e-Referral system (VPeR) in October 2014, the Helpline receives referrals for 'crimes against the person non-family violence' directly. The Helpline also receives 'male victims of family violence' (L17) referrals electronically from police. In 2015–16, the VSA averaged 3,000 total calls and e-referrals each month (up from 1,500 per month in 2014-15). This growth is consistent with the increase in reported violent crimes against the person and family violence offences and has continued to trend upwards across all referral sources into 2016–17.

The implementation of additional FTE, the co-location service model and the state-wide rollout of the e-referral system have contributed to the overall 71 per cent increase in services provided to victims of crime against the person since 2014–15¹.

¹ Data for 2013-14 has not been included as counting rules were changed in 2014-15 in order to capture the full suite of services provided to victims of crime.

Services provided to victims of crime against the person 2014–15 to 2016–17



Working with Children Checks processed

In the period between 1 July 2016 and 30 June 2017, the WWC check unit processed more than 320,000 applications. Of these, approximately 150,000 were submitted using a new streamlined application process that commenced in December 2016. The revised process allows applicants to have their identification electronically verified. As a result of this new process, over \$1.8 million has been saved to date.

The commencement of the Child Safe Standards (Phase 2) on 1 January 2017, has been identified as the likely cause of the higher than expected demand in 2016–17.

The unanticipated increase in applications (approximately 30 per cent above previous forecasts) will put further upward pressure on existing resources required to administer the scheme. This is due largely to the recently introduced Child Safe Standards and the likely increase due to media interest in the newly introduced legislation to address recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

Working with Children Checks processed 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
WWC Checks processed (negative notices issued within 3 days of receiving decision)				
number (000)	234	235	233	320

Output: Victims and Community Support Services

Responding to victims of crime following the Bourke Street tragedy

The Victims Support Agency (VSA) led the coordination of recovery and support for victims and witnesses of the Bourke Street incident.

The VSA operates a telephone advice and referral service, the Victims of Crime Helpline (the Helpline). Helpline staff refer eligible victims and their families to case management services through the department funded state-wide Victims Assistance Program (VAP). In response to the Bourke Street tragedy, as at 30 June 2017, the Helpline responded to 3,459 telephone calls and referred 1,253 people, including 39 children and young people (0-17 years) to the state-wide VAP. Five additional staff were recruited to meet demand at the Helpline.

The VAP provides case management services including practical support to victims such as urgent accommodation and transport, food vouchers, childcare, access to legal advice and court support to assist in their recovery. In response to the Bourke Street tragedy, the department initially engaged nine additional VAP case managers. This was in addition to brokerage funding for practical and other support needs (for example counselling, legal, travel, accommodation, rent, utility bills) for VAP providers where demand was highest.

The department expended \$2.07 million in 2016–17 to respond to the immediate needs of victims and families.

The government also established an independently administered Bourke Street Fund Panel to oversee payments from the state-led public funding appeal for the bereaved families and injured victims. As at 30 June 2017, the fund had distributed all of the contributions totalling over \$1.5 million.

For further information about responding to victims of crime following the Bourke Street tragedy refer to page 64.

Output performance report: Victims and Community Support Services

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Victims receiving a service from the Victims of Crime Helpline, Victims Register, Youth Justice Group Conferencing, and Victims Support (VSA)	number	28 619	17 600	62.6	✓
The actual is above the target due to strong demand for Male Family Violence referrals, Victoria Police e-Referral system (VPeR) e-referrals from police, and an overall increase in violent crime, which continues to drive the increase in service delivery.					
Victims receiving a service from the Victims Assistance Program (VSA)	number	14 053	12 400	13.3	✓
The actual is above the target due to an increased demand flowing from the increase in rates of violent crime types, direct access to services at 26 police stations, and activity related to the Bourke Street incident.					
Diversion initiatives established to support the Koorie community	number	35	35	0.0	✓
Number of Working with Children Checks processed	number (000)	320	200–250	28.0	✓
The actual exceeds the target and reflects the commencement of the Child Safe Standards (Phase 2) on 1 January 2017, which has created higher than expected demand.					
Quality					
Working with Children Checks: Assessment issued within three days of receiving CrimTrac clear notification	per cent	98.6	98	0.6	✓
Working with Children Checks: Negative notices issued within three days of receiving the delegate's decision	per cent	100	100	0.0	✓
Cost					
Total output cost	\$ million	55.1	55.2	-0.2	✓
As part of the 2016-17 output restructure, the output cost for the Victorian Institute of Forensic Medicine was incorrectly classified into the Victims and Community Support Service output and should have been included in the output cost for the Criminal Law Support and Reform output. The 2016-17 published targets have been restated to reflect the correct output costs.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Criminal Law Support and Reform

Implementing the recommendations of the Royal Commission into Family Violence in relation to victims of family violence and offenders

The Victorian Government has identified family violence as the number one law and order issue facing the community.

The Royal Commission into Family Violence released its report to the Victorian Government on 29 March 2016, making 227 recommendations to prevent and respond to family violence. The department is responsible for 64 of those recommendations.

The department and justice entities have been leading the implementation of over 100 recommendations and contributed to the whole-of-government work program being led

by the Department of Premier and Cabinet. Where it is not leading implementation, the department has been working in partnership with other departments or agencies including Victoria Police, CSV and DHHS.

Legislative reform

Over 40 of the Royal Commission into Family Violence's recommendations relate to legislative reform. The Family Violence Protection Amendment Bill 2017, which will assist with the implementation of 11 recommendations, was introduced into Parliament on 7 March 2017 and received Royal Assent on 16 May 2017. The reforms contained in the *Family Violence Protection Amendment Act 2017* will come into effect as the necessary supports, such as training and infrastructure, are in place. The department has been working with affected stakeholders in relation to the implementation of these reforms.

Family violence reform

Restorative justice

The department has consulted the family violence sector and DHHS on its restorative justice pilot in the Magistrates' Court of Victoria. The development of an evaluation framework to underpin the monitoring and evaluation of the pilot is also underway.

Specialist family violence financial counsellors

The department has responded to recommendations regarding economic abuse through the employment of 10 full time equivalent (FTE) specialist family violence financial counsellors. The department has extended these financial counsellor positions until 2021 due to further allocations in the 2017–18 State Budget.

Koori Women's Diversion Program

The 2016–17 Family Violence Investment Package provided funding for the continuation of the Koori Women's Diversion Program, which operates at Odyssey House, in Mildura and Gippsland (Morwell since June 2016)..

For further information about AJA3 key achievements in 2016–17 please refer to page 20.

Enhancing early intervention and awareness in Aboriginal communities

The Dispute Settlement Centre Victoria (DSCV) is providing mediation, dispute resolution and inter-generational trauma training to Aboriginal persons to become accredited mediators. For further information please also refer to page 57.

Access to justice

The department is working to provide access to justice for victims of family violence and enhancing legal advice available to perpetrators in order to seek to reduce their offending. Specific initiatives include:

- increasing family violence legal assistance in the Magistrates' Court by allocating \$2.1 million to Victoria Legal Aid
- strengthening family violence duty lawyer services for victims of family violence with proceedings in the Magistrates' Court and \$1.2 million allocated to 23 community legal centres for this purpose
- broadening the range of services provided by 28 community legal centres to assist family violence victims with \$1.3 million allocated to operate services including: family violence outreach programs to pregnant women in hospital; assisting women with disabilities experiencing family violence; and reinstating intervention order support services at some Magistrates' Court locations.

For further information about access to justice please refer to page 55.

Swift, certain and fair approaches to sentencing family violence offenders

In September 2016, the Sentencing Advisory Council received a request for advice from the Attorney-General, on the desirability of 'swift and certain' approaches to sentencing family violence offenders in Victoria. This request for advice followed a recommendation from the Royal Commission into Family Violence.

Submissions to the Sentencing Advisory Council discussion paper as part of its project to examine 'swift, certain and fair' approaches to sentencing family violence offenders closed on 31 March 2017.

Expungement of historical convictions for homosexual activity

Victoria has a scheme to expunge historical convictions for homosexual activity that would not be a criminal offence today. Under the scheme, an individual (or the appropriate representative of a deceased person) can make a confidential application to the Secretary of the department to have their conviction or finding of guilt for an historical homosexual offence expunged.

As a result of changes to the Sentencing Act, a person with an expunged conviction may legally claim not to have been convicted or found guilty of that offence; is not required to disclose that conviction or finding of guilt for any purpose; and cannot be denied a job or position due to that conviction or finding of guilt. The historical conviction will no longer show up on a police records check.

In 2016–17, there were 10 successful applications for expungement.

Sentencing

On 24 May 2017, the government introduced the Sentencing Amendment (Sentencing Standards) Bill 2017, which was passed by the Parliament on 8 August 2017. The Act implements the government's response to the Sentencing Advisory Council's Sentencing Guidance in Victoria report of June 2016.

The Act repeals baseline sentencing provisions, which have been inactive on the statute book since the Court of Appeal held in November 2015 that they were incapable of being given practical operation; and introduces a standard sentence scheme. The standard sentence, which will be set at 40 per cent of the maximum penalty, must

be taken into account in sentencing. Twelve offences, including murder and child sexual offences, would be subject to the scheme.

The Act also enhances the guideline judgment scheme, by allowing the Attorney-General to apply for a guideline judgment, for the court to include guidance on sentencing ranges and by clarifying procedural matters.

On 25 May 2017, the government announced plans to establish a sentencing guidelines council in Victoria. A sentencing guidelines council will develop sentencing guidelines for the courts and will give the community and opportunity to participate in the development of that guidance.

New Carjacking and Home Invasion Offences

In December 2016, the *Crimes Amendment (Carjacking and Home Invasion) Act 2016* commenced. The Act creates new offences of carjacking, aggravated carjacking, home invasion and aggravated home invasion.

The home invasion offences were designed to appropriately punish people who unlawfully enter homes in groups of two or more people, taking into account the profound and traumatic impact this can have on victims. In response to a reported increase in the amount of vehicles being stolen by force, specific carjacking offences were also created. The aggravated form of home invasion involves three or more armed offenders and the aggravated form of carjacking requires the use or possession of a weapon. The serious nature of this kind of offending is recognised by imposition of a statutory minimum non-parole period of imprisonment of three years.

The Act also made changes to the *Bail Act 1977* to clarify the application of a presumption against bail for the offence of aggravated burglary and to create the same presumption for the new carjacking and home invasion offences.

Community Correction Order Reform

On 20 March 2017, the *Sentencing (Community Correction Order) and Other Acts Amendment Act 2016* commenced.

The Act has restricted the availability of CCOs and other non-custodial orders for particular serious offences, to ensure that sentencing is more consistent with community expectations. For a 'category one offence', such as murder, rape and the most serious child sexual offences, the courts will be required to impose a custodial sentence and a CCO is not available. For a

'category two offence', such as manslaughter, the courts will be required to impose a custodial sentence unless they are satisfied that there is a 'special reason' that justifies departing from this requirement, such as impaired mental functioning or psychosocial immaturity in a young offender, which allows a CCO to be imposed for these special cases.

The Act also reduces the maximum term of imprisonment that may be combined with a CCO from two years to one year, and limits the maximum length of a CCO that may be imposed by the higher courts to five years.

For further information about CCOs please refer to page 32.

Implementing Betrayal of Trust recommendations

The department is nearing completion of its work to implement the outstanding recommendations from the Betrayal of Trust report of the 2013 Parliamentary Inquiry into the handling of child abuse by religious and other non-government organisations.

