



20–21

Department of Justice
and Community Safety

Annual Report



Justice
and Community
Safety

Publication information

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

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

October 2021

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Contents

Responsible Body's declaration	2
Justice and Community Safety ministers and portfolios	2
Secretary's Foreword.....	3
About us.....	4
Report of Operations.....	10
Ensuring community safety through policing, law enforcement and prevention activities.....	12
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment	19
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation.....	23
Effective supervision of children and young people through the provision of youth justice services promoting rehabilitation	30
A fair and accessible justice system that supports confidence in the Victorian community	33
Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights	37
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors.....	41
Additional initiatives and achievements aligned to supporting priorities.....	44
Asset Management Accountability Framework (AMAF) maturity assessment	47
Five-year financial summary and review of financial conditions	49
Disclosure of grants and other transfers (other than contributions by owners).....	50
Declaration in financial statements	54
Comprehensive operating statement.....	59
Balance sheet.....	60
Cash flow statement.....	61
Statement of changes in equity	62
Notes to financial statements	63
1. Disclosure index	104
2. Budget Portfolio Outcomes	106
3. Objective indicators and output performance measures	112
4. Statutory authorities and offices by ministerial portfolio 2020–21.....	138
5. Acts administered by justice and community safety portfolios as at 30 June 2021	140
6. Legislation enacted in 2020–21 (passed between 1 July 2020 and 30 June 2021).....	148
7. People Management.....	149
8. Environmental performance and targets.....	173
9. Assurance	179
10. Statutory Compliance	182
11. Additional Information.....	192
12. Acronyms	193

Responsible Body's declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present the Department of Justice and Community Safety's Annual Report for the year ending 30 June 2021.



Rebecca Falkingham
Secretary | Department of Justice and Community Safety
October 2021

Justice and Community Safety ministers and portfolios

As at 30 June 2021, the department supported five ministers across eight portfolios.



Jaclyn Symes MP
Attorney-General

Jaclyn Symes MP was appointed Attorney-General in December 2020. The Attorney-General is the State's first law officer.



The Hon. Danny Pearson MP
Acting Minister for Police and Emergency Services

The Hon. Danny Pearson MP was appointed Acting Minister for Police and Emergency Services in February 2021. The Minister has broad responsibilities for policing and supporting the State's emergency service sector to reduce the likelihood, effect and consequences of emergencies.



The Hon. Natalie Hutchins MP
Minister for Crime Prevention
Minister for Corrections
Minister for Youth Justice
Minister for Victim Support

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



The Hon. Melissa Horne MP
Minister for Consumer Affairs, Gaming and Liquor Regulation

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



Ingrid Stitt MP
Minister for Workplace Safety

Ingrid Stitt MP was appointed Minister for Workplace Safety in September 2020. The Minister for Workplace Safety is responsible for the administration of occupational health and safety and workers' compensation legislation, which seeks to ensure that Victorian workplaces are safe and that injured workers are supported to recover and return to work.

Secretary's Foreword

Welcome to the Department of Justice and Community Safety's Annual Report for 2020–21. Despite ongoing challenges presented by the COVID-19 pandemic, the department continued to deliver on its vision for a justice and community safety system that works together to build a safer, fairer and stronger Victoria.

The professionalism, resilience and responsiveness of our staff and volunteers continued in 2020–21 and enabled the department to implement several significant legislative reforms and adapt to new ways of working to better serve our community.

In December 2020, COVID-19 Quarantine Victoria (CQV) was formed, following the transition of the Victorian Government's COVID-19 accommodation program from the Department of Health and Human Services. Since its establishment, CQV has had 38,690 people stay in hotel quarantine.

Measures were put in place to protect the health and wellbeing of prisoners and staff and reduce the risk of COVID-19 in Victoria's correctional facilities, and protect the health and wellbeing of prisoners. A total of 2,406 adult prisoners were tested and isolated for displaying COVID-19 symptoms or related risks during 2020–21. All newly admitted prisoners were tested for COVID-19 on arrival and on day 11. During 2020–21, Corrections Victoria (CV) managed 24 Victorian prisoners who tested positive for COVID-19, without any known prisoner-to-prisoner transmission.

The State Control Centre (SCC) continued its work as Victoria's primary control centre for the management of emergencies, including bushfires, floods, storms, and emergency coordination of COVID-19. The SCC is also the hub of a network of regional and incident control centres across the state. To support operating 24/7 and provide continuous service to the Emergency Management Commissioner and the broader emergency management sector, the SCC added 48 dedicated personnel to existing shift worker teams.

Fines Victoria provided additional support to Victorians during the pandemic by suspending or delaying payments and extending payment arrangements. Fines Victoria also implemented changes to make it easier for victim survivors of family violence to access the Family Violence Scheme during the pandemic.

The new Victims of Crime Financial Assistance Scheme is a major systems reform that will replace the current judicial model administered by the Victims of Crime Assistance Tribunal. Features of the scheme include providing victim survivors with prompter decision making, a simpler, streamlined application process, and more assistance to reduce trauma.

Changes to adoption services provide stronger oversight of vulnerable children, better mechanisms of ensuring that all people who want to adopt are treated fairly, and greater transparency of the quality of services funded by government.

The department also implemented several key pieces of legislative reform across the state, including emergency rental measures to protect Victorian tenants, landlords and the rental market from the worst impacts of the pandemic. The measures, administered by Consumer

Affairs Victoria (CAV), included temporary law changes to reduce the financial burden for those adversely impacted by the pandemic and ensured the most vulnerable Victorians would not be left homeless.

Once the temporary emergency rental protections ceased, CAV administered the introduction of more than 130 reforms to Victoria's rental laws that expanded the rights and responsibilities of Victorian renters and landlords to create a fairer and safer rental system.

In November 2020, reforms were made to the *Judicial Proceedings Reports Act 1958*, making it easier for victim survivors of sexual offences to tell their stories if they wish. Importantly, the law continues to protect the privacy of victim survivors who do not wish to be identified.

The *Change or Suppression (Conversion) Practices Prohibition Act 2021* was passed by the Victorian Parliament in February 2021 and fulfils a government commitment to denounce and prohibit change or suppression practises and introduce new criminal offences relating to these practices. The law recognises that no Victorian should be subjected to harmful practices that seek to change or suppress their sexual orientation or gender identity, which can cause life-long harm and trauma.

The *Summary Offences Amendment (Decriminalisation of Public Drunkenness) Act 2021* was also passed in February 2021 to decriminalise public drunkenness and provide people who are drunk in public with health support and help. The laws are consistent with the recommendations of the Deputy State Coroner from the Inquest into the death of Tanya Day and of the Royal Commission into Aboriginal Deaths in Custody. This is a testament to decades of work and activism by the Aboriginal community.

Passed in March 2021, the *Spent Convictions Act 2021* will remove the unfair barriers faced by Victorians who previously committed an offence but have since demonstrated their ability to rehabilitate. This supports reintegration and rehabilitation, helping support cohorts who are disproportionately represented in the criminal justice system and face discrimination due to criminal records for minor offences, including Aboriginal people.

As part of the Communities in Custody model, which is the least restrictive environment for young people in custody, a 32-bed unit at the Malmsbury Youth Justice Precinct opened in mid-2020. The model is designed to respond to the risks and needs of young people classified as low security with a focus on mentoring and coaching rather than close supervision and control.

The new Crime Prevention Strategy was released on 21 June 2021. A key initiative under the strategy is the Building Safer Communities, which sets out a clear, long-term approach for how government will work with Victorian communities, businesses, and key organisations to intervene early and prevent crime.

Lastly, I want to acknowledge the department's staff, agencies, community organisations and volunteers for their hard work and commitment during what has been a challenging year for many of us. I want to thank everyone for their contribution to serving the Victorian community and making our many achievements in 2020–21 possible.

About us

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

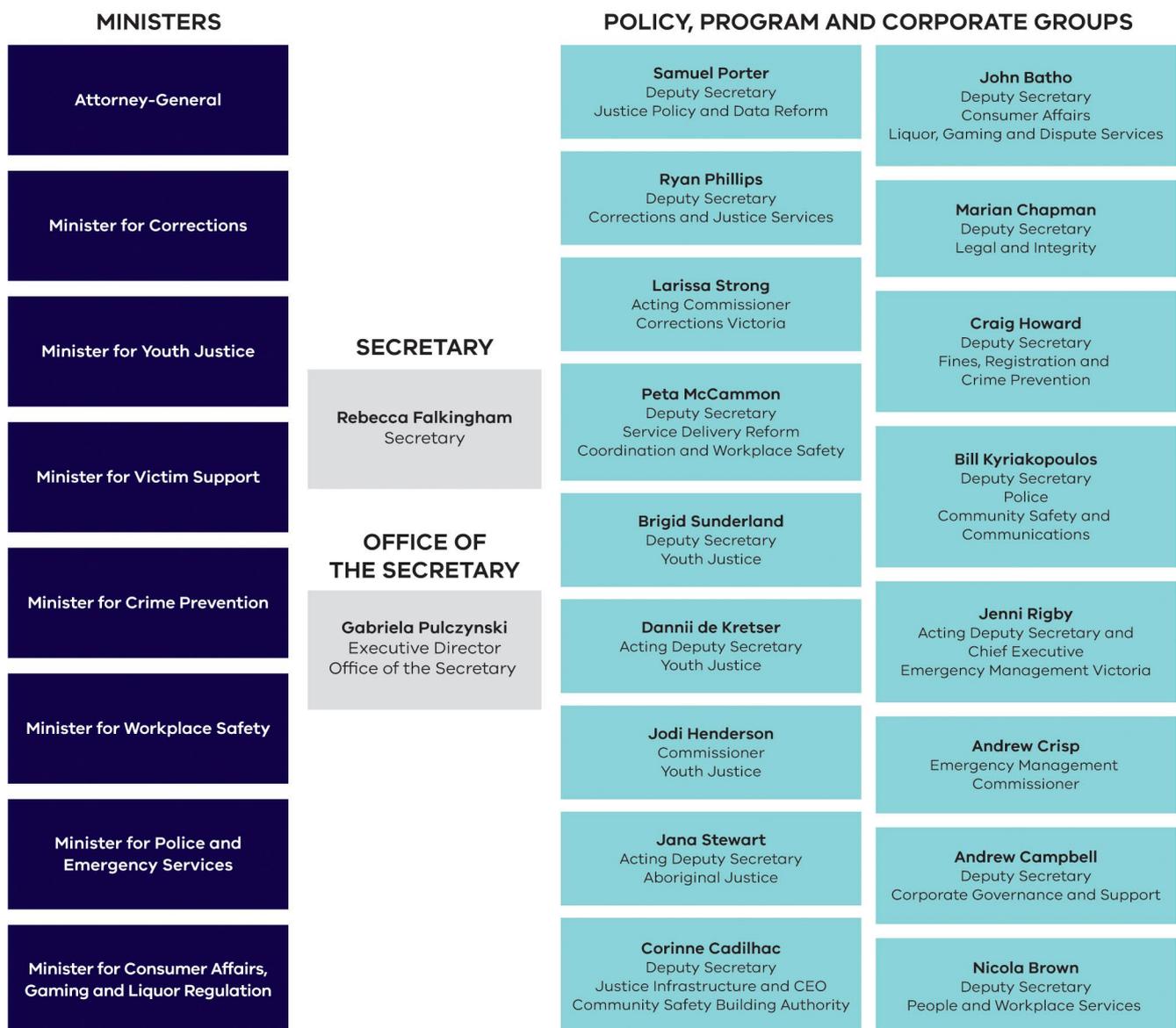
The department leads the delivery of justice and community safety services in Victoria by providing policy and organisational management. Its extensive service delivery responsibilities range from managing the State's prison system, to providing consumer protection and enforcing court warrants.

The department manages the development and implementation of a range of laws, regulations and

policy in areas across the portfolio (such as in gaming and emergency management), and ensures that all elements of the justice and community safety system are working efficiently and effectively.

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

Departmental structure as at 30 June 2021



Our groups as at 30 June 2021

Aboriginal Justice

The Aboriginal Justice group drives systemic change in the justice system, to connect, support and deliver better outcomes for the Aboriginal community. The group works in partnership with Traditional Owners and the Victorian Aboriginal community to embed the principles of self-determination in the justice sector. The group plays a significant role in the implementation of the Burra Lotjpa Dunguludja: Aboriginal Justice Agreement Phase 4 (AJA4), leads justice policy and legislative reform pertaining to Aboriginal Victorians and leads Victoria's response for Native Title.

Consumer Affairs, Liquor, Gaming and Dispute Services

The Consumer Affairs, Gaming, Liquor and Dispute Services group brings together the consumer protection, regulation and dispute resolution functions of the department. The group supports businesses and the broader Victorian community through regulation of consumer affairs and residential tenancies, provision of dispute resolution services to the community and policy advice on liquor and gambling, consumer protection and other legislation.

Corporate Governance and Support

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

Corrections and Justice Services

The Corrections and Justice Services group is responsible for the delivery of custodial and community correctional services, health services to persons in custody, and other justice services for the department including community Youth Justice (YJ) services. It includes CV, Justice Health and Justice Services business units and plays an integral role in developing safer and more resilient communities and in delivering a trusted justice and community safety system.

Emergency Management Victoria

Emergency Management Victoria (EMV) supports the Emergency Management Commissioner, who has overall responsibility for coordination before, during and after major emergencies including management of consequences of an emergency. EMV is an integral part of the emergency management sector and shares responsibility with a range of agencies, organisations and departments for ensuring the system of emergency management in Victoria is sustainable, effective and community focussed.

Fines, Registration and Crime Prevention

The Fines, Registration and Crime Prevention group enhances community safety and well-being through public policy, governance, operations, and legislative advice and reform. The group provides registry, adoption and worker screening services, community crime prevention advice and programs, and management of the end-to-end infringements system and enforcement activities.

Justice Infrastructure / Community Safety Building Authority

The Community Safety Building Authority has been established to design, procure, build and upgrade the infrastructure needed to keep communities safe. The Authority provides the end-to-end project management and delivery of Victoria's new prisons, youth justice centres, court and custody facilities, emergency services facilities and public safety features. As well as delivering new infrastructure, the Authority also modernises, expands and upgrades existing facilities.

Justice Policy and Data Reform

Justice Policy and Data Reform supports the Attorney-General and the department's ministers to deliver criminal and civil law policy responsibilities. The group prioritise our relationships with key entities across the justice system and the department to ensure policy reform is strategic, relevant, holistic and people-centred.

Legal and Integrity

The Legal and Integrity group provides legal, policy, integrity and assurance expertise to the department and its ministers, and supports the Post Sentence Authority, the Inspector-General for Emergency Management, and the Victorian Legal Admissions Board. The group also works closely with a number of independent legal, assurance and integrity entities, contributing to the broader Victorian legal and integrity landscape. These include the Victorian Government Solicitor's Office, the Solicitor-General, Crown Counsel, the Independent Broad-based Anti-corruption Commission and the Victorian Ombudsman.

People and Workplace Services

People and Workplace Services leads the department's strategic people and accommodation functions to ensure our people have the right skills and capabilities, culture, and safe working environment to achieve its priorities as set out in the Statement of Direction. People and Workplace Services is responsible for recruitment and payroll services, employee and workplace relations, health, safety and wellbeing, learning and development, diversity and inclusion, organisational transformation and design and accommodation and asset management.

Police, Community Safety and Communications

Police, Community Safety and Communications enhances community safety through public policy reform, governance improvements, targeted programs, and restorative activities. The group supports the Minister for Police and Emergency Services to deliver on their portfolio responsibilities, including Victoria Police governance, powers and regulatory policy. The group delivers road safety enforcement policy and manages a robust evidence-based road safety camera program to provide safer roads for all Victorians. It is also delivering the Restorative Engagement and Redress Scheme supporting Victoria Police employees who have experienced workplace sex discrimination or sexual harassment. The Strategic Communication Branch provides a professional in-house communication service for the department. It provides communication advice to departmental executives, regional offices and ministerial offices.

DJCS Statement of Direction: 2019-2023

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



Safer and more resilient communities

- Victorians are protected from crime
- Contact with the criminal justice system is minimised
- Victorian communities understand risk and act to reduce harm from natural disasters and disruptive events
- Justice services support the health and wellbeing of Victorians in all of their interactions



A trusted justice and community safety system

- Justice institutions, regulators and services are trusted and transparent
- Victorians feel safe
- Victorian consumers understand their rights and are confident in exercising them
- Victims of crime feel safe and supported throughout their experience with justice systems and services



Easy access to justice and safety systems and services

- Justice services are integrated and easy to navigate
- Justice services respond to user needs
- Justice services are accessible to all Victorians



A fair and accessible justice system for Aboriginal people

- Systemic harm is identified and addressed
- Over-representation of Aboriginal people in the criminal justice system is reduced
- Self-determination is embedded in all justice and community safety systems and services

Policy and delivery priorities to achieve outcomes

How we will support our priorities

- Integrate services that are high quality, culturally responsive, fair and consistent
- Solve problems locally, particularly in rural and regional communities
- Empower community response, leadership and action
- Build and strengthen emergency management and crisis response in the Sector
- Design family centred and person centred integrated services

- Increase support, safety and social connections for priority groups
- Promote access to dispute services for civil and criminal matters
- Prevent entry into the criminal justice system through early intervention
- Embed Aboriginal justice and principles of self determination into the justice system
- Increase access to mental health support for justice clients
- Build individual resilience and capability
- Support people in contact with our custodial system

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

- Strengthen relationships, engagement and collaboration across WoVG, with communities and the Justice and social services sector
- Leverage opportunities to share, design and co-sponsor outcomes
- Build ways to collaborate and deepen relationships
- Connect and support aboriginal communities

DJCS supporting priorities to achieve outcomes

How we will support our priorities

- Develop our people through a workforce and capability strategy
- Build and strengthen emergency management and crisis response capability in our people
- Promote a positive culture and strengthen staff safety and wellbeing
- Embed high standards of integrity and conduct
- Support diversity, inclusion and intersectionality

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

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

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

Service Delivery Reform, Coordination and Workplace Safety

The Service Delivery Reform, Coordination and Workplace Safety group is responsible for coordinating the justice and social services systems to ensure they work effectively together and account for the specific needs of the community. This includes driving reforms in family violence, mental health, the National Disability Insurance Scheme (NDIS) and workplace safety. The group is also responsible for victims services and reform, and a whole of department strategic approach to stakeholder partnerships and the delivery of our inclusion and intersectionality agenda.

Youth Justice

Youth Justice is responsible for the statutory supervision of children and young people in contact with the justice system in Victoria. Children and young people who are involved in Youth Justice are either supervised in the community, or within Youth Justice custodial facilities. Youth Justice works with these children and young people to address the underlying causes of their offending behaviour and help them to achieve positive change in their lives. Youth Justice also funds community service organisations to deliver supports with a strong focus on diversion and the rehabilitation of young people to reduce further offending and enhance community safety.

Our Statement of Direction

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

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

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

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

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

collaborate across the department and beyond. We seek to achieve this by:

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

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

Corporate Governance

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

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

Board of Management at 30 June 2021

Rebecca Falkingham, Secretary

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

Samuel Porter, Deputy Secretary, Justice Policy and Data Reform

Sam has held a range of senior executive legal and policy roles in the Victorian Government. He joined the department in 2018 as Executive Director, Criminal Law and was Deputy Secretary and Chief Counsel, Legal and Integrity before assuming his current role. Prior to this, Sam worked at the Department of Treasury and Finance (DTF) where he was General Counsel, and DPC, where he led a program of public sector integrity reforms. Before joining the public service, Sam practised as a lawyer at King & Wood Mallesons, Melbourne and Linklaters, London.

Ryan Phillips, Deputy Secretary, Corrections and Justice Services

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

Larissa Strong, Acting Commissioner, Corrections Victoria

Larissa has been the acting Commissioner of Corrections Victoria since June 2020. In her substantive role as Deputy Commissioner of Community Operations and Offender Services, Larissa has responsibility for CV's rehabilitation and reintegration programs and services and Victoria's post-sentence scheme for serious sex and violent offenders. Prior to joining CV in 2016, Larissa led Justice Health. Larissa brings a wealth of experience in service development and implementation across complex human services.

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

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

Brigid Sunderland, Deputy Secretary, Youth Justice

Brigid joined the department in June 2017 as the Executive Director of Youth Justice Policy, Strategy and Business Services, working as part of a team to reform Victoria's Youth Justice System. Prior to joining the department, she held senior positions in both the public and private sector including DPC, the Commonwealth Attorney-General's Department and practised as a lawyer in several private firms. Notable achievements have been in leading the statewide roll out of the Family Violence Support and Safety Hubs and establishing the Board of Inquiry into the Hazelwood Mine Fire.

Dannii de Kretser, Acting Deputy Secretary, Youth Justice

Dannii is the Acting Deputy Secretary, Youth Justice¹. She has held a number of senior executive positions in DHHS, the Department of Education and Training (DET) and DPC spanning policy, program design and operational roles. Dannii has led numerous social policy reforms in social housing and homelessness, family violence, women's policy, disability services, early childhood education, and child and family services.

Jodi Henderson, Commissioner, Youth Justice

Jodi has worked in the public sector for over twenty years including in DET, DHHS and the Department of Justice and Community Safety. Prior to being appointed the Commissioner for Youth Justice, she held various senior executive roles in the Justice sector including Justice Regional Director and Executive Director, North Area and Loddon Mallee Region, Chief Executive Officer at Malmsbury Youth Justice Precinct and Assistant Director, Youth Justice Custodial Services. As the Commissioner of Youth Justice, Jodi is committed to re-establishing the Victorian Youth Justice system as a world leader in best practice, rehabilitation and improving community safety outcomes.

Jana Stewart, Acting Deputy Secretary, Aboriginal Justice

Jana Stewart is a proud Mutthi Mutthi and Wamba Wamba woman. Her career has been spent advocating for social and justice reform across all government systems to achieve better outcomes for Aboriginal people in Victoria. Jana started out at DPC as a facilitator supporting Traditional Owner groups negotiating boundaries and resolving internal group disputes. Since then, Jana has advised the Minister for Aboriginal Affairs and the Minister for Child Protection. She joined the Aboriginal Justice group at its inception as the Executive Director, and is pleased to now have the opportunity to lead this group to make the Victorian Aboriginal community stronger, and achieve a justice system that is current, fair and equitable.

Corinne Cadilhac, Deputy Secretary, Justice Infrastructure and CEO, Community Safety Building Authority

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

John Batho, Deputy Secretary, Consumer Affairs, Liquor, Gaming and Dispute Services

John Batho commenced as the Deputy Secretary, Consumer Affairs, Liquor, Gaming and Dispute Services in February 2021. Prior to joining the department, John was Acting Deputy Secretary Fairer Victoria in DPC. John was with DPC for 10 years, and in that time held positions including Executive Director, Multicultural Affairs and Equality and several management roles in Governance, Intergovernmental Relations, and Industrial Relations.

¹ The role of Deputy Secretary, Youth Justice is being shared between Brigid Sunderland and Dannii de Kretser.

Marian Chapman, Deputy Secretary, Legal and Integrity

Marian Chapman is the new Deputy Secretary for Legal and Integrity, with a long history of working in the public service in both Australia and the UK. Before joining the department, Marian most recently worked in DTF where she held executive roles as General Counsel, Executive Director for Corporate Delivery Services and Executive Director, Commercial Transactions. Marian has a commitment to continuous improvement and a vision for an integrated and collaborative future for the department, government legal services and the public service.

Craig Howard, Deputy Secretary, Fines, Registration and Crime Prevention

Craig Howard is the Deputy Secretary for Fines, Registration and Crime Prevention. Craig brings a wealth of experience in transformation and strategy, operations and emergency management, and many years with Victoria Police. Craig was formerly the Executive Director for Transformation and Strategy at Ambulance Victoria, and prior to that he was Assistant Commissioner at CV.

Bill Kyriakopoulos, Deputy Secretary, Police, Community Safety and Communications

Bill Kyriakopoulos is the Deputy Secretary, Police, Community Safety and Communications. He has worked in a range of roles across the public sector at both the state and federal level, and in the private sector, including DTF and National Australia Bank. With a background in journalism, Bill has a wealth of experience in corporate affairs, media and communications, and public policy.

Jenni Rigby, Acting Deputy Secretary, Emergency Management and Chief Executive and Deputy State Controller, Industry Enforcement

Jenni Rigby is the Acting Chief Executive and Deputy Secretary, Emergency Management. The Chief Executive is responsible for the effective and efficient management and performance of EMV.

Jenni has diverse experience working in the private sector and within all levels of government, including fourteen years within the Victorian public sector. Over the past eight years she has held executive roles in the areas of climate change, forest and fire management and most recently as the Executive Director for Strategy and Policy within EMV. In these roles Jenni has shaped and delivered major reform programs, including driving implementation internally and across the sector.

Andrew Crisp, Emergency Management Commissioner

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

Andrew Campbell, Deputy Secretary, Corporate Governance and Support

Andrew joined the department in 2021 with over two decades of government experience in critical corporate services including governance, public sector reform, digital design, innovation and strategy, communications, protocol, cabinet, government services and the Victorian Centre for Data Insights. Andrew was formerly the Acting Deputy Secretary of Governance Policy and Coordination at DPC where he had oversight over essential corporate service functions. He has a rich and unique understanding of policy and strategy design and whole of Government coordination and governance.

Lynda Rogers, Chief Finance Officer

Lynda acted as the Deputy Secretary, Corporate Governance and Support from December until Andrew's arrival in March 2021. She has been the Chief Financial Officer in the department since December 2019.

Nicola Brown, Deputy Secretary, People and Workplace Services

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

Gabriela Pulczynski, Executive Director, Office of the Secretary

Gabriela had held a range of legal and policy roles in Victoria and has been with the department since 2015. Prior to joining the department, Gabriela most recently worked at the courts and Victoria Legal Aid in criminal law practice as well as developing and implementing justice system reforms. Gabriela also has experience working on corporate sustainability and government oversight and integrity. During her time with the department, Gabriela's work has focussed on criminal law, corrections and strategic justice system reform.

Audit and Risk Management Committee

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

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

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

Report of Operations

Victorian Government's Resource Management Framework

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

Departmental objectives, indicators and outputs

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

objectives. Environmental factors and other issues can also affect changes in objective indicators.

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

The medium-term departmental objectives, associated indicators and linked outputs are set out in the 2020–21 State Budget Paper No. 3: Service Delivery and summarised in the table below.

The Report of Operations reports on initiatives, projects and key achievements that contribute to departmental objectives and were delivered in 2020–21. This includes initiatives and projects committed to in the Department of Justice and Community Safety Corporate Plan 2019–23 (Corporate Plan), aligned to Statement of Direction policy, delivery and supporting priorities. Refer to Appendix 3 for analysis of progress towards achieving objectives, including detailed reporting on objective indicators and output performance measures.

Objectives	Objective indicators	Outputs
Ensuring community safety through policing, law enforcement and prevention activities	<ul style="list-style-type: none"> Community safety during the day and at night Crime statistics Road fatalities and injuries Infringement notices processed 	<p>Policing and crime prevention</p> <p>Crime Prevention, Fines and Enforcement</p>
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment	<ul style="list-style-type: none"> Value of domestic fire insurance claims Rate of deaths from fire events 	Emergency management capability
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	<ul style="list-style-type: none"> Escapes from corrective facilities Percentage of community correction orders completed Rate of prisoner return to prison within two years Rate of offender return to corrective services within two years 	<p>Prisoner supervision and support</p> <p>Community based offender supervision</p>
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 Young people in youth justice participating in community reintegration activities 	<p>Youth justice community-based services</p> <p>Youth justice custodial services</p>
A fair and accessible justice system that supports a just society based on the rule of law	<ul style="list-style-type: none"> Prosecutions completed and returning guilty outcomes (percentage of total case finalisations) Legal advice and assistance provided Law reform projects completed Medico legal death investigations Number of sentencing advisory council publications Dispute resolution services provided in the Dispute Settlement Centre of Victoria 	<p>Public prosecutions and legal assistance</p> <p>Justice policy, services and law reform</p>

Objectives	Objective indicators	Outputs
Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights	<ul style="list-style-type: none"> Complaint files received and handled by the Victorian Equal Opportunity and Human Rights Commission People assisted through Public Advocate advice and education activities Services provided to victims of crime against the person Births, Deaths and Marriages registration transaction accuracy rate Working with children checks processed (negative notices issued within three days of receiving decision) Education and training activities delivered by Office of the Victorian Information Commissioner 	<p>Protection of vulnerable people, human rights and victim support</p> <p>Protection of children and personal identity</p> <p>Public Sector Information Management, Privacy and Integrity</p>
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors	<ul style="list-style-type: none"> Increased access by consumers, tenants and businesses to digital information Percentage of licenced venues with a rating that is greater than three stars Responsive Gamblers Help services 	<p>Gambling and liquor regulation</p> <p>Regulation of the Victorian consumer marketplace</p>

Changes to the department during 2020–21

There were no changes to the departmental objectives and outputs during the 2020–21 financial year. A new Administrative Office, CQV, was established within the department and relevant staff and resources were transferred to this office from the then DHHS, effective 1 December 2020. All associated funding for CQV is captured under the existing departmental output *'Emergency Management Capability'*.

On 1 July 2020, Bushfire Recovery Victoria transferred from DPC to the Department of Justice and Community Safety as a result of a machinery of government (MOG) change.

Identifiable direct costs attributable to machinery of government changes

The department incurred direct costs that were attributable to the Bushfire Recovery Victoria MOG change of \$96,275, which mainly relate to setting up the new employees access to the department's Information and Communication Technology (ICT) systems.

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective policing, law enforcement and infringement processing 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.

Corporate Plan initiatives and projects attributed to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

For information on the 2020–21 Victorian crime statistics, as collected by the Crime Statistics Agency (CSA), refer to Appendix 3, under the 'Ensuring community safety through policing, law enforcement and prevention activities' objective. The CSA is responsible for the calculation and publication of crime statistics and a further breakdown of crime statistics is available on the CSA website crimestatistics.vic.gov.au.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Administration of the Work and Development Permit Scheme	In Progress	In 2020–21, the department continued its targeted regional Work and Development Permit sponsor recruitment campaigns. These campaigns have resulted in sponsor growth and development among Aboriginal Community Controlled Organisations and allows these organisations to make the Work and Development Permit scheme available to their clients to support them to deal with their fines. There are now 17 Aboriginal organisations accredited as Work and Development Permit sponsors.
Reducing road toll in rural and regional areas	In Progress	The mobile camera expansion project has delivered a 75 per cent increase in mobile camera operations from 9,300 to 16,300 hours per month at approximately 2,300 locations across Victoria. The increase in mobile camera enforcement hours will be particularly effective in rural and regional areas where mobile cameras are the primary method for speed enforcement. Work is underway to expand the number of mobile camera locations to over 3,000 by 2023. This will include a significant number of regional locations.
Implementation of the 2019–20 State Budget initiative in road safety	In Progress	The department made progress on a range of initiatives this year: <ul style="list-style-type: none"> • Market scan: The findings of the market scan were compiled into a Market Assessment Report and the project was completed in August 2020. • Mobile camera expansion: The mobile camera expansion project has delivered a 75 per cent increase in mobile camera operations from 9,300 to 16,300 hours per month, more than two years ahead of schedule. Further activities, including expanding the number of mobile camera operations to over 3,000 will be completed by 2023. • Distracted Driving trial: A three-month trial was conducted between July and October 2020. The pilot confirmed the capability of the technology to reliably detect mobile phone use and non-use of seatbelts. Work is now underway to implement distracted driving technology for enforcement by the end of 2022. • Network security improvements for the fixed camera system: The proof-of-concept solution design to improve network security for the fixed camera system is currently in progress. The results of the proof of concept will be delivered in July 2021. • Computerised Maintenance Management System upgrade for the fixed camera system: A contract has been executed for the delivery of a new computerised maintenance system to more effectively manage the fixed camera system. Project delivery is now underway with the contractor, commencing with the design of the software solution.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Regional service delivery and community partnerships – place-based approach	In Progress	Three community forums comprising representatives across government, Victoria Police, schools and community service agencies were held in North West Metropolitan Area as part of the government's Building Safer Communities program. These forums were held in Brimbank (27 November 2020), Craigieburn (11 December 2020) and Melton (25 March 2021) and provided an opportunity to discuss risk factors for offending and improving community safety. In 2020–21 the Local Site Executive Committee, consisting of representatives across government agencies in the West Metropolitan Area, commenced a program of work to address serious youth violence. This includes the development of an action plan which will include both short- and long-term strategies to address risk factors for offending and improve community safety. The department's Hume region is working with the Centre for Continuing Education to provide training and employment-readiness programs for Community Correctional Services (CCS) clients, specifically where they have learning difficulties.
Regional engagement strategies	In Progress	<p>The Save the Children OutTeach Project in Greater Shepparton is jointly funded by the department, DET, and the Ian Potter Foundation. OutTeach aims to support young people to remove physical and psycho-social barriers that hinder engagement with education and develop a network of supportive peers.</p> <p>In Loddon Mallee, the Second Chance Program (Central Victorian Group Training), and the Youth Commitment Program (Sunraysia Community Health) received a further 12 months funding. The programs aim to divert young people from contact with the justice system.</p>

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Youth Crime Prevention Grants	In Progress	To date more than 1,400 young people have received intensive one-on-one support through the program, with 314 support sessions provided to young people in 2020–21 across 15 projects. During the COVID-19 pandemic, all funded projects reverted to providing support remotely where possible and focussed on assisting young people and their families to address the impact on their wellbeing. The 2021–22 State Budget includes a further \$4.401 million to extend 15 Youth Crime Prevention Grant projects for 12 months to 30 June 2022.
Crime prevention reform strategy	In Progress	<p>The Victorian Government's Crime Prevention Strategy was released on 21 June 2021 and published on the crime prevention website. Activities are already underway aligned with the Strategy's three action areas:</p> <ul style="list-style-type: none"> • 16 projects have been announced under two competitive streams of Building Safer Communities Program • three communities have been selected for the Empowering Communities stream of the Building Safer Communities Program; four Empowering Communities forums have been held • 31 Community Safety Infrastructure Grant projects are underway with eight complete or nearly complete; Sports Alliance, African Partnership and Pasifika projects are also underway.
Case management and information sharing review	In Progress	The department continued to work with key stakeholders on the development of the Countering Violent Extremism (CVE) Multi-Agency Panel to provide effective case management for individuals at risk of violent extremism. Significant progress has been made on how the information sharing arrangements will support the CVE Multi-Agency Panel to coordinate and oversee targeted interventions for individuals with an identified risk of engaging in violent extremism.
Disengagement Programs	In Progress	In 2020–21, the department continued to support disengagement and diversion programs in Youth Justice and CV. A formal referral pathway to Victoria Police programs has been developed for children and young people in Youth Justice, and work is progressing to tailor disengagement interventions for children and young people. CV has also developed a CVE statewide Service Delivery Model that aims to appropriately service prisoners and offenders identified as violent extremists or those displaying early signs of radicalisation.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Sheriff's Aboriginal Liaison Officer (SALO) Program	In Progress	The department has provided funding for an ongoing SALO position in each region. The department has worked with SALOs to provide information and support to new and existing Work and Development Permit sponsor organisations that are Aboriginal Community Controlled Organisations. SALOs have continued to work with the department to support Aboriginal prisoners to access the Prison Program to deal with their outstanding fines and warrants.
Aboriginal Community Fines Initiative	In Progress	Departmental staff attend Koori events as part of the Aboriginal Community Fines Initiative to speak with community members and help them to deal with their outstanding fines. Attendance at events over 2020–21 has been impacted by the COVID-19 pandemic. Attendance at events will resume as restrictions ease.