On 22 November 2016 the government introduced the Wrongs Amendment (Organisational Child Abuse) Bill 2016, which was passed by the Parliament on 21 March 2017. The Act allows organisations to be held liable for child abuse committed by people associated with the organisation by establishing a new statutory duty which requires organisations that exercise care, supervision or authority over children, and are capable of being sued, to take reasonable precautions to prevent child abuse.

The department has also contributed to the development of a reportable conduct scheme for organisations.

Work is continuing on the development of a redress scheme for victims of institutional child abuse, and reforms that will assist victims of child abuse to identify a correct defendant to sue in legal proceedings, should they wish to recover damages against an organisation for their abuse where organisational legal responsibility is unclear.

Commonwealth Royal Commission into Institutional Responses to Child Sexual Abuse

The department is continuing to support and engage with the Commonwealth Royal Commission into Institutional Responses to Child Sexual Abuse (Commonwealth Royal Commission). The department has responded to a number of information

requests from the Commonwealth Royal Commission. The Secretary participated in a public hearing in relation to the work being undertaken by the Victorian Government in response to the Commonwealth Royal Commission's recommendations.

The department introduced reforms to implement some of the Commonwealth Royal Commission's recommendations on WWC Check schemes to increase protections for children in Victoria.

Work is also continuing on the Commonwealth Royal Commission's redress and civil litigation recommendations. In particular, the department is negotiating with the Commonwealth Government on the design of a national redress scheme for survivors of institutional child abuse alongside the work being undertaken to implement the Betrayal of Trust report.

Working with Children Check

The WWC Check assists in protecting children from sexual or physical harm by ensuring that people who work with, or care for, children are subject to a screening process. The WWC Check scheme is part of a wider suite of government activities aimed at reducing harm to children, including the recently introduced Child Safe Standards.

The WWC Check has earned strong community support with over 2.2 million applications having been processed since the establishment of the scheme in April 2006. Since 2006, 3,276 people have been issued a negative notice, thereby preventing them from working with children.

The number of new applications received annually has been rising steadily since the scheme was fully implemented in 2010–11. In 2016–17, the WWC Check Unit processed approximately 320,000 applications, an increase of approximately 38 per cent on the number lodged in 2015–16.

Victorians applying for a new WWC Check are now able to apply and securely verify their identity online. They are also able to have their photo taken free of charge at a participating Australia Post outlet when they go to finalise their application.

On 24 November 2016, the Parliament passed new laws to address key recommendations of the Commonwealth Royal Commission into Institutional Responses to Child Sexual Abuse. The *Working with Children Amendment Act 2016* implements a number of recommendations to help keep children safe from harm.

Child Safety Standards and Reportable Conduct Scheme

Amendments made to the *Child Wellbeing and Safety Act 2005* resulted in the introduction of the Child Safety Standards and Reportable Conduct Scheme.

The Child Safety Standards are compulsory for all entities that provide services to children and are designed to assist entities to prevent child abuse, encourage the reporting of abuse and improve responses to allegations of child abuse.

The Reportable Conduct Scheme requires the department to respond to allegations of child abuse (and other child-related misconduct) made against staff (including employees, volunteers, consultants and contractors), and to notify the Commission for Children and Young People of those allegations.

In 2016–17, the department undertook a project to implement the processes and policies required to be compliant with both the Child Safety Standards and Reportable Conduct Scheme. Key outcomes included: the development of a child safe policy; development of a child safe code of conduct; establishment of processes for identifying, reporting and investigating suspected child abuse; the creation of procedures for reporting and responding to allegations of reportable conduct; review of existing policies, processes, procedures and relevant documents to incorporate the standards; and promoting and raising awareness of the standards and scheme to departmental business units.

Output performance report: Criminal Law Support and Reform

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Clinical forensic medical services by the Victorian Institute of Forensic Medicine (VIFM)	number	2 431	2 100–2 500	0.0	✓
Medico-legal death investigations (VIFM)	number	6 129	5 800–6 200	0.0	✓
Provision of expert forensic medical and scientific evidence in court (VIFM)	number	171	150–250	0.0	✓
Community education and consultation sessions conducted by Victorian Law Reform Commission (VLRC)	number	121	100	21.0	✓
The actual is a combined total of the school program visits and the total number of consultations conducted for references.					
Law reform projects conducted by VLRC	number	5	3	66.7	✓
The actual is above the target due to an increase in the number of law reform projects conducted. The primary publications were 'The Role of Victims in the Criminal Trial Process', 'Funeral and Burial Instructions' and 'Review of the Adoption Act 1984'. Additional publications included a consultation paper for Review of the Adoption Act 1984 and a consultation paper for the 'Family Violence and the Victims of Crime Assistance Act 1986'.					
Number of Sentencing Advisory Council (SAC) publications	number	6	6	0.0	✓
Quality					
Audited medico-legal death investigation reports with no significant diagnostic errors (VIFM)	per cent	99	95	4.2	✓
Teachers and students who are satisfied with education programs delivered by VLRC	per cent	97	85	14.1	✓
The actual exceeds the target, indicating that the education programs provide a better than satisfactory result.					
Timeliness					
Medical and scientific investigations on the body of the deceased completed within two days (VIFM)	per cent	81	75–85	0.0	✓
Medico-legal death investigation reports issued within agreed period (VIFM)	per cent	71	60–70	1.4	✓
Cost					
Total output cost	\$ million	75.8	62.4	21.5	■
The actual is above the target due to the additional funding for the implementation of the Family Violence initiatives post the 2016-17 Budget.					
As part of the 2016-17 output restructure, the output cost for the Victorian Institute of Forensic Medicine was incorrectly classified into the Victims and Community Support Service output and should have been included in the output cost for the Criminal Law Support and Reform output. The 2016-17 published targets have been restated to reflect the correct output costs.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Infringements and Warrants

Fines reform

The *Fines Reform Act 2014* established a new fines recovery model in Victoria with a staged implementation. The first stage implemented social justice initiatives such as options for disadvantaged people to pay off infringements by working off fines in lieu of payment, as well as improvements to the 'time-served' scheme for prisoners, in which prisoners account for

outstanding fines. In 2016–17, the department undertook work to establish this new option, which commenced on 1 July 2017.

The department continues to progress the establishment of Fines Victoria, the new administrative body that will provide a single point of contact for the public to pay or deal with their unpaid fines.

Output performance report: Infringements and Warrants

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Infringement notices processed	number (million)	3.0	2.9–3.1	0.0	✓
Warrants actioned	number	976 153	995 000	-1.9	○
Quality					
Prosecutable images	per cent	97.3	93	4.6	✓
Timeliness					
Clearance of infringements within 180 days	per cent	73.5	75	-2.0	○
Confiscated assets sold or destroyed within 90 days	per cent	88.7	85	4.4	✓
Cost					
Total output cost	\$ million	217.8	234.4	-7.1	✓

The actual expenditure is below the target mainly due to a decrease in the final carryover of funds from 2015-16 into 2016-17 and efficiencies allocated to the output in the 2016-17 post published budget.

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Public Prosecutions and Legal Assistance

National Partnership Agreement on Legal Assistance Services

The National Partnership Agreement on Legal Assistance Services (NPALAS) governs the Commonwealth Government's financial contribution to Victoria Legal Aid (VLA) and community legal centres for the delivery of Commonwealth and other legal assistance services. Legal assistance services are an important part of the safety net for vulnerable and disadvantaged people in Victoria.

The NPALAS 2015–20 guaranteed funding levels for 14 Victorian community legal centres for the first two years of the agreement, with this funding due to cease on 30 June 2017. Along with the withdrawal of the guaranteed funding, there was also going to be a reduction in base funding for community legal centres funded under the NPALAS. This situation would have seen federal funding for Victorian community legal centres decrease by approximately 30 per cent from 1 July 2017. Following significant pressure from community legal centres, broader legal sectors across the nation, and state and territory governments, the Commonwealth Government ultimately did not proceed with the funding cuts. On 24 April 2017, the Commonwealth announced it would be committing \$39 million over three years for community legal centres, effectively

reinstating funding under the NPALAS. Of this funding, Victorian community legal centres will receive \$9.344 million, which is proportionate to what the Commonwealth was previously withdrawing.

Victoria Legal Aid

VLA is an independent statutory body established under the *Legal Aid Act 1978* that provides free legal information and education to the community for Victorian and Commonwealth law matters, with a focus on prevention and early resolution of legal problems.

The government's response to the Access to Justice Review was announced on 23 May 2017 and accepted 57 of the review's 60 recommendations in full or in part. Of the 60 recommendations, 20 recommendations directly relate to VLA. The department has been working closely with VLA and other stakeholders in the legal assistance sector to implement these recommendations.

The 2017–18 State Budget has allocated an additional \$17.941 million to implement a number of the Access to Justice Review recommendations to be administered by VLA including: additional grants of legal aid; the expansion of duty lawyer services; enhancing VLA's website and Legal Help telephone line; and additional translating and interpreter services.

For further information about the Access to Justice Review please refer to page 55.

Output performance report: Public Prosecutions and Legal Assistance

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Judicial Officer sitting days requiring prosecutors – Office of Public Prosecutions (OPP)	number	11 916	9 500–10 500	13.5	✓
The actual is above the target due to an increase in the number of court sittings across all jurisdictions.					
Number of briefs prepared and hearings attended (OPP)	number	76 075	68 500–73 500	3.5	✓
Number of victim and witness consultations (OPP)	number	10 717	9 500–10 500	2.1	✓
Community Legal Education and Information Services – Victoria Legal Aid (VLA)	number	129 260	135 000–140 000	-4.3	○
Duty lawyer services (VLA)	number	93 697	83 000–85 000	10.2	✓
The actual is above the target due to VLA experiencing significant demand for duty lawyer services in summary crime, family violence, and youth crime.					
Grants of legal assistance provided by VLA	number	41 638	35 000	19.0	✓
The actual is above the target due to VLA experiencing increases in demand for grants of legal assistance, largely in summary crime, which accounted for most of the growth in grants of legal assistance in the 2016-17 financial year. The summary crime program has delivered an additional 2000 grants of legal assistance when compared to the same period in 2015-16. This growth can be attributed to a number of factors, including but not limited to, higher crime rates in the community, increases in frontline police numbers, increases in breach of family violence intervention orders and family violence matters drawing harsher penalties at Court which require more intensive forms of VLA services.					
Number of unique clients who accessed one or more of VLA's legal services	number	90 649	84 000	7.9	✓
The actual is above the target due to VLA providing services to an increased number of unique clients. This is consistent with increased demand for grants of legal assistance and duty lawyer services.					
Legal advice and minor assistance for clients (VLA)	number	41 725	42 000	-0.7	○
Quality					
Guilty outcomes (guilty pleas and trial convictions) as a percentage of case completions (OPP)	per cent	90.1	86	4.8	✓
Timeliness					
Proportion of trials listed which did not proceed to adjournment on application of the Crown (OPP)	per cent	98.7	99	-0.3	○
Applications for legal aid processed within 15 days (VLA)	per cent	94.9	95	-0.1	○
Cost					
Total output cost	\$ million	227.5	224.6	1.3	○

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

A just and supportive society with increased confidence and equality in the Victorian community

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

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC)
- People assisted through Public Advocate advice and education activities
- Births, deaths and marriages registration transaction accuracy rate
- Dispute resolution services provided by the Dispute Settlement Centre of Victoria (DSCV)

Outputs

- Protection of Personal Identity and Individual / Community Rights
- Dispute Resolution and Civil Justice Support Services

Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC)

The objective indicator 'Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC)' focuses on the number of complaints received that raise a possible contravention of the *Equal Opportunity Act 2010* or the *Racial and Religious Tolerance Act 2001*, and seek access to the dispute resolution service.

Of the complaint files accepted for dispute resolution, the largest area of complaint was employment, followed by goods and services, and education. Disability discrimination was the most frequent attribute of the complaint, followed by discrimination on the basis of sex, carer status or age, sexual harassment and racial discrimination.

The number of complaint files handled by VEOHRC declined due to a decrease in demand; however, there was an 18 per cent increase in the number of complaint files received in the first six months of 2017, compared to the last six months of 2016.

VEOHRC plans to undertake digital engagement initiatives, particularly on social media, as well as targeted community engagement initiatives under its 2017–22 strategic plan.

Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC)	1,053	1,060	865	748

People assisted through Public Advocate advice and education activities

The objective indicator 'People assisted through Public Advocate advice and education activities' counts the number of recorded instances of information and advice provided by the Office of the Public Advocate (OPA), as well as the number of people who have attended community education sessions delivered by OPA.

Information and advice can relate to powers of attorney, guardianship, administration, or other matters relating to disability. It might be provided to a person with a disability, their family members, or to legal professionals. Information and advice is provided through enquiries to the advice service, which are primarily telephone enquiries, but also some email and written correspondence, as well as direct attendance by a member of the public at OPA's office.

Community education sessions are presentations to community groups and professional bodies, such as health services, disability service providers, and legal professionals.

A more accurate method of calculating telephone advice was developed in 2016–17,

which relies on confirmed instances of advice as recorded in the case management system, rather than the previous method of counting all incoming calls, some of which do not progress to advice provision.

People assisted through Public Advocate advice and education activities 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
People assisted through Public Advocate advice and education activities				
Number	20,818 ^a	19,563 ^b	26,002	20,305

a This is not reported in the Budget Papers but is detailed in OPA annual reports.

b This is not reported in the Budget Papers but is detailed in OPA annual reports.

Births, deaths and marriages registration transaction accuracy rate

The objective indicator 'Accuracy of the births, deaths and marriages register' reflects the level of accuracy of the Registry of Births, Deaths and Marriages (BDM), and its data entry service provider, in capturing registration data provided by applicants. By achieving a high accuracy rate, BDM is able to ensure a high level of confidence concerning personal identity, particularly in relation to a citizen's birth, death and, where applicable, marriage.

The objective indicator is calculated as a percentage of accurate registrations out of the total number of registrations for that year. Accurate registrations are those that have not been returned due to an error in the details shown on the certificate, or if returned, are due to an error made by the applicant in supplying the information.

BDM's core business system is at the end of its life, and no longer meets the needs of BDM and its users. The system is currently being replaced, and is expected to be operational in 2018. The new system has been designed with new features to increase accuracy and improve services for individuals and organisations who interact with the BDM (especially those who wish to interact online).

Accuracy of the births, deaths and marriages register 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Births, deaths and marriages registration transaction accuracy rate				
Per cent	99.70	99.69	99.85	99.29

Dispute resolution services provided in the Dispute Settlement Centre of Victoria (DSCV)

The objective indicator 'Dispute resolution services provided in the Dispute Settlement Centre of Victoria (DSCV)' counts the number of telephone calls from members of the community for dispute resolution services (including the provision of automated advice), the number of face-to-face interviews that Dispute Assessment Officers conduct with clients at court, as well as the number of direct capacity-building community engagement sessions delivered by DSCV to organisations and members of the community.

DSCV provides conflict coaching and information relating to neighbourhood disputes, such as those regarding fences and trees. In dealing with neighbourhood disputes, DSCV informs citizens of their rights and responsibilities, and provides advice on how to approach these matters with their neighbours.

DSCV has continued to experience growth in demand for both its telephone service and website channel, particularly in relation to neighbourhood fencing matters. DSCV operates an automated voice-message service that directs callers with enquiries regarding fencing to the relevant information on the DSCV website, as well as providing further options for targeted dispute resolution information. Telephone calls to the automated voice-message service comprise approximately 15 per cent of the total number of calls to DSCV.

Dispute resolution services provided in the DSCV

Unit of measure	2013-14	2014-15	2015-16	2016-17
Dispute resolution services provided by DSCV				
Number	20,216	22,311	23,038	23,504

Output: Protection of Personal Identity and Individual / Community Rights

Embedding a human rights culture in the Victorian public service

The *Charter of Human Rights and Responsibilities Act 2006* (the Charter) has contributed to cultural change within the Victorian public sector and encouraged human rights to be considered in the work of the public sector.

In 2015–16, a review identified ways to enhance the effectiveness of the charter and proposed amendments to improve its operation. A central finding of the review was that the charter had been deprioritised in recent years and that Victoria's human rights culture needed to be rebuilt. The government released its response to the review on 22 July 2016.

The government supported (in full or part) 45 of the review's 52 recommendations, and provided \$1.8 million in fixed-term funding for education and training on the Charter.

In 2016–17, the department has been working with VEOHRC to rebuild a human rights culture across the public sector. A key component of this work has been the design and delivery of tailored training across government to improve understanding of the charter and encourage staff to protect and promote human rights in their day-to-day work. This training, delivered as part of the charter education project, has already reached all Victorian government departments and key agencies.

Additionally, the department has focused on building the resources available on the charter for public sector staff. In collaboration with VEOHRC, the Ombudsman, and the Independent Broad-based Anti-corruption Commission, the department has published the *Good Practice Guide: Managing complaints involving human rights to help departmental complaint-handlers respond effectively to grievances about human rights*.

The department's Human Rights Unit has also continued to contribute to policy development and the protection of community rights by providing advice across government on the human rights impacts of policy and legislative and other policy proposals.

Equality reform agenda

The government's equality agenda is focused on initiatives to ensure that lesbian, gay, bisexual, trans and gender diverse, and intersex (LGBTI) Victorians have the respect,

inclusion, health and happiness to which all Victorians are entitled. The equality agenda includes initiatives across government.

In 2016–17, a number of reforms commenced, which strengthened Victoria's recognition of same sex relationships. The reforms included changes to:

- make it easier for domestic (non-marital) relationships to be registered in Victoria under the *Relationships Act 2008*
- recognise relationships formalised outside of Victoria, including under interstate registration schemes and some overseas same sex marriage laws, as if they are registered domestic relationships in Victoria
- formally recognise unregistered same sex relationships on a person's death registration
- give the Registrar of BDM clear powers to provide additional services in connection with any ceremony to celebrate the registration of a domestic relationship on the Victorian Relationships Register.

BDM commenced offering registered relationship ceremonies at the Victorian Marriage Registry on 1 June 2017. The overall cost of registering a relationship and conducting a ceremony is the same as the fee for marriages conducted by the Victorian Marriage Registry.

Two Bills were introduced into Parliament in 2016 to implement further commitments on the equality agenda. The Births, Deaths and Marriages Registration (Amendment) Bill 2016 aimed to remove the requirements for trans and gender diverse Victorians to be unmarried, and to have had sex-affirmation surgery, in order to alter the sex recorded on their birth registrations. The Equal Opportunity Amendment (Religious Exceptions) Bill 2016 aimed to reinstate the inherent requirements test in the *Equal Opportunity Act 2010* in the same form as enacted in 2010. Both Bills were defeated in the Legislative Council.

The department continues to provide administrative support for the LGBTI Justice Working Group. The working group supports the LGBTI Taskforce, which provides advice to the government and ensures that all equality initiatives are driven by community consultation.

Resolving native title claims

The Victorian Government's preferred approach to native title claims made under the *Native Title Act 1993* (Cth) is to settle claims out of court using the *Traditional Owner Settlement Act 2010* (Vic). Agreements under the Traditional Owner Settlement Act recognise the identity and rights of Aboriginal traditional owner groups that have a traditional and cultural association to particular parts of Victoria. The agreements provide funding, land grants and procedural rights over future uses of Crown land, together with a range of measures to strengthen traditional owner groups' economic, social and cultural outcomes.

The *Traditional Owner Settlement Amendment Act 2016* was passed by the Parliament on 8 November 2016 and received Royal Assent on 15 November 2016. The Amendment Act was developed in consultation with traditional owner representatives. It introduced new remedies for traditional owners to ensure there is compliance with agreements made under the Traditional Owner Settlement Act, and increased the range of matters that the Victorian Civil and Administrative Tribunal (VCAT) can hear. It made substantial improvements to traditional owner rights to access and use natural resources in a natural resource agreement.

The department is also assisting other departments to amend land and natural resource regulations to ensure that traditional owners acting under a natural resource agreement are exempt from offences that would prohibit the exercise of their rights.

Improved accessibility and security of the civil registration scheme (births, deaths and marriages)

Transfer of the Assisted Reproductive Treatment registers

On 1 March 2017, responsibility for managing Victoria's donor conception registers transferred from BDM to the Victorian Assisted Reproductive Treatment Authority as a result of amendments to the *Assisted Reproductive Treatment Act 2008*. The donor conception registers consist of two registers: the central register stores both identifying information (such as name, date of birth and contact details) and non-identifying information (such as hair colour, hobbies, education and occupation) of a donor. The voluntary register functions differently from the central register. People involved in donor conception who

hope to connect with their genetic relatives can lodge on the voluntary register their details and preference regarding exchanging information.

'My Name' pilot project

Between March and June 2017, BDM undertook a pilot project in partnership with West Justice Community Legal Centre. The pilot assisted members of the Burmese community, who have been resettled through Australia's humanitarian program from refugee camps in Malaysia, Thailand and India, to change their names. The pilot assisted 18 families from the Karen and Chin community through every step of the process in order to formalise their changes of name. The pilot has led to improvements in BDM's change of name process for applicants from cultures with varied naming conventions.

Birth registration pilot

In December 2016, BDM commenced a pilot with the Royal Women's Hospital, in collaboration with Inner Melbourne Community Legal, to develop an information sheet about birth registration. The information sheet was provided to new parents along with the birth registration statement. The aim of the information sheet was to assist in the completion of the birth registration statement, including where the birth is the result of donor conception, or in circumstances of vulnerability to family violence.

Digital proof of identity

In February 2017, BDM launched the public beta phase of a platform that offers the community access to digital proof of identity. Digital proof of identity enables citizens to apply for a certificate without attending a government office or providing certified hard copies of identity documents, and improves BDM efficiency in processing applications.

The system made use of a knowledge-based authentication tool. Community members were able to apply for certificates in an end-to-end online process, including the verification of their identity. Feedback, collected from community members who attempted to verify their identity using digital proof of identity, has been overwhelmingly positive.

Coolamon Strategy

At the end of 2016–17, BDM launched the Coolamon Strategy, aimed at improving its services to the Koori community. Birth registration and certificates for Koori children, including those in out-of-home care, are of critical importance. Not having a birth certificate creates barriers to an individual's capacity to participate in society, for example inhibiting access to a tax file number, passport and driver's licence and educational and government services. The Coolamon Strategy is BDM's roadmap for increasing Koori birth

registrations and providing more culturally sensitive services.

Powers of Attorney reform

The *Powers of Attorney Amendment Act 2016* (the Amendment Act) commenced operation on 1 May 2017 and amended the *Powers of Attorney Act 2014* to improve and clarify the processes for making enduring powers of attorney.

The Amendment Act resolved a range of urgent issues identified by key stakeholders with the operation of the *Powers of Attorney Act 2014*, which commenced on 1 September 2015.