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Australia's Strategy for Protecting Crowded Places from Terrorism	In Progress	Coordinating the implementation of the National Strategy for Protecting Crowded Places from Terrorism requires Whole of Victorian Government delivery in the broader context of CVE in the state. Options to deliver on this commitment will be considered as part of the future arrangements for CVE and to reflect 2021–22 State Budget investment and priorities.
Mobile Protective Services Officers (PSO) model	In Progress	Legislation commenced on 7 April 2021 to provide flexibility to the Chief Commissioner of Police to deploy PSOs in and around crowded places, including sporting venues and places of mass gathering, to assist police to provide a policing presence and deter crime and anti-social behaviour.
Community Safety Statement	In Progress	<p>The department continued working with Victoria Police to identify community safety priorities and directions.</p> <p>Previous Community Safety Statement (CSS) commitments completed during the year by the department include:</p> <ul style="list-style-type: none"> • commencement of legislation on 7 April 2021 to provide flexibility to the Chief Commissioner of Police to deploy PSOs in and around crowded places, including sporting venues and places of mass gathering to provide a policing presence and deter crime and anti-social behaviour • expansion of mobile speed cameras. <p>The department progressed a number of other CSS-related commitments including:</p> <ul style="list-style-type: none"> • the Private Security Industry Licensing Review • a trial of the use of body worn cameras for digitally recorded evidence in chief to assist in reducing the trauma of victims of family violence associated with giving evidence in court • creating a standalone offence for strangulation in the family violence context • investigating the potential to destroy bulk exhibits • review of the Criminal Organisations Control Act.
Road Safety Strategy	Completed	The Victorian Road Safety Strategy 2021–30 was released on 20 December 2020. The new strategy aims to halve road deaths and reduce serious injuries by 2030, with the long-term goal of eliminating road deaths by 2050. The road safety enforcement focus includes initiatives tackling high and low-level speeding, drug driving, seatbelt offences and distracted driving (illegal use of mobile phones).

Focusing on victims and survivors

Brief Initiative Title	Current Status	Update as at 30 June 2021
Family Violence Scheme (FVS)	In Progress	An independent statutory review of the FVS found that the scheme is an innovative response to family violence impacts within the fines system and has reduced the disproportionate impact of fines on victim survivors. The review made eight recommendations to further enhance the scheme. The department has accepted all eight recommendations and is continuing to develop the FVS to ensure it meets the needs of the community and victim survivors. The department has developed and finalised a Guide to the Family Violence Scheme, which provides information to help people to understand and access the scheme.

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Early Intervention and Prevention Fund – Mental Health	In Progress	Victoria Police has continued to deliver the Early Intervention and Prevention Fund including Reflective Practice groups. This is a form of structured professional supervision that takes place in a small group, facilitated by one or more clinicians. Over the course of six sessions, employees join with their peers to reflect on the impact of policing on their lives, share their experience, and discuss strategies that build resilience and prevent burnout. The preferred mode is face-to-face delivery and this has continued despite COVID-19 with delivery adjusted to comply with the Victorian Chief Health Officer directions. Virtual Reflective Practice was delivered only when necessary. This program continued to be delivered face-to-face across the state with no sessions currently via video conferencing.
Centre of Excellence for Emergency Worker Mental Health	In Progress	<p>The Centre of Excellence for Emergency Worker Mental Health, which incorporates the Specialist Network of Clinicians, commenced on 4 March 2021. The Centre is being delivered by Phoenix Australia on behalf of the Victorian Government. The aim of the Centre is to improve mental health outcomes for emergency workers, including those that have retired from service.</p> <p>The Centre will:</p> <ul style="list-style-type: none"> • Build the awareness and capability of practitioners to meet the needs of emergency workers whose mental health has been impacted by their work. • Develop and evolve the Specialist Network of Clinicians, including establishing a revised centralised intake and referral service for emergency workers via referral from a clinician. • Design, deliver and co-ordinate emergency worker centric research and evaluation projects in models of intervention and care, to further enhance outcomes and ensure they are translated into practice across the network of practitioners.
Provisional payments for emergency workers	Completed	<p>The legislated Provisional Payments Scheme provides eligible Victorian workers suffering from a work-related mental health injury with timely access to payments for reasonable medical expenses whilst their compensation claim is determined.</p> <p>Under the new Scheme, if the worker's claim is rejected the new Scheme will continue to provide payments for up to 13 weeks.</p> <p>The new Scheme commenced on 1 July 2021 and replaced the Provisional Payments Pilot for emergency service workers which ceased on 30 July 2021.</p> <p>The new Scheme reflects the government's continued commitment to supporting early intervention pathways by ensuring timely access to mental health treatment for those suffering workplace mental health injuries.</p>

Delivering evidence-based outcomes

Brief Initiative Title	Current Status	Update as at 30 June 2021
Countering violent extremism research grants	In Progress	All but one of the 12 CVE research reports were delivered in 2020–21 and will be used to inform policy and practice. The research reports address issues related to right and left-wing violent extremism and Islamophobia in Victoria.
Crime Prevention through Environmental Design	In Progress	Based on the commissioned research, a discussion paper is being prepared to outline ways in which we can ensure evidence-based crime prevention through environmental design principles are applied in funded public safety infrastructure projects.
CCTV evaluation	Completed	<p>The evaluation undertaken last year found CCTV to be a useful tool in Victoria Police's investigative and operational work, and as part of broader safety and security approaches implemented by local councils. In line with this research, councils funded for CCTV projects through the new Building Safer Communities grants are required to:</p> <ul style="list-style-type: none"> • demonstrate a clear need for CCTV based on evidence • only incorporate CCTV as part of a more comprehensive approach to addressing local crime prevention issues.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Applied Security Science Project	Completed	<p>The project was initiated in July 2019 to undertake rigorous scientific research on terrorism, counter terrorism and CVE in the Australian context to inform evidence-based tools for use by frontline staff.</p> <p>The project to validate Radar, a suite of CVE case management tools, to ensure continuous improvements and relevance of those tools for supporting the identification, mitigation and management of adverse terrorism or violent extremism outcomes.</p> <p>The department was consulted during the project through the Practitioner Advisory Group. The project delivered the final report in November 2020.</p> <p>While the project began with the department's support, it has become a sustainable entity that continues to deliver outcomes for the State beyond the life of the project. It continues to build new knowledge and has developed the partnerships to ensure that this new knowledge can be communicated to, and incorporated into, the decision-making frameworks and training of the Victorian workforce.</p>

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Fines IT system reform	In Progress	Core functionality for the fines IT system has now been delivered to support end-to-end fines services, including additional payment options for fine recipients, to progress court fines, to disburse collected fines revenue to enforcement agencies, and to produce warrants (including new warrants and warrants that were issued before Fines Reform commenced). Further IT functionality will be added as part of the continuous improvement of fines services.

Driving productivity

Brief Initiative Title	Current Status	Update as at 30 June 2021
Optimising data use in fines enforcement	In Progress	The department is using data to develop intelligence-led debt engagement strategies to enhance debt programs and Sheriff activity, as well as to support outreach and engagement. This includes the use of advanced insights and analytics, including debtor persona modelling, to encourage early engagement and support increased fine collection rates, informing SMS and letter activities, targeted use of sanctions and execution of warrants.
Sheriff operations monitoring tools	In Progress	A new stand-alone server is now in place to enable the efficient processing of the operational activity of Sheriff's officers. Sheriff's Office Victoria is developing capturing tools utilising SharePoint as the input and output reporting tool.

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Road safety camera program – infrastructure and safety campaign, maintenance upgrade and network security	In Progress	<p>The mobile camera expansion project has delivered a 75 per cent increase in mobile camera operations from 9,300 to 16,300 hours per month, two years ahead of schedule. Work is underway to expand the number of new mobile camera locations to over 3,000 by 2023. This will include a significant number of regional locations.</p> <p>A contract has been executed for the delivery of a new computerised maintenance system to more effectively manage the fixed camera system. Project delivery is now underway with the contractor, commencing with the design of the software solution.</p> <p>The proof of concept solution design to improve network security for the fixed camera system is currently in progress. The results of the proof of concept will be delivered in July 2021.</p>

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Provided essential fines services during the COVID-19 pandemic

Victoria's fines system continues to operate during the COVID-19 pandemic. Fines Victoria provided support to Victorians during the pandemic, including suspensions to payments, delayed payments, and extended payment arrangements. Fines Victoria implemented changes to make it easier for people to access the Family Violence Scheme during the pandemic. The department supported government to implement emergency legislative amendments to provide support to enforcement agencies, including local councils, and to ensure continued access to the Prison Program.

Implementation of recommendations of the Fines Reform Advisory Board

The Fines Reform Advisory Board provided a report to government in April 2020. The Advisory Board made 24 recommendations to further improve the fines system. The government has supported 13 recommendations in full or in-principle, with 11 recommendations to be considered further.

Three recommendations have already been fully or partially acquitted. Recommendations 3(a) and 10 were acquitted through updates to the guidelines for internal reviews under the *Infringements Act 2006* and the waiver of fines under the Work and Development Permit Scheme, respectively. In March 2021, the Victorian Parliament also passed the *Justice Legislation Amendment (System Enhancements and Other Matters) Act 2021*. The justice system enhancements made by this Act included the implementation of recommendation 13 of the Advisory Board. This reform replaces the judicial process for making orders under the *Fines Reform Act 2014* to convert unpaid fines into time spent in prison with a new, more efficient administrative process.

The department is continuing to work with stakeholders to progress these recommendations as part of its ongoing delivery of Fines Reform.

Development and release of the Victorian Government's Crime Prevention Strategy

The new Crime Prevention Strategy, released on 21 June 2021, sets out a clear, long-term approach for how government will work with Victorian communities, businesses, and key organisations to intervene early and prevent crime before it occurs to achieve four key outcomes:

- Victorian communities are more connected, cohesive and engaged in designing and delivering local solutions to prevent crime
- fewer Victorians come into contact with the criminal justice system
- more people at risk of offending are connected with earlier, more effective support
- Victorians are safer and feel safer.

The Building Safer Communities Program, a key initiative under the Crime Prevention Strategy, includes grants and a series of community forums to bring together key community stakeholders to address risk factors for offending and improve community safety.

16 projects have been approved for funding through the first round of the competitive grants stream, with a total investment of almost \$4.4 million. Three communities have also been identified for targeted support of up to \$700,000 through the program's Empowering Communities Grants – Brimbank, Hume and Melton. Four Building Safer Communities forums have been held to date focused on Brimbank, Hume, Melton and Ballarat.

Delivery of the Distracted Driving trial

The department conducted a three-month trial of automated camera technology designed to detect mobile phone and seatbelt offences. The trial ran between July and October 2020, with two mobile phone cameras moving across a range of metro and regional locations. The trial assessed a total of 679,438 vehicles and results indicated that approximately one in every 42 drivers were illegally using their mobile phone.

The trial also found the distracted driving technology can detect drivers who don't wear a seatbelt, uncovering a one-in-667 offence rate statewide.

Work is now underway to implement this technology for enforcement by the end of 2022. Research undertaken by the Monash University Accident Research Centre has estimated that this technology has the capacity to prevent 95 casualty crashes per year.

Delivery of the Restorative Engagement and Redress Scheme for Victoria Police employees who have experienced workplace sex discrimination or sexual harassment

The scheme opened in December 2019 and is funded until December 2023. It provides support and redress to former and current Victoria Police employees who have experienced workplace sex discrimination and/or sexual harassment.

Options available to eligible participants include counselling and wellbeing support, a possible financial redress payment, and the option to participate in the Restorative Engagement program.

Since opening, more than 500 people have been supported through case management, counselling and over \$8 million in financial redress payments have been made. Participant feedback indicates that the Scheme is having a positive impact on their lives.

The government investment in this Scheme delivers on the Community Safety Statement's commitment to improve Victoria Police's workplace health and wellbeing.

COVID-19 Quarantine Victoria (CQV)

CQV was established on 1 December 2020 to administer the Victorian Government's COVID-19 Accommodation Program. It was set up as an Administrative Office connected to the Department of Justice and Community Safety.

CQV is led by the Commissioner and State Controller who is appointed by the Premier and reports directly to the Minister for Police.

CQV has operational independence and responsibility for the:

- hotel quarantine program for all international arrivals, which commenced on 7 December 2020
- quarantine program for international aircrew and freight airline members arriving/transiting through Victoria, which commenced on 23 December 2020
- frontline worker accommodation (formerly 'Hotel for Heroes') for eligible essential workers who need support to self-isolate or quarantine, or require accommodation on compassionate grounds
- emergency accommodation for people that are required to quarantine or isolate but cannot do so safely in their own accommodation, including COVID-19 Isolation and Recovery Facilities (CIRF) for persons with complex or special needs.

All accommodation programs operate on the basis of a health-led response, with services and permissions designed to prevent and control the spread of COVID-19. The health-led response includes a renewed focus on the health and wellbeing of those in quarantine/isolation and is underpinned by robust infection prevention and control.

Key achievements/deliverables

- Since its establishment on 1 December 2020, CQV has had [as at 30 June]:
 - » 38,690 people accommodated in hotel quarantine
 - » over 310,000 daily staff tests conducted
 - » over 12,000 vaccination doses administered.
- CQV is the first Australian government agency responsible for quarantine of returned travellers to:
 - » develop ventilation standards for hotel quarantine settings and remediation program to modify sites to standard
 - » implement a mandatory vaccination policy for its frontline quarantine workforce and contractors
 - » introduce voluntary day-off testing for frontline quarantine workers
 - » develop a trial of new proximity tracking technology to support contact tracing.
- CQV has rolled out N95 mask fit testing and training for all frontline quarantine workers.
- From January – February 2021, CQV managed the quarantine of 1,057 participants in the Australian Open Quarantine Program, while meeting its repatriation commitments.

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

This objective aims to deliver a coordinated, all communities, all emergencies approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community. Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

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

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department’s Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Fire Service Reform	In Progress	EMV has met the obligations of the <i>Fire Services Legislation Amendment (Reform) Act 2019 (Vic)</i> , passed by the Victorian Parliament in June 2019, and continues with the implementation of the Fire Services Reform. A number of key actions have been delivered, including the creation of Fire Rescue Victoria (and cessation of the Metropolitan Fire Brigade) and affirmation of Country Fire Authority as a volunteer organisation on 1 July 2020, publication of the Minister for Police and Emergency Services Fire Services Year One Implementation Plan on 1 October 2020, the appointment of the Fire District Review Panel on 26 October 2020 and the appointment of the Fire Services Implementation Monitor on 15 December 2020.
Emergency Management Planning Reforms	In Progress	EMV, in partnership with the emergency management sector, has successfully led the implementation of the new planning framework at state, regional and municipal levels with the final stage of the framework enacted in legislation on 1 December 2020. EMV’s work included preparing and reviewing the State Emergency Management Plan, coordinating the establishment of reformed regional and municipal emergency management planning committees and ongoing support through state and regional level initiatives and projects.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Building resilience	In Progress	The aim of these initiatives underpins EMV’s business as usual processes and have been absorbed into EMV’s programs of work to support the resilience of all Victorians before, during and after emergency events. Individual and community resilience continues to be a foundational objective of key EMV-led initiatives including (but not limited to) continued recovery reform and improvements, as previously recognised through the Resilient Recovery Strategy.
Integrating services and activities to provide high quality, culturally responsive, fair and consistent support to communities	In Progress	

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Emergency Management Operations Reform	In Progress	The SCC Workforce Strategy Recruitment Project was completed in April 2021. Review of the SCC Workforce Model (within Broader Workforce Capability) and the Future State SCC Business Case has been incorporated into the Emergency Management Operational Review and is progressing. Timelines and deliverables are pending further consultation with the sector and State Crisis and Resilience Council endorsement.
2030: A Strategy for the Emergency Management Sector	Completed	This project was placed on hold in early 2020 and has been superseded by subsequent recommendations and actions coming out of Inspector General Emergency Management reviews and inquiries. These have been incorporated into the initiative 'Develop a strategic roadmap to guide long-term reform for the emergency management sector as part of the Strategic Action Plan'.
Cross border emergency management capacity and capability	In Progress	EMV has developed a number of cross border resources to enhance interoperability, including a cross border arrangements database and best practice templates for cross border mutual aid agreements and local operational guidelines. EMV has undertaken research to understand the use of communication mediums (access, capability, knowledge) across border communities during an emergency; and provided insights to the behaviour of communities to inform targeted educational campaigns, response, risk mitigation, regional and/or municipal planning, which has contributed to border communities and tourists accessing timely and critical emergency management information.

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Diversity and inclusion in emergency management	In Progress	EMV continued to support inclusion and diversity initiatives in the Emergency Management sector including reviewing national honours and awards nomination forms to remove barriers for diverse nominations, supporting Pride initiatives with the Emergency Management Pride Network of Victoria, and supporting gender equality work through the Champions of Change Coalition.

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Sector-wide ICT strategy	In Progress	The 2021–22 financial year will see the completion of the sector-wide Emergency Management Technology Strategy & Action Plan following the development of the ICT strategy development plan in January 2021 and the Emergency Management ICT Strategy Framework in February 2021. The scope and goals of the Strategy have been canvassed both within EMV and the emergency management sectors' Emergency Services Leadership Group.

Driving productivity

Brief Initiative Title	Current Status	Update as at 30 June 2021
Increasing joined-up approaches to investment and asset management across the emergency management system	Completed	This initiative has been incorporated into ongoing business with regard to sector investment prioritisation, management and reporting.
EMV culture of collaboration and learning	In Progress	During 2020–21, EMV led discussions with stakeholders about learning and education needs, barriers and enablers for our future workforce at local, regional and state tiers. This collaboration, together with research of good practice has informed the Training and Education Master Plan for the sector, and a revised Incident Management Team training and accreditation program, to be released in August 2021.

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Continue implementation of the Fire Services Reform

On 1 July 2020, Fire Rescue Victoria (FRV) was established (with the cessation of the Metropolitan Fire Brigade) and the Country Fire Authority was restored to a volunteer firefighting organisation. This included the transfer of staff and assets from Country Fire Authority to FRV, including co-located and career only stations and associated appliances, and tools of trade. Amendments to the *Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019* also enabled updates to maps of the Fire Rescue Victoria Fire District to reflect current service delivery requirements. EMV also supported agencies to develop a number of agreements and schedules to operationalise the statewide service delivery of critical fire services under the new model.

In August 2020, both agencies published their first year Outcomes Frameworks and in October 2020, the Minister for Police and Emergency Services released the Year One Fire Services Reform Implementation Plan. In October 2020 and December 2020 respectively, the department established the Fire District Review Panel and the Fire Service Implementation Monitor, and finalised recruitment to their offices in early 2021.

Implement Planning Reform

In 2020, EMV led the staged implementation of Victoria's new integrated, coordinated and comprehensive framework to support emergency management planning at state, regional and municipal levels. The final stage of the new legislative framework was enacted on 1 December 2020. EMV now seeks to ensure the emergency management planning framework is suitably embedded.

In partnership with the emergency management sector, EMV prepared the State Emergency Management Plan (SEMP) on behalf of the Emergency Management Commissioner. The SEMP was published in September 2020 and in line with EMV's commitment to continuous improvement, it is currently undergoing its first review and is due for completion in October 2021. Relevant agencies are now updating the SEMP Sub-Plans.

In 2020, EMV coordinated the establishment of reformed regional and municipal emergency management planning committees and the Regional Emergency Management Plans were published in November 2020. Municipal Emergency Management Plans are now being updated in accordance with their existing three-year review schedule.

EMVs support to Victoria's emergency management planning continues through initiatives and projects, including development of the emergency management planning resource library, chairing the Regional Collaboration Group, an emergency management plan scenario test pilot project and development of a regional risk assessment methodology.

State Control Centre (SCC) Operations

Undertook a capability uplift in resourcing to support the 24/7 operation of the Victorian SCC. The addition of 48 dedicated personnel in 2021 to the existing shift worker teams, ensured continuous service to the Emergency Management Commissioner, the emergency management sector and the broader community.

The SCC remained active through the year in aid of bushfires, floods and storms, and continues to support the emergency coordination of the COVID-19 pandemic. The SCC also coordinated the deployment of 93 multi-agency personnel to New South Wales in March 2021, in response to floods and 77 personnel, were deployed in Western Australia in April 2021, to assist with response and relief operations for Tropical Cyclone Seroja.

Leading up to the 2020–21 summer season, the emergency management teams at incident, regional and state levels could not come together in COVIDSafe settings. To enable these teams to prepare, EMV developed and delivered critical learning modules and pre-season briefings on a range of topics, including the newly released SEMP and Ministerial Planning Guidelines and the expected risks leading into the high-risk summer period. Nearly 10,500 online eLearning modules were developed and delivered to 5,252 learners from 35 separate organisations through the newly created systems.

Co-led the Victorian Government's participation in and response to the Royal Commission into National Natural Disaster Arrangements

EMV and the Department of Land, Water, Environment and Planning co-led Victoria's participation and response to the Royal Commission, which was the first Australian Royal Commission conducted online. The Royal Commission commenced on 20 February 2020 and concluded on 30 October 2020. During this time, EMV and the Department of Land, Water, Environment and Planning coordinated Victoria's response to 30 Notices to Produce, had 20 Victorian witnesses appear before the Commission and responded to 165 interim observations and propositions. The Royal Commission provided its final report containing 80 recommendations on 28 October 2020. The report was tabled in Commonwealth Parliament on 30 October 2020 and made public the same day. Victoria responded to the Royal Commission's final report on 5 March 2021.

EMV is continuing to support Victoria's work to progress implementation of the Royal Commission findings including collaborative efforts with other jurisdictions through the Australia-New Zealand Emergency Management Committee and the National Emergency Management Ministers Meeting.

Resilient Recovery Strategy

The Resilient Recovery Strategy continues to provide a focus for government's contribution to an improved recovery system and offers a foundation for shared program objectives, outcomes and collaborative resourcing.

Re-investment in this reform program in early 2021 supported delivery of a comprehensive analysis of the existing reform agenda against recommendations from reviews, inquiries and research since the strategy was released. This analysis contextualises current Victorian disaster recovery, regarding both community needs and government priorities. This will help shape the next stage of recovery reform and inform a plan for forward improvements and shared sector investment.

Throughout 2020–21, the strategy shaped Victoria’s response to several reviews and inquiries at state and national level, and informed the work of Victorian agencies in the development of significant recovery improvement projects. This includes the Emergency Recovery Resource Portal, which was initiated during 2020–21 and is expected to be launched in quarter three of 2021. This portal is intended to support the recovery sector and workforce by providing a central point of access to key recovery resources and guidance. The portal will be a key lever in the delivery of future recovery improvements, with particular focus on utilising available technologies to better support communities after disaster.

Delivery of annual community safety campaigns

The Victorian Fire Season Campaign is an annual bush and grassfire awareness campaign. The campaign prompts all Victorians to be better prepared against bush and grassfire to minimise injury and the loss of life, and implement long-term changes in the attitude, awareness and behaviour of Victorians in relation to fire.

The campaign targets people living in bushfire and rural grassfire areas, people who live in an urban setting at risk from grassfires and people visiting high-risk fire areas.

The 2020–21 campaign used television, radio, digital, social, press and outdoor advertising to reach target audiences.

The Water Safety campaign plays a key role in making water safety a priority throughout summer. Campaign advertising alerts priority audiences to the risk associated with swimming in coastal and inland waterways.

The 2020–21 campaign used television, radio, press, digital, and social media advertising, including in-language targeting, to reach priority audiences.

Bushfire Recovery Victoria

Bushfire Recovery Victoria was established in January 2020 as a dedicated and permanent Victorian Government agency to coordinate recovery from the devastating 2019–20 Eastern Victorian bushfires.

Working directly with affected communities, all levels of government, agencies and industry, Bushfire Recovery Victoria coordinates real, effective and timely support that communities need to recover after a major emergency.

As well as providing strategic leadership on whole-of-government recovery activities and delivering state recovery outcomes, Bushfire Recovery Victoria supports locally-led recovery efforts to support councils and ensure that community is at the centre of recovery.

Since its establishment, Bushfire Recovery Victoria has:

- established a dedicated recovery support program to link individuals and families with individualised support, including access to emergency accommodation
- cleaned up 736 bushfire-affected properties across Victoria, including the removal of 75,000 tonnes of debris
- rolled out a range of grants to address recovery needs
- operated eight Community Recovery Hubs to make it easier for people to access the services they need
- established the Short-Term Modular Housing program to get people back on their land and in their communities as they begin the rebuilding process
- developed wrap-around support for Victorians seeking to rebuild
- established and facilitated 22 Community Recovery Committees so communities can plan and lead their own recovery
- coordinated a range of support programs and initiatives across the five lines of recovery: People and wellbeing, Aboriginal culture and healing, environment and biodiversity, business and economy and buildings and infrastructure
- released the State Bushfire Recovery Framework and Plan to guide the coordination of recovery efforts
- partnered with the most impacted councils from the fires – those of East Gippsland, Towong and Alpine Shires, to support them to have the capacity and capability needed for local planning, coordination and support.

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.

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

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department’s Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Corrections Victoria prison system expansion strategy	In Progress	Through 2020–21, the department continued the prison system infrastructure expansion program funded in the 2019–20 State Budget to meet projected demand. A Prison Network Configuration project commenced in early 2021 to align prison profiles and prisoner pathways with projected requirements. Key issues include the increasing number of unsentenced prisoners and the ongoing need to support COVID-related measures including quarantine.
Regional service delivery and community partnerships	In Progress	Maintained effective supervision of offenders and young people during 2020–21 while adapting systems in response to COVID-19, through: <ul style="list-style-type: none"> • Deployment of technology across regional locations allowed staff to quickly transition to a remote service delivery model. • During restrictions, regional CCS and YJ Teams successfully continued their engagement with clients and young people. • A high-risk model was developed to closely monitor CCS clients considered to be of the highest risk. • Dispute Settlement Centre of Victoria and CAV staff were focused on facilitating rental arrangements under the Residential Tenancies COVID-19 Emergency Measures.
CCS practice reform	In Progress	Significant service transformation and practice reform was undertaken in response to the need for ongoing case management of people on Community Corrections Orders during the COVID-19 pandemic. This included the rapid introduction of remote service delivery of case management to clients which also required changes to client engagement practice. Practice reform and its continuous improvement remains an ongoing priority for CCS.
Regional hospital access pathways	In Progress	Work to expand regional hospital pathways to improve prisoner access to planned hospital care continued over the 2020–21 period: <ul style="list-style-type: none"> • Grampians Regional Hospital Pathway (RHP) successfully transitioned to business as usual with local operating procedures embedded in daily practices. • Implementation of the Gippsland RHP is pending following delays due to the COVID-19 pandemic and associated impacts on hospital operations. • Expansion of the RHP model to further regions, beyond Grampians and Gippsland, is a key component of a broader hospital pathways approach being developed by the Health Service Review project within Corrections and Justice Services. The approach will align with the wider department initiatives, including the Prison Network Configuration and Prison System Strategies. • Discussions continue with the Department of Health and the Victorian Health Building Authority on a range of opportunities, including identifying preferred custodial ward design and operational features to improve prisoner access to hospital inpatient services. A review of custodial wards in other jurisdictions is being undertaken as part of this work.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Multi-agency panels and specialist family violence reforms	In Progress	<p>The COVID-19 pandemic continued to present challenges for implementing the Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework during 2020–21. Key developments included:</p> <ul style="list-style-type: none"> • CV and Justice Health continued to align their policies and work practices with the MARAM Framework in addition to supporting contracted health service providers in their alignment work. • Resources to support this work have included a Justice Health Practice Guide on relevant MARAM responsibilities, a tailored Organisational Embedding Guide for Justice Health, and training for CCS on managing perpetrators of family violence during COVID-19. • Three e-learn modules have been developed for the CCS workforce: <ol style="list-style-type: none"> (1) Introduction to the MARAM Framework and Information Sharing, to complement the Foundational Family Violence Training currently delivered to CCS staff. (2) Assessing Victim-Survivors of Family Violence – Court Assessment and Prosecution Service: to help staff who are based in courts to complete the Family Violence Screening Tool, and provide guidance on how to ask questions and review relevant information. (3) Assessing Perpetrators of Family Violence – Court Assessment and Prosecution Service: explores why co-resident screening is important and provide training to interview co-residents where necessary. • Work continues across the department to develop customised training for the prison setting.
Reducing incarceration of women	In Progress	<p>A successful pilot of a Disability and Complex Needs Service at the Dame Phyllis Frost Centre was completed in 2020–21. The service supports women with cognitive disability and complex needs, with intensive support in specific accommodation units and stepped down support provided across the women's prison.</p>
Linking priority cohorts to services	In Progress	<p>\$2.46 million was allocated in the 2020–21 State Budget to enhance the service response for people in prison with disability. Planning, service design and recruitment for the Prison Disability Support Initiative has been completed.</p> <p>The initiative seeks to improve the identification of prisoners with disability and complex needs. This will support decision making around their placement, rehabilitation and reintegration to the community, including supporting access to the NDIS. It will also help build the capacity of prison staff to work with identified prisoners. The initiative is due to commence in July 2021.</p>
Implementing Aboriginal Justice Agreement initiatives in Corrections Victoria	In Progress	<p>Development of an operating model for a prison-based, culturally appropriate healing unit at the Dame Phyllis Frost Centre continued in 2020–21, with funding allocated in the 2021–22 State Budget. The Aboriginal Healing Unit will operate as a therapeutic community, providing culturally specific supports to Aboriginal women to build essential life skills required to maintain pro-social connections following release from prison. The department will continue to work closely with the Aboriginal community on the establishment of the Healing Unit.</p>
Outcomes for Aboriginal people	In Progress	<p>A range of key initiatives have been delivered over the year, despite the significant challenges presented by the COVID-19 pandemic. Services have adapted their practice to respond to these challenges, including:</p> <ul style="list-style-type: none"> • The Yawal Mugadjina program, which focuses on strengthening pre- and post-release cultural supports, has continued with a smaller number of Elders and Respected Persons meeting the cultural needs of people in prison via online meetings. This program has continued to be successful with many men and women still wishing to be engaged. Elders and Respected Persons attended five locations and participated in more than 60 visits through the year. This program received funding for an additional four years in the 2021–22 State Budget. • The Strengthening Aboriginal Healthcare Project, led by Justice Health, will ensure Aboriginal people in prison have culturally specific health care and are engaged in their health response. This work is a commitment to develop a comprehensive, long-term plan of action that is targeted to need, evidence-based and capable of addressing the existing inequalities in health services. Phase One of this project focuses on: an Aboriginal Health Risk Review, Aboriginal Health Clinical Governance Audit, Prisoner Health Workshops, the Torch artwork for Justice Health, and Aboriginal Health Reference Groups.

Brief Initiative Title	Current Status	Update as at 30 June 2021
		<ul style="list-style-type: none"> The Victorian Government announced an independent review into the culture of Victoria's prison system. This Review will span both the public and private adult custodial corrections system, focussed on two streams of inquiry – ensuring the wellbeing and safety of staff within the adult custodial system, including ensuring appropriate and effective cultural support for Aboriginal staff, and whether systems and processes in prisons ensure that Aboriginal people in custody have the right to access and continue to practice Culture, are free from discrimination, and are consistent with Aboriginal self-determination. The Baggarook program, a purpose-built transitional housing facility, providing short-term transitional housing for Aboriginal women released from prison who are at risk of homelessness has supported seven Aboriginal women to exit prison and transition back into the community. Local Justice Workers continue to work remotely to engage people in prison pre-release. The Aboriginal Continuity of Care pilot continued to operate from two locations, switching to a remote operating model where workers engaged with people via video call prior to their release from prison, and then supported them post-release. The statewide Indigenous Arts in Prison and Community Program, 'The Torch', provides cultural strengthening and economic development opportunities for Aboriginal people as emerging artists. The Torch continued to provide support via video call and in line with their COVIDSafe Plan for face-to-face visits. As at 30 June 2021, there were 229 participants in prison and 157 accessing support post-release.
Pre- and post-release support and reintegration pathways	In Progress	<p>Service innovations are being piloted or implemented as part of the extension of the existing contract for reintegration support programs. This will inform future service design and delivery. These include:</p> <ul style="list-style-type: none"> Piloting new approaches to effectively measuring reintegration outcomes through assessment of post-release reintegration needs at the Maribyrnong Community Residential Facility in collaboration with Jesuit Social Services, with promising feedback to date. Contracted service providers embedding specialist responses in post-release service delivery, such as the use of head leasing by the Australian Community Support Organisation (ACSO) in its housing support program; the specialist disability worker and specialist housing worker at the Victorian Association for the Care and Resettlement Of Offenders; and Jesuit Social Services' health specialist (nurse). A collaborative pilot run by ACSO and Prison Network, focusing on the provision of additional pre-release support for women on remand at the Dame Phyllis Frost Centre who have been referred to post-release support but face a wait until their upcoming court hearing. The department and ACSO's Common Client Reintegration Pilot, which links post-release support into the new area-based local governance arrangements at common client demonstration sites. This further supports the integration of pre- and post-release services with whole of department and whole of government client-focused initiatives.
Forensic alcohol and other drugs (AOD) service delivery model	In Progress	<p>The department continued work with the Department of Health to implement and expand the Forensic Service Delivery Model program for high-risk offenders with AOD needs in the community. This includes expanding the KickStart forensic AOD program to additional locations, and developing targeted programs for key cohorts, including women and Aboriginal offenders in the community.</p> <p>The department continued to work with Department of Health to adjust service delivery in line with COVID-19 restrictions, ensuring continued access to treatment during periods of restrictions.</p>

Brief Initiative Title	Current Status	Update as at 30 June 2021
Employment pathways program	In Progress	<p>Four Employment Pathway Brokers (EPBs) continued to work across the state during 2020–21 to develop partnerships with industries and agencies, to ensure priority access for Corrections clients and young people.</p> <p>A new Education, Training and Employment Strategy is being developed for the corrections system and is due to be finalised later in 2021. This includes further strengthening and embedding the EPB operating model in community corrections, building on its successes which include innovative partnership development and placement of justice clients into employment.</p> <p>The EPBs have leveraged increased labour force demand resulting from generational investment by government in the construction industry and the Victorian Social Procurement Framework by placing justice clients with construction companies. This has resulted in work opportunities in various roles including labouring, traffic management and electrical work. These employment placements build on local partnerships with Tertiary and Further Education (TAFE) and local community partners which drive new programs and course offerings that provide opportunities to upskill and obtain certification in areas with employment demand.</p>
Community corrections system improvement	In Progress	<p>In the 2021–22 State Budget, \$14.4 million was allocated to:</p> <ul style="list-style-type: none"> establish a central specialised team within CCS to provide oversight of case management of high-risk offenders continue the Court Assessment and Prosecution Service at the Bail and Remand Court the operation of the Maribyrnong Community Residential Facility for an additional 12 months to address the risk of homelessness for men exiting prison. <p>In 2020–21, Corrections and Justice Services focused on policy, design, and options to strengthen the management of high-risk complex community correction orders while adapting to the challenges presented by COVID-19. This included modifying remote service delivery, embedding central oversight, responsiveness to escalation of risk and examining internal processes to address non-compliance and encourage successful completion of orders.</p>
Justice Assurance and Review Office	In Progress	<p>The department is committed to reviewing the Aboriginal Independent Prison Visitor scheme and how it can best support Aboriginal prisoners.</p>

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Corrections Victoria stakeholder engagement	In Progress	<p>Strategic partnerships with industry and employers are being developed as part of strengthening paid employment pathways for justice clients. Through this work, employers have expressed an intention to consider partnering with the department to place justice clients into employment, including through Memoranda of Understanding. This will help to ensure that the design and delivery of education, training and employment programs in prisons aligns with employer expectations and real world job opportunities. This responds to a key recommendation from the Parliamentary Inquiry into Sustainable Employment for Disadvantaged Job Seekers</p> <p>One CV Stakeholder Forum was held during 2020–21, chaired by the Acting Commissioner and conducted online due to COVID-19 restrictions. In developing and implementing its operational response to COVID-19, CV consulted with the courts and key oversight bodies such as Ombudsman Victoria, Victoria Police, legal peak bodies, and the Victorian Aboriginal Legal Service.</p> <p>CV worked with the Victorian Equal Opportunity and Human Rights Commission from January to June 2021, to strengthen staff understanding and management of human rights, through the delivery of intensive training for approximately 30 supervisors and Operations Managers. Additional group training was delivered at Langi Kal Kal Prison; further targeted training is planned.</p> <p>A workspace for Family Safety Victoria, to be used by CV Central Information Point staff, went live on 19 June 2021, and is expected to create significant efficiencies. It was developed through interagency collaboration with the department, Family Safety Victoria, Department of Families, Fairness and Housing (DFFH) and DPC.</p> <p>Stakeholders and contracted program and service providers joined regular localised forums during 2020–21 – mostly online – to collaborate on how to adapt service delivery and program content and still provide programs and services during COVID-19 restrictions.</p>

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Driving integrity and supporting mental health and wellbeing in corrections	In Progress	<p>A Cultural review of the adult custodial corrections system has been announced, to help drive a safer, more inclusive environment for all staff. The review will be conducted by a leadership team comprised of a panel of independent expert advisers and the Review Lead – former Victorian Equal Opportunity and Human Rights Commissioner Kristen Hilton. The review's Terms of Reference include consideration of options to drive cultural change and promote appropriate behaviour that is consistent with a culturally safe and integrity-based corrections system.</p> <p>Implementation of the Prison Cultural Reform Strategy 2019–2022 continued in 2020–21, which is guiding strong governance and leadership, high workforce standards and integrity in Corrections. Key activities under this framework focused on supporting the health, safety, and wellbeing of staff. This has included the adoption of the Victorian Government Mental Health & Wellbeing Charter to protect employees from mental injury and illness and promote mental wellbeing; providing access to effective psychological services for all staff; developing minimum guidelines for the Staff Support Program; and minimum training requirements to support staff members including Mental Health First Aid as mandatory training.</p> <p>A Peer Support Network was developed and implemented, integrated with the department's Mental Health First Aiders Network, as an additional support function for staff.</p>
Diversity in corrections workforce	In Progress	<p>The Terms of Reference for the Cultural review of the adult custodial corrections system includes consideration of options to address workforce skills and key capabilities (including leadership capability), and measures to ensure appropriate and effective cultural support for Aboriginal staff. This will support diversity in the corrections workforce.</p> <p>Implementation of the Prison Cultural Reform Strategy 2019–2022 promotes the 'Draw the line' campaign, encouraging positive and respectful behaviours at all levels to ensure freedom from discrimination, harassment, and bullying. Notably, Respect and Integrity Training for management and leadership teams has been completed across all locations.</p> <p>Two senior CV leaders chair and co-chair the Pride in Justice network.</p>

Delivering evidence-based outcomes

Brief Initiative Title	Current Status	Update as at 30 June 2021
Improved corrections practice	In Progress	<p>The department has continued to pursue evidence-based approaches to correctional practice. Evaluations undertaken during 2020–21 included reviews of initiatives related to COVID-19, pilots to support prisoners with disability, and programs to address problem behaviours in prisons. The Evaluation of the Remote Case Management of Offenders by CCS, which was completed in November 2020, found that most case management staff were able to successfully continue case management remotely during the COVID-19 pandemic, and wished to continue this as an option for some offenders. The Corrections Victoria Research Committee has continued to support building the evidence base for correctional activity by enabling research and evaluation initiatives led by external researchers from universities across Australia.</p>

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Corrections IT data system strategy	Completed	<p>The CV IT Strategy document is now completed.</p>

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Corrections Victoria efficiency and budget sustainability	In Progress	The focus across the prison system during 2020–21 was implementing quarantine and isolation measures to reduce the risks of COVID-19. Various strategies were explored to reduce prison expenditure and improve processes, while maintaining a COVID-19 safe environment.
Strategically accommodating growth in demand	In Progress	An extensive infrastructure expansion program has been underway across the prison system throughout 2020–21 to accommodate projected growth. A Prison Network Configuration project commenced in early 2021 to align prison profiles and prisoner pathways with projected requirements, taking into account the increasing number of unsentenced prisoners and the ongoing need to support COVID-related measures including quarantine.