Output performance report: Protection of Personal Identity and Individual / Community Rights

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Complaint files received and handled by VEOHRC	number	748	1 050–1 200	-28.8	■
The actual is below the target due to a decrease in demand.					
Education and consultancy sessions delivered by VEOHRC	number	376	450–500	-16.4	■
The actual is below the target due to the re-design of the education and consultancy services delivered by VEOHRC. The new model offers a more comprehensive whole-of-organisation approach that will result in fewer sessions, but improve outcomes systematically.					
Enquiries made by the community to VEOHRC for information and advice	number	8 278	9 000	-8.0	■
The actual is below the target due to a decrease in the number of enquiries made by the community to VEOHRC.					
Proportion of finalised complaint files resolved through dispute resolution (VEOHRC)	per cent	36	35	2.9	✓
Groups in negotiation towards resolution of Native Title claims (NTU)	number	2	2	0.0	✓
People assisted through Public Advocate advice and education activities (OPA)	number	20 305	21 500	-5.6	■
The actual is below the target as a more accurate method of calculating telephone advice has been developed in 2016–17, which relies on confirmed instances of advice as recorded in the case management system, rather than using the previous method of counting all incoming calls, some of which may not progress to advice provision.					
Public Advocate auspiced volunteer interventions for people with a disability (OPA)	number	7 690	7 500	2.5	✓
Public Advocate protective interventions for people with a disability (OPA)	number	2 750	2 600	5.8	✓
The actual is above the target due to an increase in demand, which is expected to continue.					
Quality					
Births, Deaths and Marriages registration transaction accuracy rate (BDM)	per cent	99	99	0.0	✓
Customer satisfaction rating: Community education/training programs, services and events delivered by VEOHRC	per cent	83	85	-2.4	○
Customer satisfaction rating: Dispute resolution services delivered by VEOHRC	per cent	97	85	14.1	✓
The actual is above the target, which shows that users are satisfied with the services provided.					
Timeliness					
VEOHRC complaints finalised within six months	per cent	70	85	-17.7	■
The actual is below the target due to a short-term reduction in complaints file clearance. This is not an ongoing issue and is expected to be resolved in 2017–18.					

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Proportion of Native Title negotiations progressed in accordance with the Department's annual work plan and timeframes monitored by the Federal Court (NTU)	per cent	100	100	0.0	✓
Complete applications for birth, death and marriage certificates processed within five days of receipt (BDM)	per cent	100	95	5.3	✓
The actual is above the target due to all applications being processed within five days of receipt.					
Average number of days a protective intervention required by VCAT is held on a wait list prior to being allocated to a delegated officer by the Public Advocate (OPA)	number	39.9	30	33.0	■
The actual is above the target due to the rising complexity of guardianship matters and an increase in demand for VCAT ordered interventions.					
Cost					
Total output cost	\$ million	55.3	48.4	14.3	■
The actual expenditure is above the target primarily due to greater than expected award payments approved by the Appeals Costs Board under the <i>Appeal Costs Act 1998</i> .					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Dispute Resolution and Civil Justice Support Services

Improving access to justice

The report of the Access to Justice Review, commissioned by the Attorney-General, was publicly released on 4 October 2016. There was significant interest in the review: 90 individuals or organisations made submissions and over 150 consultations were held with stakeholders.

The Access to Justice Review found that there was poor technology in many parts of the justice system, under-resourcing of legal assistance, and services that were not integrated. The review also found there were significant gaps in data, research and evaluation in the justice system in Victoria, particularly in relation to access to justice, legal assistance and civil justice issues.

The Access to Justice Review made 60 recommendations focused in particular on the need for: legal information; flexible and integrated services; better use of technology; and stronger leadership, governance, and linkages across the sector.

The department supported the preparation of the government's response to the Access to Justice Review, which was announced on 23 May 2017. The government accepted 57 recommendations in full or in part, and

allocated \$34.7 million in funding for initiatives to deliver better access to justice through more legal assistance, enhanced dispute resolution options, and greater help and information for everyday legal problems.

A significant work program is required to implement the review recommendations, including consulting with multiple government departments and agencies, as well as the courts, and VCAT. The department has established a project team that has commenced interacting with key stakeholders to implement recommendations and funded initiatives. For example, the department has continued to work closely with CSV to develop proposals for a variety of access to justice initiatives, including: promoting the use of alternative dispute resolution at VCAT, the Supreme Court and County Court; and technological process improvements at VCAT.

For further information about Access to Justice Review recommendations in relation to Victoria Legal Aid please refer to page 48.

After hours bail court

In January 2017, the Premier committed to having a larger percentage of bail matters considered by magistrates. The Magistrates' Court of Victoria set up a Night Court pilot to hear bail and remand matters arising in the Melbourne metropolitan area until 9pm.

The department has assisted the Court in collating and analysing the data from this pilot.

Following the delivery of the Hon. Paul Coghlan QC's recommendations regarding the Victorian bail system, the department and the Court are working closely together to consult relevant stakeholders in order to inform the government's response to the recommendations to establish a dedicated Bail and Remand Court and expand court-based bail support services.

For further information in relation to the review into Victoria's bail system, please refer to page 20.

Effective, secure functioning and accessibility of courts and tribunals

Courts-related legislation and regulations

Family violence reform

The Royal Commission into Family Violence recommended that all Magistrates' Court of Victoria headquarter courts and specialist family violence courts have the functions of Family Violence Court Divisions. The department is working in partnership with the Magistrates' Court of Victoria to develop a legislative model to support the implementation of this recommendation.

The department worked in partnership with relevant courts and the Koori community to develop the Family Violence Protection Amendment Act. The Act will extend the jurisdiction of the Magistrates' Koori Court to include contraventions of family violence safety notices, family violence intervention orders and personal safety intervention orders, and enable the County Koori Court to hear contraventions of family violence safety notices and family violence intervention orders. The Act enables a staged rollout of the expanded jurisdiction of the Koori Courts. This will allow the courts to develop the safeguards necessary to ensure that the hearing of family violence matters occurs in a safe environment and offers appropriate interventions for both victims and perpetrators.

For further information about the implementation of the Royal Commission into Family Violence recommendations please refer to page 43.

Court security

The department developed the Justice Legislation Amendment (Court Security, Juries and Other Matters) Bill, which was introduced to Parliament on 24 May 2017. The legislation now passed by the Parliament gives Court Security Officers stronger powers to keep the community safe, particularly vulnerable victims and witnesses. The reforms would expand and clarify the powers of authorised officers to prevent and respond appropriately to security incidents, such as directing court users to stay away from other parties or escorting vulnerable people. The reforms are part of a new court security model that includes upgrading of facilities at 16 courts. All Victorian courts will have entry screening capability and an increased presence of Court Security Officers. The Act will support CSV in the roll out of the new model.

Jury empanelment

The Justice Legislation Amendment (Court Security, Juries and Other Matters) Bill also implements a number of key recommendations made by the Victorian Law Reform Commission (VLRC) in its *Jury Empanelment Report* (2014). The jury selection process will be tightened to reduce potential discrimination, by reducing the number of challenges without reason. For example, where there is a single accused in a criminal proceeding, the number of challenges without reason will be reduced from six to three. The VLRC found that peremptory challenges are disproportionately used against potential female jurors in criminal trials, which reduces their representation on juries.

Dispute resolution service delivery

The DSCV provides free dispute resolution advice and services across Victoria, including conflict coaching and mediation for neighbourhood and community-based disputes. DSCV also mediates appropriate Personal Safety Intervention Order disputes, civil disputes under \$40,000 from the Magistrates' Court (in some areas of the state) and referrals from Victoria Police. DSCV also delivers formal mediation training and mediator accreditation to national standards.

Capacity building and community engagement

Over the course of 2016–17, DSCV continued to expand its profile in the community, conducting over 220 community engagement activities. These activities sought to provide community members with the tools and strategies to avoid the escalation of issues and resolve matters themselves.

The DSCV also expanded its training activities to include an additional National Mediation Accreditation Standards training program, to support the newly formed Domestic Building Dispute Resolution Victoria in the training of its mediators.

The DSCV website contains conflict coaching videos and detailed information to assist people to resolve disputes. In 2016–17, the use of the DSCV website for information and resources continued to grow, with 118,900 visits, an increase of 24,772 in twelve months.

Enhancing early intervention and awareness in Aboriginal communities

In November 2016, work commenced on the 'Enhancing awareness and early intervention to address violence in Aboriginal communities' initiative, which was funded in the 2016–17 and 2017–18 State Budgets. DSCV's Aboriginal dispute resolution program team deliver mediation training, conflict resolution training, and lateral violence education sessions in Aboriginal communities. This initiative supports earlier intervention, self-resolution of disputes, and improved family violence identification and prevention capacity.

A range of activities to implement this initiative have occurred in 2016–17, including:

- development of communications materials, including artwork by Aunty Lyn Briggs
- planning workshops and conflict resolution training sessions in the Gippsland and Loddon Mallee
- promotion of DSCV's services and programs at Aboriginal community events in Gippsland, the Loddon Mallee and North Metropolitan regions
- a mediation training course in the South East Metro region
- commencement of procurement of a provider of lateral violence awareness workshops.

Conflict resolution training for schools

In 2016–17, three conflict resolution training programs were delivered to primary and secondary school principals, vice principals and regional complaint handlers across the

state. The program taught participants to manage conflict, in particular the conflict that can arise when managing challenging behaviours and parent complaints. The program is the result of collaboration between DSCV, the Department of Education and Training and the Bastow Institute.

Code for Victoria II - Women in Technology award

The Code for Victoria Women in Tech program embeds designers, programmers and user-experience experts within government departments for six months to showcase their skills, while helping find new ways to improve services.

DSCV was selected as one of three Victorian Government department partners for the Code for Victoria – Women in Tech program.

Three Code for Victoria fellows commenced with the DSCV on 26 June 2017. Fellows are working closely with the DSCV to develop a digital solution to help clients understand their rights and responsibilities, match their disputes to appropriate support platforms and solve disputes themselves. This work aligns with the government's Access to Justice Review, which found that a stronger focus on earlier intervention, better use of technology and a greater use of alternative dispute resolution approaches will make it easier for all Victorians to access justice, and divert people from civil litigation where appropriate.

For further information about the Access to Justice Review, please refer to page 55.

Victorian Government Legal Services Panel

The Victorian Government Legal Services Panel (the panel) offers state government agencies access to high quality, consistent legal services at competitive rates. Twenty-three law firms participate in the panel, providing legal services across 13 areas of law. Victorian Government departments are required to purchase legal services from panel law firms or from the Victorian Government Solicitor's Office. Participation is voluntary for statutory agencies. It is a testament to the expertise accessible through the panel and its value for money that 24 statutory agencies have joined the panel during 2016–17 (in addition to the 20 already party to it).

The department manages the panel on behalf of the Victorian Government. During 2016–17, the department has implemented:

- a more proactive, data-driven approach to contract management, to improve procurement practices and ensure that the panel delivers fairer processes for providers, and value for money for government
- a full review of the panel's ICT systems to capture more accurate data, thereby improving system capabilities for reporting on the panel's operations to the Attorney-General, the Victorian Government more broadly and the public
- a new and robust approach to monitoring client satisfaction, with the aim of improving the operation of the panel for both clients and providers.

Further detailed information relation to the panel's operations for the 2016–17 financial year will be include in the 2016–17 Legal Services Panel Annual Report, to be published on the department's website.

Output performance report: Dispute Resolution and Civil Justice Support Services

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Dispute resolution services provided in the Dispute Settlement Centre of Victoria (DSCV)	number	23 504	21 500	9.3	✓
The actual is above the target due to an increase in calls about neighbourhood fencing matters to an automated voice-message service.					
Quality					
Overall client satisfaction rate (DSCV)	per cent	85.5	85	0.6	✓
Settlement rate of mediation (DSCV)	per cent	86.6	85	1.9	✓
Client satisfaction with quality of legal advice provided (VGSO)	per cent	84.5	85	-0.6	○
Timeliness					
Intake and mediation services conducted within agreed timeframes by the DSCV	per cent	80.4	85	-5.4	■
The actual is below the target due to the current counting methodology setting the agreed timeframe as that for community mediations; however, DSCV is experiencing an increase in civil mediations, which require a longer timeframe to finalise.					
Client satisfaction with timeliness of legal advice provided (VGSO)	per cent	81.6	85	-4.0	○
Cost					
Total output cost	\$ million	46.7	43.8	6.6	■
The actual expenditure is above the target mainly due to higher than expected costs in the Victorian Government Solicitor's Office associated with increased demand for legal services.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

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

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

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

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Property loss from structure fire (current year dollars per person)
- Rate of deaths from emergency events (per million people)²

Outputs

- Emergency Management Capability

Value of domestic fire insurance claims

The value of asset losses from fire events is defined as the estimated monetary value of the damage to domestic property and contents caused by the fire and firefighting operations based on insurance claims. It does not include land value. The value of insurance claims from fire events is the sum of the incurred claims on insurance companies related to fires and explosions reported to Insurance Statistics Australia (ISA). The value of domestic fire insurance claims consists of two data sets, sourced from ROGS 2017 Emergency services for fire and other events dataset:

- average value of domestic fire event insurance claims in Victoria
- total value of domestic fire event insurance claims per person in the population in Victoria.

The value of domestic insurance claims from fire events reflects efforts to reduce the likelihood, effect and consequences of emergencies on communities.

Data relating to insurance claims may not reflect actual asset losses due to the following factors:

- insurance pay-outs are limited by the estimated value of assets a policy holder provides when taking out insurance
- data provided by the ISA covers an estimated 68.9 per cent of Australian dwellings
- new for old policies replace an old asset for a new equivalent.

Small fire incidents are not recorded where no insurance claim is made by the policy holders (due to requirement for policy holders to pay excess).

Historically, Victoria has been vulnerable to a range of hazards. Bush and grass fires pose the largest annual risk to the safety of Victorians; however, other hazards also pose serious risks to the physical, social, environmental and economic wellbeing of Victoria.

In Victoria from 2012–13 to 2015–16, the value of domestic fire event insurance claims showed:

- a 37.3 per cent increase from an average claim of \$43,870 in 2012–13 to an average claim of \$60,216 in 2015–16
- an 18 per cent increase from \$22.34 per person in the population in 2012–13, to \$26.34 per person in the population in 2015–16.

² The ROGS measure ‘total value of fire insurance claims per person in the population’ is used as a proxy for ‘property loss from structure fire – current year dollars per person (firefighter assessed property loss), which was discontinued as a ROGS measure in 2015.

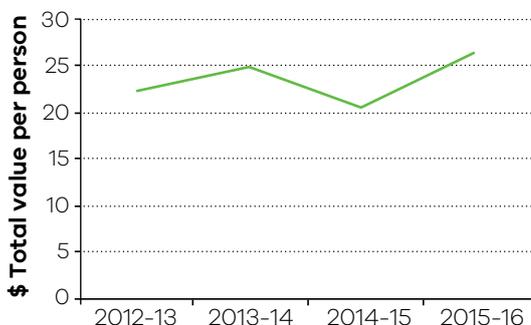
Value of domestic fire insurance claims in Victoria 2012–13 to 2015–16

Unit of measure	2012-13	2013-14	2014-15	2015-16
Value of domestic fire insurance claims: Average value in Victoria				
\$ value	43,870	47,312	48,102	60,216
Value of domestic fire insurance claims: Total value per person in the population in Victoria				
\$ value	22.34	24.78	20.60	26.34

Source: Report on Government Services (ROGS) 2017



Total value of domestic fire event insurance claims per person in the population in Victoria 2012–13 to 2015–16



Fire events such as Wye River–Separation Creek, Scotsburn and Barnawatha–Chiltern bushfires may contribute to an increase in insurance claims (seen in 2015–16), where landowners have experienced building, livestock or crop loss as a result of fires.

There has been an overall 7.2 per cent decrease observed in the number of structure fires that occurred in Victoria (from 6,200 in 2012–13 to 5,754 in 2015–16)³. The work of the emergency management sector continues to support a move towards safer and more resilient communities, which contributes to the department’s objective of minimising injury and property loss.

Rate of deaths from fire events (per million people)⁴

‘Rate of deaths from fire events’ is defined as the number of deaths per million people in a calendar year whose underlying cause of death is fire related to smoke, fire and flames, including all structure and landscape fires.

This data is sourced from the ROGS 2017 emergency services for fire and other events dataset, Australian Bureau of Statistics Causes of Death data and Estimated Resident population data. The latest data available from ROGS for this objective indicator is the 2015 calendar year due to the time it takes the coronial court to verify a code for a case, and then close the case.

The rate of deaths from fire events in Victoria has decreased by 32 per cent from 6.2 deaths per million people in 2014 to 4.2 deaths per million people in 2015. However, it should be noted that annual fire death rates can be particularly volatile because of the small number of fire deaths and the influence of large irregular fire events. The trend in deaths from fire events in Victoria shows that the department is making progress to achieving its objective of minimising injury and property loss through a coordinated and integrated emergency response.

Deaths from fire events in Victoria (per million people) 2012 to 2015

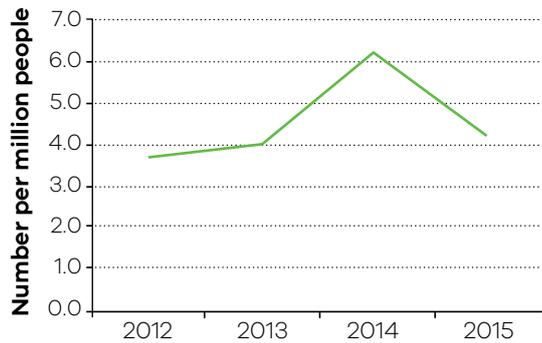
Unit of measure	2012	2013	2014	2015
Rate of deaths from fire events in Victoria				
Number per million people	3.7	4.0	6.2	4.2

Source: Report on Government Services (ROGS) 2017

3 Report on Government Services 2017 – Table 9A.13 ‘Reported fires and other primary incidents attended to by fire service organisations’.

4 The ROGS measure ‘rate of deaths from fire events’ is used as a proxy for ‘total selected emergency events death rate’, as some death data captured under selected emergency events fall outside the scope of EMV services.

Deaths from fire events in Victoria (per million people), 2012 to 2015



The frequency and severity of these fire events and other emergency events are beyond the control of Victoria's emergency service agencies. However, Emergency Management Victoria (EMV) continues to work closely with communities, government, agencies and business to reduce the impact of emergency events. Current and future EMV programs and initiatives including (and not limited to) the Community Resilience Framework for Emergency Management, the Victorian Preparedness Goal, the Victorian Preparedness Framework, Community Based Emergency Management and the VicEmergency website and app are focused on strengthening capacity to withstand, plan for, respond to and recover from emergencies. This continued commitment to reduce the impact of emergency events and enhancement of Victoria's resilience demonstrates the department's progress towards its objective of minimising injury and property loss through an interoperable emergency service delivery.

Output: Emergency Management Capability

New career firefighters

The department has continued to support fire services to implement the Victorian Government's 2014 commitment to recruit 450 new career firefighters by 2018 to provide a greater number of personnel to defend lives and properties throughout the state.

Recruitment began in 2015–16 and as at the end of June 2017, 229 additional firefighters had been recruited and trained. Recruitment and training will continue in 2017–18, with all training courses being run as joint Country Fire Authority and Metropolitan Fire Brigade programs.

The additional firefighters will enable Victoria's fire services to respond to increasing

demand for services. It also demonstrates a commitment to an increased focus on community safety and service delivery, with all recruits being trained in Emergency Medical Response, enabling firefighters to respond to critical incidents such as cardiac arrest and non-breathing patients.

It is anticipated that most of the new firefighters will be recruited and trained by June 2018.

Emergency Management Common Operating Picture

On 7 November 2016, emergency management personnel began transitioning to use the Emergency Management Common Operating Picture (EM-COP) platform, which is an open-source software system designed to enable better information, better decisions and better community outcomes for incident managers and the community. To date, EM-COP has been used operationally for the purpose of issuing public information and warnings and for tracking of Victorian personnel deployed to assist with South Australia's flood/storm emergency. EM-COP can also create tools, combine processes and analyse information to provide decision makers with added insights. The platform received much positive feedback following the Victorian and South Australian flood and storm emergencies and there are now over 6,800 registered users from more than 150 emergency management organisations in Victoria.

VicEmergency app

The new *VicEmergency* app was launched on 16 November 2016, replacing the Fire Ready App and providing Victorians with access to warnings and incidents for all emergencies.

The new app includes the following features and continues to be refined based on user feedback:

- users can create a profile to share watch zones across multiple devices
- the ability to register to receive warnings and notifications by email
- functionality to tailor notifications that come through the app
- a more responsive design for iPad and android tablet devices.

Strategic Action Plan

The *Emergency Management Act 2013* requires the Victorian Government, under the auspices of the State Crisis and Resilience Council, to develop a three-year rolling Strategic Action Plan (SAP).

Since the public release of the inaugural SAP on 1 July 2015, 23 actions have commenced with three actions reaching completion in 2016–2017:

- Peri Urban Risk Mitigation Framework.
- Critical Infrastructure Resilience.
- Single Source Web-portal.

In addition, the first phase of the Common Principles and Standards was finalised.

On 1 December 2016, the SAP Update #1 2016–2019 was released. This update builds on the inaugural SAP to continue to guide the all communities – all emergencies approach for emergency management sector reform. It also reprioritised, and where relevant, consolidated some actions and introduced two new actions relating to Marine Search and Rescue and Water Safety Education. The inclusion of these two new actions demonstrates the increasing breadth of the government’s emergency management reform agenda.

Critical infrastructure resilience arrangements

Part 7A of the Emergency Management Act and the Critical Infrastructure Resilience Strategy focus on building the resilience of critical infrastructure and ensuring the sustained provision of essential services to the Victorian community such as water, electricity and transport.

Emergency Management Victoria (EMV) is responsible for state-wide policy coordination of critical infrastructure resilience and implementation of the new arrangements. During 2016–17, a number of key implementation milestones were achieved, with owners and operators of critical infrastructure assessed as ‘vital’, completing their first Resilience Improvement Cycle, resulting in emergency risk management planning under the new arrangements.

Industry and government collaborated to develop Victoria’s first eight Critical Infrastructure Sector Resilience Plans, which summarise each sector’s overall resilience and resilience improvement activities. EMV subsequently prepared the All Sector’s Critical Infrastructure Resilience Report, which was publicly released by the Minister for Emergency Services. EMV also held the annual All Sectors Resilience Network Forum which brought together over 120 members from industry and government to explore the application of a resilience approach to critical infrastructure.

During the year, the Inspector-General for Emergency Management monitored and

reported on the implementation of the Victorian Critical Infrastructure Resilience arrangements, noting the sound progress by industry, portfolio departments and EMV.

Strategy Refresh 2020

During 2016–17, EMV initiated a strategy refresh project in recognition that the organisation was approaching its third year of operation in an evolving environment. This followed an examination of the business, including aspects such the organisational culture and defining EMV’s business and operating models through a Current State Review report.

This project is intended to build EMV’s capacity and capability to deliver on the sector’s vision of *Safer and more resilient communities* by delivering a new three-year EMV Strategy 2020 and a series of organisational plans (e.g. people and culture, financial management, stakeholder engagement), all of which are due for completion in 2017.

Victorian Fire Management Strategy

In 2016, EMV began leading the development of the Victorian Fire Management Strategy to provide a consolidated and cohesive approach to fire management in Victoria.