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Maribyrnong Residential Facility

The Maribyrnong Community Residential Facility (MCRF), which opened in June 2020, operated throughout 2020–21 as a part of the department's response to the COVID-19 pandemic. The facility assists men engaged in the criminal justice system who are homeless by providing somewhere appropriate to live where they can comply with COVID-19 restrictions. The former Maribyrnong Immigration Detention Centre was repurposed by the department in early 2020. MCRF can accommodate up to 44 men, including those who have been released at the end of their sentence, are on parole or are on a Community Correction Order.

MCRF operates as a partnership between CV, G4S and Jesuit Social Services, providing people with housing stability that encourages residents to make pro-social decisions to assist in their integration into the community. To 30 June 2021, 74 men had been accommodated at the facility since it opened. They have been supported in completing vocational training, obtaining their driver's licence, employment, private rental accommodation, and public housing. Men have also improved relationships with family members, completed family violence programs and worked with Child Protection, which has enabled them to return to the family home. A Community Advisory Group was established in July 2020 which currently meets bimonthly and keeps community members and stakeholders informed on the operation of the facility. Funding was received in the 2021–22 State Budget to operate the facility until 30 June 2022.

Operational response to COVID-19 in prisons

Over 2020–21 the measures put in place to reduce the risk of COVID-19 in Victorian correctional facilities were continually adjusted to protect prisoners and staff and to respond to emerging risks. The potential for COVID-19 to spread in correctional and post-sentence facilities remains an ongoing challenge; however, a range of operational measures were introduced to keep corrections facilities as safe as possible.

Over 2020–21 (to 30 June 2021), 2,406 adult prisoners were tested and isolated due to displaying COVID symptoms or COVID-related risk. Regardless of COVID

risk, all newly admitted prisoners are swabbed on arrival and on day 11. As at 30 June 2021, CV had managed a total of 28 Victorian prisoners who tested positive for COVID-19, including 24 after 1 July 2020, without any known prisoner-to-prisoner transmission. No prisoner tested positive between September 2020 and the end of the financial year.

186,760 video visits were conducted across public and private prisons during 2020–21. Personal video visits were first introduced during 2019–20 following the cessation of contact visits as an infection control measure.

Custodial facilities COVID-19 vaccination program

As part of Victoria's response to COVID-19, the department established an on-site COVID-19 vaccination program during 2021 across all adult corrections and youth justice facilities. This program is being delivered in partnership with the Department of Health, local public health units and prison-based health service providers. The program offers all staff and clients, eligible under Phase 1b of the Australian Government's COVID-19 vaccination program, access to COVID-19 vaccinations to protect the health and wellbeing of all correctional staff and people in custody. The program is delivered in accordance with advice from the Australian Technical Advisory Group on Immunisation.

Review of health care delivered to Aboriginal prisoners

During 2020–21, as part of the departments commitment to strengthening Aboriginal health care, Justice Health facilitated a health risk review. The review, conducted by prison based primary health care providers, focused on addressing health concerns for Aboriginal people with high health needs. The review also provided an opportunity for health care providers to engage in discussions about ways the health provider could work with individuals to improve their health care while in prison.

A series of workshops with prison health services and Aboriginal Health Workers were also commenced during this reporting period. The workshops aim to build understanding and capability in relation to integrated care planning through listening to the experiences of Aboriginal people in custody. There have been some delays in conducting these workshops as a result of COVID-19 restrictions.

Enhancements to security measures across custodial facilities

CV enhanced its contraband detection capability through the installation of new drone detection technology in November 2020 and new body-scanning technology, which became operational between July and November 2020.

Drone detection technology provides the capability to detect drone incursions and enable correctional facilities to immediately and appropriately respond at all our maximum-security and most medium-security prison locations. New millimetre wave and x-ray body scanners have improved our gatehouse contraband detection capability across all walled correctional facilities. Both initiatives have improved contraband detection efficacy and safety for prisoners and staff.

Wulunggo Ngalu Bush Foods and Nursery Project

Djakitjuk Djanga, a Victorian Traditional Owner native food and botanicals strategy, was launched in Gippsland Region in April 2021. The strategy contributes to cultural strengthening and sustainability of first nations people of Victoria. Wulunggo Ngalu Learning Place (WNLP) formed a partnership with Gunai Kurnai Lands and Waters Aboriginal Corporation (GLaWAC) and was awarded State Government grant funding in early 2020 to refurbish the hot house and garden area of the WNLP site and commence propagating native bush foods under cultural approval and guidance of the Traditional Owners' group.

The program aims to enhance the cultural learning of WNLP participants through reconnection to country and custodianship of the land. It also combines with TAFE Gippsland educational training towards Cert II in horticulture as well as building & construction units to enhance future employment pathway opportunities for participants. WNLP, in partnership with GLaWAC and the Federation of Traditional Owners, hosted the Minister for Agriculture, Mary-Anne Thomas on 14 April 2021 in advance of the launch.

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

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

Corporate Plan initiatives and projects attributed to this objective

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Youth Justice Community Support Service	Complete	In 2020–21 the Youth Justice Community Support Service supported around 500 young people to address their needs in metropolitan Melbourne and regional Victoria. The service operated after hours and on weekends to support young people at high-risk times and continued operation to support young people during the COVID-19 pandemic.
Cherry Creek Youth Justice facility	In Progress	In 2020–21 significant progress was made on building the new youth justice facility at Cherry Creek. As at mid-2021, multiple building structures were nearing completion, including the reception building. The mental health building was well underway as were multiple accommodation units. More than 500,000 work hours had been completed on site by mid-2021, with an average of over 400 workers on site every day.
Youth Justice custodial operating philosophy, model and practice framework	Completed	In 2020–21 the Intensive Intervention Unit at Parkville and the new 32-bed unit at Malmsbury were embedded in custodial operations. The Intensive Intervention Unit supported a number of young people who required significant support for their behaviour. The establishment of Community 3 led to a number of young people having access to a step-down facility that focussed on building independence. The Community 3 unit has supported young people to engage in self-directed activities to prepare them for their transition back to community. This includes participation in education and treatment programs, as well as independent living skills.
Youth Justice Strategic Plan and new Youth Justice Act	In Progress	Following the release of the Youth Justice Strategic Plan 2020–2030, significant work and consultation has occurred to prepare for a standalone Youth Justice Act.
Aboriginal Youth Justice Social and Emotional Wellbeing Strategy	In Progress	The development of the Aboriginal Social and Emotional Wellbeing Plan is expected to commence in the second half of 2021. The Plan will align with the Aboriginal Youth Justice Strategy. Development of this Plan remains a key priority for 2021, along with development of cultural safety standards that will apply to health services in Youth Justice.
Community Engagement Officers	Completed	In 2020–21 community engagement officers located in the Southern and Western metropolitan areas focussed on supporting young people from South Sudanese backgrounds. They did this by engaging with local CALD communities, and with families to focus on the strengths of young people and help them achieve their youth justice supervision goals. In 2020–21 these officers played an instrumental role in supporting families during the COVID-19 pandemic. The roles have also provided secondary consultation to case managers and care teams. Further, these roles have developed and maintained supportive links between justice agencies and CALD community organisations, providing regular advice on justice issues impacting on the African community and working with case managers to strengthen cultural practice.
Embedding youth justice reform in the regional service delivery model	Completed	In 2020–21 the timeliness of case planning activities improved significantly. In 2020–21 97.2 per cent of young people on custodial orders and 92.1 per cent of young people on supervised orders had an assessment and plan completed within six weeks of the commencement of the order, which is well above results in 2019–20.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Aboriginal Youth Justice Strategy	In Progress	In 2020–21 new funding was invested to further reduce the over-representation of Aboriginal children and young people. This included expanding the Community based Aboriginal Youth Justice Program. The department also continued work with Aboriginal Justice Caucus to develop an Aboriginal Youth Justice Strategy. The Strategy will drive future reforms to address Aboriginal overrepresentation in Youth Justice.
Koori Youth Justice Taskforce	Completed	The Koori Youth Justice Taskforce examined the care of 296 Aboriginal children and young people under youth justice supervision between 1 October 2018 and 31 March 2019.
Children's Court Youth Diversion	Completed	The Children's Court Youth Diversion is continuing to operate to provide a pre-plea option for young people appearing before the criminal division of the Children's Court across Victoria.
Intensive case management services	Completed	Case management services that intensively focus on young people's offending behaviour and increase their opportunities for rehabilitation continued through 2020–21. Programs included some remote operations during the COVID-19 pandemic.
Evidence based program development	Completed	Multisystemic Therapy (MST) and Functional Family Therapy (FFT) delivered intensive, evidence-based services to families in Metropolitan Melbourne. The programs also delivered critical support for families, including a high number of families from CALD backgrounds, during the COVID-19 restrictions. An evaluation of the programs in 2020–21 found that MST and FFT have been successfully implemented and have strong stakeholder support. Preliminary outcomes indicated that families who completed the programs saw a reduction in offences and improvements in family functioning.
Youth Support Service	Completed	The 2020–21 State Budget provided an additional investment of \$6.5 million for the Youth Support Service to support an additional 1,479 young people over four years. This new investment is addressing demand in metropolitan Melbourne for diversion services.
Day programs for youth in custody	Completed	In 2020–21 young people in custody had access to programs and services to support their rehabilitation. This included education delivered by Parkville College; youth offending programs; and new services to promote their life skills and engagement with employment, such as a bee keeping program (Sweet Justice) at Malmsbury, and the STREAT café at Parkville.

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Custodial Facilities Working Group	Completed	The Custodial Facilities Working Group met twice in 2020–21 and provided expert advice on effective measures to address current and emerging issues in the youth justice custodial system. The focus of the working group is the safety, security and stability of youth justice custodial facilities, and the effective rehabilitation of young people in custody.

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Youth justice workforce development strategy	Completed	The 2020–21 State Budget invested over \$7 million over two years to further support the Youth Justice workforce. Workforce Plans were launched in January 2021. The Workforce Plans support attraction and retention initiatives and are helping the workforce to build the skills they need to undertake the complex work they do day in and day out with young people.

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Launched the Youth Justice Custodial Workforce Plan

A Youth Justice Custodial Workforce Plan was launched in early 2021, backed by \$7.0 million in 2020–21 State Budget funding. This plan includes initiatives to attract, retain and build the capability of the Youth Justice workforce. As part of the Workforce Plan, in 2020–21:

- A team of behaviour support specialists has been employed in Youth Justice Precincts to support staff to address the behaviours of young people.
- A new Certificate IV in Youth Justice has been developed. The qualification will be mandatory for all new entry level staff, with existing staff strongly encouraged to complete the qualification.
- New training programs including working with young people from CALD backgrounds, leadership training, practice coaching and forums were run.
- Restorative practice is being embedded into custodial operations.

Supporting Aboriginal children and young people

The 2020–21 State Budget included an extra \$11.898 million in culturally specific services and programs to help change the lives of at-risk Aboriginal young people and children and further reduce their over-representation in the youth justice system.

This funding has expanded the Community based Aboriginal Youth Justice Program by employing another eight staff to work as Aboriginal Youth Justice workers in locations throughout the state. The funding is also being directed to provide gender specific support for Aboriginal young women.

The funding is re-establishing Balit Ngalu, a dedicated legal service for Aboriginal young people. In 2020–21 the Victorian Aboriginal Legal Service was contracted to deliver this service.

The Koorie Youth Council was also contracted to lead the 'Amplifying the Voice of Aboriginal children' initiative to engage the voices of Aboriginal children and young people in the improving youth justice services and programs.

Supporting young people's housing needs through Kids Under Cover

In 2020–21 the Kids Under Cover initiative offered young people at risk with the opportunity for a place to call home. This initiative provides one and two-bedroom studios at the home of the young person's family or a guardian. This gives a young person a secure and stable place to live in while remaining connected to their loved ones.

All young people who receive a studio are also eligible for scholarship funding for textbooks, school activities and travel costs for school or training. Fifteen per cent of people accessing homelessness services in 2019–20 were aged 15 to 24. Key drivers include overcrowding and poor housing conditions. The program's first resident moved into their new home in April 2021.

A fair and accessible justice system that supports confidence in the Victorian community

This objective relates to the provision of and access to justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services and the delivery of independent, expert forensic medical services to the justice system. Other services that contribute to this objective include legal policy advice to government, law reform, dispute resolution and initiatives focusing on crime prevention and supporting Aboriginal people in the criminal justice system.

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

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Aboriginal Community Justice Panels	In Progress	The expansion of the Aboriginal Justice Panels has been paused to allow the review of the Aboriginal Community Justice Panels as recommended by the Deputy State Coroner to be complete. The review is now complete and will inform program enhancements and further expansion.
Aboriginal Justice Agreement Phase 4 (AJA4)	In Progress	Burra Lotjpa Dunguluga implementation continued with over 90 per cent of the activities detailed in the AJA4 either complete or in progress. Activities span the four outcomes framework domains and include enhancing existing programs, developing new program responses and progressing key policy and legislative reform.
Place-based intervention pilots	In Progress	Through the Social Recovery Reform Committee government endorsed the Common Clients and Social Recovery Reform, which included a statewide rollout of Local Site Executive Committees (LSECs). LSECs are established as a partnership between DFFH and the department and as they mature, membership is expanded to include DET, Victoria Police and local sector partners. This local governance model builds on the success of four pilot LSECs established in 2020. These sites are in Goulburn, Central Highlands, Southern Melbourne and Brimbank-Melton. Establishment activities are underway for the remaining areas of the state. LSECs are collaborating to identify priority local cohorts, reform opportunities and specific initiatives to improve client outcomes.
Disability Action and Cultural Diversity plans	In progress	The department's Disability Action Plan 2019–22 and Cultural Diversity Plan 2017–21 remain current. Planning has commenced for the development of the next Disability Action Plan 2022–25 and Multicultural Action Plan 2022–25 (formerly Culture Diversity Plan). Planning is taking into consideration broader inquiries and legislative reforms.
Regional service delivery and community partnerships – culturally and linguistically diverse communities	In Progress	The Loddon Mallee Sheriffs attend the Bendigo Community Health Services Roadsafe Program meetings with the Karen Burmese refugee community. The Manager presents, with the use of an interpreter, on the differences between Victoria Police and Sheriffs officers and answers questions from the community.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Aboriginal Dispute Resolution Team	In Progress	The Aboriginal Dispute Resolution program empowers Aboriginal people through culturally appropriate training to manage conflict effectively and resolve disputes. The training provides culturally safe and appropriate methods for managing conflict. During the COVID-19 State of Emergency, delivery of the program was suspended and staff from the program took secondments to other organisations. With the return of some staff, planning has been undertaken to re-establish the team and then to consult with community to recommence service delivery.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Review of National Cabinet, Ministerial Councils and Forums	Complete	<p>The Conran Review of Ministerial Councils was accepted by National Cabinet on 23 October 2020. As a result, there are no longer any ongoing justice portfolios. Four out of the six justice portfolio forums were disbanded in February 2021 (Consumer Affairs Forum; Ministerial Council on Police and Emergency Management; Meeting of Commonwealth, State and Territory Ministers for Industrial Relations and Work, Health and Safety; and the Corrective Services Ministers Conference). Two forums are now time-limited and are focused on only two-to-three priorities over their 12-month lifespans (the Meeting of Attorneys General and the Ministers' Redress Scheme Governance Board).</p> <p>While the Review has been completed and enacted, work is ongoing to understand and respond to the full impacts of the Review. This includes development of alternate pathways to work with other jurisdictions and ensure critical national work is progressed, considering new ways to work effectively within the existing governance structures, and ensuring that Victorian policy priorities are progressed in the new intergovernmental landscape.</p>
<i>Traditional Owner Settlement Act 2010</i> (the Act)	In Progress	The State continued negotiations towards agreement in principle on settlement packages with three Traditional Owner Groups. Signed agreements are expected by end 2021. Implementation of two other agreements continued.
The Baroona Youth Healing Service Redevelopment	Completed	The Baroona Youth Healing Service Redevelopment work is well underway. The redevelopment work includes a review of the program model to accommodate young women as well as young men as an alternative to remand and an upgrade the current site to increase the service bed capacity from six to 15.

Focusing on victims and survivors

Brief Initiative Title	Current Status	Update as at 30 June 2021
Promoting a victim-survivor focus in policy and program design	In Progress	Work continued with the Victims of Crime Consultative Committee providing a forum for victims of crime, justice agencies and victims of crime services to discuss improvements to policies, practices and service delivery, including the design of the new Financial Assistance Scheme for victims of crime and consultations on key legislative reforms including amendments to the <i>Judicial Proceedings Reports Act 1958</i> , and development of a new Youth Justice Act.
Family Violence Scheme (FVS)	In Progress	An independent statutory review of the FVS found that the scheme is an innovative response to family violence impacts within the fines system and has reduced the disproportionate impact of fines on victim survivors. The review made eight recommendations to further enhance the scheme. The department has accepted all eight recommendations and is continuing to develop the FVS to ensure it meets the needs of the community and victim survivors. The department has developed and finalised a Guide to the Family Violence Scheme, which provides information to help people to understand and access the scheme.

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Stakeholder engagement capability tool	In Progress	<p>The department has commenced development of the Stakeholder Engagement Framework and initiatives to support stakeholder engagement capabilities and capacities across the department including:</p> <ul style="list-style-type: none"> • a suite of capability uplift initiatives • an evaluation strategy • safety planning tools for staff and stakeholders when participating in engagement • a Lived Experience Framework and guidance for inclusive, accessible and equitable engagement • a Stakeholder Engagement Executive level steering committee has been formed as well as a department wide Community of Practice.
Review of <i>Traditional Owner Settlement Act 2010</i> policy and legislative framework	In Progress	The First Principles Review of the policy and legislative framework continued in partnership with Traditional Owners. Some delay was experienced as a result of COVID-19 restrictions but numerous in-principle recommendations were reached on improvements to the <i>Traditional Owner Settlement Act 2010</i> framework.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Wage theft reforms	In Progress	The <i>Wage Theft Act 2020</i> , including new wage theft offences, commenced on 1 July 2021 and is enforced by the Wage Inspectorate of Victoria. The 2021–2022 Budget allocated \$9.6 million over four years to establish an early intervention fast-track model in the Industrial Division of the Magistrates’ Court to make recovery of unpaid employee entitlements easier.

Supporting priorities

Delivering evidence-based outcomes

Brief Initiative Title	Current Status	Update as at 30 June 2021
AJA4 Monitoring, Evaluation and Learning Framework	In Progress	The framework was completed in 2020–21 and implementation has commenced. Aboriginal ways of knowing and doing are reflected in the framework as are Aboriginal measures of success.
Judge alone trials	Complete	Temporary provisions allowing the Supreme and County Courts to order judge alone criminal trials were introduced as a response to the challenges presented by the COVID-19 pandemic. The temporary provisions commenced in April 2020 and ended on 26 April 2021. A limited number of criminal jury trials resumed in Melbourne on 16 November 2020, and the courts’ ability to progress jury trials is subject to the prevailing public health restrictions.

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Pathway for Victorians to resolve Victorian Civil and Administrative Tribunal (VCAT) disputes involving federal jurisdiction

The *Victorian Civil and Administrative Tribunal and Other Acts Amendment (Federal Jurisdiction and Other Matters) Act 2021* passed Victorian Parliament in August 2021, creating a pathway for parties to resolve disputes that VCAT cannot hear for constitutional reasons. Recent High Court and Victorian Court of Appeal decisions left many Victorians without legal recourse because it made clear that VCAT cannot hear ‘federal jurisdiction matters’, such as disputes between residents of different states (for example, between a Victorian tenant and an interstate landlord). The Act overcomes this significant access to justice issue by creating new processes that enable affected parties to resolve these kinds of disputes in the Magistrates’ Court. The Act also confirms that past VCAT decisions involving federal jurisdiction matters remain effective. Such measures give affected parties much needed certainty and ensures that Victorians can continue to have their federal jurisdiction matters resolved in a way that is as accessible, low cost and user-friendly as possible. The department consulted extensively with the Magistrates’ Court and VCAT, as well as key legal and industry stakeholders, to ensure that these technical reforms are workable and effective.

Police Informants Royal Commission Response

The department is leading the government’s response to the Royal Commission into the Management of Police Informants, which delivered its final report on 30 November 2020. In May 2021, government released

its response and implementation plan in which it reiterated its commitment to implementing all 54 of the Commission’s recommendations directed towards it. In line with that commitment, government has already delivered all 5 recommendations with 3- and 6-month timeframes, including appointing Sir David Carruthers as the Implementation Monitor to independently assess and report on implementation progress. Significant work is underway to deliver the remaining recommendations directed to Government within the Commission’s indicative timeframes, including the recent appointment of former Judge of the High Court, Justice Geoffrey Nettle AC QC as Special Investigator to investigate possible criminal conduct associated with Victoria Police’s use of Nicola Gobbo as a human source.

Reforms to the Judicial Proceedings Reports Act 1958

In November 2020, the *Justice Legislation Amendment (Supporting Victims and Other Matters) Act 2020* introduced reforms to the *Judicial Proceedings Reports Act 1958* (JPRA) to make it easier for victim-survivors of sexual offences to tell their stories if they wish. Since 1991, it has been an offence under JPRA to publish material likely to identify a victim-survivor of a sexual offence. The offence applies once a complaint about a sexual offence is made to the police. Following consultation with victim-survivors, their advocates and other key stakeholders, the reforms amended the JPRA to clarify and simplify when and how identifying information about victim-survivors of sexual offences can be lawfully published. Importantly, the law continues to protect the privacy of victim-survivors who do not wish to be identified. The reforms also included interim changes to the law on the identification of sexual offence victims who have died. The *Judicial Proceedings Reports Amendment Act 2021* received royal assent in September 2021 and amends the JPRA to improve and clarify how the law applies to deceased victims of sexual offences.

Victoria Legal Aid (VLA) Additional legal assistance services and information communication technology upgrades

During the early part of the pandemic, VLA received additional legal assistance funding to support its work, and to upgrade technology to provide remote services. This additional funding was pivotal in helping VLA to continue to provide services to the community and ensuring clients could still access legal assistance. The funding also supported VLA's transition to work from home arrangements for its staff, providing the necessary support to ensure they had the right equipment and could continue to do their work safely. The funding also assisted in setting up a digital mailroom, deploying iPads to all offices for clients to access online hearings, and installing our visitor and contractor management system (LinkSafe). These initiatives have ensured VLA has continued to safely provide services to the community.

Change or Suppression Practices

The *Change or Suppression (Conversion) Practices Prohibition Act 2021* fulfils a government commitment to denounce and prohibit change or suppression practices (sometimes referred to as “conversion practices”). Change or suppression practices are harmful practices that seek to change or suppress an individual's sexual orientation or gender identity.

The Act establishes a civil response scheme within the Victorian Equal Opportunity and Human Rights Commission, empowering them to consider and resolve reported allegations of change or suppression practices. Responses to reports of such practices will be survivor-led and trauma informed, focusing on education and facilitation processes. The Act also introduces new criminal offences relating to change or suppression practices. These offences apply to persons who engage in forms of change or suppression practices that cause serious injury or injury, persons who advertise change or suppression practices, and persons who take other persons from Victoria for the purpose of a change or suppression practice.

COVID-19 legislation

The *Justice Legislation Amendment (System Enhancements and Other Matters) Act 2021* made a range of temporary measures permanent that were introduced in response to the COVID-19 pandemic – enshrining these sensible improvements throughout the justice system and helping courts to reduce the backlog of cases. These include facilitating courts to hear a wider range of matters via AVL or audio link, modified arrangements for the filing and serving of documents and enabling electronic signing and online witnessing of legal documents. The Act also extended other critical COVID-19 mitigation measures, which would have otherwise lapsed in April 2021, such as COVID-19 response provisions in correctional and youth justice facilities.

Spent Convictions Scheme Legislation

In March 2021, Victorian Parliament passed the *Spent Convictions Act 2021* to establish a framework to control disclosure of criminal record information.

The Act will enable individuals who have committed an offence but have demonstrated an ability to rehabilitate by completing a period of crime-free behaviour of ten years for adults, or five years for a child or young person, to be eligible to have their conviction spent.

The Act supports reintegration and rehabilitation of cohorts who are disproportionately represented in the criminal justice system and face discrimination due to criminal record information, including Aboriginal people.

The Act commences on 1 December 2021 and an application process for serious convictions coming into effect on 1 July 2022.

Public Drunkenness legislation

The *Summary Offences Amendment (Decriminalisation of Public Drunkenness) Act 2021* passed the Victorian Parliament on 19 February 2021 and will come into effect by 7 November 2022.

Decriminalising public drunkenness is consistent with the recommendations of the Deputy State Coroner from the Inquest into the death of Tanya Day and of the Royal Commission into Aboriginal Deaths in Custody. It is also a testament to decades of work and activism by the Aboriginal community.

Implementation of trials will be undertaken from late 2021.

Aboriginal Justice Forums

The Aboriginal Justice Forum was held online for the first time in its 21-year history due to the COVID-19 pandemic. During 2020–21, two forums were successfully held online and one in-person forum was held in Horsham.

The Aboriginal Justice Forum brings together senior members of the Aboriginal community and government departments to progress and oversee the implementation of Burra Lotjpa Dungaludja: Aboriginal Justice Agreement phase 4.

Property transfer and funding for Dja Dja Wurrung Corporate and Community Centre

The department and Dja Dja Wurrung entered into a funding agreement and advanced planning approvals to build the Dja Dja Wurrung Corporate and Community Centre on surplus Crown land, following the November 2020 budget announcement. It will be the office, keeping place for artifacts, laboratory and business hub for Dja Dja Wurrung people as well as a destination for arts and cultural events in Bendigo. The Centre recognises their standing as the Traditional Owners of the Loddon-Mallee region and enhances their ability to make decisions on and care for their country, and self-determine their future.

Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights

This objective aims to support the Victorian community through the provision of services relating to rights and equal opportunity, advocacy and guardianship for Victorians with a disability or mental illness and support for victims of crime. This objective supports identity protection of Victorians through life event registration, protection of children through adoption services and risk assessments for those working with or caring for children. The objective also contributes to public sector integrity, information freedoms and privacy protection of Victorians.

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

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department's Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Establishment of the National Disability Insurance Scheme (NDIS) Worker Screening Scheme	Completed	The department implemented Victoria's commitment to develop nationally consistent legislated worker screening for people providing NDIS supports and services. The <i>Worker Screening Act 2020</i> , which establishes NDIS worker screening and continues the Working with Children check, was passed by the Victorian Parliament on 29 October 2020 and commenced on 1 February 2021. In late 2020, a Regulatory Impact Statement for the Worker Screening Regulations 2021 was completed. Development of the supporting IT systems and interface with the NDIS national database was also completed in time for commencement on 1 February 2021.
Intersectionality framework	In Progress	Work was undertaken to determine an approach and scope for the development of an Intersectionality Strategy. A consultation plan and communications plan are in development for delivery of the Strategy in 2022.
LGBTIQ+ justice strategy	In Progress	A departmental Intersectionality Strategy is in the design phase to be delivered in June 2022. An LGBTIQ+ Action Plan will come under the intersectionality strategy for delivery in November 2022. Work has commenced on developing a project plan for the LGBTIQ+ Action Plan which will take into consideration the whole of Victorian Government LGBTIQ+ Strategy as well as the Intersectionality Strategy.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Adoption services reform	In Progress	Under the new statewide operating model, the department has assumed the guardianship of all children placed for adoption. The department continues to fund services to support parents considering placing children for adoption and to support families where children have been placed for adoption. The contracts for the adoption agencies have been extended for 12 months from October 2021.

Focusing on victims and survivors

Brief Initiative Title	Current Status	Update as at 30 June 2021
Family violence reform	In Progress	Work continues to roll out Royal Commission into Family Violence recommendations, with 88 of the 100 Justice-led recommendations now implemented. In 2020, the department contributed to efforts to coordinate the Rolling Action Plan 2020–23 and are now implementing activities under the plan. The Office of Family Violence Principal Practitioner has delivered Foundational Family Violence Training to a total of 3,301 departmental staff since 2018. This represents 32 per cent of the departmental workforce. The Office supported the department's workforce during the COVID-19 pandemic with remote delivery of the Foundational Family Violence Training, providing advice to managers, supporting a staff member experiencing family violence who is working remotely, and helping Corrections and Justice Services to design and deliver the Managing Perpetrators of Family Violence Workshop (COVID-19).

Brief Initiative Title	Current Status	Update as at 30 June 2021
Statewide Family Violence Steering Committee	In Progress	The Family Violence Reform Advisory Group has replaced the statewide family violence steering committee. The Group provides advice to the Minister for Prevention of Family Violence and government departments on the Rolling Action Plan 2020–2023 and the 10-year plan, with Deputy Secretary attendance at meetings.
Victims of Crime Consultative Committee	In Progress	The new victim representatives on the Victims of Crime Consultative Committee completed a four-part induction program in early 2020–21 and the Committee met on several occasions throughout 2020–21 to continue to promote the interests of victims of crime in the administration of the justice system. The Committee has also developed a Strategic Program of Activity for its current term.
Financial assistance scheme for victims of crime	In Progress	Work is well underway to design and build a new administrative Financial Assistance Scheme to replace the current judicial system at the Victims of Crime Assistance Tribunal. The whole of Victorian Government Steering Committee continued to meet throughout 2020–21 to progress key policy design of the new Financial Assistance Scheme and extensive consultation was undertaken across various sectors, including the family violence, sexual assault and legal sector and with victim representatives.
Victim support	In Progress	The Critical Incident Framework was finalised and a draft Operations Manual for Critical Incident Response was developed in 2020–21. Victims Services, Support and Reform staff underwent training and desktop exercises in implementing a specialist critical incident response.
New victim submissions and notification process	In Progress	In 2020–21, the department continued to promote the Victims Register with key criminal justice agencies and victim support services. Work is underway to improve application forms for the Victims Register. These changes will enable ease of access for victims wanting to apply for inclusion on the Victims Register and will be included on the Victims of Crime website in both downloadable and online versions. They are written in plain English and simplify the process for victims who want to be notified about sentence information relating to a person who has offended against them.
National redress scheme for institutional child sexual abuse	In Progress	The department continues to coordinate the Victorian Government's role in the National Redress Scheme as a participating institution and a partner in the Scheme's governance framework. The department has finalised a whole of Victorian Government policy to make joining the Scheme a condition of receiving Victorian Government funding. The department also led a Victorian Government submission to the Second Anniversary Review of the Scheme aimed at improving survivors' experiences of accessing redress.

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Expanded role of sheriff's officers	In Progress	The Police Legislation Amendment Bill 2020 made amendments to the <i>Sheriff Act 2009</i> and the <i>Family Violence Protection Act 2008</i> giving effect to the Royal Commission into Family Violence recommendation 56. Enabling legislation came into force on 3 May 2021 and provides Sheriff's officers with the requisite authority to serve Family Violence Intervention Order applications for the duration of the trial. The trial will run in a regional and metropolitan area for a 12-month period and will be confined to service of low-risk Family Violence Intervention Order applications. Sheriff's officers will receive Multi Agency Risk Assessment and Management Framework training and a formal evaluation will be undertaken at the conclusion of the trial. The trial design and implementation planning is being developed and informed by participating stakeholders including Magistrates' Court of Victoria, The Sheriff's Office Victoria and Victoria Police. Family Safety Victoria is also informing the design model of the trial to ensure victim survivor safety is priority.
Family Violence Workforce Development Strategy	In Progress	In 2020–21, further work was undertaken to develop an implementation plan for the Family Violence Workforce Development Strategy. The implementation plan is being developed in consultation with the department's business units ensuring it aligns with and supports work underway. Key activity under the strategy and implementation plan is expected to be delivered in 2021–22.
Family violence training across the department	In Progress	In 2020–21, delivery of the Foundational Family Violence Training and Managers-specific Family Violence Training continued via remote delivery due to the pandemic. A total of 3,301 staff across the department have now completed this important training.