The strategy, expected to be complete in 2018, is being developed through a comprehensive engagement and consultation program. It will provide a guide to the next generation approach to fire management planning for both bushfire and fire in the built environment.

Fire management planning at the regional and municipal levels will commence during the period 2018 to 2020 in accordance with the directions set out in the strategy.

Legislation and guidelines to drive improved emergency planning

Effective planning is vital to reduce the effects and consequences of emergencies on the community, and EMV is leading reforms to strengthen and improve Victoria’s emergency planning arrangements.

In 2016–17, significant progress has been made toward developing a new integrated and coordinated emergency management planning framework.

EMV is also developing new Emergency Management Planning Guidelines to provide practical guidance for planning under the new framework. The guidelines are being developed in collaboration with the emergency management sector and are expected to be delivered in 2018.

Victorian Emergency Management Institute

Following provision of funding in the 2016–17 State Budget, EMV purchased the former Commonwealth Australian Emergency Management Institute site at Mount Macedon to establish the Victorian Emergency Management Institute. The new facility will build leadership capabilities across Victoria's emergency management sector.

EMV will manage the facility and the Victorian Emergency Management Institute will support emergency management organisations, departments, volunteers, municipalities, industry, community and other stakeholders in the ongoing operational and educational evolution of the sector. Refurbishment and upgrade works are currently underway with a view to the facility being fully operational in late 2017.

Diversity and Inclusion Framework

The Emergency Management Diversity and Inclusion Framework: Respect and Inclusion for All (the framework) was launched by the Emergency Services Minister in October 2016. The framework focuses on creating a more diverse and inclusive sector that better reflects and connects to all of Victoria's communities.

The framework contains a range of initiatives aimed at achieving cultural and organisational change, with EMV leading its implementation across the sector. EMV in particular, is championing diversity and inclusion, identifying policies and practices that require change and will introduce new mechanisms to encourage a collaborative, respectful and open way of working.

Community Resilience Framework for Emergency Management

In 2016–17, EMV worked with partners from across the emergency management sector, government, business sector, local councils and non-government organisations to develop the Community Resilience Framework for Emergency Management. The framework establishes a foundation from which all Victorian emergency management programs, projects and actions (that contribute to safer and more resilient communities) can be created, developed and sustained. It also identifies a unified set of seven potential community outcomes to build safer and more resilient communities.

Reviews and inquiries

In 2016–17, several inquiries, reviews and reports relating to emergency management were released, and responded to by EMV. EMV has been a significant contributor in their preparation and has taken steps to progress recommendations relevant to the sector and/or to ensure appropriate action is being taken by agencies that have an emergency management responsibility.

This included:

- coordinating the government's response to the Fiskville Parliamentary Inquiry which was tabled in Parliament on 24 November 2016
- continuing implementation of the recommendations and associated actions of the Hazelwood Coal Mine Fire Inquiry.

State relief and recovery coordination

In 2016–17, EMV enhanced state-level relief and recovery coordination arrangements to improve the integration of relief and recovery into existing emergency management systems. EMV also focused on strengthening the relationship between state and regional recovery coordination and clarifying roles and responsibilities.

Relief and recovery reform

In February 2017, EMV released the Resilient Recovery: Discussion Paper in order to begin consultation with a broad range of partners and stakeholders on developing a strategy for relief and recovery in Victoria. EMV received more than 55 submissions and undertook more than 40 engagement activities across the state; involving communities, local government, non-government and community organisations, business and industry and government departments. EMV will utilise the outcomes of engagement to develop a Resilient Recovery Strategy in 2017–18.

Flood recovery

In 2016–17, the state experienced widespread flooding across 51 local government areas resulting in significant damage to the state and local road networks and localised acute impacts on agriculture and community infrastructure. EMV coordinated state wide recovery efforts, including successfully securing financial assistance for farmers in Mildura and for community infrastructure in Southern Grampians and Glenelg through the jointly-funded Natural Disaster Relief and Recovery Arrangements.

Bourke Street tragedy

Following the Bourke Street tragedy on 20 January 2017, EMV supported the Emergency Management Commissioner in the state coordination of relief and recovery. This included working with the Australian Red Cross, Victorian Council of Churches and the Salvation Army to provide personal support services in the Bourke Street area in the days and weeks following the tragedy. It also

included working closely with other divisions within the department such as VAP, Worksafe, Transport Accident Commission and DHHS to ensure comprehensive case management arrangements were in place. EMV continues to work closely with a range of partners to meet ongoing recovery needs from the tragedy.

For further information about responding to victims of crime following the Bourke Street tragedy refer to page 42.

Output performance report: Emergency Management Capability

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Permanent operational staff	number	3 263	3 203	1.9	✓
Permanent support staff	number	1 439	1 359	5.9	✓
The actual is above the target due to an increase in support staff transitioning from fixed term to ongoing roles, to support a number of projects over the year.					
Volunteers – Operational	number	38 780	43 000–44 000	-9.8	■
While there has been movement of some members from operational to support roles, both agencies are undertaking targeted recruitment campaigns to address the decreasing trend in operational volunteers.					
Volunteers – Support	number	21 420	18 000–19 000	12.7	✓
The actual is above the target due to some movement of members from operational to support roles over the course of the year.					
Quality					
Level 3 Incident Controller trained staff and volunteers	number	154	129	19.4	✓
Road crash rescue accredited brigades/units	number	130	130	0.0	✓
Structural fire confined to room of origin	per cent	83	80	3.8	✓
Timeliness					
Emergency response times meeting benchmarks – emergency medical response	per cent	95.3	90	5.9	✓
The actual is above target with operational performance consistently exceeding the baseline target.					
Emergency response times meeting benchmarks – road accident rescue response	per cent	92.1	90	2.3	✓
Emergency response times meeting benchmarks – structural fires	per cent	88	90	-2.2	○
Cost					
Total output cost	\$ million	1 157.7	1 095.0	5.7	■
The actual expenditure is above the target mainly due to the transfer of appropriation from capital to output for the Country Fire Authority's depreciation costs and additional funding for the Emergency Services Volunteers Sustainability Grants Program.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

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

This objective relates to harm minimisation through the regulation of the gambling and liquor industries, as well as support and development of the racing sector. This objective promotes the empowerment of consumers and businesses to know their rights and responsibilities to promote a well-functioning market economy through regulation and support to consumers and businesses. There is a specific focus on the needs of vulnerable and disadvantaged consumers.

Progress toward achieving this objective

In 2016–17, the department reported progress against this objective using the following objective indicators and outputs.

Objective indicators

- Percentage of licenced venues with a rating that is greater than three stars
- Responsive Gamblers Help services
- Wagering turnover on Victorian racing as a proportion of the national market
- Increased access by consumers, tenants and businesses to digital information

Outputs

- Regulation of the Victorian Consumer Marketplace
- Gambling, Liquor and Racing

Percentage of licensed venues with a rating greater than three stars

This objective indicator demonstrates how the department is encouraging and rewarding responsible behaviours. The star rating system for licensed venues commenced in February 2012. Upon commencement of the star rating system, all new and existing liquor licenses were given a three star rating. The star rating of a licence is determined based on the following criteria:

Rating	Criteria
One star	Three or more non-compliance incidents in the previous 12 months
Two star	One or two non-compliance incidents in the previous 12 months
Three star	No non-compliance incidents in the previous 12 months
Four star	No non-compliance incidents in the previous 24 months
Five star	No non-compliance incidents in the previous 36 months

Under the star rating system, licensees who achieve a four or five star rating receive a discount on their annual liquor licence renewal fees. A four or five star rating can only be achieved where a licensee has had no non-compliance incidents in the previous 24 months (four star) or 36 months (five star). Consequently, 2014–15 was the first year that any licence had a sufficient compliance history to qualify for a rating of greater than three stars and receive a discount on their annual renewal fee.

The star rating system encourages responsible practices in licensed premises and contributes to the department's objective to promote responsible industry behavior. The Victorian Commission for Gambling and Liquor Regulation (VCGLR) regulates the liquor and gaming industries to achieve high levels of compliance with liquor laws by setting clear expectations, encouraging the right behavior and taking strong enforcement action where required.

Percentage of licensed venues with a rating greater than three stars 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Percentage of licensed venues with a rating that is greater than three stars				
Per cent	n/a	87.0	86.6	85.0

Source: Victorian Commission for Gambling and Liquor Regulation

In 2016–17, a total of 18,214 (85 per cent) liquor licences had a star rating greater than three. The slight decrease from 2015–16 is due to the issuing of an additional 119 licences in 2016–17.

Responsive Gambler's Help services

'Responsive Gambler's Help services' contributes to the objective by demonstrating the responsiveness of these help services. This indicator measures the percentage of clients who receive a service within five days of referral to the Gambler's Help services funded by the Victorian Responsible Gambling Foundation (VGRF).

In 2016–17, there was a decline in the percentage of clients receiving a service within five days of referral. A number of factors contributed to this result, including increasing demand for services over the past two years, and the use of part-time workers across multiple service sites, which can result in delays in meeting the five day indicator due to limitations in availability of staff at certain service sites.

Percentage of clients who receive a service within five days of referral 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Responsive Gamblers Help services				
Per cent	100	100	99	94

Source: The Victorian Responsible Gambling Foundation's GH Connect case management system

Wagering turnover on Victorian racing as a proportion of the national market

Victorian Government support for racing is based on its economic, social and cultural contribution to communities. The health of the racing industry is demonstrated through the professional presentation of racing events.

This objective indicator is used to determine the health of the Victorian racing industry by measuring the proportion of Tabcorp customers nationwide who bet on Victorian racing. The measure includes all racing turnover held by Tabcorp on Victorian racing events.

While Victoria has approximately 25 per cent of the national population and hosts around 25 per cent of the national racing program, it attracts almost 40 per cent of the national wagering pool. This trend remained consistent during the four years from 2013–14 to 2016–17 and indicates that the level of public confidence in Victorian racing is high. It also reflects government and industry commitment to a racing industry that is well managed and fairly conducted.

Wagering turnover on Victorian racing as a proportion of the national market 2013–14 to 2016–17

Unit of measure	2013-14	2014-15	2015-16	2016-17
Wagering turnover on Victorian racing as a proportion of the national market				
Per cent	38.0	39.2	39.3	39.1

Source: Tabcorp

Increased access by consumers, tenants and businesses to digital information

This objective indicator measures the volume of consumer, tenant and business information disseminated throughout the community, predominantly through access to online information provided by Consumer Affairs Victoria (CAV). The increasing use of technology and rapidly developing digital marketplace requires CAV to deliver services both through traditional and online channels. By providing accurate information and support across digital channels, CAV empowers Victorians to exercise their consumer rights, and enables businesses to comply with consumer protection laws.

The data for this objective indicator is an annual figure, derived from online or digital information provided by CAV and comprises of:

- CAV website visits
- Facebook likes
- Twitter followers
- CAV YouTube video views
- CAV SoundCloud audio plays
- CAV e-newsletter subscribers
- CAV mobile app downloads.

Consumption of CAV's consumer, tenant and business information continues to increase year-on-year. Information obtained through CAV's digital services has more than doubled since 2012–13.

CAV's digital first approach provides comprehensive web information to consumers, tenants and businesses that they can access based on issues that affect them.

The CAV website had almost 4 million visits in 2016–17, an increase of over 500,000 visits compared to the previous year. Some of this increase can be attributed to CAV's Information and Communication Technology (ICT) transformation project that now enables incorporated associations to manage their registration requirements online. In June 2017, CAV launched a new website providing significant enhancements to usability and

accessibility, enabling access from any device or platform.