Brief Initiative Title	Current Status	Update as at 30 June 2021
Family Violence Multi-Agency Risk Assessment and Management Framework	In Progress	In 2020–21, the Family Violence Multi-Agency Risk Assessment and Management Framework continued to provide guidance to organisations that have family violence risk assessment and management responsibilities. The department further incorporated the Framework into responding to family violence with, requiring organisations within the Framework to annually report on their alignment activities.
Family violence evaluation recommendations	In Progress	<p>The Building Family Violence Capacity Evaluation Project continued to support business areas in planning or conducting evaluation activity related to a Royal Commission into Family Violence recommendation. Work included:</p> <ul style="list-style-type: none"> development of resources for departmental policies and standards for family violence evaluation guidelines and a new E-Learn for staff new to evaluation provision of family violence research updates to public sector staff working in family violence management of key evaluations of individual recommendations. <p>The Project continues to deliver on its key objectives, and due to its success, has secured further funding to ensure its continuation until June 2023.</p>
Rainbow Tick accreditation	In Progress	The Steering Committee and Working Group continued to progress activities required to achieve Rainbow Tick accreditation for all Victim Services, Support and Reform services and staff. Key activities throughout 2020–21 included staff training in LGBTIQ+ awareness, document audits and undertaking building inspections to ensure compliance with the Rainbow Tick standards.

Driving productivity

Brief Initiative Title	Current Status	Update as at 30 June 2021
Support local workforce	In Progress	Victim Services, Support and Reform met with Bushfire Recovery Victoria to commence transition of the function of support for bereaved families in a bushfire response. Links have been established between Bushfire Recovery Victoria and local service delivery with two Victim Assistance Programs now delivering bereavement services along with Bushfire Recovery Victoria.

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Service Victoria and Working with Children Checks	Complete	Individuals have had the option of making an end-to-end new Working with Children Check online application through Service Victoria since May 2020. From June 2021, more than 50% of applicants have been redirected to the Service Victoria application pathway.

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Reforming the fundamentals – New Finance Assistance Scheme

The new Victims of Crime Financial Assistance Scheme is a major systems' reform. It sets up a new administrative scheme that will replace the current judicial model administered by the Victims of Crime Assistance Tribunal. Key features of the new scheme include offering victim survivors more timely decision making; simpler, more transparent and consistent application processes; and assistance that reduces traumatisation. Throughout 2020–21, a whole of Victorian Government Steering Committee supported the policy design and development of the new scheme, new laws were introduced to support addressing the current backlog of Victims of Crime Assistance Tribunal applications, and extensive consultation on key features of the scheme was undertaken with stakeholders, including victim representatives of the Victims of Crime Consultative

Committee. Work on the legislation that will enable the Financial Assistance Scheme to operate is progressing.

Innovation in supporting victims of crime – Child Witness Service, Intermediaries Program and Virtual Court Support Program

During 2020–21, work commenced to implement recommendations of the Child Witness Services Review conducted by the Centre for Innovation Justice at RMIT University. The recommendations aim to improve the current service approach by expanding access to underrepresented priority groups. The Virtual Court Support Program was also established in 2020–21 to allow the Child Witness Service and Intermediary Program to provide flexible options for victims and witnesses to engage safely in court hearings online. The program involves securing suitable premises to provide additional remote witness rooms as well as providing technical support to enable delivery of these services in the virtual environment. The Intermediaries Program was also made ongoing following a successful pilot.

Introduction of arbitration powers for the Accident Compensation Conciliation Service

The *Workplace Injury Rehabilitation and Compensation Amendment (Arbitration) Act 2021* allowed the Accident Compensation Conciliation Service (ACCS) to hear and make binding determinations on disputes not resolved by conciliation. The Act delivers fairer outcomes by providing a simpler and cheaper alternative to court, leading to faster resolution of disputes. The new laws will give workers the choice to have their matter instead arbitrated by the ACCS.

Establishment of the Ministerial Taskforce on Workplace Sexual Harassment

Announced on 8 March 2021, the Ministerial Taskforce on Workplace Sexual Harassment has been established to consult on and develop reforms that prevent and better respond to sexual harassment in Victorian workplaces and provide advice to government for consideration by the end of the year. The Taskforce is co-chaired by Parliamentary Secretary for Workplace Safety Bronwyn Halfpenny MP and Chair of the Equal Workplaces Advisory Council and experienced workplace injury lawyer, Liberty Sanger. Membership includes union, employer, legal and at-risk group representatives.

Work to improve coordination of supports for people with disability in contact with the justice system and resolve problems at the NDIS and justice system interface

A number of initiatives were delivered to improve Victoria's approach to forensic disability supports, including advocacy and working in partnership with the Commonwealth to address challenges at the interface of the NDIS and the justice system. The team also convened the Disability Justice Operational Forum, a community of practice environment for discussion and engagement across the interface of the Victorian Justice System and the NDIS, with the aim of bringing the voice of people with disability with lived experience of being in the justice system, into policy and service design.

Integrity Policy & Performance

To assist Victoria's independent integrity agencies to continue to operate effectively during the COVID-19 pandemic and beyond, the department developed and implemented the COVID-19 Omnibus (Emergency Measures) (Integrity Entity) Regulations 2020 and contributed to the *Justice Legislation Amendment (Systems Enhancements and other Matters) Act 2021*. These updated a number of the agencies' processes, including allowing them to serve documents electronically, share documents by secure electronic means and examine witnesses remotely.

Victorian Government Response and Implementation Plan to the Royal Commission into the Management of Police Informants

The department delivered the Victorian Government Response and Implementation Plan to the Royal Commission into the Management of Police Informants. The department included the section responding to Recommendation 61 – the systemic review of police oversight, which incorporates the government's response to the Independent Broad-based Anti-corruption Commission (IBAC) Parliamentary Committee's 2018 'Inquiry into the external oversight of police corruption and misconduct in Victoria'. The systemic review of police oversight is underway with public consultation commencing later this year and legislation to be delivered in this term of government.

Establishment of the National Disability Insurance Scheme (NDIS) Worker Screening Scheme

Completed work to implement Victoria's commitment to develop legislated worker screening for people providing NDIS supports and services. The *Worker Screening Act 2020*, which establishes NDIS worker screening and continues the Working with Children check, was passed by the Victorian Parliament on 29 October 2020 and commenced on 1 February 2021. In 2020, a Regulatory Impact Statement for the Worker Screening Regulations 2021 was completed. Development of the supporting IT systems and interface with the NDIS national database was also completed.

Adoption Services Reform

Prior to July 2020 Victoria was the only jurisdiction in Australia where the majority of adoptions were arranged by non-government agencies with little government oversight. While the department continues to fund services to support parents considering placing children for adoption and to support families where children have been placed for adoption, the Secretary now assumes the guardianship of all such children. The impact of this reform is better oversight of vulnerable children, better mechanisms of ensuring that all people wanting to adopt are treated fairly and greater transparency of the quality of services funded by government.

Integrated Service Victoria's Level of Assurance 3 digital identity verification solution

The Registry of Births Deaths and Marriages (BDM) successfully integrated Service Victoria's Level of Assurance 3 digital identity verification solution within the 'get a birth certificate' transaction in March 2021. Service Victoria's digital Identity Verification solution verifies a person's identity to the highest standard that is digitally possible, reducing BDM's identity fraud risk when compared to the previous knowledge-based authentication solution. Service Victoria's digital identity verification solution has also led to an increase in the total percentage of 'get a birth certificate' applicants that were able to successfully prove their identity online.

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

This objective relates to harm minimisation through the regulation of the gambling and liquor industries. 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.

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

Each initiative in the Corporate Plan aligns to a policy and delivery or supporting priority in the department’s Statement of Direction (refer to page 6). Status and progress updates on the initiatives and projects associated with this objective during 2020–21 are outlined below.

Policy and delivery priorities

Integrating services and tailoring them for local communities

Brief Initiative Title	Current Status	Update as at 30 June 2021
Consumer law compliance in the solar energy industry	Completed	The department worked to stop false and misleading representations in the solar industry and increase trader compliance with consumer laws. We investigated 10 matters referred to us by Solar Victoria this year, nine of which were retained for intelligence purposes and one investigation remains active. This initiative has been completed and matters relating to breaches of consumer law in the solar energy sector have been absorbed into business-as-usual practices.
Office for the Commissioner of Residential Tenancies	In Progress	The Commissioner continued to work directly with renters, service providers, industry, and the government to identify and address systemic issues in the rental sector, particularly the impacts of the COVID-19 pandemic and the full implementation of the 2018 rental reforms. The Commissioner’s inaugural annual snapshot of the rental sector was launched by the Minister for Consumer Affairs, Gaming and Liquor Regulation in October 2020. The Commissioner has also commenced work with relevant partners on systemic issues affecting vulnerable renter cohorts such as Aboriginal renters and renters with a disability.

Prioritising Victorians in need

Brief Initiative Title	Current Status	Update as at 30 June 2021
Implement reforms to the <i>Residential Tenancies Act 1997</i>	Completed	The reforms came into effect on 29 March 2021, offering a fairer and safer rental market for both renters and rental providers. The start date was delayed due to the COVID-19 pandemic, and the new laws came into effect immediately after the cessation of the rental eviction moratorium. The department continues to monitor the impact of these changes on the market and the community.
<i>Retirement Villages Act 1986</i>	In Progress	Following the commencement of a review into the <i>Retirement Villages Act 1986</i> in 2019–2020, an Options Paper was released for public consultation in March 2021. This nine-week consultation was supported by a range of engagement activities including two webinars aimed at reaching residents and operators of retirement villages across the state. Over 270 submissions to the Options Paper were received. These submissions will inform the government’s consideration of next steps for delivering better protections for retirement village residents.

Strengthening stakeholder partnerships

Brief Initiative Title	Current Status	Update as at 30 June 2021
Review of the <i>Liquor Control Reform Act 1998</i>	In Progress	The first phase of the review of the <i>Liquor Control Reform Act 1998</i> resulted in the <i>Liquor and Gambling Legislation Amendment Act 2018</i> . The department consulted with key stakeholders in 2020–21 on possible reforms to the <i>Liquor Control Reform Act 1998</i> as part of the second phase of the review. The second phase of the review was completed in 2020–21 and resulted in the <i>Liquor Control Reform Amendment Bill 2021</i> being introduced into Victorian Parliament on 22 June 2021. The Bill, if passed, will amend the <i>Liquor Control Reform Act 1998</i> to introduce reforms to strengthen harm minimisation measures, reduce regulatory burden and red tape for industry and provide flexibility to support licensees during a future state of emergency.
Gambling licences project	In Progress	In 2020–21, the department concluded its evaluation of the keno licence expressions of interest and recommended to the minister whom to invite to apply for a new keno licence(s), which the minister did in 2020–21. The department also sought and received expressions of interest in a new wagering and betting licence(s) to commence from August 2024. The <i>Consumer and Other Acts Miscellaneous Amendments Act 2021</i> containing changes to the key keno licence terms and wagering and betting licensing process received Royal Assent in February 2021.
Regulation of internet-based bookmakers	In Progress	The department worked with key government and industry stakeholders to map regulatory functions for Victorian bookmakers and identify issues to inform future policy options.

Supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Ballarat GovHub	Completed	On 28 June 2021, the Information and Disputes Services Centre concluded the transition of 105 employees into the new Ballarat GovHub, finalising a four year transition of the activities and employees from Melbourne to this important regional hub.

Investing in technology and digital solutions

Brief Initiative Title	Current Status	Update as at 30 June 2021
Consumer Affairs Victoria's single regulatory operating system	In Progress	<p>The department continued to progress its technology transformation agenda and has expanded CAV's digital first service to enable fundraisers to significantly reduce their reporting requirements following amendments to the <i>Fundraising Act 1998</i>. CAV also implemented a rental non-compliance register which displays information about rental providers who are the subject of a VCAT breach order or prosecuted under the <i>Residential Tenancies Act 1997</i>, and a rent special account and associated system that holds rent money which is withheld from a rental provider following a VCAT order.</p> <p>The other significant digital solution that was rolled out this year was the Professional Engineers Registration scheme. This scheme has been incorporated into the myCAV operating system and enables online transactions that allow an estimated 25,000 new professional engineers apply for registration and manage their new regulatory obligations. Approximately 4,000 building engineers previously registered under the <i>Building Act 1993</i>, were automatically transferred across to the myCAV system. Remaining engineers across five areas will be required to register progressively over the next two-and-a-half years.</p> <p>Further work continues on replacing multiple legacy ICT systems with one unified digital platform (myCAV) to simplify compliance for businesses.</p>

Key achievements in 2020–21

The key achievements associated with this objective for 2020–21 are outlined below.

Temporary rental laws

The government put in place emergency rental measures to protect Victorian tenants, landlords and the rental market from the worst impacts of the pandemic. These included temporary law changes to prohibit notices to vacate and suspend rent increases. This ensured the most vulnerable Victorians would not be left homeless and reduced the financial burden for those adversely impacted by the pandemic.

Residential Tenancies Dispute Resolution Scheme

The Residential Tenancies Dispute Resolution Scheme was a critical part of the COVID-19 emergency rental measures. It helped more than 222,000 Victorians with their residential tenancy concerns, with 94 per cent of matters raised closed through the Consumer Affairs Victoria contact centre and website portals and an additional 5,853 matters closed through the Dispute Settlement Centre of Victoria. Nearly 73,000 agreements to reduce rent were lodged under the scheme, with an average rent decrease of 23 per cent.

Implementation of the *Residential Tenancies Amendment Act 2018* reforms

After an extensive review and consultation process, more than 130 reforms to Victoria's rental laws commenced on 29 March 2021. The new rent rules came into effect immediately after the COVID-19 emergency rental measures finished, ensuring there was no gap between the end of those measures and the start of the new rental reforms. The new rent rules create a fairer, safer system for all. The department will continue to monitor the rental market and work closely with the VCAT, stakeholders and the community to ensure that both renters and rental providers feel confident and secure in their rental arrangements now and in the future.

Review of the *Liquor Control Reform Act 1998*

The department has completed a review of the *Liquor Control Reform Act 1998* to ensure that it keeps pace with modern liquor business practices. The final phase of the review of *Liquor Control Reform Act 1998* resulted in the introduction of the Liquor Control Reform Amendment Bill 2021 to Victorian Parliament in June 2021. The Bill, if passed, will amend the *Liquor Control Reform Act 1998* to introduce several important reforms to strengthen harm minimisation measures, reduce regulatory burden and red tape for industry and provide flexibility to support licensees during a future state of emergency.

YourPlay pre-commitment scheme

The department introduced the YourPlay pre-commitment scheme in 2015, which gives people the ability to track their spending on gaming machines, including by setting time and money limits. An evaluation was conducted and the government agreed to implement the 23 recommendations specified in the report to strengthen the YourPlay scheme. Whilst there was an impact on the project due to COVID-19, in 2020–21 the department has commenced work on the implementation of the recommendations which are expected to be completed in 2022.

Additional initiatives and achievements aligned to supporting priorities

Focusing on supporting priorities enables us to realise our policy and delivery priorities and ensure we are in the best position to achieve our overall outcomes for the Victorian community. Status and progress updates on additional initiatives and achievements aligned to the department's Statement of Direction's supporting priorities during 2020–21 are outlined below.

Additional Corporate Plan 2019–23 initiatives aligned to supporting priorities

Ensuring a workforce that is safe and confident

Brief Initiative Title	Current Status	Update as at 30 June 2021
Developing a comprehensive department-wide workforce and capability strategy	In Progress	The Board of Management has endorsed the department's People Strategy Action Plan for 2021 and associated delivery plans and governance framework. Implementation of the Action and Delivery Plans is underway to ensure actions are aligned to broader workforce transformation priorities.

Delivering evidence-based outcomes

Brief Initiative Title	Current Status	Update as at 30 June 2021
Outcomes reform	In Progress	Support provided to business units across the department in developing outcomes frameworks and the inclusion of outcomes in their strategic plans. Capacity was strengthened for business units to include outcomes at the outset of business planning and measure impact through evaluation.
Data reform	In Progress	Analytic policy support was provided across a wide range of departmental initiatives, informing the development of new policies, reform strategies and service design. Critical cross-government information sharing was increased during the year to support the COVID-19 response. Development of key departmental data assets continued, including the Justice Data Linkage and the Criminal Justice Forecasting Model. This project has strengthened analytical collaboration between departments, particularly across social services.
Aboriginal data sovereignty	In Progress	In consultation with community and key stakeholders the CSA finalised the Aboriginal and Torres Strait Islander data output strategy. On 24 September 2020 the CSA re-released Aboriginal and Torres Strait Islander data, alleged offenders data and, for the first time, released Aboriginal family incident data on the website. These data are now included every quarter as part of the Victorian crime data releases on the CSA website.
Departmental planning framework	Completed	An integrated planning framework was developed to align all levels of business planning to the Statement of Direction and support better collaboration and consistency. It is now available to support the department's corporate and business planning.
Strategic evaluation plan and framework	In Progress	A departmental plan was drafted to build evaluation capacity across the department. Consultation was delayed due to the COVID-19 pandemic.

Driving productivity

Brief Initiative Title	Current Status	Update as at 30 June 2021
Centrally managed, locally delivered corporate services	In Progress	<p>The department merged the Procurement Support Centre with the Finance Invoice Management Team to create Shared Services function.</p> <p>A Central ICT category model was established in Procurement Services and continues to be rolled out.</p> <p>A New Procurement Policy and Process Review project has enabled purchase from State Purchase Contracts to be supported centrally, whilst enabling the business to deliver locally. The model will continue over the coming 12 months for further improvements.</p>

Brief Initiative Title	Current Status	Update as at 30 June 2021
Organisational transformation	In Progress	The department is continuing the process of organisational transformation that will enable us to better meet the needs of the Victorian community. Organisational reform is a key enabler to realising the department's vision, priorities and outcomes, as outlined in our Statement of Direction. While the overall program was temporarily placed on hold due to the continued response to the COVID-19 pandemic, planning work to finalise the program continued and opportunities where program principles and practices were incorporated into ongoing workforce prioritisation activities were identified (e.g. efforts to increase workforce capability, capacity and flexibility in order to respond to emerging priorities and in specific transformation activities in groups and business units) with discrete changes to the composition of our workforce and structures required as a result of changes in whole of Victorian Government priorities (e.g. the stand-up of CQV).
Outcomes measurement	In Progress	The department continues to work across government to support whole of Victorian Government outcomes reform. The forthcoming departmental outcomes framework will provide consistency in the development of outcomes measures to contribute to whole of Victorian Government strategies and frameworks. To date Outcomes and Indicators have been endorsed. The department is in the process of reviewing data to inform measurement.
Justice Asset and Infrastructure Plan	In Progress	The Justice Asset and Infrastructure Plan is being developed to inform government of asset and infrastructure priorities in the justice system. The project was re-initiated in mid-2021 and includes consideration of new strategies and reforms across the justice sector arising from COVID-19. Work is progressing in consultation with portfolio stakeholders and will be completed in 2021-22.
Strengthening justice sector infrastructure delivery	Completed	The Justice Infrastructure group, incorporating the Community Safety Building Authority, was established on 1 July 2019. It plans, designs, procures, builds and upgrades the justice infrastructure needed to keep communities safe and to meet the needs of a growing Victoria, both now and into the future. Since its establishment, the group has been responsible for delivering a project portfolio of over \$3 billion.

Key achievements in 2020–21

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

COVID-19 Response – Critical business and workforce mobility

Through 2020–21, the department's response to COVID-19 was supported by the Corporate and Human Resources branches. This involved:

- providing the necessary IT support for remote work and for the CQV workforce
- protecting the health, safety and wellbeing of all employees through additional infection prevention and control measures along with mental health support
- undertaking the central procurement and distribution of Personal Protective Equipment (PPE) to protect both the department's workforce and the community, including in prison and youth justice settings
- coordinating the Executive Crisis Management Team that managed the department's internal response to the impacts of COVID-19 and providing situational reports to executives and ministers on portfolio impacts
- supporting the appearance of the department's ministers and executives at the Public Accounts and Estimates Committee's Inquiry into the Victorian Government's Response to the COVID-19 pandemic.

Key Achievements/deliverables:

- over 5,000 employees were supported to transfer to remote work
- over 4,000 authorised worker permits were issued to enable permitted employees to continue in essential frontline roles such as Corrections and Youth Justice
- the department completed the provision of the laptop devices, telephony solutions and critical collaboration tools started in 2019–20 to support the staff who moved to remote working
- a specialised standard operating environment was specifically developed to support frontline quarantine hotel staff and was deployed to over 200 assigned devices for Authorised Officers
- a solution was established to provide access to Australian telecommunication networks for overseas returned travellers to enable effective post-quarantine contract tracing access
- an advanced call management and handling service for critical contact centres was developed
- identified and mobilised surge workforces to support critical COVID-19 response roles included in the SCC and filled close to 1,500 Residential Support Officer roles for CQV
- Procured over 1,500 litres of hand sanitiser, 5.2 million masks and 34,000 safety glasses, 471,000 coveralls and gowns and 12,000 thermometers since the pandemic began
- supported 88 meetings of the Executive Crisis Management Team in 2020 and prepared 176 detailed situation reports

- supported the attendance at three rounds of Public Accounts and Estimates Committee hearings by the Attorney-General – Minister for the Coordination of Justice Community Safety and the Minister for Police and Emergency services and key executive staff.

Public Sector response to COVID-19

A public-facing portal was developed and launched to the CAV website to support the COVID-19 related emergency measures announced by government in 2020. This enabled renters and landlords to register their rental agreements to ensure fair and equitable treatment of these agreements and rights in addition to an escalation pathway for disputes to VCAT.

Royal Commission into Family Violence

Following recommendations from the Royal Commission into Family Violence, a statewide, co-located Central Information Point was established. The Central Information Point facilitates controlled access to information from key departmental systems, enabling Family Safety Victoria custodians to provide accurate information for practitioners within the Orange Door Service. 'The Orange Door' website, hosted by Family Safety Victoria, enables access to crisis care and support for vulnerable Victorians.

Significantly reduced cyber security threat

Over 400 legacy servers were carefully decommissioned and over 35 applications have been remediated and moved to supported operating systems, significantly reducing the department's cyber risk to mission-critical services. Vulnerability Scanning of the department's public facing websites was implemented to proactively mitigate vulnerabilities in the highly complex technology landscape.

Communications Uplift

A new Prisoner Telephony System at maximum security woman's prison, Dame Phyllis Frost Centre, was implemented as a pilot to expand the Prisoner Telephony System across other custodial facilities. To reduce the backlog in court hearings, the department expanded capacity, capability and support of TeleCourt for Corrections and Youth Justice, including Court Services Victoria's audio and visual capabilities to facilitate virtual court sessions, thereby reducing the risk of COVID-19 within custodial facilities and saving transportation costs. Mobile services were provided to support non-contact visits, mobile TeleCourt and remote client support of community-based offenders. Numerous Contact Centres were consolidated into a single platform and remote working capabilities were established allowing 34 Contact Centres to deliver support services, including 15 new centres. Operating cost savings of \$0.750 million were realised through reviewing bill payment, auditing practices and reviewing contract works.

Integrity Culture, Speak Up and Information Security training

Integrity Culture completed 40 integrity education sessions focused on respect in the workplace, Conflicts of Interest, Gifts, Benefits and Hospitality, and Speak-Up. These sessions were held with the Adult Parole Board, leadership teams within all public prisons (excluding the Melbourne Assessment Prison), Langi Kal Kal prison, CQV General Managers and Site Managers, Youth Justice Community and multiple business units across the department.

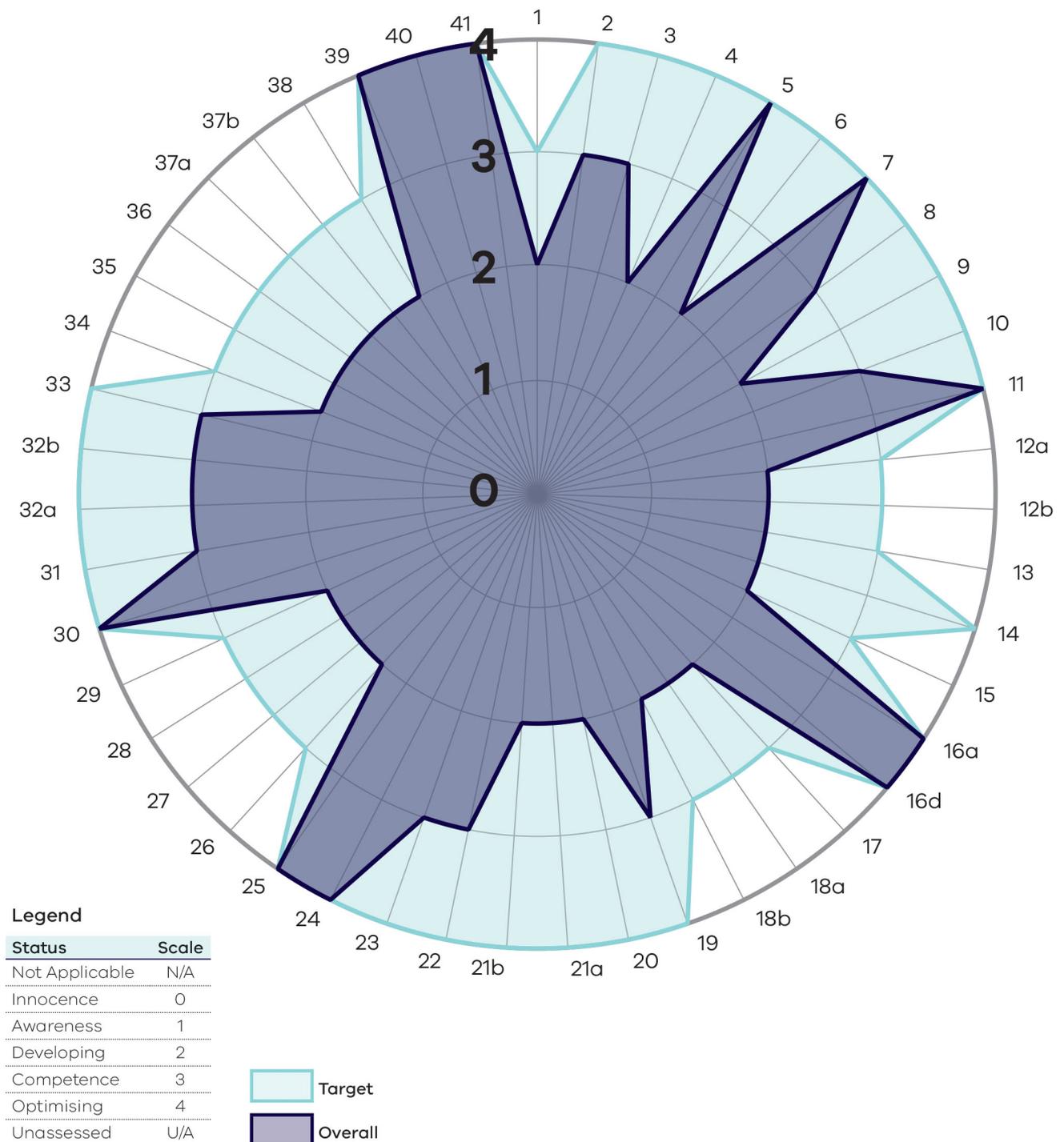
Integrity and Investigations completed 40 training sessions on Speaking up and Information Security to employees across the Parkville and Malmsbury sites to promote the department's Information Security policy and encourage employees to report improper conduct.

Asset Management Accountability Framework (AMAF) maturity assessment

The following sections summarise the department's assessment of maturity against the requirements of the Asset Management Accountability Framework (AMAF). The AMAF is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements. These requirements can be found on the DTF website (<https://www.dtf.vic.gov.au/infrastructure-investment/asset-management-accountability-framework>).

Dependant on the respective requirement, the Department's target maturity ratings range from

'competence' to 'optimising'. 'Competence' meaning systems and processes are fully in place, consistently applied and systematically meeting the AMAF requirement, including a continuous improvement process to expand system performance above AMAF minimum requirements. 'Optimising' meaning systems and processes are leading practice, exceeding the AMAF mandatory requirement, and constantly being improved to align with, support and drive organisational objectives.



Leadership and Accountability (requirements 1-19)

The department has met its target maturity levels for some requirements within this category but is still progressing towards its target maturity levels for most requirements within this category. The department has non-material compliance deficiencies in the areas of resourcing and skills, governance, allocating asset management responsibility, monitoring asset performance, reporting to government and evaluation of asset performance. The department has no material compliance deficiencies within this category. The department has plans in place, or in progress, that are designed to increase maturity ratings and achieve sustainable long-term compliance against the requirements within this category. Plans in progress include but are not limited to revision of the department's policy framework governing operational asset management and maintenance; and the tender of a new departmental Asset Maintenance Services Contract which has been developed in accordance with the AMAF's mandatory requirements.

Planning (requirements 20-23)

The department is progressing towards its target maturity levels for the requirements within this category. The department is compliant within this category. The department has plans in place, or in progress, that are designed to increase maturity ratings against the requirements within this category. Plans in progress include but are not limited to the development of a new Departmental Strategic Asset Management Plan, as part of the revision of the department's policy framework governing operational asset management and maintenance.

Acquisition (requirements 24 and 25)

The department has met its target maturity levels for the requirements within this category. The department is compliant within this category.

Operation (requirements 26-40)

The department has met some of its target maturity levels within this category but is still progressing towards its target maturity levels for most requirements within this category. The department has non-material compliance deficiencies in the areas of monitoring and preventative action and information management. The department has plans in place, or in progress, that are designed to increase maturity ratings and achieve sustained long-term compliance against the requirements within this category. Plans in progress include but are not limited to the establishment of a departmental computerised maintenance management system to enhance the department's asset information and monitoring and preventative action capabilities.

Disposal (requirement 41)

The department has met its target maturity level for the requirement within this category. The department is compliant within this category.

Five-year financial summary and review of financial conditions

(\$ thousand)

	2021	2020	2019 ⁽ⁱⁱⁱ⁾	2018	2017
Income from government ⁽ⁱ⁾	10,453,907	8,332,983	7,573,700	6,837,664	6,054,737
Total income from transactions	10,604,849	8,457,357	7,718,448	6,957,167	6,166,460
Total expenses from transactions	(10,541,856)	(8,463,766)	(7,651,784)	(6,937,704)	(6,160,999)
Net result from transactions	62,993	(6,409)	66,664	19,463	5,461
Net result for the period	76,983	(18,780)	(25,878)	29,824	(1,543)
Net cash flow from operating activities	302,214	204,031	155,687	88,966	100,076
Total assets	6,695,237	5,831,794	5,131,563	4,809,430	3,826,386
Total liabilities	2,711,868	2,161,647	1,857,034	1,753,930	1,116,384

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

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

Income from government and total income from transactions increased in 2020–21 due to:

- New and additional funding received for initiatives in response to the COVID-19 pandemic such as the Establishment of COVID-19 Quarantine Victoria, High Risk Industries: Engagement and Enforcement Operations, Corrections and Youth Justice Coronavirus (COVID-19) Response, Addressing COVID related delays across the justice system, and Justice recovery.
- New and additional funding received for the WorkCover Scheme Premium Order, and other initiatives such as the Fire Services Reform Package, Technology and resources to support Victoria's fines system, Native Title implementation team and settlement, Victoria Police Restorative Engagement and Redress Scheme, Chisholm Road prison project, and Men's Prison System Capacity.

Total expenses from transactions increased in 2020–21 due to:

- New and additional grant funding onpassed to entities including WorkSafe Victoria for the WorkCover Scheme Premium Order and Victoria Police for their responses to the COVID-19 pandemic, Royal Commission into the Management of Police Informants, and additional resources to support operations.
- Growth in the employee benefit expenses mainly as a result of the additional staff employed for the COVID-19 Mandatory Quarantine and other COVID-19 initiatives as well as wage growth.
- Additional supplies and services expenses for the COVID-19 Mandatory Quarantine and other COVID-19 initiatives, and for Bushfire Recovery Victoria which transferred from DPC as result of a machinery of government change on 1 July 2020.

Net result for the period increased in 2020–21 mainly due to increased contributions received by the Emergency Management Operational Communications Program trust in 2020–21 which will be utilised in subsequent years.

Total assets increased in 2020–21 mainly due to additional expenditure on the Chisholm Road prison and New Youth Justice facility (Cherry Creek) projects, an increase in statutory receivables owed from the Victorian State Government, and an increase in cash held in trust.

Total liabilities increased in 2020–21 mainly due to the new borrowings recognised for the Hopkins Correctional Centre, an increase in the statutory payables owed to other government agencies, and an increase in the contractual payables from unearned revenue in the Emergency Services Infrastructure Authority Fund and from accrued expenditure for the Chisholm Road prison and New Youth Justice facility (Cherry Creek) projects.

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

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

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

The department has provided assistance to certain companies and organisations. Financial assistance provided in 2020–21 was as follows:

Organisation	(\$ thousand)
Ensuring Community Safety	
Victoria Police	4,088,960
Local Councils	18,128
Community Support and Other Groups	21,965
Sub total	4,129,053
Reducing the Impact of Emergencies	
Fire Rescue Victoria	854,894
Country Fire Authority	343,516
Emergency Services Telecommunications Authority	112,879
Victoria State Emergency Service Authority	64,647
Life Saving Victoria	16,543
Ambulance Victoria	13,666
Department of Health and Human Services	7,356
Local Councils	7,040
Department of Environment, Land, Water and Planning (DELWP)	6,282
NSW Telco Authority	4,941
Department of Jobs, Precincts and Regions	3,310
Community Support and Other Groups	9,639
Sub total	1,444,713
Management of Prisoners and Offenders	
Universities and TAFES	15,212
Department of Health and Human Services	1,403
Community Support and Other Groups	17,319
Sub total	33,934
Supervision of Children and Young People	
Community Support and Other Groups	2,195
Sub total	2,195
A Fair and Accessible Justice System	
Victoria Legal Aid	249,012
Office of Public Prosecutions	81,968
Victorian Institute of Forensic Medicine	46,231
Sentencing Advisory Council	1,956
Community Support and Other Groups	44,286
Sub total	423,453

Organisation	(\$ thousand)
Protecting Victorians	
Worksafe Victoria	550,000
Victorian Equal Opportunity and Human Rights Commission	8,851
Department of Health and Human Services	1,185
Community Support and Other Groups	13,636
Sub total	573,672
Fair Marketplace with Responsible Liquor and Gambling	
Victorian Commission for Gambling and Liquor Regulation	40,009
Court Services Victoria	20,589
Victorian Responsible Gambling Foundation	4,585
Community Support and Other Groups	17,453
Sub total	82,636
Total	6,689,656

Report structure

The Department of Justice and Community Safety (department) has presented its audited general purpose financial statements for the financial year ended 30 June 2021 in the following structure to provide users with information about the department's stewardship of resources entrusted to it.

Certifications

Declaration in financial statements	54
Independent auditor's report	55

Financial statements

Comprehensive operating statement.....	59
Balance sheet.....	60
Cash flow statement.....	61
Statement of changes in equity	62

Notes to financial statements

1. About this report.....	63
The basis on which the financial statements have been prepared and compliance with reporting regulations	
2. Funding delivery of services.....	64
Income recognised from taxes, grants, sales of goods and services and other sources	
2.1 Introduction	64
2.2 Summary of compliance with annual parliamentary appropriations	64
2.3 Summary of compliance with special appropriations	66
2.4 Interest income	67
2.5 Grant income.....	67
2.6 Other income.....	67
2.7 Annotated income agreements.....	67
3. Cost of delivering services.....	68
Operating expenses of the department	
3.1 Introduction	68
3.2 Employee benefits.....	68
3.3 Grant expense.....	70
3.4 Capital asset charge	71
3.5 Supplies and services.....	71
4. Disaggregated financial information by output.....	71
Department outputs and administered (non-controlled) items	
4.1 Introduction	71
4.2 Department outputs – descriptions and objectives	72
4.3 Administered items	74
4.4 Restructuring of administrative arrangements.....	75

5. Key assets available to support output delivery.....	76
Land, property, intangible assets, and investments and other financial assets	
5.1 Introduction	76
5.2 Property, plant and equipment.....	76
5.3 Intangible assets	79
5.4 Investments and other financial assets.....	79
6. Other assets and liabilities	80
Working capital balances, and other key assets and liabilities	
6.1 Introduction	80
6.2 Receivables	80
6.3 Payables.....	80
7. Financing operations.....	81
Borrowings, cash flow information, leases and assets pledged as security	
7.1 Introduction	81
7.2 Borrowings.....	81
7.3 Leases.....	82
7.4 Service concession arrangements.....	83
7.5 Cash flow information and balances.....	85
7.6 Trust account balances.....	86
7.7 Commitments for expenditure.....	88
8. Risks, contingencies and valuation judgements.....	89
Financial risk management, contingent assets and liabilities as well as fair value determination	
8.1 Introduction	89
8.2 Financial instruments specific disclosures.....	89
8.3 Contingent assets and contingent liabilities	93
8.4 Fair value determination	94
9. Other disclosures.....	96
9.1 Introduction	96
9.2 Ex-gratia expenses.....	96
9.3 Other economic flows included in net result.....	96
9.4 Physical asset revaluation surplus	96
9.5 Responsible persons.....	97
9.6 Remuneration of executives.....	98
9.7 Related parties.....	98
9.8 Remuneration of auditors.....	100
9.9 Australian Accounting Standards issued that are not yet effective	100
9.10 Glossary of technical terms	101
9.11 Style conventions.....	103

Declaration in financial statements

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

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and notes forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2021 and financial position of the department as at 30 June 2021.

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

We authorise the attached financial statements for issue on 14 October 2021.



Sara Rakers
Acting Chief Finance Officer
Department of Justice and Community Safety

Melbourne
14 October 2021



Rebecca Falkingham
Secretary
Department of Justice and Community Safety

Melbourne
14 October 2021

Independent Auditor's Report

To the Secretary of the Department of Justice and Community Safety

Opinion I have audited the financial report of the Department of Justice and Community Safety (the Department) which comprises the:

- Balance sheet as at 30 June 2021
- Comprehensive operating statement for the year then ended
- Statement of changes in equity for the year then ended
- Cash flow statement for the year then ended
- notes to the financial statements, including significant accounting policies
- declaration in financial statements.

In my opinion the financial report presents fairly the financial position of the Department as at 30 June 2021 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards.

Basis for opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter	How I addressed the matter
------------------	----------------------------

Estimation of provision for expected credit losses for administered fines and fees receivables

Refer to Note 4.3 Administered Items

Administered fines and fees receivable:

Net fines and fees receivables -

\$268.26 million

Gross fines and fees receivables -

\$2,607.75 million

Loss on statutory receivables for the year -

\$134.23 million

I considered this to be a key audit matter because:

- administered fines and fees receivable and provision for expected credit losses are financially significant
- estimating the provision for expected credit losses is complex and involves significant management judgements, underpinned by various subjective assumptions about the future collectability of fines and fees receivable
- management applied a significant change to the modelling used to estimate the expected credit losses at 30 June 2021. The change in estimate has a significant impact on the estimated credit losses in the current and future periods. Extensive disclosures are required to address this change in accounting estimate by AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*
- \$298.79 million of fines and fees receivables, considered impaired in previous reporting periods, was written off as uncollectable at 30 June 2021.

In responding to this key audit matter, with the assistance of data analytic experts where necessary, my procedures included:

- gaining an understanding of the end-to-end business process for administered fines and fees receivable, including management’s approach to estimating the expected credit losses
- evaluating the design, implementation and operating effectiveness of relevant key controls over the expected credit loss estimation process
- assessing management’s credit loss estimation process and model by:
 - validating mathematical accuracy
 - verifying the completeness and accuracy of financial and non-financial data inputs
 - assessing the appropriateness of key judgements and assumptions made by management
 - assessing the appropriateness of the change in accounting estimate applied at 30 June 2021 and the financial effect of this change
- evaluating the methodology for estimating uncollectable debts written off at 30 June 2021
- reviewing the disclosures around the change in accounting estimate for compliance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*.

The Secretary’s responsibilities for the financial report

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

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

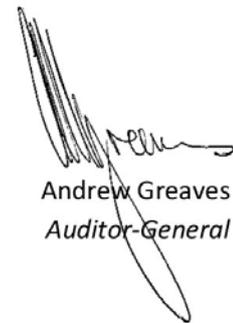
Auditor’s responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department’s internal control. • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary. • conclude on the appropriateness of the Secretary’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Department’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the Department to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
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Auditor's responsibilities for the audit of the financial report (continued)

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

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

MELBOURNE
18 October 2021



Andrew Greaves
Auditor-General

Comprehensive operating statement

For the financial year ended 30 June 2021		(\$ thousand)	
	Note	2021	2020
Income from transactions			
Output appropriations	2.2	10,399,248	8,329,480
Special appropriations	2.3	54,659	3,503
Interest income	2.4	4,036	12,928
Grant income	2.5	95,520	39,373
Other income	2.6	51,386	72,073
Total income from transactions		10,604,849	8,457,357
Expenses from transactions			
Employee benefit expense	3.2.1	(1,631,707)	(1,131,153)
Depreciation and amortisation	5.2.3	(200,413)	(170,768)
Interest expense ⁽ⁱ⁾	7.2	(57,309)	(55,927)
Grant expense	3.3	(6,689,656)	(5,693,183)
Capital asset charge	3.4	(299,581)	(213,899)
Supplies and services ⁽ⁱ⁾	3.5	(1,663,190)	(1,198,836)
Total expenses from transactions		(10,541,856)	(8,463,766)
Net result from transactions (net operating balance)		62,993	(6,409)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets ⁽ⁱⁱ⁾	9.3	2,753	2,309
Net gain/(loss) on financial instruments ⁽ⁱⁱⁱ⁾	9.3	3,734	(9,057)
Other gains/(losses) from other economic flows	9.3	7,503	(5,623)
Total other economic flows included in net result		13,990	(12,371)
Net result		76,983	(18,780)
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	9.4	(42,608)	300,280
Total other economic flows – other comprehensive income		(42,608)	300,280
Comprehensive result		34,375	281,500

(i) The 2019–20 comparative has been adjusted to reclassify an expense from supplies and services to interest expense.

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

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

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

Balance sheet

As at 30 June 2021

		(\$ thousand)	
	Note	2021	2020
Assets			
Financial assets			
Cash and deposits	7.5	336,067	170,202
Receivables	6.2	1,585,408	1,400,096
Investments and other financial assets	5.4	179,890	203,213
Total financial assets		2,101,365	1,773,511
Non-financial assets			
Prepayments		14,961	4,789
Inventories		17,004	16,495
Non-financial assets classified as held for sale		216	541
Property, plant and equipment	5.2	4,486,830	3,972,067
Intangible assets	5.3	74,861	64,391
Total non-financial assets		4,593,872	4,058,283
Total assets		6,695,237	5,831,794
Liabilities			
Payables	6.3	1,387,448	1,156,491
Borrowings	7.2	962,754	691,497
Employee benefit provisions	3.2.2	348,848	297,664
Other provisions		12,818	15,995
Total liabilities		2,711,868	2,161,647
Net assets		3,983,369	3,670,147
Equity			
Accumulated surplus		1,144,281	1,067,298
Physical asset revaluation surplus	9.4	869,222	911,830
Contributed capital		1,969,866	1,691,019
Net worth		3,983,369	3,670,147

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

Cash flow statement

For the financial year ended 30 June 2021

(\$ thousand)

	Note	2021	2020
Cash flows from operating activities			
Receipts			
Receipts from government		10,321,772	8,227,333
Receipts from other entities		95,520	39,373
Goods and services tax recovered from Australian Tax Office (i)		214,474	140,104
Interest received		4,133	14,310
Dividends received		6,117	10,154
Other receipts		198,272	102,479
Total receipts		10,840,288	8,533,753
Payments			
Payments of grant expenses		(6,689,656)	(5,693,183)
Payments to suppliers and employees (ii)		(3,491,528)	(2,366,713)
Capital asset charge payments		(299,581)	(213,899)
Interest and other costs of finance paid (ii)		(57,309)	(55,927)
Total payments		(10,538,074)	(8,329,722)
Net cash flows from/(used in) operating activities	7.5.1	302,214	204,031
Cash flows from investing activities			
Payments for investments		(19,565)	(10,154)
Proceeds from sale of investments		51,500	5,000
Purchases of non-financial assets		(723,107)	(264,303)
Sales of non-financial assets		4,723	5,509
Net cash flows from/(used in) investing activities		(686,449)	(263,948)
Cash flows from financing activities			
Cash received from machinery of government changes		3,381	231
Cash received from capital appropriations		764,973	230,763
Capital contribution passed on to agencies within portfolio		(64,128)	(68,082)
Equity transfers within government		(422,797)	(54,422)
Proceeds from borrowings		302,037	0
Repayment of borrowings		(33,366)	(39,454)
Net cash flows from/(used in) financing activities		550,100	69,036
Net increase/(decrease) in cash and cash equivalents		165,865	9,119
Cash and cash equivalents at beginning of financial year		170,202	161,083
Cash and cash equivalents at end of financial year	7.5	336,067	170,202

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

(ii) The 2019–20 comparative has been adjusted to reclassify an expense from payments to suppliers and employees to interest and other costs of finance paid.

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

Statement of changes in equity

For the financial year ended 30 June 2021

(\$ thousand)

	Note	Accumulated surplus	Physical asset revaluation surplus	Contributed capital	Total
Balance at 1 July 2019		1,086,078	611,550	1,575,533	3,273,161
Net result for year		(18,780)	0	0	(18,780)
Other comprehensive income for year		0	300,280	0	300,280
Capital appropriations		0	0	230,763	230,763
Capital contribution passed onto agencies within portfolio		0	0	(68,082)	(68,082)
Equity transfer within government		0	0	(48,952)	(48,952)
Capital contribution received from machinery of government changes		0	0	1,757	1,757
Balance at 30 June 2020		1,067,298	911,830	1,691,019	3,670,147
Balance at 1 July 2020		1,067,298	911,830	1,691,019	3,670,147
Net result for year		76,983	0	0	76,983
Other comprehensive income for year		0	(42,608)	0	(42,608)
Capital appropriations		0	0	764,973	764,973
Capital contribution passed onto agencies within portfolio		0	0	(64,128)	(64,128)
Equity transfer within government		0	0	(422,796)	(422,796)
Capital contribution received from machinery of government changes		0	0	798	798
Balance at 30 June 2021		1,144,281	869,222	1,969,866	3,983,369

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

Notes to financial statements

1. About this report

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

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

Basis of preparation

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

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

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

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

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

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

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

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

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

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

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

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

Compliance information

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

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

2. Funding delivery of services

2.1 Introduction

The department's key objectives are:

- Ensuring community safety through policing, law enforcement and prevention activities
- Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment
- Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation
- Effective supervision of children and young people through the provision of youth justice
- A fair and accessible justice system that supports confidence in the Victorian community
- Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights
- A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors

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

2.1.1 Revenue from contracts with customers

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

2.1.2 Income of not-for-profit entities

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

2.2 Summary of compliance with annual parliamentary appropriations

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

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

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

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

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

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

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

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

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

(\$ thousand)

	Appropriations Act			Financial Management Act					Machinery of government changes	Total parliamentary authority	Appropriations applied	Variance
	Annual appropriation	Advance from Treasurer	Section 3(2)	Section 29	Section 30	Section 32	Section 35					
2021												
Controlled												
Provision of outputs	8,418,366	1,733,865	0	297,458	86,005	35,576	0	0	10,571,270	10,399,248	172,022 ^{(i)(iv)}	
Victorian Law Reform Commission	845	0	0	0	0	0	0	0	845	845	0	
	8,419,211	1,733,865	0	297,458	86,005	35,576	0	0	10,572,115	10,400,093	172,022	
Additions to net asset base	1,253,997	85,059	0	87 (86,005)	79,418	0	0	0	1,332,556	764,973	567,583 ^{(i)(iv)}	
Administered												
Payments made on behalf of State	158,351	84,900	0	0	0	0	0	0	243,251	239,400	3,851 ⁽ⁱⁱⁱ⁾	
Total	9,831,559	1,903,824	0	297,545	0	114,994	0	0	12,147,922	11,404,466	743,456	
2020												
Controlled												
Provision of outputs	7,511,613	343,204	0	268,017	301,189	69,893	0	16,209	8,510,125	8,329,480	180,645	
Victorian Law Reform Commission	699	0	0	0	0	0	0	0	699	670	29	
	7,512,312	343,204	0	268,017	301,189	69,893	0	16,209	8,510,824	8,330,150	180,674	
Additions to net asset base	889,262	31,465	0	193 (301,189)	217,506	0	0	922	838,159	230,763	607,396	
Administered												
Payments made on behalf of State	36,001	234,147	0	0	0	0	0	0	270,148	266,941	3,207	
Total	8,437,575	608,816	0	268,210	0	287,399	0	17,131	9,619,131	8,827,854	791,277	

(i) **Controlled – provision of outputs (including Victorian Law Reform Commission)**

The majority of the \$172.022 million variance (2020: \$180.674 million) relates to rephasing, carryover of output appropriations from 2020–21 into 2021–22 and future years, and lapsing funding for Treasurer's Advance in 2020–21.

The primary drivers are:

- Establishment of the Maribyrnong Residential Facility initiative – During the 2019–20 financial year, DJCS received funding to convert the former Maribyrnong Immigration Detention Centre into a temporary community residential facility, to help slow the spread of COVID-19. The Maribyrnong Community Residential Facility (MCRF) provides temporary accommodation and transitional support for men exiting the prison system in order to reduce homelessness, and the associated risk of contracting or spreading COVID-19. A rephase from 2020–21 into 2021–22 is required to align budget with the revised project timelines.
- Corrections related projects including offender rehabilitation services, prison health service program, forensic intervention services, and asset and infrastructure maintenance – Due to the impact of the COVID-19 pandemic, Corrections Victoria has experienced delays in a number of offender rehabilitation related programs. A rephase is requested to align budget with the revised timelines for these programs.
- Emergency services related initiatives including Bushfire Recovery Victoria: Bushfire recovery program, State Control Centre workforce and emergency management, Royal Commission into National Natural Disaster Arrangements, Fire Services Reform implementation – the funding rephase from 2020–21 into 2021–22 was requested to align the budget with the revised timelines of these projects.
- COVID-19 Quarantine Victoria – Victoria's hotel quarantine program transferred from the then Department of Health and Human Services to the Department of Justice and Community Safety on 27 July 2020 as part of Victoria's public health response to the COVID-19 pandemic and from 11 August 2020 for COVID-19 Emergency Accommodation and the Hotels for Heroes program. From 1 December 2020, COVID-19 Quarantine Victoria was set up to administer this program. Part of the funding supplementation in 2020–21 has lapsed mainly due to lower actual costs than forecasted as a result of the evolving travel restrictions and requirements. The lapsing funding will be required to be reinstated in 2021–22 for the continuation of the program.
- High-Risk Industries: Engagement and Enforcement Operation – Funding was provided to ensure that designated high-risk and at-risk industries are compliant with Chief Health Officer directions and public health restrictions in response to the COVID-19 pandemic. The initiative implementation did not progress as originally anticipated in 2020–21, mainly due to the expansion of the industry engagement and enforcement operations, and changes to the operating model. The 2020–21 actual costs were lower than forecasted which resulted in part of the budget supplementation lapsing in 2020–21. The lapsed funding will be required in 2021–22 to ensure the continuation of the initiative implementation.
- Community Safety Statement and Public Safety – Police Response initiatives – The funding reflects a major investment in Victoria Police to fight crime and ensure that it has the powers and resources it needs to reduce harm in the community and keep Victorians safe. A carryover is required from 2020–21 into 2021–22.

(ii) **Controlled – additions to net asset base (ATNAB)**

The majority of the \$567.583 million variance (2020: \$607.396 million) relates to rephasing and carryover of ATNAB appropriation from 2020–21 into 2021–22 and future years.

The primary drivers of the rephasing and carryover are:

- Chisholm Road prison project – This project will support a safe, secure and well-equipped prison system to meet forecast demand. The expenditure profile has been revised to enable the construction program to be accelerated in 2021–22. The rephase and carryover will ensure that the department can continue with the deliverables in 2021–22.
- Men's prison system capacity – The initiative was announced in the 2019–20 Budget to increase capacity and supporting infrastructure across the men's prison system, including additional beds and infrastructure at existing prisons. Due to a revision in project timelines across the sites, the rephase and carryover are required to align the budget to the revised timelines.

- Future Emergency Alert – The Emergency Alert project is managed by Victoria on behalf of all other states and territories. Due to delays in the establishment phase activities being impacted by the COVID-19 pandemic, a rephase and carryover of funding were required to align the budget with the revised program.
- Justice Services – Contributing to a Safer Community – The initiative was announced in the 2015-16 Budget to expand Community Correctional Services across the State to meet forecast demand in the number of offenders receiving a Community Correction Order. Due to unexpected delays impacted by the COVID-19 pandemic and access to site works, the rephase and carryover were required to align the budget with the revised timelines.
- Community Safety Statement and Public Safety – Police response initiatives – The investment in infrastructure works supports Victoria Police's capability to provide safe communities. A carryover into 2021–22 is required to align the budget to the revised timelines.

(iii) Administered – payments made on behalf of state

The variance mainly relates to lower than expected lottery taxes collected on behalf of other jurisdictions, which are driven by lottery sales.

(iv) Section 30 transfers

A transfer from capital to operating funding of \$86.005 million has occurred in 2020–21 in accordance with section 30 of the *Financial Management Act 1994* mainly to support fire-fighting related activities and Victoria Police's business operations.

2.3 Summary of compliance with special appropriations

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

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

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

Authority	Purpose	(\$ thousand)	
		2021	2020
Controlled			
1 <i>Corrections Act 1986 (No. 117/1986), s.104ZW</i>	Compensation from the WorkCover Authority Fund under the <i>Accident Compensation Act 1985</i>	20	49
2 <i>Inquiries Act 2014 (No. 67/2014), s.11</i>	Costs incurred by the Royal Commission into the Casino Operator and Licence	11,996	0
3 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Costs of administering the State's participation in the National Redress Scheme	2,369	1,689
4 <i>Emergency Management Act 1986 (No. 30/1986), s.32</i>	Payments to volunteers for work related injuries under the Act	1,203	1,164
5 <i>Victoria State Emergency Service Act 2005 (No. 51/2005), s.52</i>	Payments to volunteers for work related injuries under the Act	996	485
6 <i>Financial Management Act 1994 (No. 18/1994), s.10</i>	Payments of Commonwealth grants under section 10 of the <i>Financial Management Act 1994</i>	58	0
7 <i>Financial Management Act 1994 (No. 18/1994), s.23</i>	Payments into the correctional enterprises working account	38,017	0
8 <i>Ombudsman Act 1973 (No. 8414/1973), s.5</i>	Salary and allowances payable to the Ombudsman	0	116
Total		54,659	3,503
Administered			
9 <i>Melbourne City Link Act 1995 (No. 107/1995), s.14(4)</i>	Payments to City Link	551	812
10 <i>EastLink Project Act 2004 (No. 39/2004), s.26</i>	Payments to East Link	793	997
11 <i>Crown Proceedings Act 1958 (No. 6232/1958), s.26</i>	Payments from Crown Proceedings in the Supreme Court of Victoria	14,869	13,399
12 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Payments to the Commonwealth for the funding contribution that the State is liable to pay under section 149 of the National Redress Act.	59,220	19,745
13 <i>National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 (No. 21/2018), s.11</i>	Payments for support services, including the provision of counselling and psychological services within the meaning of section 52(1)(b) of the National Redress Act.	1,414	1,559
Total		76,847	36,512

2.4 Interest income

	(\$ thousand)	
	2021	2020
Interest from financial assets at amortised cost:		
• Interest from deposits and investments	166	622
• Interest from real estate agent and conveyancer trust accounts	3,870	12,306
Total interest income	4,036	12,928

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

2.5 Grant income

	(\$ thousand)	
	2021	2020
Income recognised as income of not-for-profit entities		
• Specific purpose grants	95,520	39,373
Total grant income	95,520	39,373

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

2.6 Other income

	(\$ thousand)	
	2021	2020
Fines and fees	14,647	14,245
Dividends from investments	6,117	10,154
Income from Residential Tenancies Bond Authority (RTBA)	8,400	15,000
Income from Victorian Building Authority (VBA)	18,241	19,167
Other	3,981	13,507
Total other income	51,386	72,073

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

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

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

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

2.7 Annotated income agreements

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

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

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

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

	(\$ thousand)	
	2021	2020
User charges, or sales of goods and services		
Consumer Affairs Victoria publications and conferences	68	76
Corrections Victoria prison industries	0	27,516
Crime Statistics Agency	1	8
Emergency alerting system	45,351	17,141
Emergency services management	49,664	24,119
Gaming and liquor regulation	56	581
Independent Broad-based Anti-corruption Commission services	0	567
Infringement Court fees	15,080	23,209
Legal services	57,711	53,206
Public information, education, training and mediation services	497	511
Registrar of Births, Deaths and Marriages services	6,560	6,102
Victorian Legal Admissions Board services	332	159
Victorian Institute of Forensic Medicine services	13,124	13,299
Victorian Ombudsman services	0	214
Victoria Police policing services and event management	22,162	25,478
Asset sales		
Victoria Police asset sales	87	193
Commonwealth specific purpose payments		
Legal assistance services and community legal centres ⁽ⁱ⁾	82,842	69,949
National coronial information system	406	400
Preparing Australia package	0	2,000
Provision of fire services	3,604	3,482
Total annotated income agreements	297,545	268,210

(i) Includes family advocacy and support services

3. Cost of delivering services

3.1 Introduction

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

3.1.1 Impacts of the COVID-19 pandemic on expenses

Victoria's hotel quarantine program transferred from the Department of Health (previously known as the Department of Health and Human Services) to the Department of Justice and Community Safety on 27 July 2020 as part of Victoria's public health response to the COVID-19 pandemic. From 1 December 2020, COVID-19 Quarantine Victoria was setup to administer this program. The hotel quarantine program and other COVID-19 programs across the department have significantly impacted on the department's expenses by \$860.5 million in 2020–21. These additional costs are reflected primarily under employee benefits (note 3.2), grant expense (note 3.3) and supplies and services (note 3.5).

3.2 Employee benefits

3.2.1 Employee benefit expense in the comprehensive operating statement

	(\$ thousand)	
	2021	2020
Salary and wages	1,243,635	850,116
Superannuation	122,345	87,847
Annual leave and long service leave	140,599	97,467
Other on-costs (fringe benefits tax, payroll tax and workcover levy)	124,801	93,912
Termination benefits	327	1,811
Total employee benefit expense	1,631,707	1,131,153

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

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

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

3.2.2 Employee benefit provisions in the balance sheet

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

	(\$ thousand)	
	2021	2020
Current provisions		
Annual leave		
• Unconditional and expected to settle within 12 months	110,775	81,032
• Unconditional and expected to settle after 12 months	19,808	11,688
Long service leave		
• Unconditional and expected to settle within 12 months	16,925	13,275
• Unconditional and expected to settle after 12 months	104,237	103,502
On-costs		
• Unconditional and expected to settle within 12 months	33,330	23,763
• Unconditional and expected to settle after 12 months	27,497	24,156
Total current provisions for employee benefits	312,572	257,416
Non-current provisions		
Employee benefits	30,390	33,740
Employee on-costs	5,886	6,508
Total non-current provisions for employee benefits	36,276	40,248
Total provisions for employee benefits	348,848	297,664

Reconciliation of movement in employee on-cost provision

	(\$ thousand)	
	2021	2020
Opening balance	54,427	49,170
Additional provisions recognised	44,752	27,868
Additions due to transfer in	109	244
Reductions arising from payments/other sacrifices of future economic benefits	(32,575)	(22,855)
Closing balance	66,713	54,427
Current	60,827	47,919
Non-current	5,886	6,508

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

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

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

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

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

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

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

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

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

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

3.2.3 Superannuation contributions

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

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

The basis for contributions is determined by the various schemes.

	(\$ thousand)			
	Paid contribution for year		Contribution outstanding at year end	
	2021	2020	2021	2020
Defined benefit plans				
• Emergency Services and State Super	3,837	4,152	45	108
Defined contribution plans				
• VicSuper	65,689	52,262	1,311	3,999
• Various other	50,573	25,040	890	2,286
Total	120,099	81,454	2,246	6,393

3.3 Grant expense

	(\$ thousand)	
	2021	2020
Payments to:		
• Victoria Police	4,088,960	3,718,489
• Fire Rescue Victoria ⁽ⁱ⁾	854,894	0
• Worksafe Victoria ⁽ⁱⁱ⁾	550,000	0
• Country Fire Authority ⁽ⁱ⁾	343,516	790,787
• Metropolitan Fire and Emergency Services Board ⁽ⁱ⁾	0	461,793
• Victoria Legal Aid	249,012	215,489
• Emergency Services Telecommunications Authority	112,879	102,016
• Office of Public Prosecutions	81,968	83,771
• Victoria State Emergency Service Authority	64,647	61,424
• Victorian Institute of Forensic Medicine	46,231	45,939
• Victorian Commission for Gambling and Liquor Regulation	40,009	38,492
• Court Services Victoria	20,589	22,033
• Victorian Equal Opportunity and Human Rights Commission	8,851	8,499
• Independent Broad-based Anti-corruption Commission	0	8,185
• Victorian Responsible Gambling Foundation	4,585	4,764
• Victorian Ombudsman	0	4,641
• Sentencing Advisory Council	1,956	1,925
• Victorian Inspectorate	0	1,024
• Other parties	221,559	123,912
Total grant expenses	6,689,656	5,693,183

(i) Fire Rescue Victoria replaced Metropolitan Fire and Emergency Services Board and took over part of the functions of Country Fire Authority on 1 July 2020.

(ii) A grant payment was made to Worksafe Victoria to support the WorkCover Scheme Premium Order in 2020–21.

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

3.4 Capital asset charge

	(\$ thousand)	
	2021	2020
Capital asset charge	299,581	213,899

A **capital asset charge** is a charge levied on the written down value of controlled non-current physical assets in a department's balance sheet. It aims to attribute to the department outputs, a cost of capital used in service delivery. Imposing this charge provides incentives for the department to identify and dispose of underutilised or surplus non-current physical assets. The capital asset charge will no longer apply in future years due to a change in government policy.

3.5 Supplies and services

	(\$ thousand)	
	2021	2020
Outsourced contracts	967,473	713,218
Contractors, professional services and consultants	142,692	104,840
Accommodation and property services	126,310	88,613
Maintenance	30,782	30,818
Technology services	93,598	112,561
Printing, stationery and other office expenses	37,015	33,860
Other ⁽ⁱ⁾	265,320	114,926
Total supplies and services⁽ⁱ⁾	1,663,190	1,198,836

(i) The 2019–20 comparative has been adjusted to reclassify an expense from supplies and services to interest expense.

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

Outsourced contracts relate to expenses paid for outsourced functions of the department, such as for the management of prisoners, offenders and prison related assets under the public private partnership arrangements, infringement processing and traffic camera services, and hotel quarantine services.

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

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

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

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

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

4. Disaggregated financial information by output

4.1 Introduction

This section provides a description of the departmental outputs delivered during the year ended 30 June 2021 along with the objectives of those outputs.

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

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

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

4.2 Department outputs – descriptions and objectives

Ensuring community safety

Description of output: This output group relates to the provision of a safe and secure environment for the Victorian community. It relates to the provision of effective policing, law enforcement and infringement processing 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.

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

Reducing the impact of emergencies

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

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

Management of prisoners and offenders

Description of output: This output group relates to the management of the State's adult correctional system. It promotes community safety through community-based and custodial supervision of prisoners and offenders through effective management and services to provide opportunities for rehabilitation and reparation.

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

Supervision of children and young people

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

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

A fair and accessible justice system

Description of output: This output group relates to the provision of and access to justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services and the delivery of independent, expert forensic medical services to the justice system. Other services include legal policy advice to government, law reform, dispute resolution and initiatives focusing on crime prevention and supporting Aboriginal people in the criminal justice system.

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

Protecting Victorians

Description of output: This output group supports the Victorian community through the provision of services relating to rights and equal opportunity, advocacy and guardianship for Victorians with a disability or mental illness and support for victims of crime. It supports identity protection of Victorians through and life event registration, protection of children through adoption services and risk assessments for those working with or caring for children. It also contributes to public sector integrity, information freedoms and privacy protection of Victorians.

Objectives: This output group contributes to the department's objective that 'Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights'.

Fair marketplace with responsible liquor and gambling

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

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

Departmental outputs – controlled

(\$ thousand)

	Ensuring community safety ⁽ⁱ⁾		Reducing the impact of emergencies ⁽ⁱ⁾		Management of prisoners and offenders ⁽ⁱ⁾		Supervision of children and young people ⁽ⁱ⁾		A fair and accessible justice system ⁽ⁱ⁾		Protecting Victorians ⁽ⁱ⁾		Fair marketplace with responsible liquor and gambling ⁽ⁱ⁾		Departmental total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Controlled income and expenses for year ended 30 June 2021																
Income from transactions																
Output appropriations	4,373,975	3,974,490	2,358,588	1,546,580	1,981,796	1,828,182	298,764	239,492	579,274	510,664	707,357	145,886	99,494	84,186	10,399,248	8,329,480
Special appropriations	0	0	2,257	1,649	38,037	49	0	0	0	1,689	2,369	116	11,996	0	54,659	3,503
Interest income	0	0	0	0	12	86	0	0	0	0	0	0	4,024	12,842	4,036	12,928
Grant income	16,131	12,839	56,256	342	6,643	16,064	593	587	4,050	1,945	8,363	4,743	3,484	2,853	95,520	39,373
Other income	(430)	18	1,255	11,235	1,090	60	647	410	869	1,398	22	225	47,933	58,727	51,386	72,073
Total income from transactions	4,389,676	3,987,347	2,418,356	1,559,806	2,027,578	1,844,441	300,004	240,489	584,193	515,696	718,111	150,970	166,931	158,608	10,604,849	8,457,357
Expenses from transactions																
Employee benefit expense	(80,199)	(74,645)	(442,549)	(50,567)	(727,739)	(683,041)	(148,509)	(127,507)	(86,068)	(75,087)	(89,746)	(66,246)	(56,897)	(54,060)	(1,631,707)	(1,131,153)
Depreciation and amortisation	(13,704)	(11,288)	(9,634)	(13,428)	(157,427)	(130,878)	(12,999)	(6,294)	(1,276)	(3,277)	(4,892)	(4,421)	(481)	(1,182)	(200,413)	(170,768)
Interest expense ⁽ⁱⁱ⁾	(13)	(247)	656	(832)	(57,828)	(53,766)	(61)	(331)	(13)	(423)	(34)	(157)	(16)	(171)	(57,309)	(55,927)
Grant expense	(4,129,053)	(3,743,976)	(1,444,713)	(1,438,162)	(33,934)	(15,915)	(2,195)	(5,832)	(423,453)	(373,329)	(573,672)	(37,857)	(82,636)	(78,112)	(6,689,656)	(5,693,183)
Capital asset charge	(1,213)	0	(4,273)	(2,544)	(229,814)	(180,853)	(56,676)	(20,929)	(7,374)	(9,449)	(124)	(124)	(107)	0	(299,581)	(213,899)
Supplies and services ⁽ⁱⁱ⁾	(164,315)	(146,509)	(448,945)	(72,788)	(787,419)	(758,221)	(93,941)	(78,841)	(71,349)	(63,724)	(45,885)	(43,335)	(51,336)	(35,418)	(1,663,190)	(1,198,836)
Total expenses from transactions	(4,388,497)	(3,976,665)	(2,349,458)	(1,578,321)	(1,994,161)	(1,822,674)	(314,381)	(239,734)	(589,533)	(525,289)	(714,353)	(152,140)	(191,473)	(168,943)	(10,541,856)	(8,463,766)
Net result from transactions (net operating balance)	1,179	10,682	68,898	(18,515)	33,417	21,767	(14,377)	755	(5,340)	(9,593)	3,758	(1,170)	(24,542)	(10,335)	62,993	(6,409)
Other economic flows included in net result																
Net gain/(loss) on non-financial assets	149	145	527	381	1,337	1,209	207	159	312	246	124	76	97	93	2,753	2,309
Net gain/(loss) on financial instruments	317	(384)	(4,352)	(422)	11	(373)	(880)	(171)	13	(87)	9	(3)	8,616	(7,617)	3,734	(9,057)
Other gains/(losses) from other economic flows	410	(361)	1,424	(933)	3,625	(2,961)	559	(390)	849	(608)	321	(106)	315	(264)	7,503	(5,623)
Total other economic flows included in net result	876	(600)	(2,401)	(974)	4,973	(2,125)	(114)	(402)	1,174	(449)	454	(33)	9,028	(7,788)	13,990	(12,371)
Net result	2,055	10,082	66,497	(19,489)	38,390	19,642	(14,491)	353	(4,166)	(10,042)	4,212	(1,203)	(15,514)	(18,123)	76,983	(18,780)
Other economic flows – other comprehensive income																
Items that will not be reclassified to net result																
Changes in physical asset revaluation surplus	(11)	16	11,066	567	(21,233)	271,018	(32,151)	28,226	3	(980)	(276)	1,431	(6)	2	(42,608)	300,280
Total other economic flows – other comprehensive income	(11)	16	11,066	567	(21,233)	271,018	(32,151)	28,226	3	(980)	(276)	1,431	(6)	2	(42,608)	300,280
Comprehensive result	2,044	10,098	77,563	(18,922)	17,157	290,660	(46,642)	28,579	(4,163)	(11,022)	3,936	228	(15,520)	(18,121)	34,375	281,500
Controlled assets and liabilities at 30 June 2021																
Assets																
Financial assets	768,237	665,455	482,740	295,871	359,100	330,826	30,352	19,602	123,798	102,017	50,706	65,267	286,432	294,473	2,101,365	1,773,511
Non-financial assets	68,779	69,028	104,692	83,767	3,822,083	3,393,506	558,947	467,556	10,109	11,166	26,275	29,850	2,987	3,410	4,593,872	4,058,283
Total assets	837,016	734,483	587,432	379,638	4,181,183	3,724,332	589,299	487,158	133,907	113,183	76,981	95,117	289,419	297,883	6,695,237	5,831,794
Liabilities																
Liabilities	751,916	646,962	285,092	142,932	1,436,714	1,121,889	73,544	51,534	79,507	92,671	39,941	63,719	45,154	41,940	2,711,868	2,161,647
Total liabilities	751,916	646,962	285,092	142,932	1,436,714	1,121,889	73,544	51,534	79,507	92,671	39,941	63,719	45,154	41,940	2,711,868	2,161,647
Net assets	85,100	87,521	302,340	236,706	2,744,469	2,602,443	515,755	435,624	54,400	20,512	37,040	31,398	244,265	255,943	3,983,369	3,670,147

(i) The output groups have been updated to reflect the updated output cost objectives and structure as per the 2020–21 Budget.

(ii) The 2019–20 comparative has been adjusted to reclassify an expense from supplies and services to interest expense.