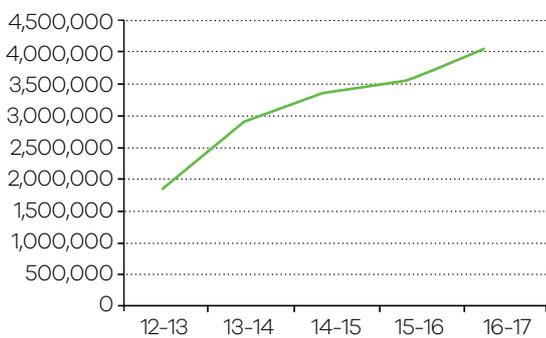
CAV's social media presence also continues to grow, with more than 9,400 Twitter followers and more than 36,500 Facebook page likes, as at 30 June 2017.

CAV anticipates that based on the above technological enhancements and historical trends, access to digital information by consumers, tenants and businesses will continue to grow.

Increased access by consumers, tenants and businesses to digital information 2012–13 to 2016–17

Indicator	Unit of measure	2012-13	2013-14	2014-15	2015-16	2016-17
Increased access by consumers, tenants and businesses to digital information	Number	1,877,976	2,891,942	3,366,742	3,543,893	4,048,055

Source: Consumer Affairs Victoria, Department of Justice and Regulation



Output: Regulation of the Victorian Consumer Marketplace

Ensure businesses are compliant with consumer laws

Enforcement outcomes

In 2016–17, Consumer Affairs Victoria (CAV) undertook a range of enforcement actions against businesses for unfair and illegal practices. The following are examples of outcomes CAV achieved.

- The Federal Court of Australia found that estate agency, Hocking Stuart (Richmond) Pty Ltd had engaged in misleading and deceptive conduct, and made false and misleading representations about the sale of land in contravention of the Australian Consumer Law and Australian Consumer Law (Victoria). The agency was penalised \$330,000 and agreed to pay costs of \$80,000. It was also required to publish public notices acknowledging the contraventions and developed and implemented a program to ensure it complies with the Australian Consumer Law in future.

- SLM Housing Pty Ltd was found guilty of failing to comply with requirements under the *Residential Tenancies Act 1997*. There were 126 charges laid relating to 25 rooming houses they operated for breaches to minimum standards. The Broadmeadows Magistrates' Court ordered the company to pay a fine of \$80,000 and legal costs of more than \$16,000.
- Local Blue Pages Pty Ltd and its sole director, Mr Les Papaioannou, were fined \$40,000 and \$5,000 respectively, without conviction, for engaging in undue coercion in contravention of the Australian Consumer Law (Victoria). The company and Mr Papaioannou both entered pleas of guilty to four charges of undue coercion relating to the company's debt collection practices.
- In December 2016, the operator of a Reservoir cleaning business, David James Donald, was restrained by the Supreme Court of Victoria from entering into unsolicited consumer agreements (including door to door sales) in consumers' homes for a period of five years. CAV was contacted by consumers, including many elderly Victorians and their family members, about Mr Donald's high pressure sales tactics and disregard for consumer protection laws relating to agreements made in consumers' homes. He was ordered to pay \$10,000 in legal costs, \$1,950 in refunds to elderly consumers, and \$1,512 in damages to one consumer. The court also ordered that Mr Donald pay a \$3,900 pecuniary penalty.

Inspection Program

As part of its state-wide inspection program, CAV inspected more than 5,700 Victorian businesses across a range of industries to promote and test compliance with key consumer protection laws.

Over the course of 2016–17, CAV prioritised estate agents for strict compliance with trust accounts laws and sales of residential property, conducting 810 trust account inspections and 227 auctions and underquoting inspections. The *Rooming House Operators Act 2016* commenced in April 2017 requiring operators of rooming houses be licensed. During 2016–17, CAV conducted 621 rooming house inspections, and monitored and supported licensees in the uptake of licences under the new scheme.

Empower Victorians to exercise their consumer rights

In 2016–17, CAV provided information and advice to over 325,000 callers to its telephone service and responded to almost 60,000 written and online queries. Social media presence continues to grow with over 36,500 Facebook likes and 9,487 Twitter followers.

Over 31,000 Victorians were assisted with financial counselling in 2016–17.

In response to a recommendation of the Royal Commission into Family Violence, CAV appointed additional financial counsellors to support victims of family violence who were experiencing financial difficulties. The positions, which began in October 2016, supported almost 1,700 people with financial counselling casework throughout the year. For further information about Royal Commission into Family Violence recommendations please refer to page 43.

Digital first strategy

CAV's 'digital first' approach provides comprehensive web information to consumers, tenants and businesses that they can access about issues that affect them. In 2016–17, the CAV website received almost four million visits, an increase of approximately 500,000 on the previous year.

In June 2017, CAV launched a new website providing significant enhancements to usability and accessibility, and enabling access from any device or platform.

The introduction of the *myCAV* registration system allows over 41,000 registered incorporated associations to access and

update their information online. In 2017–18, *myCAV* will be extended to licensing schemes.

Tenancy and Consumer Program

In July 2017, advocacy services were remodelled to launch the Tenancy and Consumer Program, which targets financially disadvantaged Victorians and those experiencing family violence. This followed an extensive review in 2016, which involved consultation with service providers and other stakeholders.

The new program has four distinct components and provides:

- support to financially disadvantaged Victorian tenants and family violence clients in private rental
- expert tenancy legal advice and professional development for those tenancy workers assisting private tenants
- assistance to vulnerable older Victorians living in retirement housing
- a consumer service that focuses on systemic and emerging consumer issues impacting vulnerable Victorians.

Ensure a fair and safe rental market for Victorians by reviewing the *Residential Tenancies Act 1997*

CAV has been undertaking a major review of the Residential Tenancies Act to examine how well Victoria's rental laws work in the modern market. The review is examining issues across a broad range of areas including: security of tenure; renter and rental provider rights and responsibilities; rent and bonds; property conditions; alternate tenures and dispute resolution.

The review aims to strike a balance between the rights and responsibilities of renters and rental providers to meet both their needs.

It will also support the improvement of housing outcomes for victims of family violence by implementing recommendation 116 of the Royal Commission with the Government's Family Violence Implementation Taskforce. A lack of financial security can jeopardise a victim's ability to maintain a safe and secure tenancy, and implementation of this recommendation — part of a suite of recommendations aimed at promoting financial recovery for family violence victims — will help respond to this issue.

Consultation for the review involved comprehensive stakeholder engagement, including the release of discussion

papers for public comment via a website www.engage.vic.gov.au/fairersaferhousing dedicated to engaging the public and enabling their input into the review. The main phase of consultation has now concluded. More than 4,800 public comments were received overall, including 508 written submissions. This input will inform the development of the government's reforms. The review is scheduled to conclude in 2018.

Ensure consumer law framework continues to evolve with the changing market

CAV's legislative program aims to improve the efficiency and effectiveness of legislation while ensuring a risk-based approach to consumer protection.

The following are examples of legislation passed and under review in 2016–17:

- The Consumer Property Law Review is underway to reform the *Owners Corporation Act 2006*, *Sale of Land Act 1962*, *Estate Agents Act 1980* and *Conveyancers Act 2006*. Stakeholder feedback is currently being considered in the development of policy proposals, with legislation anticipated to be introduced into Parliament in 2018.
- New legislation introducing the requirement for operators of rooming houses to hold a licence commenced under the Rooming House Operators Act in April 2017. Only persons who are deemed 'fit and proper' under the Act can obtain a licence, thereby increasing the protection for rooming house residents.
- *Estate Agents Amendment (Underquoting) Act 2016* commenced on 1 May 2017. The legislation is designed to make residential real estate sale prices clearer and more transparent for would-be buyers, and estate agents more accountable for their conduct.

Consumer protection reforms for domestic building

In April 2016, the *Building Legislation Amendment (Consumer Protection) Act 2016* was passed to strengthen the domestic building consumer protection framework. One of the key reforms was the establishment of Domestic Building Dispute Resolution Victoria (DBDRV), a new dispute resolution service which commenced operation in April 2017. This free service has been established to assist builders and home owners resolve their disputes without the cost and time often associated with courts and tribunals. Over 1,500 applications for DBDRV's dispute resolution service were received by 30 June 2017.

The Victorian Government also established the Domestic Building Legal Service, a no-cost legal advice service for eligible Victorian domestic building consumers in special need of assistance. The Domestic Building Legal Service commenced in July 2017, and is delivered by not-for-profit community legal service Justice Connect, with the assistance of pro bono legal practitioners.

Driving evidence-based policy development for a fair marketplace

In July 2017, CAV launched the Consumer Policy Research Centre, an independent and not-for-profit centre to research issues important to Victorian consumers and inform the development of policy and services.

The Victorian Government committed \$4.95 million in 2016–17 over four and a half years to the centre, which will monitor grassroots consumer issues and focus on issues for disadvantaged consumers and regional and rural Victorians.

Output performance report: Regulation of the Victorian Consumer Marketplace

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Compliance activities, from compliance assistance through to court actions	number	9 075	9 600	-5.5	■
The actual is below the target as planned market monitoring activity was not required as a result of sufficient information being obtained to assure major investigations.					
Information and advice provided to consumers, tenants and businesses: through other services including written correspondence, face to face and dispute assistance	number	114 176	124 300	-8.1	■
The actual is below the target due to increased complexity of financial counselling cases limiting the number of clients supported by funded agencies and a decrease in written correspondence received by CAV.					
Information and advice provided to consumers, tenants and businesses: through telephone service	number	325 773	354 500	-8.1	■
The actual is below the target due to a reduction in call volumes. This is in line with CAV's strategic intent to increase uptake of its digital services, thereby reducing the need for further telephone assistance.					
Transactions undertaken: Residential Tenancies Bonds Authority (RTBA) transactions	number	454 238	457 000	-0.6	○
Transactions undertaken: registration and licensing transactions	number	84 154	84 000	0.2	✓
Quality					
Rate of compliance with key consumer laws	per cent	98.2	95	3.4	✓
Timeliness					
Regulatory functions delivered within agreed timeframes	per cent	93.8	93	0.9	✓
Cost					
Total output cost	\$ million	134.5	126.3	6.5	■
The actual expenditure is above the target mainly due to higher than expected volume of consumer claims and grant payments made earlier than forecasted from the Victorian Property Fund and increased cost for the Domestic Building Trust fund associated with the establishment of Domestic Building Dispute Resolution Victoria under the <i>Building Legislation Amendment (Consumer Protection) Act 2016</i> , No. 15/2016.					

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Output: Gambling, Liquor and Racing

Liquor and Gaming

Review the *Liquor Control Reform Act 1998*

On 4 November 2016, the department released a public consultation paper and called for submissions in relation to the review of the *Liquor Control Reform Act 1998*. The aim of the review is to ensure that regulation of the supply of liquor strikes an appropriate balance between minimising harm from the misuse of alcohol and recognising the benefits of a responsible and diverse liquor industry to Victoria.

The Royal Commission into Family Violence recommended that the review consider family violence and alcohol-related harm by consulting with relevant experts and this occurred as part of the consultation process.

Sixty five submissions were received. The department is analysing submissions and providing advice to the Minister.

Post-2018 public lotteries licence award process

Victorian public lotteries are currently run, under licence, by Tattersall's Sweeps Pty Ltd with the current licence expiring on 30 June 2018.

During the past 20 months, the department has conducted the process for awarding a new public lottery licence in accordance with the *Gambling Regulation Act 2003* with Tatts Group Limited (Tatts) awarded the licence for 10 years from 1 July 2018.