4.3 Administered items

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

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

Administered (non-controlled) items

For the financial year ended 30 June 2021

	(\$ thousand)																	
	Ensuring community safety ⁽ⁱ⁾		Reducing the impact of emergencies ⁽ⁱ⁾		Management of prisoners and offenders ⁽ⁱ⁾		Supervision of children and young people ⁽ⁱ⁾		A fair and accessible justice system ⁽ⁱ⁾		Protecting Victorians ⁽ⁱ⁾		Fair marketplace with responsible liquor and gambling ⁽ⁱ⁾		Departmental total			
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020		
Administered income from transactions																		
Appropriations for payments made on behalf of the State	0	0	198,250	228,147	0	0	0	0	0	0	0	0	41,150	38,794	239,400	266,941		
Special appropriations	1,344	1,809	0	0	0	0	0	0	21,304	75,503	13,399	0	0	76,847	36,512			
Sale of goods and services	15,081	23,209	130,529	41,262	38,017	27,525	0	1	58,046	53,616	6,560	6,102	68	76	248,301	151,791		
Fines	576,936	606,926	0	0	183	256	0	0	0	0	0	0	0	3	577,119	607,185		
Fees	122,377	187,055	0	0	0	0	0	0	0	0	34,220	31,600	2,279	2,099	158,876	220,754		
Other income	33,176	29,000	512	703	1,303	2,374	372	294	304	473	21,958	143	94	171	57,719	33,158		
Total administered income from transactions	748,914	847,999	329,291	270,112	39,503	30,155	372	295	58,350	75,393	138,241	51,244	43,591	41,143	1,358,262	1,316,341		
Administered expenses from transactions																		
Payments into the consolidated fund	(390,730)	(438,410)	(129,189)	(50,606)	(48,299)	(54,974)	25	34	(79,704)	(69,145)	(38,076)	(15,690)	(68)	(76)	(686,041)	(628,867)		
Grants and other transfers	0	1,251	(139,828)	(217,977)	0	0	0	0	(21,304)	(60,634)	0	(41,150)	(38,794)	(241,612)	(276,824)			
Other expenses	(16,321)	(22,640)	(2,717)	(2,442)	(472)	(1,154)	(16)	(148)	(55)	(245)	(14,891)	(13,470)	(17)	(86)	(34,489)	(40,185)		
Total administered expenses from transactions	(407,051)	(459,799)	(271,734)	(271,025)	(48,771)	(56,128)	9	(114)	(79,759)	(90,694)	(113,601)	(29,160)	(41,235)	(38,956)	(962,142)	(945,876)		
Total administered net result from transactions (net operating balance)	341,863	388,200	57,557	(913)	(9,268)	(25,973)	381	181	(21,409)	(15,301)	24,640	22,084	2,356	2,187	396,120	370,465		
Administered other economic flows included in administered net result																		
Net gain/(loss) on non-financial assets	(14)	(97)	(280)	(41)	(222)	(62)	(15)	(34)	0	0	0	0	0	0	(531)	(234)		
Net gain/(loss) on financial instruments and statutory receivables	(134,226)	(387,209)	(10,954)	1,109	0	0	(10)	0	(93)	(36)	(909)	23	0	0	(146,192)	(386,113)		
Total administered other economic flows	(134,240)	(387,306)	(11,234)	1,068	(222)	(62)	(25)	(34)	(93)	(36)	(909)	23	0	0	(146,723)	(386,347)		
Total administered comprehensive result	207,623	894	46,323	155	(9,490)	(26,035)	356	147	(21,502)	(15,337)	23,731	22,107	2,356	2,187	249,397	(15,882)		
As at 30 June 2021																		
Administered assets																		
Cash and deposits	(4,518)	6,521	188,553	202,817	12,240	12,897	590	532	18,080	41,548	13,329	197	508	355	228,782	264,867		
Receivables ⁽ⁱⁱ⁾	263,277	89,121	31,886	1,261	0	3	187	0	16,474	29,120	18,522	1,576	3,015	3,335	333,361	124,416		
Equity investments in other justice portfolio entities	0	0	805,885	755,815	0	0	0	0	43,577	43,395	29	29	0	0	849,491	799,239		
Other assets	0	0	7	0	0	0	0	0	0	0	0	0	0	0	7	0		
Total administered assets	258,759	95,642	1,026,331	959,893	12,240	12,900	777	532	78,131	114,063	31,880	1,802	3,523	3,690	1,411,641	1,188,522		
Administered liabilities																		
Payables ⁽ⁱⁱ⁾	337	6,402	3,626	68,743	9,914	10,647	507	498	17,948	48,003	14,174	13,926	3,477	3,664	49,983	151,883		
Provisions	0	0	121,236	125,835	0	0	0	0	0	0	29,969	0	0	0	151,205	125,835		
Total administered liabilities	337	6,402	124,862	194,578	9,914	10,647	507	498	17,948	48,003	44,143	13,926	3,477	3,664	201,188	277,718		
Total administered net assets	258,422	89,240	901,469	765,315	2,326	2,253	270	34	60,183	66,060	(12,263)	(12,124)	46	26	1,210,453	910,804		

(i) The output groups have been updated to reflect the updated output cost objectives and structure as per the 2020–21 Budget.

(ii) The 2019–20 comparative has been slightly adjusted to more accurately reflect the receivables and payables.

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

Administered expenses from transactions include payments into the consolidated fund, and grants and other transfers.

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

Administered assets include cash and deposits, receivables and equity investments in other justice portfolio entities. Receivables mainly relate to unpaid fines and fees, net of a provision for expected credit losses for those receivables. The provision for expected credited losses for unpaid fines was estimated by grouping the unpaid fines based on their fine category and days past due and applying an expected credit loss rate based on the department's past cash collection experience. The estimate was further adjusted for current market conditions and forward looking macroeconomic information such as the future unemployment rate and the impacts of the COVID-19 pandemic on the collectability of the unpaid fines and fees. The expected credit loss rates for unpaid fines were modified in 2020–21, as a change in the accounting estimate under AASB108 *Accounting policies, changes in accounting estimates and errors*, to reflect the change in the cash collection profile since the implementation of the Fines Reform Act in January 2018. This increased the net receivables for unpaid fines by approximately \$166.1 million, bringing the net receivables for unpaid fines to \$268.3 million as at 30 June 2021. The net receivable balance may be further impacted in the future as a result of the uncertainty around the severity of the impact of COVID-19 on the future cash collections. Unpaid fines over five years old are written off for accounting purposes in line with the department's policy, but are still legally enforceable and will be continued to be pursued for payment. Equity investments in other justice portfolio entities represent the State's capital investment in those entities that are controlled by the State.

Administered liabilities include government expenses incurred but yet to be paid, including provisions raised for the Natural Disaster Relief Trust and National Redress Scheme for Institutional Child Sexual Abuse.

4.4 Restructuring of administrative arrangements

Transfer of net assets from the Department of Premier and Cabinet

The responsibility for the administrative arrangements of Bushfire Recovery Victoria transferred from the Department of Premier and Cabinet to the Department of Justice and Community Safety as a result of a machinery of government change on 1 July 2020.

The income and expenses for these activities for the reporting period were as follows.

	(\$ thousand)
	2021
Controlled income and expenses	
Income	129,200
Expenses	(125,777)

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

	(\$ thousand)
	2021
Controlled Assets	
Cash	3,381
Receivables	60,927
Prepayments	1,600
Property, plant and equipment	97
Liabilities	
Payables	64,143
Borrowings	97
Employee benefit provisions	967
Controlled net assets recognised	798
Net capital contribution from the Crown	798

5. Key assets available to support output delivery

5.1 Introduction

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

5.2 Property, plant and equipment

	(\$ thousand)					
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021	2020	2021	2020	2021	2020
Land at fair value	364,180	330,883	0	0	364,180	330,883
Buildings at fair value	2,869,094	2,778,534	(1,218)	(1,071)	2,867,876	2,777,463
Plant, equipment and vehicles at fair value	601,811	564,444	(356,611)	(301,438)	245,200	263,006
Assets under construction at cost	1,009,574	600,715	0	0	1,009,574	600,715
Total	4,844,659	4,274,576	(357,829)	(302,509)	4,486,830	3,972,067

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

5.2.1 Total right-of-use assets: buildings, plant, equipment and vehicles

	(\$ thousand)					
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021	2020	2021	2020	2021	2020
Buildings at fair value	508,344	455,662	(1,218)	(1,071)	507,126	454,591
Plant, equipment and vehicles at fair value	29,768	34,245	(13,609)	(14,442)	16,159	19,803
Total	538,112	489,907	(14,827)	(15,513)	523,285	474,394

	(\$ thousand)			
	Buildings at fair value		Plant, equipment and vehicles at fair value	
	2021	2020	2021	2020
Opening balance	454,591	789,693	19,803	18,936
Additions	54	2,767	10,273	11,016
Disposals	(216)	0	(1,970)	(3,201)
Transfers out of assets under construction	4,197	56,052	0	0
Reclassification between classes	205	0	0	0
Revaluation	64,455	47,126	0	0
Machinery of government transfer in	0	0	97	91
Fair value of assets received free of charge or for nominal consideration	0	0	231	318
Fair value of assets provided free of charge or for nominal consideration	0	0	(7,793)	0
Depreciation	(16,160)	(31,251)	(4,266)	(6,816)
Transfers to disposal group held for sale	0	0	(216)	(541)
Net transfers through contributed capital ⁽ⁱ⁾	0	(409,796)	0	0
Closing balance	507,126	454,591	16,159	19,803

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

5.2.2 Total service concession assets: land, buildings, plant, equipment, vehicles and assets under construction

	(\$ thousand)					
	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021	2020	2021	2020	2021	2020
Land at fair value	24,410	19,921	0	0	24,410	19,921
Buildings at fair value	1,005,792	1,050,474	0	0	1,005,792	1,050,474
Plant, equipment and vehicles at fair value	83,923	79,403	(19,749)	(13,383)	64,174	66,020
Assets under construction at cost	8,057	105,668	0	0	8,057	105,668
Total	1,122,182	1,255,466	(19,749)	(13,383)	1,102,433	1,242,083

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

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

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

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

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

Impairment: The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair value measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

5.2.3 Depreciation and amortisation

	(\$ thousand)	
	2021	2020
Buildings	125,495	105,745
Plant, equipment and vehicles	66,398	58,986
Software	8,520	6,037
Total	200,413	170,768

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

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

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

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

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

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

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

5.2.4 Carrying values by 'purpose' groups

Property, plant and equipment are classified in this note primarily by the 'purpose' for which the assets are used based on the classifications of the functions of government. All assets in a purpose group are further sub-categorised according to the asset's 'nature' (e.g. land and buildings), with each sub-category being classified as a separate class of asset for financial reporting purposes.

	(\$ thousand)									
	Public order and safety ⁽ⁱ⁾		Economic affairs		Recreation culture and religion		Social protection ⁽ⁱ⁾		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Nature based classification										
Land at fair value	364,089	330,779	70	79	21	25	0	0	364,180	330,883
Buildings at fair value	2,867,873	2,777,450	2	9	1	4	0	0	2,867,876	2,777,463
Plant, equipment and vehicles at fair value	243,440	261,009	1,395	1,522	365	475	0	0	245,200	263,006
Assets under construction at cost	1,009,135	599,679	339	783	100	253	0	0	1,009,574	600,715
Total	4,484,537	3,968,917	1,806	2,393	487	757	0	0	4,486,830	3,972,067

(i) The 2019–20 comparative has changed due to the reclassification of outputs between purpose groups.

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

	(\$ thousand)									
	Land at fair value		Buildings at fair value		Plant, equipment and vehicles at fair value		Assets under construction at cost		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	330,883	287,093	2,777,463	2,878,328	263,006	254,166	600,715	562,297	3,972,067	3,981,884
Additions	0	1	10,136	5,966	16,136	30,649	732,293	225,530	758,565	262,146
Disposals	0	0	(216)	0	(1,970)	(3,201)	0	0	(2,186)	(3,201)
Transfers out of assets under construction	5,600	0	275,848	153,015	41,986	34,097	(323,434)	(187,112)	0	0
Reclassification between classes	0	0	477	(664)	(477)	664	0	0	0	0
Revaluation ⁽ⁱ⁾	27,697	43,789	(70,309)	256,491	4	0	0	0	(42,608)	300,280
Machinery of government transfer in	0	0	0	0	97	1,617	0	0	97	1,617
Fair value of assets received free of charge or for nominal consideration	0	0	0	0	1,457	4,644	0	0	1,457	4,644
Fair value of assets provided free of charge or for nominal consideration	0	0	0	0	(7,793)	0	0	0	(7,793)	0
Depreciation	0	0	(125,495)	(105,745)	(66,398)	(58,986)	0	0	(191,893)	(164,731)
Transfers to disposal group held for sale	0	0	0	0	(216)	(541)	0	0	(216)	(541)
Net transfers through contributed capital ⁽ⁱⁱ⁾	0	0	(28)	(409,928)	(632)	(103)	0	0	(660)	(410,031)
Closing balance	364,180	330,883	2,867,876	2,777,463	245,200	263,006	1,009,574	600,715	4,486,830	3,972,067

(i) A full revaluation of land and buildings was performed by the Valuer-General Victoria as at 30 June 2021 (see note 8.4.2 for further details). In the previous financial year, a managerial revaluation of land and buildings was performed based on the Valuer-General's annual indices as at 30 June 2020.

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

5.3 Intangible assets

	(\$ thousand)	
	2021	2020
Gross carrying amount		
Opening balance	151,605	139,535
Additions ⁽ⁱ⁾	18,990	13,011
Disposals	0	(986)
Machinery of government transfer in	0	45
Closing balance	170,595	151,605
Accumulated amortisation		
Opening balance	(87,214)	(82,118)
Amortisation ⁽ⁱⁱ⁾	(8,520)	(6,037)
Disposals	0	986
Machinery of government transfer in	0	(45)
Closing balance	(95,734)	(87,214)
Net book value at end of financial year	74,861	64,391

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

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

Initial recognition

Purchased intangible assets are initially recognised at cost.

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

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

Subsequent measurement

Intangible assets with finite useful lives are carried at cost less accumulated amortisation and impairment. Refer to note 5.2.3 for information on amortisation.

Impairment

Intangible assets not yet available for use are tested annually for impairment and whenever there is an indication that the asset may be impaired. Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

5.4 Investments and other financial assets

	(\$ thousand)	
	2021	2020
Non-current investments and other financial assets		
Managed investment schemes ⁽ⁱ⁾	179,890	203,213
Total non-current investments and other financial assets	179,890	203,213
Total investments and other financial assets	179,890	203,213

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

6. Other assets and liabilities

6.1 Introduction

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

6.2 Receivables

	(\$ thousand)	
	2021	2020
Contractual		
Advance to agencies within portfolio	476	714
Accrued interest income	270	367
Other receivables	18,882	21,182
Provision for expected credit losses for contractual receivables	(7,584)	(2,704)
Total contractual receivables	12,044	19,559
Statutory		
Amounts owing from Victorian Government	1,510,081	1,337,507
GST input tax credit recoverable	63,283	43,030
Total statutory receivables	1,573,364	1,380,537
Total receivables	1,585,408	1,400,096
Represented by		
Current receivables	1,201,555	1,209,325
Non-current receivables	383,853	190,771

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

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

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

6.3 Payables

	(\$ thousand)	
	2021	2020
Contractual		
Trade creditors and other payables	445,294	367,478
Accrued capital works	100,230	52,407
Salaries and wages	34,215	38,481
Total contractual payables	579,739	458,366
Statutory		
Amounts payable to government agencies	783,435	688,558
Payroll tax	6,660	4,700
Pay as you go (PAYG) tax withheld	17,115	4,033
Fringe benefits tax	499	834
Total statutory payables	807,709	698,125
Total payables	1,387,448	1,156,491
Represented by		
Current payables	1,041,735	1,003,755
Non-current payables	345,713	152,736

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

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

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

7. Financing operations

7.1 Introduction

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

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

7.2 Borrowings

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

	(\$ thousand)	
	2021	2020
Current borrowings		
Lease liabilities ⁽ⁱ⁾	17,731	18,872
Service concession financial liabilities	9,747	9,776
Other borrowings ⁽ⁱⁱ⁾	15,069	0
Total current borrowings	42,547	28,648
Non-current borrowings		
Lease liabilities ⁽ⁱ⁾	135,584	149,197
Service concession financial liabilities	506,055	513,652
Other borrowings ⁽ⁱⁱ⁾	278,568	0
Total non-current borrowings	920,207	662,849
Total borrowings	962,754	691,497

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

(ii) Other borrowings relates to Hopkins Correctional Centre. In May 2010, the State entered into a public private partnership (PPP) project agreement with AEGIS Correctional Partnership Pty Ltd for the design, construction and maintenance of Hopkins Correctional Centre. In June 2012, during the construction phase, the AEGIS Correctional Partnership entered into voluntary administration. A new agreement between the State and the project's financiers was reached in August 2012 to allow for the completion of the prison. Under the new agreement, the timing of the quarterly capital payments over the contract term changed and comprised of two payments made by the State at the completion of stage 1 and stage 2 of the construction of the prison, with the payments for the operating and maintenance costs remaining as quarterly service payments over the project term. In December 2020, the State agreed to a change in the project's financiers and the reimplementation of the quarterly capital payments over the remaining contract term, which ends in March 2037, in exchange for an upfront payment from the project's financiers. This upfront payment has been recognised by the department as other borrowings.

Maturity analysis of borrowings

	(\$ thousand)				
	Carrying amount	Nominal amount	Less than 1 year	1 to 5 years	More than 5 years
2021					
Lease liabilities	153,315	330,497	37,531	128,367	164,599
Service concession financial liabilities	515,802	936,614	40,108	162,851	733,655
Other borrowings	293,637	397,563	26,738	101,806	269,019
Total	962,754	1,664,674	104,377	393,024	1,167,273
2020					
Lease liabilities ⁽ⁱ⁾	168,069	365,743	39,028	131,178	195,537
Service concession financial liabilities	523,428	974,968	40,622	160,242	774,104
Total ⁽ⁱ⁾	691,497	1,340,711	79,650	291,420	969,641

(i) The 2019–20 comparative has been adjusted to include a residual interest expense.

Interest expense

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

	(\$ thousand)	
	2021	2020
Interest on lease liabilities ⁽ⁱ⁾	19,722	24,463
Interest on service concession financial liabilities	30,870	31,464
Interest on other borrowings	6,717	0
Total interest expense ⁽ⁱ⁾	57,309	55,927

(i) The 2019–20 comparative has been adjusted to reclassify an expense from supplies and services to interest expense.

7.3 Leases

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

Right-of-use assets

Right-of-use assets are presented in note 5.2.1.

Lease amounts recognised in the comprehensive operating statement

The following lease amounts are recognised in the comprehensive operating statement

	(\$ thousand)	
	2021	2020
Interest expense on lease liabilities	19,722	24,463
Expenses relating to short term leases	106,294	17
Expenses relating to leases of low-value assets	29	4,573
Variable lease payments, not included in the measurement of lease liabilities	1,328	1,681
Total	127,373	30,734

Lease amounts recognised in the cash flow statement

The following lease amounts are recognised in the cash flow statement

	(\$ thousand)	
	2021	2020
Total cash outflow for leases	142,874	58,218

Contracts containing leases

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

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

Separation of lease and non-lease components

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

Recognition and measurement of leases as a lessee

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

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

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

Short-term leases and leases of low-value assets

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

Below market or peppercorn leases

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

Presentation of right-of-use assets and lease liabilities

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

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

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

Lease liabilities payable

	(\$ thousand)			
	Minimum future lease payments ⁽ⁱ⁾		Present value of minimum future lease payments	
	2021	2020	2021	2020
Commissioned PPP related lease liabilities payable				
Not longer than 1 year	28,450	27,892	8,982	8,313
Longer than 1 year but not longer than 5 years	119,605	117,259	43,778	40,512
Longer than 5 years	164,269	195,064	83,024	94,943
	312,324	340,215	135,784	143,768
Other lease liabilities payable				
Not longer than 1 year	9,081	11,136	8,749	10,559
Longer than 1 year but not longer than 5 years	8,762	13,919	8,463	13,287
Longer than 5 years	330	473	319	455
	18,173	25,528	17,531	24,301
	330,497	365,743	153,315	168,069
Minimum future lease payments⁽ⁱⁱ⁾				
Less future finance charges	(177,182)	(197,674)	0	0
Present value of minimum lease payments	153,315	168,069	153,315	168,069
Included in the financial statements as:				
Current borrowings lease liabilities			17,731	18,872
Non-current borrowing lease liabilities			135,584	149,197
			153,315	168,069

(i) The 2019–20 comparative has been adjusted to include a residual interest expense.

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

7.4 Service concession arrangements

For arrangements within the scope of AASB 1059 *Service concession arrangements: grantors*, at initial recognition the department records a service concession asset (SCA) at current replacement cost in accordance with the cost approach to fair value under AASB 13 *Fair value measurement*, with a related liability, which is a financial liability.

The department initially recognises the liability at the same amount as the SCA, adjusted by the amount of any consideration from the department to the operator, or from the operator to the department. An exception to this occurs when the department reclassifies an existing asset to a SCA. When this occurs, no liability is recognised unless additional consideration is provided to the operator.

The financial liability is recognised where the department has a contractual obligation to pay the operator for providing the SCA. It is measured in accordance with AASB 9 *Financial instruments* and is recognised as a borrowing (note 7.2). The liability is increased by interest charges (note 7.2), based on the interest rate implicit in the arrangement. Where the interest rate is not specified in the arrangement, the prevailing market rate of interest for a similar instrument with similar credit ratings is used. The liability is reduced by any payments made by the department to the operator as required by the contract.

The department has the following service concession arrangements.

Fulham Correctional Centre

In October 1995, the State entered into a PPP arrangement with Australasian Correctional Investment Ltd (ACI) for the design, construction, maintenance, and operation (including providing custodial services) of Fulham Correctional Centre. The construction of the prison was completed in 1997 and the operational phase under the

original contract was due to end in 2017. However, an extension contract was entered into in April 2015, with the terms of the extension contract coming into effect on 1 July 2016. The extension contract has an initial term of 11 years and subject to ACI's performance, a further term of 8.3 years that would end in October 2035.

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

The prison assets are classified as service concession assets and are being depreciated based on their useful lives. For further details refer to the table below.

Port Phillip Prison

In July 1996, the State entered into a PPP arrangement with G4S Correctional Services (Australia) Pty Ltd for the design, construction, maintenance, and operation (including providing custodial services) of Port Phillip Prison. The construction of the prison was completed in 1997 and the operational phase under the original contract was due to end in 2017. However, an extension contract was entered into in December 2015, with the terms of the extension contract coming into effect on 10 September 2017. The extension contract also novated from G4S Correctional Services (Australia) Pty Ltd to G4S Custodial Services Pty Ltd on 10 September 2017. For simplicity, both G4S entities are referred to as G4S. The extension contract has an initial term of 10 years and subject to G4S' performance, a further term of 10 years that would end in September 2037.

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

The prison assets are classified as service concession assets and are being depreciated based on their useful lives. For further details refer to the table below.

Ravenhall Correctional Centre

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

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

The prison assets are classified as service concession assets and are being depreciated based on their useful lives. The corresponding liability is recorded in borrowings as a service concession liability and an interest expense on the financial liability is recognised each year in the comprehensive operating statement. For further details refer to the table below.

Prisoner Transport Contract

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

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

The costs for the use of the vehicles were recognised as service concession assets and are being depreciated based on their useful lives. The corresponding liability is recorded in borrowings as a service concession liability and an interest expense on the financial liability is recognised each year in the comprehensive operating statement. For further details refer to the table below.

(\$ thousand)								
SCA arrangement	Classification of arrangement	Operational/ construction in progress	Periodic payments in operations phase	Payments impacted by key performance indicators	Carrying amount of liability as at 30 June 2021	Carrying amount of asset as at 30 June 2021	Carrying amount of liability as at 30 June 2020	Carrying amount of asset as at 30 June 2020
Fulham Correctional Centre	Financial liability	Operational	Quarterly service payments	Yes	0	183,649	0	182,028
Port Phillip Prison	Financial liability	Operational	Quarterly service payments	Yes	0	233,205	0	221,376
Ravenhall Correctional Centre	Financial liability	Operational	Quarterly service payments	Yes	511,789	681,941	519,893	835,249
Prisoner Transport Contract	Financial liability	Operational	Monthly service payments	Yes	4,013	3,638	3,535	3,430

7.5 Cash flow information and balances

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

	(\$ thousand)	
	2021	2020
Cash ⁽ⁱ⁾	(341)	(177)
Cash and deposits held in trust ⁽ⁱⁱ⁾		
• Crime prevention and victims' aid fund	41	41
• Domestic builders fund	13,017	26,060
• Victorian property fund	23,139	5,604
• Correctional enterprises working account	13,074	8,357
• Motor car traders' guarantee fund	6,173	5,247
• Sex work regulation fund	519	714
• Residential tenancies fund	7,568	3,899
• Vehicle lease trust account	54	54
• Inter-departmental transfer fund	16,976	7,041
• Treasury trust fund	42,717	20,464
• Victorian consumer law fund	4,667	5,259
• Emergency services infrastructure authority fund	99,401	48,789
• Emergency management operational communication program fund	109,062	38,850
Balance as per cash flow statement and balance sheet	336,067	170,202

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

The above funding arrangements often result in departments having a shortfall in the cash at bank required for payment of unrepresented cheques at the reporting date. At 30 June 2021, cash at bank included the amount of a shortfall for the payment of unrepresented cheques of \$0.109 million (2020: \$0.144 million).

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

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

	(\$ thousand)	
	2021	2020
Net result for the period	76,983	(18,780)
Non-cash movements		
Net (gain)/loss on disposal of non-current assets	(2,753)	(2,309)
Depreciation and amortisation of non-current assets	200,413	170,768
Resources (received)/provided free of charge or for nominal consideration	3,684	(4,327)
Net (gain)/loss on financial instruments	(3,734)	9,057
Net (gain)/loss from revaluation of provisions	(7,503)	5,623
Movements in assets and liabilities		
Decrease/(increase) in receivables	(129,265)	(280,899)
Decrease/(increase) in prepayments	(8,572)	22,495
Decrease/(increase) in inventories	(574)	(7,154)
Increase/(decrease) in payables	118,991	282,747
Increase/(decrease) in provisions	54,544	26,810
Net cash flows from/(used in) operating activities	302,214	204,031

7.5.2 Non-cash financing and investing activities

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

7.6 Trust account balances

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

Cash and deposits, and investments	(\$ thousand)							
	2021				2020			
	Opening balance as at 1 July 2020	Total receipts	Total payments	Closing balance as at 30 June 2021	Opening balance as at 1 July 2019	Total receipts	Total payments	Closing balance as at 30 June 2020
Controlled trusts⁽ⁱ⁾								
Crime prevention and victims' aid fund Established under the <i>Confiscation Act 1997</i> to hold monies in accordance with section 134 of that Act.	41	0	0	41	41	0	0	41
Domestic builders fund Established under the <i>Domestic Building Contracts Act 1995</i> to hold monies in accordance with section 124 of that Act.	26,060	17,497	15,200	28,357	21,442	20,308	15,690	26,060
Victorian property fund Established under the <i>Estate Agents Act 1980</i> to hold monies in accordance with sections 73 and 75 of that Act.	168,857	23,373	36,726	155,504	192,343	23,274	46,760	168,857
Correctional enterprises working account Established under the <i>Financial Management Act 1994</i> as a working account for Correctional Enterprises.	8,357	38,412	33,695	13,074	11,613	27,718	30,974	8,357
Motor car traders' guarantee fund Established under the <i>Motor Car Traders Act 1986</i> to hold monies in accordance with section 74 of that Act.	5,247	3,039	2,113	6,173	4,940	3,186	2,879	5,247
Sex work regulation fund Established under the <i>Sex Work Act 1994</i> to hold monies in accordance with section 66 of that Act.	714	1,741	1,936	519	1,046	1,055	1,387	714
Residential tenancies fund Established under the <i>Residential Tenancies Act 1997</i> to hold monies in accordance with sections 492 and 493 of that Act.	43,859	28,958	33,064	39,753	42,987	32,603	31,731	43,859
Vehicle lease trust account Established under the <i>Financial Management Act 1994</i> to process the sales of VicFleet motor vehicles.	54	2,753	2,753	54	0	2,383	2,329	54
Inter-departmental transfer fund Established under the <i>Financial Management Act 1994</i> to hold monies in relation to inter-departmental transfers.	7,041	19,340	9,405	16,976	4,728	9,746	7,433	7,041
Treasury trust fund Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of unclaimed monies and other funds held in trust.	20,464	101,640	79,387	42,717	30,686	23,253	33,475	20,464
Victorian consumer law fund Established under the <i>Australian Consumer Law and Fair Trading Act 2012</i> to hold monies in accordance with section 134 and Part 6.2 of that Act.	5,259	599	1,191	4,667	4,829	643	213	5,259
Emergency services infrastructure authority fund Established under the <i>Financial Management Act 1994</i> to hold monies in relation to the emergency services infrastructure authority.	48,789	69,459	18,847	99,401	8,236	44,715	4,162	48,789
Emergency management operational communication program fund Established under the <i>Financial Management Act 1994</i> to hold monies in relation to the emergency management operational communication program.	38,850	135,126	64,914	109,062	44,000	57,572	62,722	38,850
Total controlled trusts	373,592	441,937	299,231	516,298	366,891	246,456	239,755	373,592

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

(\$ thousand)

Cash and deposits, and investments	2021				2020			
	Opening balance as at 1 July 2020	Total receipts	Total payments	Closing balance as at 30 June 2021	Opening balance as at 1 July 2019	Total receipts	Total payments	Closing balance as at 30 June 2020
Administered trusts								
Asset confiscation office retained monies trust Established under the <i>Financial Management Act 1994</i> for the Asset Confiscation Office.	11,391	11,411	9,412	13,390	11,884	8,430	8,923	11,391
Domestic building dispute resolution victoria trust fund Established under the <i>Building Legislation Amendment (Consumer Protection) Act 2016</i> to hold monies in accordance with that Act.	46	166	25	187	32	39	25	46
Victorian government solicitor's trust Established under the <i>Financial Management Act 1994</i> for the Victorian Government Solicitors Office.	41,075	223,225	247,220	17,080	54,325	171,440	184,690	41,075
Departmental suspense Established under the <i>Financial Management Act 1994</i> as a working account for the department.	3,055	1,812	1,937	2,930	2,313	1,954	1,212	3,055
Revenue suspense Established under the <i>Financial Management Act 1994</i> to temporarily hold monies pending correct identification of receipts.	17	31	0	48	19	0	2	17
Natural disaster relief trust Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of funds in relation to natural disasters in Victoria.	201,562	198,250	212,322	187,490	0	228,222	26,660	201,562
Treasury trust fund Established under the <i>Financial Management Act 1994</i> for the receipt and disbursement of unclaimed monies and other funds held in trust.	6,176	618	1,515	5,279	7,066	672	1,562	6,176
Public service commuter club Established under the <i>Financial Management Act 1994</i> for the Public Service Commuter Club.	(291)	1,168	483	394	(852)	2,711	2,150	(291)
Sundry deposits Established under the <i>Financial Management Act 1994</i> to hold term deposits for the Victorian Government Solicitors Office.	201	0	201	0	404	202	405	201
Total administered trusts	263,232	436,681	473,115	226,798	75,191	413,670	225,629	263,232

Third party funds under management

Third party funds under management are funds held in trust for certain clients. Any earnings on the funds held pending distribution are also applied to the trust funds under management as appropriate.

(\$ thousand)

	2021	2020
Prisoner private monies		
Cash	6,255	6,250
Amounts owing to prisoners	(6,255)	(6,250)
	0	0
Prisoner compensation quarantine		
Cash	661	679
Amounts owing to prisoners	(661)	(679)
	0	0

7.7 Commitments for expenditure

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

7.7.1 Total commitments payable

Nominal values	(\$ thousand)			
	Less than 1 year	1 to 5 years	More than 5 years	Total
2021				
PPP commitments (note 7.7.2)	439,600	1,898,647	7,900,855	10,239,102
Capital expenditure commitments ⁽ⁱ⁾	969,892	81,592	0	1,051,484
Other commitments	1,005,012	653,175	1,918	1,660,105
Total commitments (inclusive of GST)	2,414,504	2,633,414	7,902,773	12,950,691
2020				
PPP commitments (note 7.7.2)	429,038	1,847,721	8,465,003	10,741,762
Capital expenditure commitments ⁽ⁱ⁾	288,423	12,871	0	301,294
Other commitments	752,488	900,994	46,624	1,700,106
Total commitments (inclusive of GST)	1,469,949	2,761,586	8,511,627	12,743,162

(i) Including intangible assets commitments

7.7.2 PPP commitments

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

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

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

PPP commitments

	(\$ thousand)					
	2021			2020		
	Liability	Other commitments	Total commitments	Liability	Other commitments	Total commitments
Discounted value	Present value	Nominal value	Discounted value	Present value	Nominal value	
Commissioned PPPs ⁽ⁱ⁾						
Private prisons		6,135,497	10,239,102		6,244,410	10,741,762
Total PPP commitments		6,135,497	10,239,102		6,244,410	10,741,762

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

8. Risks, contingencies and valuation judgements

8.1 Introduction

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

8.2 Financial instruments specific disclosures

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

8.2.1 Categories of financial instruments held by the department

Financial assets at amortised cost

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

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

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

The department recognises the following assets in this category:

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

Financial assets at fair value through net result

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

Financial liabilities at amortised cost

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

- payables (excluding statutory payables)
- borrowings (excluding lease liabilities)

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

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

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

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

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

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

(\$ thousand)			
2021	Net holding gain/ (loss)	Total interest income / (expense)	Total
Contractual financial assets			
At fair value through net result	8,613	0	8,613
At amortised cost	(4,881)	166	(4,715)
Total contractual financial assets	3,732	166	3,898
Contractual financial liabilities			
At amortised cost	0	(37,587)	(37,587)
Total contractual financial liabilities	0	(37,587)	(37,587)

(\$ thousand)			
2020	Net holding gain/ (loss)	Total interest income / (expense)	Total
Contractual financial assets			
At fair value through net result	(7,570)	0	(7,570)
At amortised cost	(1,487)	622	(865)
Total contractual financial assets	(9,057)	622	(8,435)
Contractual financial liabilities			
At amortised cost ⁽ⁱⁱ⁾	0	(31,464)	(31,464)
Total contractual financial liabilities ⁽ⁱⁱ⁾	0	(31,464)	(31,464)

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

(ii) The 2019–20 comparative has been adjusted to remove the interest expense related to lease liabilities.

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

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

8.2.3 Financial risk management objective and policies

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

Financial instruments: credit risk

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

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

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

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

There has been no material change to the department's credit risk profile in 2020–21.

Impairment of financial assets under AASB 9

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

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

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

Contractual receivables are subject to impairment under AASB 9. The department applied AASB 9's simplified approach to measure the expected credit losses of its contractual receivables using a lifetime expected loss allowance based on assumptions about risk of default and expected loss rates. The department has grouped

contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on the department's past experience, current market conditions and forward looking estimates including considering the impacts of the COVID-19 pandemic. On this basis, the department determined the provision for expected credit losses for the financial year as follows.

(\$ thousand)						
30 June 2021	Current	Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years	Total
Expected loss rate	2%	2%	3%	100%	100%	
Gross carrying amount of contractual receivables relating to the provision of goods and services	7,430	524	15	5,361	199	13,529
Provision for expected credit losses	152	8	0	5,361	199	5,720
Expected loss rate	31%					
Gross carrying amount of other contractual receivables	6,099					6,099
Provision for expected credit losses	1,864	0	0	0	0	1,864

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

Reconciliation of the movement in the provision for expected credit losses for contractual receivables is shown as follows.

(\$ thousand)		
	2021	2020
Balance at beginning of the year	(2,704)	(1,223)
Increase in provision recognised in the net result	(4,880)	(1,481)
Balance at end of the year	(7,584)	(2,704)

Movements in the provision for expected credit losses for contractual receivables are classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and these impairment losses are classified as either a transaction expense or other economic flows in the net result.

Financial instruments: liquidity risk

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

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

Financial instruments: market risk

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

Interest rate risk

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

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

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

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

Interest rate exposure of financial instruments ⁽ⁱ⁾

(\$ thousand)					
2021	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	0.33%	336,067	0	40,636	295,431
Receivables					
• Advance to agencies within portfolio		476	0	0	476
• Accrued interest income	0.15%	270	270	0	0
• Other receivables		11,298	0	0	11,298
Investments and other contractual financial assets					
• Managed investment schemes		179,890	0	0	179,890
Total financial assets		528,001	270	40,636	487,095
Financial liabilities					
Payables					
• Trade creditors and other payables		445,294	0	0	445,294
• Accrued capital works		100,230	0	0	100,230
• Salaries and wages		34,215	0	0	34,215
Borrowings					
• Service concession financial liabilities	6.06%	515,802	515,802	0	0
• Other borrowings	4.05%	293,637	293,637	0	0
Total financial liabilities		1,389,178	809,439	0	579,739

(\$ thousand)					
2020	Weighted average interest rate %	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	1.66%	170,202	0	32,294	137,908
Receivables					
• Advance to agencies within portfolio		714	0	0	714
• Accrued interest income	0.23%	367	367	0	0
• Other receivables		18,478	0	0	18,478
Investments and other contractual financial assets					
• Managed investment schemes		203,213	0	0	203,213
Total financial assets		392,974	367	32,294	360,313
Financial liabilities					
Payables					
• Trade creditors and other payables		367,478	0	0	367,478
• Accrued capital works		52,407	0	0	52,407
• Salaries and wages		38,481	0	0	38,481
Borrowings ⁽ⁱⁱ⁾					
• Service concession financial liabilities	6.07%	523,428	523,428	0	0
Total financial liabilities		981,794	523,428	0	458,366

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

(ii) The 2019–20 comparative has been adjusted to remove the interest rate exposure related to lease liabilities.

Equity price risk

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

Foreign currency risk

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

Market risk sensitivity

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

(\$ thousand)

	Carrying amount	Interest rate risk		Other price risk	
		Net result +1%	Net result -1%	Net result +3%	Net result -3%
2021					
Cash and deposits	40,636	406	(406)	0	0
Managed investment schemes	179,890	0	0	5,397	(5,397)
Total	220,526	406	(406)	5,397	(5,397)

	Carrying amount	Interest rate risk		Other price risk	
		Net result +1%	Net result -1%	Net result +4%	Net result -4%
2020					
Cash and deposits	32,294	323	(323)	0	0
Managed investment schemes	203,213	0	0	8,129	(8,129)
Total	235,507	323	(323)	8,129	(8,129)

8.3 Contingent assets and contingent liabilities

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

Contingent assets

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

Quantifiable contingent assets

	(\$ thousand)	
	2021	2020
Legal proceedings and disputes	2,298	811
Other	59	0
Total	2,357	811

Contingent liabilities

Contingent liabilities are:

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

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

Non-quantifiable contingent liabilities

Native title

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

National redress scheme – sexual abuse of children in institutions

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

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

An administered provision has been recognised in the administered items note 4.3 for applications under the National Redress Scheme that have been received but not yet assessed and offers made but have not yet been accepted or rejected by the survivor. A non-quantifiable contingent liability exists for future applications that

may be received under the National Redress Scheme, which are contingent on eligible survivors applying to the Scheme and can not be reliably estimated.

Employee benefits

Various employee benefits are currently being investigated. The outcome of whether an obligation exists has not been determined for all matters under investigation. For matters where an obligation has been determined, a reliable estimate has not been determined for the amount of the obligation.

Quantifiable contingent liabilities

	(\$ thousand)	
	2021	2020
Legal proceedings and disputes	55,495	65,183
Make good leased premises ⁽ⁱ⁾	12,390	15,563
Other	55,000	0
Total	122,885	80,746

(i) The make good leased premises contingent liability, which relates to the accommodation leases that transferred to the Department of Treasury and Finance (DTF) on 1 November 2019, has been reinstated and will continue to be disclosed by the department until an agreement is made to transfer the obligation to DTF.

8.4 Fair value determination

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

The following assets are carried at fair value:

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

Fair value hierarchy

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

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

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

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

8.4.1 Fair value of financial assets and liabilities at amortised cost

The carrying amounts of the department's cash and deposits, receivables (excluding statutory receivables), payables (excluding statutory payables), prisoner transport contract's service concession liability and other borrowings are reasonable approximations of their fair values as at 30 June 2021. Ravenhall Correctional Centre's service concession liability's carrying amount is \$511.8 million (2020: \$519.9 million) and fair value is \$532.0 million (2020: \$623.4 million) as at 30 June 2021.

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

The department's managed investment schemes are carried at their fair values and are categorised within level 2 of the fair value hierarchy. These investments are revalued by the Victorian Funds Management Corporation and their market value movement is recognised by the department on a monthly basis.

There have been no transfers between levels during the period.

8.4.3 Fair value determination for property, plant and equipment

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

Independent valuations in 2020–21

An independent valuation of the department's land, buildings, right of use buildings (that will be eventually owned by the department), service concession buildings and artwork was performed by the Valuer-General Victoria in 2020–21. The Valuer-General used in house valuers to perform the valuations of the department's land, and

external independent valuers to perform the valuations of the department's buildings and artwork which was performed by Napier & Blakeley Proprietary Ltd and the Dominion Group Pty Ltd respectively. The effective date of the valuation was 30 June 2021.

Right of use buildings, that will not be eventually owned by the department, have not been revalued because there has not been a material movement in their values.

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

The land and building valuations may have been impacted by the market uncertainty caused by the COVID-19 pandemic. Given the unknown future impact that COVID-19 might have on the markets, the land and building values may change significantly and unexpectedly over a relatively short period of time.

Non-specialised land, non-specialised buildings and artworks

Non-specialised land, non-specialised buildings and artworks are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

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

For artwork, valuation of the assets is determined by a comparison to similar assets sold throughout Australia on sales websites and auction catalogues.

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

The department held \$7.695 billion (2020: \$7.102 billion) of non-specialised land, no non-specialised buildings, and \$0.046 billion (2020: \$0.027 billion) of artwork as at 30 June 2021.

Specialised land and specialised buildings

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

Specialised buildings are valued using the current replacement cost method, adjusted for depreciation. As depreciation adjustments are considered as significant unobservable inputs in nature, specialised buildings are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

The department held \$356.485 billion (2020: \$323.781 billion) of specialised land, and \$2,858.368 billion (2020: \$2,772.231 billion) of specialised buildings as at 30 June 2021.

Heritage buildings

Heritage buildings are valued using the current reproduction cost adjusted for depreciation. The reproduction cost includes those costs that replicate the existing building as closely as possible by using modern construction techniques and materials. As depreciation adjustments are considered as significant unobservable inputs in nature, heritage buildings are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

The department held \$9.508 billion (2020: \$5.232 billion) of heritage buildings as at 30 June 2021.

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method, adjusted for depreciation. As depreciation adjustments are considered as significant unobservable inputs in nature, plant and equipment are classified within level 3 of the fair value hierarchy. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower fair value.

There were no changes in valuation techniques throughout the period to 30 June 2021.

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

8.4.4 Fair value determination for non-financial assets classified as held for sale

The department's non-financial assets classified as held for sale are carried at their fair values. Leased vehicles held for sale were valued using the techniques referred to in note 8.4.3 for plant and equipment, and are classified within level 3 of the fair value hierarchy.

9. Other disclosures

9.1 Introduction

This note includes additional material disclosures required by accounting standards or otherwise for the understanding of this financial report.

9.2 Ex-gratia expenses

	(\$ thousand)	
	2021	2020
Compensation for economic loss	535	120
Total ex-gratia expenses ⁽ⁱ⁾	535	120

(i) Ex-gratia expenses fall under other supplies and services in note 3.5.

9.3 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

	(\$ thousand)	
	2021	2020
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of property, plant and equipment	2,753	2,309
Total net gain/(loss) on non-financial assets	2,753	2,309
Net gain/(loss) on financial instruments		
Impairment of contractual receivables ⁽ⁱ⁾	(4,880)	(1,481)
Bad debts written off unilaterally	(1)	(6)
Net gain/(loss) on disposal and revaluation of managed investment schemes	8,613	(7,570)
Net gain/(loss) on derecognition and recognition of borrowings	2	0
Total net gain/(loss) on financial instruments	3,734	(9,057)
Other gains/(losses) from other economic flows		
Net gain/(loss) from revaluation of long service leave liability ⁽ⁱⁱ⁾	7,898	(5,765)
Net gain/(loss) from revaluation of other provisions ⁽ⁱⁱⁱ⁾	(395)	142
Total other gains/(losses) from other economic flows	7,503	(5,623)

(i) Includes (increase)/decrease in allowance for impairment losses of contractual receivables.

(ii) Revaluation gain/(loss) due to changes in bond rates.

(iii) Revaluation gain/(loss) due to changes in bond rates and actuarial assumptions.

9.4 Physical asset revaluation surplus ⁽ⁱ⁾

	(\$ thousand)	
	2021	2020
Land		
Balance at beginning of financial year	182,766	138,977
Revaluation increment/(decrement)	27,697	43,789
Balance at end of financial year	210,463	182,766
Buildings		
Balance at beginning of financial year	729,062	472,571
Revaluation increment/(decrement)	(70,309)	256,491
Balance at end of financial year	658,753	729,062
Artwork		
Balance at beginning of financial year	2	2
Revaluation increment/(decrement)	4	0
Balance at end of financial year	6	2
Total balance at beginning of financial year	911,830	611,550
Total balance at end of financial year	869,222	911,830
Net change	(42,608)	300,280

(i) The physical asset revaluation surplus arises from the revaluation of land, buildings and artwork.

9.5 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

Names

The people who held the positions of Ministers and Accountable Officers in the department (from 1 July 2020 to 30 June 2021 unless otherwise stated) were as follows.

Attorney-General	The Hon. Jill Hennessy, MP	1 July 2020	to	16 December 2020
	The Hon. Jaclyn Symes, MP	22 December 2020	to	30 June 2021
Acting Attorney-General	The Hon. Daniel Andrews, MP	17 December 2020	to	21 December 2020
	The Hon. Martin Pakula, MP	11 January 2021	to	26 January 2021
Minister for Consumer Affairs, Gaming and Liquor Regulation	The Hon. Melissa Horne, MP	1 July 2020	to	30 June 2021
Acting Minister for Consumer Affairs, Gaming and Liquor Regulation	The Hon. Ingrid Stitt, MP	5 March 2021	to	8 March 2021
Minister for Corrections	The Hon. Natalie Hutchins, MP	1 July 2020	to	30 June 2021
Acting Minister for Corrections	The Hon. Lisa Neville, MP	17 December 2020	to	3 January 2021
	The Hon. Jaclyn Symes, MP	2 April 2021	to	5 April 2021
Minister for the Coordination of Justice and Community Safety – COVID-19 ⁽ⁱ⁾	The Hon. Jill Hennessy, MP	1 July 2020	to	9 November 2020
Minister for Crime Prevention	The Hon. Natalie Hutchins, MP	1 July 2020	to	30 June 2021
Acting Minister for Crime Prevention	The Hon. Lisa Neville, MP	17 December 2020	to	3 January 2021
	The Hon. Jaclyn Symes, MP	2 April 2021	to	5 April 2021
Minister for Police and Emergency Services	The Hon. Lisa Neville, MP	1 July 2020	to	30 June 2021
Acting Minister for Police and Emergency Services	The Hon. James Merlino, MP	8 November 2020	to	10 November 2020
	The Hon. Martin Foley, MP	13 February 2021	to	19 February 2021
	The Hon. Danny Pearson, MP	20 February 2021	to	25 June 2021
	The Hon. Jaclyn Symes, MP	26 June 2021	to	30 June 2021
Minister for Victim Support	The Hon. Natalie Hutchins, MP	1 July 2020	to	30 June 2021
Acting Minister for Victim Support	The Hon. Lisa Neville, MP	17 December 2020	to	3 January 2021
	The Hon. Jaclyn Symes, MP	2 April 2021	to	5 April 2021
Minister for Workplace Safety	The Hon. Jill Hennessy, MP	1 July 2020	to	29 September 2020
	The Hon. Ingrid Stitt, MP	29 September 2020	to	30 June 2021
Acting Minister for Workplace Safety	The Hon. Melissa Horne, MP	22 December 2020	to	26 December 2020
Minister for Youth Justice	The Hon. Natalie Hutchins, MP	1 July 2020	to	30 June 2021
Acting Minister for Youth Justice	The Hon. Lisa Neville, MP	17 December 2020	to	3 January 2021
	The Hon. Jaclyn Symes, MP	2 April 2021	to	5 April 2021
Secretary	Rebecca Falkingham	1 July 2020	to	30 June 2021
Acting Secretary	Corri McKenzie	12 January 2021	to	26 January 2021

(i) Temporary position created on 3 April 2020 to lead all COVID-19 response activities in respect of the department and was withdrawn on 9 November 2020.

Remuneration

Remuneration received or receivable by the Accountable Officer (Secretary) in connection with the management of the department during the reporting period was in the range: \$590,000 – \$599,999 (\$590,000 – \$599,999 in 2019–20). The remuneration is reported in line with accounting standards rather than actual remuneration paid. The 2019–20 figures have been amended in line with these standards and the increase from the previous reporting period is a reflection of the change in reporting method, rather than an actual increase in remuneration. The reporting for the 2020–21 financial year includes accrued annual leave in addition to accrued long service leave.

9.6 Remuneration of executives

The number of executive officers, other than Ministers and the Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave and non-monetary benefits such as motor vehicle allowances.

Post-employment benefits include superannuation entitlements.

Other long-term benefits include long service leave and other long term benefits.

Termination benefits include termination of employment payments, such as severance packages.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated, and a number of executive officers resigned or their contracts ceased. This has had an impact on remuneration figures for the termination benefits category. A number of executive roles were created to support COVID-19 activities and to support other departmental priorities, which has impacted all benefits categories.

	(\$ thousand)	
	2021	2020
Remuneration of executive officers ⁽ⁱ⁾⁽ⁱⁱ⁾		
Short-term employee benefits ⁽ⁱⁱⁱ⁾	43,462	30,428
Post-employment benefits ⁽ⁱⁱⁱ⁾	3,708	2,559
Other long-term benefits	1,200	892
Termination benefits	76	709
Total remuneration ⁽ⁱⁱⁱ⁾	48,446	34,588
Total number of executives	246	173
Total annualised employee equivalents ^{(iv)(v)}	183.1	134.0

(i) Includes nine active executives from the Victorian Government Solicitor's Office, 19 executives from COVID-19 Quarantine Victoria and 24 executives from Bushfire Recovery Victoria.

(ii) Includes key management personnel (KMP) disclosed in note 9.7, who also meet the definition of executives under FRD21C *Disclosures of responsible persons and executive officers in the financial report*.

(iii) The 2019–20 comparative has been restated in line with accrual accounting.

(iv) The total annualised employee equivalent is based on the time fraction worked over the reporting period.

(v) The 2019–20 comparative has been restated as a result of a correction in its calculation.

A reconciliation is provided in the report of operations between the number of executive officers disclosed in the above table and the number of executive officers disclosed in the report of operations.

9.7 Related parties

Related parties of the department include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Key management personnel

The people who held, or acted for more than three months in, key management positions in the department (from 1 July 2020 to 30 June 2021 unless otherwise stated) were as follows.

Portfolio Ministers (refer to note 9.5)			
Secretary (refer to note 9.5)			
Deputy Secretary Aboriginal Justice	Joshua Smith	1 July 2020	to 18 June 2021
Deputy Secretary Consumer Affairs, Liquor, Gaming and Dispute Services	John Batho	3 February 2021	to 30 June 2021
Deputy Secretary Corporate Governance and Support	Andrew Minack Andrew Campbell	1 July 2020 10 March 2021	to 4 October 2020 to 30 June 2021
Acting Deputy Secretary Corporate Governance and Support	Lynda Rogers	5 October 2020	to 9 March 2021
Deputy Secretary Corrections and Justice Services	Ryan Phillips	1 July 2020 7 December 2020	to 13 July 2020 to 30 June 2021
Acting Deputy Secretary Corrections and Justice Services	Carly Edwards	13 July 2020	to 21 December 2020
Deputy Secretary COVID-19 Accommodation (previously known as Deputy Secretary Hotel Services)	Ryan Phillips	14 July 2020	to 6 December 2020
Deputy Secretary Emergency Management Victoria	Kate Fitzgerald	1 July 2020	to 14 February 2021
Acting Deputy Secretary Emergency Management Victoria	Susan Clifford	15 February 2021	to 30 May 2021
Deputy Secretary Fines, Registration and Crime Prevention	Craig Howard	12 January 2021	to 30 June 2021
Deputy Secretary Justice Infrastructure and CEO Community Safety Building Authority	Corinne Cadilhac	1 July 2020	to 30 June 2021
Deputy Secretary Justice Policy and Data Reform	Anna Faithfull Samuel Porter	1 July 2020 28 March 2021	to 11 March 2021 to 30 June 2021
Deputy Secretary People and Workplace Services	Nicola Brown	1 July 2020	to 30 June 2021
Deputy Secretary Police, Community Safety and Communications	Bill Kyriakopoulos	1 February 2021	to 30 June 2021
Deputy Secretary Police, Fines and Crime Prevention	Corri McKenzie	1 July 2020	to 7 February 2021
Deputy Secretary and Chief Counsel Regulation, Legal and Integrity	Samuel Porter Marian Chapman	1 July 2020 17 May 2021	to 27 March 2021 to 30 June 2021
Deputy Secretary Service Delivery Reform, Coordination and Workplace Safety	Peta McCammon	1 July 2020	to 30 June 2021
Deputy Secretary Youth Justice	Brigid Sunderland	1 May 2021	to 30 June 2021
Acting Deputy Secretary Youth Justice	Dannii de Kretser	1 July 2020	to 30 April 2021
Executive Director North West Metropolitan Area	Susan Clifford	1 July 2020	to 6 July 2020
Acting Executive Director North West Metropolitan Area	Taryn Escreet	24 August 2020	to 30 June 2021
Executive Director North Area	Robin Francis	1 July 2020	to 30 June 2021
Executive Director South Area	Albert Bentincontri	1 July 2020	to 30 June 2021
Executive Director West Area	Michelle Wood	1 July 2020	to 30 June 2021
Commissioner Corrections Victoria	Emma Cassar	1 July 2020	to 2 July 2020
Acting Commissioner Corrections Victoria	Larissa Strong	1 July 2020	to 30 June 2021
Deputy Commissioner Custodial Operations	Melissa Westin	1 July 2020	to 30 June 2021
Commissioner Emergency Management	Andrew Crisp	1 July 2020	to 30 June 2021
Commissioner Youth Justice	Jodi Henderson	1 July 2020	to 30 June 2021
Commissioner COVID-19 Quarantine Victoria	Emma Cassar	3 July 2020	to 30 June 2021
Chairperson Building Licensing Authority	Nicole Marshall	1 July 2020	to 30 June 2021
Chairperson Post Sentence Authority	Michelle Williams	1 July 2020	to 30 June 2021
Road Safety Camera Commissioner	Stephen Leane	1 July 2020	to 30 June 2021
Victorian Information Commissioner	Sven Bluemmel	1 July 2020	to 30 June 2021
Chief Finance Officer	Lynda Rogers	1 July 2020 10 March 2021	to 4 October 2020 to 30 June 2021
Acting Chief Finance Officer	Anna Higgs	5 October 2020	to 6 January 2021

The compensation detailed below excludes the salaries and benefits of Portfolio Ministers. The Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the Department of Parliamentary Services' Financial Report.

	(\$ thousand)	
	2021	2020
Compensation of KMPs ⁽ⁱ⁾		
Short-term employee benefits ⁽ⁱⁱ⁾	8,705	7,380
Post-employment benefits ⁽ⁱⁱ⁾	603	517
Other long-term benefits	424	243
Termination benefits	0	297
Total ⁽ⁱⁱ⁾	9,732	8,437

(i) KMPs of the department, excluding the Ministers and Accountable Officer, that also meet the definition of executive officers under FRD21C are reported in the disclosures in note 9.6.

(ii) The 2019–20 comparative has been restated in line with accrual accounting.

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the department, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

The department receives income from government such as the appropriations shown in note 2.2, and income from government-related-entities such as grant income as shown in note 2.5, and other income as shown in note 2.6. The department pays government-related-entities grants as shown in note 3.3, the capital asset charge as shown in note 3.4, for some of the technology services as shown in note 3.5, for payments into the consolidated fund as shown in note 4.3, and amounts payable to government agencies in note 6.3.

9.8 Remuneration of auditors

	(\$ thousand)	
	2021	2020
Victorian Auditor-General's Office		
Audit of the financial statements	480	366
Additional fee	196	28
Total remuneration of auditors	676	394

9.9 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2020–21 reporting period. These accounting standards have not been applied to these financial statements. The State is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- *AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current*

This standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued *AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date* to defer the application by one year to periods beginning on or after 1 January 2023. The department will not early adopt the standard. This standard is not anticipated to have a material impact.

9.10 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Administered item generally refers to a department lacking the capacity to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Amortisation is the expense that results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an other economic flow.

Borrowings refers to interest bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities, service concession arrangements and other interest bearing arrangements. Borrowings also include non interest bearing advances from government that are acquired for policy purposes.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners.

Controlled item generally refers to the capacity of a department to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Current grants are amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transactions'.

Effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or liability, or, where appropriate, a shorter period.

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and superannuation contributions.

Ex-gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Financial asset is any asset that is:

- cash;
- an equity instrument of another entity;
- a contractual right: to receive cash or another financial asset from another entity; or to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability is any liability that is:

- a contractual obligation: to deliver cash or another financial asset to another entity; or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- a contract that will or may be settled in the entity's own equity instruments and is: a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements comprises:

- a comprehensive operating statement for the period;
- a balance sheet as at the end of the period;
- a cash flow statement for the period;
- a statement of changes in equity for the period;
- notes, comprising a summary of significant accounting policies and other explanatory information;

- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grant expenses and other transfers are transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can be either operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants for on-passing are grants paid to one institutional sector (e.g. a State general government entity) to be passed on to another institutional sector (e.g. local government or a private non-profit institution).

Interest expense represents costs incurred in connection with borrowings and includes the interest components of lease liabilities and service concession financial liabilities.

Interest income includes interest received on bank term deposits, interest from investments, and other interest received.

Leases are rights conveyed in a contract, or part of a contract, for the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other economic flows – other comprehensive income'.

Net result from transactions or net operating balance is a key fiscal aggregate and is income from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, plant and equipment, cultural and heritage assets and intangible assets.

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets such as patents.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market remeasurements. They include gains and losses from disposals, revaluations and impairments of non-financial physical and intangible assets; and fair value changes of financial instruments.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus.

Payables include short and long-term trade debt and accounts payable, grants and interest payable.

Produced assets include buildings, plant and equipment, inventories, cultivated assets and certain intangible assets. Intangible produced assets may include computer software, and research and development costs (which does not include the start-up costs associated with capital projects).

Receivables include amounts owing from government through appropriation receivable, short and long-term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Sales of goods and services refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services, and work done as an agent for private enterprises. User charges includes sale of goods and services income.

Service concession arrangement is a contract effective during the reporting period between a grantor and an operator in which:

- the operator has the right of access to the service concession asset (or assets) to provide public services on behalf of the grantor for a specified period of time;

- the operator is responsible for at least some of the management of the public services provided through the asset and does not act merely as an agent on behalf of the grantor; and
- the operator is compensated for its services over the period of the service concession arrangement.

Supplies and services generally represent cost of goods sold and the day-to-day running costs, including maintenance costs, incurred in the normal operations of the department.

Taxation income represents income received from the State's taxpayers and includes: gambling taxes levied mainly on private lotteries, electronic gaming machines, casino operations and racing; and other taxes, including licence fees.

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

9.11 Style conventions

Figures in the tables and text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

(xxx.x)	negative numbers
201x	year period
201x-1x	year period

The financial statements and notes are presented based on the illustration for a government department in the *2020–21 Model Report for Victorian Government Departments*.

1. Disclosure index

The annual report of the department is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Charter and purpose		
FRD 22I	Manner of establishment and the relevant Ministers.....	2
FRD 22I	Purpose, functions, powers and duties	4
FRD 8D	Departmental objectives, indicators and outputs.....	10
FRD 22I	Key initiatives and projects.....	12–46
FRD 22I	Nature and range of services provided.....	5
Management and structure		
FRD 22I	Organisational structure	4
Financial and other information		
FRD 8D	Performance against output performance measures	112–137
FRD 8D	Budget portfolio outcomes.....	106
FRD 10A	Disclosure index.....	104
FRD 12B	Disclosure of major contracts.....	186
FRD 15E	Executive officer disclosures	160
FRD 22I	Employment and conduct principles.....	149
FRD 22I	Occupational health and safety policy.....	164
FRD 22I	Summary of the financial results for the year	51
FRD 22I	Significant changes in financial position during the year	51
FRD 22I	Major changes or factors affecting performance	12–46 and 112–137
FRD 22I	Subsequent events	N/A
FRD 22I	Application and operation of <i>Freedom of Information Act 1982</i>	190
FRD 22I	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	183
FRD 22I	Statement on National Competition Policy	186
FRD 22I	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	11
FRD 22I	Application and operation of the <i>Carers Recognition Act 2012</i>	171
FRD 22I	Details of consultancies over \$10 000	186
FRD 22I	Details of consultancies under \$10 000	189
FRD 22I	Disclosure of government advertising expenditure.....	190
FRD 22I	Disclosure of ICT expenditure.....	185
FRD 22I	Statement of availability of other information	192
FRD 24D	Reporting of office-based environmental data by government entities	173
FRD 25D	Local Jobs First.....	184
FRD 29C	Workforce data disclosures in the Report of Operations – public service employees.....	14
SD 5.2	Specific requirements under Standing Direction 5.2	10
Compliance attestation and declaration		
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction.....	182
SD 5.2.3	Declaration in report of operations.....	2
SD 5.2.2	Declaration in financial statements.....	54

Other requirements under Standing Directions 5.2

SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements.....	54
SD 5.2.1(a)	Compliance with Standing Directions.....	54
SD 5.2.1(b)	Compliance with Model Financial Report.....	103

Other disclosures as required by FRDs in notes to the financial statements (a)

FRD 9B	Departmental Disclosure of Administered Assets and Liabilities by Activity.....	74
FRD 11A	Disclosure of Ex gratia Expenses.....	96
FRD 13	Disclosure of Parliamentary Appropriations.....	64
FRD 21C	Disclosures of responsible persons and executive officers in the financial report.....	97
FRD 103H	NonFinancial Physical Assets.....	76
FRD 110A	Cash Flow Statements.....	61
FRD 112D	Defined Benefit Superannuation Obligations.....	70
FRD 114C	Financial Instruments – general government entities and public non-financial corporations.....	89

Note:

(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

Legislation

<i>Freedom of Information Act 1982</i>	190
<i>Building Act 1993</i>	183
<i>Public Interest Disclosures Act 2012</i>	191
<i>Carers Recognition Act 2012</i>	171
<i>Disability Act 2006</i>	169
<i>Local Jobs Act 2003</i>	185
<i>Financial Management Act 1994</i>	54

2. Budget Portfolio Outcomes

The budget portfolio outcomes provide comparisons between the actual financial statements of all general government sector entities within the portfolio and the forecast financial information (initial budget estimates) published in Budget Paper No.4 *Statement of Finances* (BP4). The budget portfolio outcomes comprise the comprehensive operating statements, balance sheets, cash flow statements, statements of changes in equity, and administered item statements.

The budget portfolio outcomes have been prepared on a consolidated basis and include all general government sector entities within the portfolio. Financial transactions and balances are classified into either controlled or administered categories consistent with the published statements in BP4.

The following budget portfolio outcomes statements are not subject to audit by the Victorian Auditor-General's Office and are not prepared on the same basis as the department's financial statements as these include the financial information of the following entities:

- Department of Justice and Community Safety
- Office of Public Prosecutions
- Residential Tenancies Bond Authority
- Sentencing Advisory Council
- Victoria Police
- Victoria State Emergency Services Authority
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Institute of Forensic Medicine
- Victorian Law Reform Commission
- Victorian Responsible Gambling Foundation

Comprehensive operating statement for the year ended 30 June 2021

	(\$ million)			
	2020-21 Actual	2020-21 Published budget ⁽ⁱ⁾	Variance	Notes
Income from transactions				
Output appropriations	10,400	8,768	1,632	(ii)
Special appropriations	55	8	47	
Interest	22	25	(3)	
Sale of goods and services	22	21	1	
Grants	98	79	19	
Fair value of assets and services received free of charge or for nominal consideration	3	0	3	
Other income	45	44	1	
Total income from transactions	10,645	8,946	1,700	
Expenses from transactions				
Employee benefits	4,829	4,004	825	(iii)
Depreciation	460	448	12	
Interest expense	121	151	(30)	
Grants and other transfers	2,324	1,764	560	(iv)
Capital asset charge	425	425	0	
Other operating expenses	2,405	2,161	244	(v)
Total expenses from transactions	10,564	8,954	1,611	
Net result from transactions (net operating balance)	81	(8)	89	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	19	13	6	
Net gain/(loss) on financial instruments and statutory receivables/payables	21	0	21	
Other gains/(losses) from economic flows	18	0	18	
Total other economic flows included in net result	58	13	45	
Net result	139	5	134	
Other economic flows – other comprehensive income				
Changes in non-financial assets revaluation surplus	(20)	0	(20)	
Other	(9)	0	(9)	
Total other economic flows – other comprehensive income	(29)	0	(29)	
Comprehensive result	110	5	105	

(i) Figures published in the 2020-21 Victorian Budget, Budget Paper No. 4.

(ii) Output appropriations were higher than the original budget mainly due to the additional funding provided post 2020-21 Budget for the WorkCover Scheme Premium Order, Establishment of COVID-19 Quarantine Victoria, initiatives in response to the COVID-19 pandemic including High Risk Industries: Engagement and Enforcement Operations, Corrections and Youth Justice Coronavirus (COVID-19) Response and Victoria Police (COVID-19) Response, as well as the Technology and resources to support Victoria's fines system initiative, and additional resources to support police operations.

(iii) Employee benefits expenses were higher than the original budget mainly due to additional staff employed for the Establishment of COVID-19 Quarantine Victoria, COVID-19 related initiatives including Corrections and Youth Justice COVID-19 Response and Victoria Police's COVID-19 response, and wage growth.

(iv) Grants and other transfers were higher than the original budget mainly due to additional funding provided post 2020-21 Budget that was onpassed to Worksafe Victoria for the WorkCover Scheme Premium Order.

(v) Other operating expenses were higher than the original budget mainly due to the Establishment of COVID-19 Quarantine Victoria initiative.

Balance sheet as at 30 June 2021

	(\$ million)			
	2020-21 Actual	2020-21 Published budget ⁽ⁱ⁾	Variance	Notes
Assets				
Financial assets				
Cash and deposits	492	314	178	(ii)
Receivables from government	1,510	1,601	(91)	(iii)
Other receivables	122	167	(45)	
Other financial assets	225	229	(4)	
Total financial assets	2,349	2,311	38	
Non-financial assets				
Inventories	24	23	1	
Non-financial assets classified as held for sale including disposal group assets	1	3	(2)	
Property, plant and equipment	8,530	8,959	(429)	(iv)
Intangible assets	189	194	(5)	
Other	135	72	63	
Total non-financial assets	8,879	9,251	(372)	
Total assets	11,228	11,562	(334)	
Liabilities				
Payables	763	734	29	
Borrowings	2,872	2,555	317	(v)
Provisions	1,221	1,140	81	
Total liabilities	4,856	4,429	427	
Net assets	6,372	7,132	(761)	
Equity				
Accumulated surplus/(deficit)	1,340	1,208	132	(vi)
Reserves	1,779	1,808	(29)	
Contributed capital	3,253	4,117	(864)	(vii)
Total equity	6,372	7,132	(761)	

(i) Figures published in the 2020-21 Victorian Budget, Budget Paper No. 4.

(ii) Cash and deposits were higher than the original budget mainly due to increased funds held in trust.

(iii) Receivables from government were lower than the original budget due to lower than expected statutory receivables owed from the Victorian State Government.

(iv) Property, plant and equipment was lower than the original budget mainly due to the rephasing and carryover of capital funding post the 2020-21 Budget, mainly in the Corrections and Youth Justice portfolio, into 2021-22 and future years to align with expected deliverables.

(v) Borrowings were higher than the original budget mainly due to the new borrowings recognised for the Hopkins Correctional Centre.

(vi) Accumulated surplus/(deficit) was higher than the original budget due to the higher than expected net result in 2020-21.

(vii) Contributed capital was lower than the original budget mainly due to the rephasing and carryover of capital funding post the 2020-21 Budget, mainly in the Corrections and Youth Justice portfolio, into 2021-22 and future years to align with expected deliverables. In addition, contributed capital was returned to the Victorian State Government as a result of transferring the cash received from the Hopkins Correctional Centre's new borrowings into the Consolidated Fund.

Statement of cash flows for the year ended 30 June 2021

(\$ million)

	2020-21 Actual	2020-21 Published budget ⁽ⁱ⁾	Variance	Notes
Cash flows from operating activities				
Receipts				
Receipts from Government	10,263	8,494	1,769	(ii)
Receipts from other entities	238	96	142	(iii)
Interest received	21	25	(4)	
Other receipts	27	37	(10)	
Total receipts	10,549	8,651	1,897	
Payments				
Payments of grants and other transfers	(2,325)	(1,757)	(568)	(iv)
Payments to suppliers and employees	(7,190)	(6,129)	(1,061)	(v)
Capital asset charge	(425)	(425)	0	
Interest and other costs of finance paid	(121)	(151)	30	
Total payments	(10,061)	(8,463)	(1,599)	
Net cash flows from/(used in) operating activities	488	189	298	
Cash flows from investing activities				
Net investment	24	0	24	
Payments for non-financial assets	(926)	(1,402)	476	(vi)
Proceeds from sale of non-financial assets	32	41	(9)	
Net loans to other parties	(6)	0	(6)	
Net cash flows from/(used in) investing activities	(876)	(1,361)	485	
Cash flows from financing activities				
Owner contributions by State Government	411	1,270	(859)	(vii)
Repayment of leases and service concession liabilities	(96)	(95)	(1)	
Net borrowings	260	0	260	(viii)
Net cash flows from/(used in) financing activities	575	1,174	(600)	
Net increase/(decrease) in cash and cash equivalents	187	2	183	
Cash and cash equivalents at the beginning of the financial year	305	312	7	
Cash and cash equivalents at the end of the financial year	492	314	190	

(i) Figures published in the 2020-21 Victorian Budget, Budget Paper No. 4.

(ii) Receipts from Government were higher than the original budget mainly due to additional funding provided post 2020-21 Budget for the WorkCover Scheme Premium Order, Establishment of COVID-19 Quarantine Victoria, initiatives in response to the COVID-19 pandemic including High Risk Industries: Engagement and Enforcement Operations, Corrections and Youth Justice Coronavirus (COVID-19) Response and Victoria Police (COVID-19) Response, as well as the Technology and resources to support Victoria's fines system initiative, and additional resources to support police operations.

(iii) Receipts from other entities were higher than the original budget mainly due to the receipts received by Bushfire Recovery Victoria to aid in the State's recovery from bushfires, as well as other receipts.

(iv) Payments of grants and other transfers were higher than the original budget mainly due to the additional funding provided post 2020-21 Budget that was onpassed to Worksafe Victoria for the WorkCover Scheme Premium Order.

(v) Payments to suppliers and employees were higher than the original budget mainly due to higher than expected employee benefits expenses for the Establishment of COVID-19 Quarantine Victoria, COVID-19 related initiatives including Corrections and Youth Justice COVID-19 Response and Victoria Police's COVID-19 response, and wage growth.

(vi) Payments for non-financial assets were lower than the original budget mainly due to the rephasing and carryover of capital funding post the 2020-21 Budget, mainly in the Corrections and Youth Justice portfolio, into 2021-22 and future years to align with expected deliverables.

(vii) Owner contributions by State Government were lower than the original budget mainly due to the rephasing and carryover of capital funding post the 2020-21 Budget, mainly in the Corrections and Youth Justice portfolio, into 2021-22 and future years to align with expected deliverables. In addition, contributed capital was returned to the Victorian State Government as a result of transferring the cash received from the Hopkins Correctional Centre's new borrowings into the Consolidated Fund.

(viii) Net borrowings were higher than the original budget mainly due to the new borrowings recognised for the Hopkins Correctional Centre.