The licence gives Tatts the exclusive right to run a range of lotteries in Victoria including drawing numbers from a pool (such as Powerball) and scratchies.

Tatts was selected following a rigorous application and evaluation process, in which it demonstrated the technical, commercial and financial expertise needed to run Victoria's public lotteries.

The public lotteries licence generated \$427 million in taxation revenue for Victoria in 2015–16. Under the terms of the new licence, Tatts will make a \$120 million premium payment to the Victorian Government on commencement of the licence and it is anticipated that approximately \$4 billion in tax will be generated before the licence expires in 2028. Public lottery taxation is paid into the Consolidated Fund and then into the

Hospitals and Charities Fund and the Mental Health Fund.

Review the gaming machine post-2022 regulatory framework

Gaming machine entitlements held by clubs and hotels for the operation of gaming machines will expire in late 2022.

The department conducted a review of the gaming machine regulatory framework in 2016–17 to enable the Victorian Government to make decisions about any changes that might be required before the allocation of entitlements for the post-2022 period.

The review examined the current regulatory framework and considered how venues own and operate gaming machines, the distribution of machines between hotels and clubs, and the length of entitlements.

The Minister for Consumer Affairs, Gaming and Liquor Regulation announced the findings of the review. This included capping the number of machines in Victoria at 27,372, and extending the term of gaming licences for hotels and clubs to 20 years.

The allocation of entitlements for the post-2022 period will occur in 2018.

Improving harm minimisation for gaming machines

Alongside the review of the regulatory framework for gaming machine entitlements, the department released a paper, *Gaming Machine Harm Minimisation Measures*, on 1 December 2016. Community and stakeholder submissions were sought in relation to the harm minimisation measures that apply to the operation of gaming machines. These measures are being reviewed to ensure they are appropriate now and post-2022 having regard to emerging research and industry developments.

YourPlay

YourPlay is a voluntary pre-commitment scheme that enables players of electronic gaming machines to set time and loss limits on their play. It is an important harm minimisation measure and is available on all gaming machines in Victoria, including the Melbourne Casino. Victoria is the first state in Australia to implement such a scheme, which commenced on 1 December 2015.

The department has commissioned the South Australian Centre for Economic Studies (SACES) to conduct an independent evaluation of *YourPlay*.

SACES established baseline data prior to the commencement of the scheme. Evaluation research commenced in May 2016 with SACES to provide final results in 2017.

Racing

Supporting racing industry sustainability and growth

In 2016–17, the department administered the Victorian Industry Racing Fund (VRIF).

Since the 1 July 2016, \$12.1 million was allocated to 187 projects worth \$28.2 million to grow Victoria's racing industry through new racing infrastructure, enhanced integrity measures and marketing to new audiences through race day attraction initiatives.

In addition funding arrangements with the Victorian Racing Club were finalised to complete the construction of a new \$135 million members grandstand at Flemington Racecourse. \$2 million was contributed from VRIF forming part of the government's \$10 million commitment to the project.

Racing industry governance and integrity

The department has established a project team to provide the Minister with policy advice on the future structure of the racing industry integrity system. It has also established an industry reference group including key departmental officers and racing industry administrators, to ensure effective consultation with the racing industry on the future structure of the racing integrity system.

The department consulted VCAT and racing industry participants to identify issues and concerns regarding the racing appeals and disciplinary processes to inform the development of options for consideration by the Minister.

Animal welfare in the racing industry

In June 2015, the Racing Integrity Commissioner and Chief Veterinary Officer made 68 recommendations in their reports into live baiting and animal welfare relating to the greyhound racing industry. Of the total 68 recommendations, 35 have been fully implemented, 16 are underway and 17 are under further consideration.

There were 28 recommendations directed at government: 14 have been fully implemented; six are in progress; and eight are under consideration. The eight recommendations still under consideration are subject to decisions by government arising from the Bittar Review of the Integrity Structures of the Victorian Racing Industry.

Modernisation of appointment process for Racing Victoria directors

In December 2016, the Victorian Government determined that given the importance of the racing industry that employs tens of thousands of people and is worth hundreds of millions of dollars, it was no longer appropriate for the Board of Racing Victoria to be chosen by the people and organisations it regulates.

Output performance report: Gambling, Liquor and Racing

Performance measures	Unit of measure	2016-17 actual	2016-17 target	Performance variation (%)	Result
Quantity					
Liquor and gambling approvals, licence, permit applications and variations determined by the VCGLR	number	50 204	46 000	9.1	✓
The actual is above the target due to an increase in demand for a range of approvals, licences and permits, particularly Proof of Age card applications.					
Liquor and gambling information and advice (VCGLR)	number	127 665	128 000	-0.3	○
Liquor and gambling inspections completed by the VCGLR – metropolitan	number	9 472	11 400	-16.9	■
The actual is below the target due to the reduced availability of inspectors for operational duties due to mandatory training requirements arising out of the Compliance Division Change Program, and because of staff secondments, staff vacancies, unplanned leave, mentoring of new staff and the implementation of the LaGIS database.					
Liquor and gambling inspections completed by the VCGLR – regional	number	1 999	1 600	24.9	✓
The actual is above the target due to an increased focus on regional operations in the second half of the 2016-17 reporting year.					
Office of Liquor, Gaming and Racing briefings processed	number	718	700	2.6	✓
Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated	number	34	20	70.0	✓
The actual is above the target due to increased collaboration with Victoria Police.					
Racing industry development initiatives delivered by the Victorian Racing Industry Fund	number	7	7	0.0	✓
Racing matters processed (including licences, permits and grant applications)	number	333	274	21.5	✓
The actual is above the target due to an increase in the number of Victoria Racing Industry Fund applications received during 2016-17.					
Quality					
Liquor and gambling licensing client satisfaction (VCGLR)	per cent	95	80	18.8	✓
The actual is above the target as the industry survey aimed at measuring satisfaction provided higher client satisfaction results than expected.					
Timeliness					
Calls to VCGLR client services answered within 60 seconds	per cent	64	96	-33.3	■
The actual is below the target due to the volume of phone enquiries exceeding the capacity of the team. In addition to phone enquiries, Client Services also provide written responses to email enquiries, which take longer to process than telephone enquiries. While calls to the VCGLR 1300 number remained constant, the number of emails received was above forecast during 2016-17.					
Gamblers Help Service clients who receive a service within five days of referral (VRGF)	per cent	94	98	-4.1	○
Liquor and gambling approvals, licence, permit applications and variations completed within set time (VCGLR)	per cent	94	80	17.5	✓
The actual is above the target due to the introduction of improved systems and technologies and simplifying the process for low risk applications.					
Cost					
Total output cost	\$ million	121.1	119.4	1.4	○

Note:

- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Report of Operations

Five-year financial summary and review of financial conditions

	2017 \$'000	2016 ⁽ⁱ⁾ \$'000	2015 ⁽ⁱⁱ⁾ \$'000	2014 ⁽ⁱⁱⁱ⁾ \$'000	2013 ^(iv) \$'000
Revenue from Government	6,054,737	5,510,616	5,178,419	5,226,476	4,294,634
Total income from transactions	6,166,460	5,617,256	5,283,278	5,330,781	4,400,704
Total expenses from transactions	(6,160,999)	(5,608,125)	(5,277,809)	(5,292,871)	(4,359,460)
Net result from transactions	5,461	9,131	5,469	37,910	41,244
Net result for the period	(1,543)	6,764	(8,435)	50,150	42,623
Net cash flow from operating activities	100,076	109,504	86,714	136,283	85,508
Total assets	3,826,386	3,439,423	3,597,308	4,164,738	3,809,517
Total liabilities	1,116,384	984,926	1,085,039	1,454,352	1,313,404

- i The 2015-16 comparative has been adjusted to correct a prior period error. Costs were incorrectly included in a building asset under construction, these costs should have been expensed. See note 9.5.
- ii The 2014-15 comparative has been adjusted to correct a prior period error on moving assets in and out of trusts by using revenue and expenses. Additionally, in 2014-15, some items of equipment and expense were incorrectly capitalised as part of a building asset.
- iii The 2013-14 comparative has been adjusted to correct a prior period error and remove balances relating to the office of the Freedom of Information Commissioner.
- iv The 2012-13 comparative has been adjusted due to the changes in the revised accounting standard AASB 119 *Employee Benefits*.

Revenue from Government and total income from transactions increased in 2016-17 due to:

- New and increased funding received during the 2016-17 financial year mainly for the corrections and emergency management portfolios. These initiatives included Fiskville and Regional Victorian Emergency Management training centres remediation, Emergency Services Telecommunication Authority (ESTA) growth funding and Community Corrections - Contributing to a safer community.
- New funding for Victoria Police for initiatives including Public Safety – Police Response and Strengthening Victoria Police's Counter-Terrorism Capacity and Capability.
- Funding transferred to the department as a result of the Machinery of Government (MOG) transfer of Youth Justice from the Department of Health and Human Services (DHHS) effective 3 April 2017.

Total expenses from transactions increased in 2016-17 due to:

- Growth in employee expenses across the justice system primarily in the corrections portfolio reflecting increased staff numbers following the opening of new beds and the strengthening of Community Correctional Services. In addition, staff were transferred from DHHS during the year as a result of the MOG transfer of Youth Justice.
- An increase in grant funding passed onto entities such as Victoria Police, the Country Fire Authority and the Metropolitan Fire and Emergency Services Board.
- An increase in capital asset charge following the completion of a number of capital projects, particularly across the prison system, and the transfer of Youth Justice from DHHS.

The decrease in the net result for 2016-17 was mainly due to:

- Decrease in returns on the department's managed investment schemes in this financial year.
- A change in the interest rates on the revaluation of the long service leave (LSL) provision.

Total assets increased in 2016-17 due to the completion of the Karreenga Prison and the transfer of buildings from DHHS as a result of the MOG transfer of Youth Justice from DHHS to DJR.

Total liabilities increased in 2016-17 mainly due to an increase in Victoria Police's State Administered Unit and the MOG transfer of Youth Justice that includes outstanding invoices and employee provisions.

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

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 2016-17 was as follows:

Organisation	(\$'000)
Policing and Crime Prevention	
Victoria Police	2,766,807
Community support groups	4,513
Local councils	3,625
Other	741
Sub total	2,775,686
Enforcing and Managing Correctional Orders	
Department of Health and Human Services	5,797
Department of Premier and Cabinet	3,168
Court Services Victoria	2,409
Community support groups	1,406
Other	1,083
Sub total	13,863
Criminal Justice Services	
Victoria Legal Aid	151,912
Office of Public Prosecutions	65,984
Victorian Institute of Forensic Medicine	34,918
Sentencing Advisory Council	1,854
Community support groups	21,061
Other	1,765
Sub total	277,494
Civil Justice Services	
Victorian Equal Opportunity and Human Rights Commission	9,201
Community support groups	2,649
Other	1,171
Sub total	13,021
Emergency Management	
Country Fire Authority	557,845
Metropolitan Fire and Emergency Services Board	362,471
Victoria State Emergency Service	57,237
Emergency Services Telecommunications Authority	49,692
Life Saving Victoria	11,400
Ambulance Victoria	9,375
Community support groups	4,583
Local councils	2,342
Other	1,558
Sub total	1,056,503

Organisation	(\$'000)
Industry Regulation and Support	
Victorian Commission for Gambling and Liquor Regulation	36,494
Court Services Victoria	18,591
Victorian Responsible Gambling Foundation	2,058
Department of Health and Human Services	19,660
Racing clubs and services	15,283
Community support groups	13,863
Other	840
Sub total	106,789
Youth Services and Youth Justice	
Other	453
Sub total	453
Total	4,243,809