Statement of changes in equity for the year ended 30 June 2021

	(\$ million)				
	Accumulated surplus/(deficit)	Contributions by owner	Revaluation surplus	Other reserves	Total equity
2020-21 Actual					
Opening balance 1 July 2020	1,201	2,841	1,816	(8)	5,850
Comprehensive result	139	0	(20)	(9)	110
Transactions with owners in their capacity as owners	0	412	0	0	412
Closing balance 30 June 2021	1,340	3,253	1,796	(17)	6,372
2020-21 Published budget⁽ⁱ⁾					
Opening balance 1 July 2020	1,202	2,841	1,815	(8)	5,851
Comprehensive result	5	0	0	0	5
Transactions with owners in their capacity as owners	0	1,276	0	0	1,276
Closing balance 30 June 2021	1,208	4,117	1,815	(8)	7,132
Variance					
Opening balance 1 July 2020	(1)	0	1	0	1
Comprehensive result	134	0	(20)	(9)	(105)
Transactions with owners in their capacity as owners	0	(864)	0	0	864
Closing balance 30 June 2021	133	(864)	(19)	(9)	760

(i) Figures published in the 2020-21 Victorian Budget, Budget Paper No. 4.

Administered items statement for the year ended 30 June 2021

	(\$ million)			
	2020-21 Actual	2020-21 Published budget ⁽ⁱ⁾	Variance	Notes
Administered income				
Appropriations - payments made on behalf of the State	239	158	81	
Special appropriations	77	106	(29)	
Sale of goods and services	476	516	(40)	
Grants	5	4	1	
Interest	7	13	(6)	
Other income	2,081	2,042	39	
Total administered income	2,885	2,840	46	
Administered expenses				
Expenses on behalf of the State	29	11	18	
Grants and other transfers	201	202	(1)	
Employee benefits	5	4	1	
Payments into the Consolidated Fund	2,007	2,133	(126)	(ii)
Total administered expenses	2,242	2,349	(108)	
Income less expenses	643	491	154	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	(1)	1	(2)	
Net gain/(loss) on financial instruments and statutory receivables/payables	(124)	(275)	151	(iii)
Total other economic flows included in net result	(125)	(274)	149	
Net result	518	216	303	
Other economic flows – other comprehensive income				
Asset revaluation reserve	0	0	0	
Total other economic flows – other comprehensive income	0	0	0	
Comprehensive result	518	216	303	
Administered assets				
Cash and deposits	304	309	(5)	
Receivables	636	373	263	(iv)
Other financial assets	0	2	(2)	
Total administered assets	940	684	256	
Administered liabilities				
Payables	667	737	(70)	
Provisions	152	127	25	
Total administered liabilities	819	864	(45)	
Net assets	121	(180)	301	

(i) Figures published in the 2020-21 Victorian Budget, Budget Paper No. 4.

(ii) Payments into the Consolidated Fund expense was lower than the original budget mainly due to lower than expected cash collections during the year.

(iii) Net gain/(loss) on financial instruments and statutory receivables/payables was lower than the original budget mainly due to a decrease in the provision for expected credit losses for unpaid fines to better reflect the anticipated future cash collections.

(iv) Receivables were higher than the original budget mainly due to higher than expected casino, electronic gaming machine and other gambling taxes receivable, and a decrease in the provision for expected credit losses for unpaid fines to better reflect the anticipated future cash collections.

3. Objective indicators and output performance measures

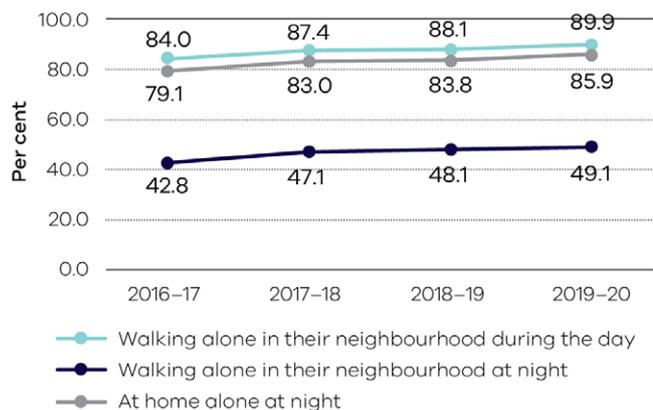
Ensuring community safety through policing, law enforcement and prevention activities	113
Progress toward achieving this objective.....	113
Performance against output performance measures	115
Reduce the impact of, and consequences from, natural disasters and other emergencies on people, infrastructure, the economy and the environment.....	117
Progress toward achieving this objective.....	117
Performance against output performance measures	118
Effective management of prisoners and offenders and provision of opportunities for rehabilitation and reparation	119
Progress toward achieving this objective.....	119
Performance against output performance measures	120
Effective supervision of young offenders through the provision of youth justice services promoting rehabilitation	122
Progress toward achieving this objective.....	122
Performance against output performance measures	122
A fair and accessible justice system that supports a just society based on the rule of law.....	124
Progress toward achieving this objective.....	124
Performance against output performance measures	126
Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights.....	129
Progress toward achieving this objective.....	129
Performance against output performance measures	131
A fair marketplace for Victorian consumers and businesses with responsible and sustainable liquor and gambling sectors.....	134
Progress toward achieving this objective.....	134
Performance against output performance measures	135

Ensuring community safety through policing, law enforcement and prevention activities

This objective aims to provide a safe and secure environment for the Victorian community. This objective delivers on activities relating to the provision of effective policing, law enforcement and infringement processing 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

Community safety during the day and at night¹

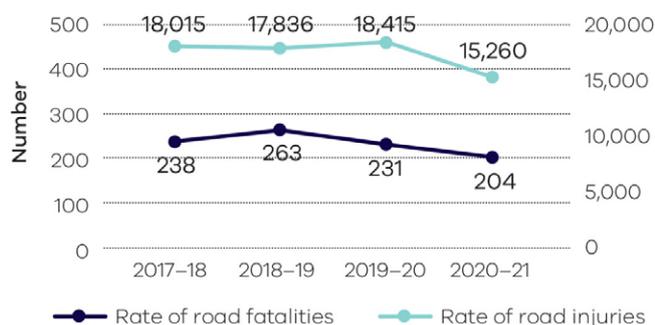


This objective indicator reflects the department's efforts to improve safety and provide a safe and secure environment for the community by measuring the level of safety that survey respondents (as a sample of Victorians) feel during the day and night.

In 2019-20, 89.9 per cent of Victorians surveyed felt 'safe' or 'very safe' when walking alone in their neighbourhood during the day and 49.1 per cent felt 'safe' or 'very safe' walking alone at night. 85.9 per cent of Victorians surveyed felt 'safe' or 'very safe' at home alone at night.

The percentage of Victorians surveyed who reported feeling 'safe' or 'very safe' show an improvement in 2019-20 compared to the previous year for all measures.

Road fatalities and injuries



Victoria Police aims to contribute to a reduction in road crashes and related road deaths and hospitalisations by implementing the *Towards Zero 2016-20 Road Safety Strategy*, including operations targeting speeding, drug and drink driving, and high-risk drivers.

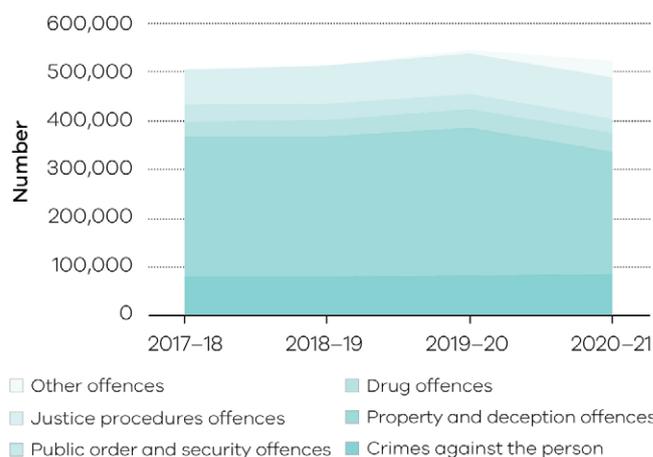
In 2020-21, there was a total of 204 road fatalities in Victoria which is a reduction of 27 compared with the previous year. The total number of road injuries decreased by 17.1 per cent in 2020-21 compared with the previous year.

Crime statistics

Crime statistics are based on reports from the public and crimes detected by police and demonstrate the department's progress in ensuring community safety through policing, law enforcement and crime prevention activities. The Crime Statistics Agency (CSA) is responsible for processing and publishing Victorian crime statistics, independent of Victoria Police. A further breakdown of crime statistics is available on the CSA website: crimestatistics.vic.gov.au.

Total recorded crimes²

	2017-18	2018-19	2019-20	2020-21
Crimes against the person	80,035	81,019	82,972	85,561
Property and deception offences	288,048	287,083	303,941	251,833
Drug offences	29,867	32,547	37,013	36,784
Public order and security offences	34,770	34,911	31,666	29,657
Justice procedures offences	71,073	76,616	81,073	85,147
Other offences	2,033	1,334	7,442	33,504
Total number of offences	505,826	513,510	544,107	522,486



1 This measure is reported by Productivity Commission's Report on Government Services (ROGS). The most recent data available for this objective indicator is 2019-20. Data for 2020-21 will be published in the 2022 ROGS.

2 Note: Recorded crime data relating to previous years may change in subsequent data extracts as the Victoria Police Law Enforcement Assistance Program (LEAP) is a live database and information is continually updated in LEAP as investigations progress and cases are completed by Victoria Police. Data provided by Crime Statistics Agency are correct at the time of extract from LEAP.

Changes to recorded crime can be due to increased presence and focus on community safety throughout Victoria, police detection and enforcement activity, the introduction of new offences or increased police powers to enforce certain offences. For example, from March 2020 new COVID-19 offences codes were introduced in response to breaches of the Chief Health Officer's Direction under the *Public Health and Wellbeing Act 2008*. Changes may also be due to social, economic and environmental factors, or changing public confidence to report crime to police.

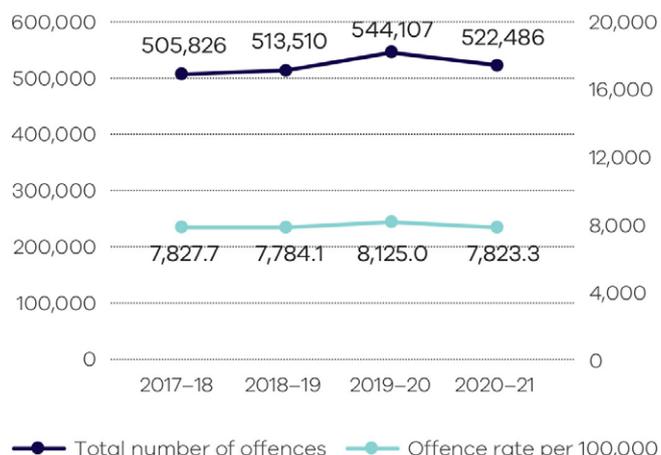
In the 2020–21 financial year, there was a reduction in total recorded crime by 4.0 per cent from 544,107 offences in 2019–20 to 522,486 offences in 2020–21. There were decreases in the offence categories of Property and deception offences, Drug offences, and Public order and security offences. There were increases in the offence categories of Crimes against the person, Justice procedure offences and Other offences.

The overall decrease in total recorded crime was largely driven by decreases in property and deception offences, which decreased by 52,108 between 2019–20 and 2020–21. The offence category of 'other offences' increased by 350.2 per cent, from 7,442 in 2019–20 to 33,504 in 2020–21. This was related to the new public health and safety offences introduced as part of the response to COVID-19. Further information about the CSA offence classification is available at crimestatistics.vic.gov.au/about-the-data/classifications-and-victorian-map-boundaries/offence-classification.

Decreases in property and deception offences were largely driven by a decrease in theft offences, which dropped from 184,025 in 2019–20, to 144,606 in 2020–21, followed by burglary/break and enter, which dropped from 41,006 in 2019–20 to 30,980 in 2020–21.

Public order and security offences decreased by 2,009 offences in 2020–21, representing a decrease of 6.3 per cent for this category. Justice procedures offences increased by 4,074 offences, representing a 5 per cent increase in this category. Crimes against the person also increased slightly by 2,589 offences, representing a 3.1 per cent increase for this category.

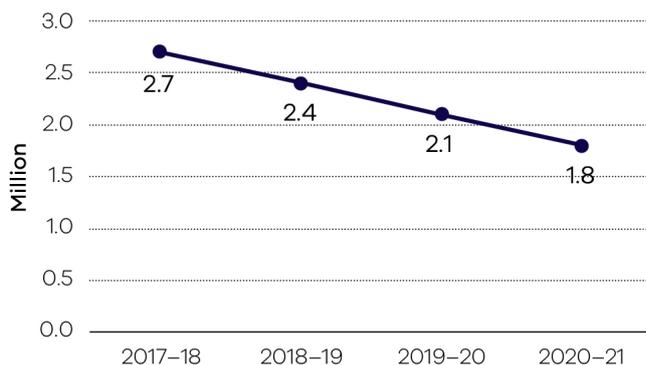
Offence rates



Offence rates per 100,000 people in the population provide a standardised method for comparing data across years.

There was a 4.0 per cent decrease in recorded crime in 2020–21, which represented a 3.7 per cent decrease in the offence rate per 100,000 people in the population.

Infringement notices processed (million)



This objective indicator counts the number of infringement notices issued by the road safety camera network, including red light cameras, supporting the government's *Towards Zero 2016–2020 Road Safety Strategy*.

In the 2020–21 financial year, 1.8 million infringement notices were processed. Infringements from road safety cameras declined by approximately 17 per cent when compared with 2019–20. This is primarily due to the impacts of COVID-19, and fewer fines being issued due to reduced traffic volumes. From March 2020, Transurban made changes to processes for notifying Victoria Police of CityLink toll road incidents which resulted in a significant reduction in toll infringements processed.

Performance against output performance measures

Policing and Community Safety

Victoria Police strives to reduce violence and crime through law enforcement, judicial support, community assistance, guidance and leadership. The output reflects the Government's focus on reducing the overall incidence and fear of crime and enhancing the safety of individuals and families.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Community calls for assistance to which a Victoria Police response is dispatched	number	922,318	900,000	2.5	✓
Contravention of family violence intervention order (FVIO) offences per 100 000 population	number	827.3	670	23.5	✓
<i>The actual is above the target due to Operation Ribbon proactively monitoring high-risk Affected Family Members (AFMs) and perpetrators likely leading to more Intervention Order (IVO) breaches being identified. More IVO contraventions were also encountered due to the increase in community movements after lockdowns (incidental contacts and encounters at family events).</i>					
Crimes against property – excluding family violence related crime (rate per 100 000 population)	number	3,590.8	4,200	-14.5	✓
<i>The actual is below the target due to the restricted mobility of the community due to COVID-19 restrictions.</i>					
Crimes against property – family violence related crime (rate per 100 000 population)	number	179.9	160	-14.5	✓
<i>The actual is above the target due to an increase in reporting with people being contained in the home due to COVID-19 restrictions.</i>					
Crimes against the person – excluding family violence related crime (rate per 100 000 population)	number	684.6	660	3.7	○
Crimes against the person – family violence related crime (rate per 100 000 population)	number	596.5	580	2.8	✓
Number of alcohol screening tests conducted	number	1,147,866	3,000,000	-61.7	■
<i>The 2020–21 actual is lower than the 2020–21 target due to the impacts of the COVID-19 pandemic including an altered testing approach to meet OH&S requirements; operational deployments to Victorian Chief Health Officer compliance; and cessation of mass testing under the booze bus model from July 2020 to November 2020.</i>					
Number of hours of family violence related education provided to police	number	2,714	1,995	36.0	✓
<i>The actual is above the target due to lifting of COVID-19 restrictions on training. Victoria Police reverted to double-squads once restrictions were lifted, which required increased training hours due to the large backlog of trainees required to complete mandatory programs across the state.</i>					
Number of prohibited drug screening tests conducted by booze and drug buses and highway patrol units	number	150,397	150,000	0.3	✓
Number of youth referrals	number	2,443	2,050	19.2	✓
<i>The actual is above the target due to the easing of Victorian Chief Health Officer restrictions and the increased number of Embedded Youth Outreach Program working shifts further enhanced interaction with the community resulting in more referrals than anticipated.</i>					
Police record checks conducted to contribute to community safety	number	684,518	703,000	-2.6	○
Total reported road fatalities in vehicle collisions	number	204	≤200	2.0	○
Total persons reported injured in vehicle collisions	number	15,260	15,000	1.7	○
QUALITY					
Perceptions of safety – walking locally at night	per cent	56.9	53	7.4	✓
<i>The actual is above the target due to more people walking in the local area for exercise and the increase in police presence due to COVID-19 restrictions.</i>					
Proportion of community satisfied with policing services (general satisfaction)	per cent	79.5	80	-0.6	○
Proportion of drivers tested by road safety cameras who comply with posted speed limits	per cent	99.8	99.5	0.3	✓
Proportion of drivers tested who return clear result for prohibited drugs	per cent	93.1	93	0.1	✓
Proportion of Family Incident Report affected family members receiving referrals	per cent	87	85	2.4	✓
Proportion of successful prosecution outcomes	per cent	93.2	92	1.3	✓

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
Proportion of the community who have confidence in police (an integrity indicator)	per cent	79.9	87	-8.2	■
<i>The actual is below the target due to community interactions with police in relation to Victorian Chief Health Officer directions.</i>					
TIMELINESS					
Proportion of crimes against the person resolved within 30 days	per cent	42.4	45	-5.8	■
<i>The actual is below the target due to the low clearance for various types of assaults related to family violence such as serious assaults, common assaults and indecent assaults.</i>					
Proportion of property crime resolved within 30 days	per cent	24.8	25	-0.8	○
COST					
Total output cost	\$ million	3,981.1	3,668.0	8.5	■
Total output cost including the CAC	\$ million	4,107.0	3,793.9	8.3	■
<i>The 2020–21 actuals are higher than the target due to one-off extraordinary costs relating to the COVID-19 pandemic response and the Royal Commission into the Management of Police Informants. There were also additional resources provided to support police operations. The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

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

Crime Prevention, Fines and Enforcement

This output relates to Crime Prevention activities through the Community Crime Prevention Program, which supports communities in preventing crime and addressing local crime issues. Enforcement action by the Sheriff's Office of Victoria and the management of fines, warrants and infringement notices under this output serves as an administrative method for dealing with minor criminal offences.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Infringement notices processed	Number (million)	1.8	2.7-2.9	-33.3	■
<i>The 2020–21 actual is below the target mainly due to the impacts of COVID-19, including reduced traffic volumes which led to a reduction in road safety offending. There has also been a significant reduction in toll infringements processed.</i>					
Warrants actioned	number	128,085	450 000	-71.5	■
<i>The actual is below the target due to the COVID-19 restrictions which impacted Sherriff's officers' capacity to action warrants.</i>					
QUALITY					
Community Crime Prevention grant payments properly acquitted	per cent	100	100	0.0	✓
Prosecutable images	per cent	95.4	95	0.4	✓
TIMELINESS					
Clearance of infringements within 180 days	per cent	66.6	75	-11.2	■
<i>The 2020–21 actual is lower than the 2020–21 target mainly due to the suspension of debt campaigns for three months due to COVID-19 and the additional time to pay provided to fine recipients.</i>					
COST					
Total output cost	\$ million	298.3	276.5	7.9	■
Total output cost including the CAC	\$ million	299.6	277.7	7.9	■
<i>The 2020–21 actual is higher than the target primarily due to funding for the Technology and resources to support Victoria's fines system initiative which was approved in the 2020–21 Budget and funding subsequently released post Budget. This is partly offset by an underspend for the Melbourne CBD Security Measures initiative which will continue into 2021-22. The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

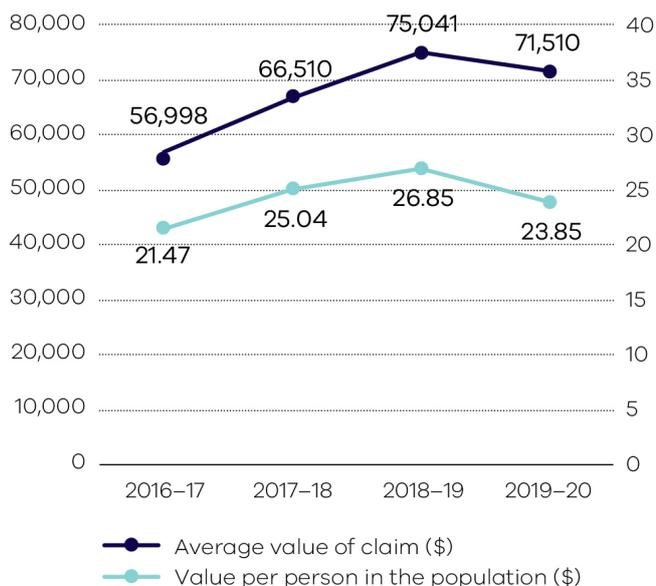
- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

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

This objective aims to deliver a coordinated, all communities, all emergencies approach to emergency management, focusing on risk mitigation and active partnership with the Victorian community. Emergency management encompasses prevention, preparation and planning for, responding to and recovering from natural disasters (such as bushfires, floods and severe storms), the consequences of terrorism, hazardous material incidents (such as chemical spills and gas leaks), and individual and personal emergencies (such as land and sea rescues, car accidents and residential and commercial fires).

Progress toward achieving this objective

Value of domestic fire insurance claims³



The value of domestic fire insurance claims is an indication of the monetary value of asset losses from fire events through damage to domestic property and contents caused by the fire and firefighting operations.

The average value of fire event insurance claims in Victoria was \$71,510 in 2019-20, slightly above the Australian average of \$67,889. This is equivalent to \$23.85 per person in the population, which was lower than the Australian result of \$35.80.

The value of fire event insurance claims in Victoria showed a 20 per cent increase over a four-year period, from an average claim of \$56,998 in 2016-17 to an average claim of \$71,510 in 2019-20. The value per person in the population has similarly increased from \$21.47 in 2016-17 to \$23.85 in 2019-20.

There was a decrease in both the average value of claims and the value per person in the population from 2018-19 to 2019-20, which was consistent with national trends.

Rate of deaths from fire events⁴



The rate of deaths from fire events is defined as the number of deaths per million people in a calendar year, whose underlying cause of death is related to smoke, fire, and flames.

The rate of deaths from fire events in Victoria has increased by 59 per cent from 2.9 deaths per million people in 2018-19 to 4.9 deaths per million people in 2019-20. 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.

³ Source: ROGS 2021. Note this is the most recent data available from ROGS as 2020-21 data is published in 2022. Time series financial data are adjusted to 2019-20 dollars using the Domestic Final Demand deflator (2019-20 = 100). Data relating to insurance claims may not reflect actual asset losses due to insurance pay-outs being limited by the estimated value of assets a policy holder provides when taking out insurance.

⁴ Source: ROGS 2021. Note this is the most recent data available from ROGS as 2020-21 data is published in 2022.

Performance against output performance measures

Emergency Management Capability

This output provides for the management of emergencies by developing and adopting emergency prevention and mitigation strategies, providing fire suppression and road crash rescue services and supporting local government and communities in disaster mitigation and recovery. Key components of this output reduce the level of risk to the community of emergencies occurring and the adverse effects of emergency events, such as death and injury rates.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Permanent operational staff	number	3,667	3,722	-1.5	○
Permanent support staff	number	1,535	1,560	-1.6	○
Volunteers – Operational	number	33,066	43,000–44,000	-23.1	■
<i>The actual is below the target due to a reclassification of volunteers from 'operational' to 'support'. Service delivery compliance continues to be met and agencies continue to develop and implement volunteerism strategies to retain and recruit volunteers.</i>					
Volunteers – Support	number	25,602	21,000–22,000	16.4	✓
<i>The actual is above the target due to a reclassification of volunteers from 'operational' to 'support'.</i>					
QUALITY					
Level 3 Incident Controller trained staff and volunteers	number	63	96	-34.4	■
<i>The 2020–21 actual was lower than the 2020–21 target due to the current response to the COVID-19 pandemic affecting training and accreditation rates, along with a number of Incident Controllers leaving the state or retiring over the year. Additionally, this target number includes DELWP portfolio capacity for Level 3 Incident Controllers, which is not reflected in the actual number recorded through EMV.</i>					
Road accident rescue accredited brigades/units	number	132	131	0.8	✓
Structural fire confined to room of origin	per cent	83.9	80	4.9	✓
Multi agency joint procurements of systems or equipment	number	1	1	0.0	✓
TIMELINESS					
Emergency response times meeting benchmarks – emergency medical response	per cent	92.2	90	2.4	✓
Emergency response times meeting benchmarks – road accident rescue response	per cent	91.2	90	1.3	✓
Emergency response times meeting benchmarks – structural fires	per cent	86.7	90	-3.7	○
COST					
Total output cost	\$ million	2,291.7	1,658.1	38.2	■
Total output cost including the CAC	\$ million	2,296.0	1,662.4	38.1	■
<i>The 2020–21 actual is higher than the target primarily due to initiatives approved post the 2020–21 Budget, including administration of the mandatory quarantine program, High-Risk Industries – Engagement, and Enforcement Operation and Emergency Management sector reform. In addition, funding was converted post the 2020–21 Budget from capital to output for the Country Fire Authority to fund depreciation expenses. The above is partly offset by an underspend in the Emergency Management Operational Communications Program trust which will be spent in future years.</i>					
<i>The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

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

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

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

Progress toward achieving this objective

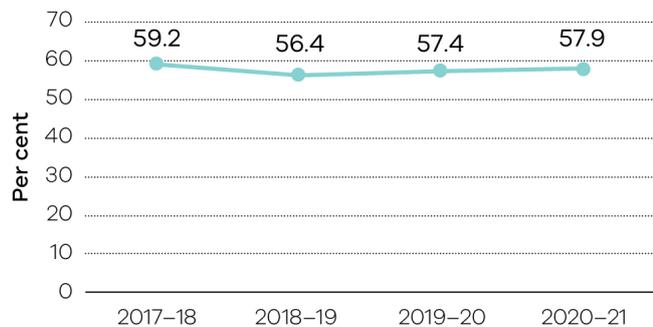
Escapes from corrective facilities



There have been no escapes reported from secure perimeter corrective facilities since 2017-18⁵.

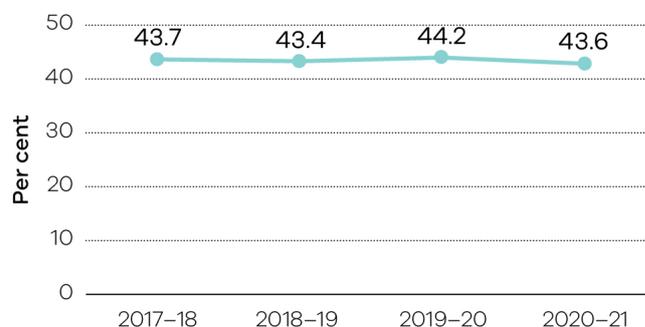
There was one escape from an open perimeter corrective facility in 2020-21. One prisoner escaped from Beechworth Correctional Centre (a minimum-security facility) and was subsequently returned to prison. This is the same number of escapes from open perimeter facilities as in 2019-20.

Percentage of community corrections orders completed



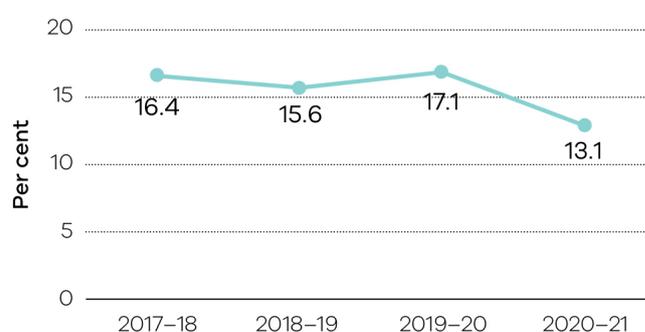
This objective indicator measures the proportion of orders discharged by Community Correctional Services that were successfully completed, comprising parole orders, supervised court orders and reparation orders. In 2020-21, 57.9 per cent of orders were successfully completed, a slight increase from 57.4 per cent in 2019-20. This upward trend is largely attributable to an increase in the completion rate for parole orders and reparation orders.

Rate of prisoner return to prison within two years



This objective indicator measures the percentage of prisoners released from custody after serving a sentence, who return to prison under sentence within two years of release. It indicates the broader operation of the criminal justice system as well as prisoner rehabilitation objectives. Performance in 2020-21 improved from a rate of return of 44.2 per cent in 2019-20 to a rate of return of 43.6 per cent. This measure has been impacted by an increase in the number of prisoners returning to prison to serve short sentences as well as more prisoners returning to prison on remand within two years and subsequently receiving a sentence.

Rate of offender return to corrective services within two years



This objective indicator measures the percentage of offenders who returned to corrective services for a subsequent sentenced episode (either prison or community corrections) within two years of successful discharge from a community corrections order. The offender rate of return to corrective services has improved in 2020-21 from 17.1 per cent in 2019-20 to a rate of 13.1 per cent. This result has been influenced by the impact of COVID-19 on criminal justice system activity, including a reduced volume of court outcomes.⁶

⁵ One additional minimum-security prisoner absconded while on escorted leave in 2017-18. This incident is not classified as an open perimeter or secure perimeter escape according to ROGS counting rules.

⁶ Due to a review of application of counting rules undertaken in 2018, the offender rates differ from those published in reports prior to 2017-18.

Performance against output performance measures

Community-Based Offender Supervision

This output relates to the effective supervision of offenders in the community, including ensuring compliance with orders of the court and Adult Parole Board, engagement in programs to reduce reoffending and reparation to the community.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Average daily offenders with reparation orders	number	847	2,900	-70.8	■
<i>The actual is below the target due to a significant slowdown of fine orders being issued following reforms to the fines system, compounded by the impact of COVID-19 on criminal justice system activity.</i>					
Average daily offenders with supervised court orders	number	6,935	11,750	-41.0	■
<i>The actual is below the target due to a decrease in the number of community correction orders imposed by courts, compounded by the impact of COVID-19 on criminal justice system activity.</i>					
Average daily prisoners on parole	number	902	1,000	-9.8	■
<i>The actual is below the target due to fewer prisoners being granted parole, following reforms to the parole system, and an increase in the proportion of shorter parole orders.</i>					
Community work hours performed	number	327,276	700,000	-53.2	■
<i>The actual is below the target due to fewer community correction orders with a community work condition being ordered by the courts, fewer fine orders being issued, and the adverse impact of COVID-19 restricting in-person attendance at community work sites.</i>					
QUALITY					
Rate of return to corrective services within two years of discharge from a community corrections order	per cent	13.1	16	-18.1	✓
<i>The actual is below the target due to a decrease in the number of offenders returning to community corrections. This result has been influenced by the impact of COVID-19 on criminal justice system activity, including a reduced volume of court outcomes.</i>					
Successful completion of parole orders	per cent	80	75	6.7	✓
<i>The actual is above the target due to the ongoing impact of improvements to the operation of Victoria's parole system.</i>					
Successful completion of reparation orders	per cent	54.8	68	-19.4	■
<i>The actual is below the target due to a combination of factors including a high proportion of offenders with concurrent supervised orders, a reduction in fine order completions and the impact of COVID-19 on criminal justice system activity.</i>					
Successful completion of supervised court orders	per cent	55.8	62	-10.0	■
<i>The actual is below the target due to a combination of factors including a more complex offender profile affecting successful completions, compounded by the impact of COVID-19 on criminal justice system activity.</i>					
Percentage of community work hours ordered that are completed	per cent	64.5	70	-7.9	■
<i>The actual is below the target due to a combination of factors including fewer offenders undertaking fine orders (which have high completion rates), a more complex offender profile impacting hours completed, and the impact of COVID-19 on criminal justice system activity.</i>					
Successful completion of violence-related programs for family violence offenders in community corrections	per cent	42.5	70	-39.3	■
<i>The actual is below the target due to disruptions in program delivery due to COVID-19 restrictions that made face-to-face client engagement challenging, and the implementation of new Men's Behaviour Change Minimum Standards which have lengthened the duration of the program.</i>					
TIMELINESS					
Offenders with a treatment or rehabilitation program condition who have been appropriately referred to a program	per cent	95.7	95	0.7	✓
COST					
Total output cost	\$ million	281.2	304.8	-7.7	✓
Total output cost including the CAC	\$ million	285.4	309.0	-7.6	✓
<i>The 2020–21 actual is lower than the target mainly due to the adverse impact of the COVID-19 pandemic on the number of offender numbers and the management of serious offenders initiative.</i>					
<i>The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

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

Prisoner Supervision and Support

This output relates to the safe, secure and humane containment of prisoners as well as the delivery of programs and effective case management to engage prisoners in positive behavioural change.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Average daily male prison utilisation rate of total male prison capacity	per cent	80.5	90–95	-10.6	■
<i>The actual is below the target due to a decrease in the number of male prisoners due to the impact of COVID-19, while the capacity of the men's prisons has remained stable.</i>					
Average daily female prison utilisation rate of total female prison capacity	per cent	64.1	90–95	-28.8	■
<i>The actual is below the target due to a decrease in the number of female prisoners due to the impact of COVID-19, while the capacity of the women's prisons has remained stable.</i>					
Annual daily average number of male prisoners	number	6,728	7,996–8,440	-15.9	■
<i>The actual is below the target due to a slower than forecast growth in male prisoner numbers, arising largely from the impact of changes to criminal justice system activity during COVID-19 restrictions.</i>					
Annual daily average number of female prisoners	number	410	582–614	-29.6	■
<i>The actual is below the target due to a slower than forecast growth in female prisoner numbers, arising largely from the impact of changes in criminal justice system activity during COVID-19 restrictions.</i>					
Total annual number of random drug tests undertaken	number	9,486	11,824–12,481	-19.8	■
<i>The actual is below the target due to a decrease in prisoner numbers which is attributed to the impact of changes to criminal justice system activity during COVID-19 restrictions.</i>					
QUALITY					
Proportion of benchmark measures in prison services agreement achieved	per cent	79.2	90	-12.0	■
<i>The actual is below the target due to the COVID-19 restrictions in prisons, which impacted the ability of prisons and providers to deliver services, along with continued pressures on the prison system from an increased remand population.</i>					
Proportion of eligible prisoners in employment	per cent	94.3	89	6.0	✓
<i>The actual is above the target due to an increase in unsentenced prisoners participating in employment.</i>					
Rate of prisoner participation in education	per cent	33.3	36	-7.5	■
<i>The actual is below the target due to the impact of COVID-19 restrictions, with no onsite education provision until late June 2021. This limited the ability of prisoners to access education programs across the prison system.</i>					
Rate of return to prison within two years	per cent	43.6	41	6.3	■
<i>The actual is above the target due to an increase in prisoners returning to custody with shorter sentences, as well as more prisoners returning to prison on remand within two years and subsequently receiving a sentence.</i>					
Percentage of positive random drug tests	per cent	2.8	5	-44.0	✓
<i>The actual is below the target due to the restriction of prisoner movements and cessation of prisoner visits as part of COVID-19 restrictions, which limits the availability of contraband.</i>					
Percentage of education modules successfully completed	per cent	84.3	80	5.4	✓
<i>The actual is above the target due to continued delivery of education services while there was a concurrent reduction in participating prisoners as a result of COVID-19 restrictions.</i>					
Average daily out of cell hours – secure prisons	number	9.6	10.5	-8.6	■
<i>The actual is below the target due to the impact of COVID-19 restrictions, which has led to restricted movements for prisoners.</i>					
Average daily out of cell hours – open prisons	number	14.2	14	1.4	✓
TIMELINESS					
Assessment of prisoners 'at risk' undertaken within two hours	per cent	99.8	100	-0.2	○
Proportion of prisoner risk assessments completed within set timeframes	per cent	98.7	95	3.9	✓
COST					
Total output cost	\$ million	1,483.1	1,415.5	4.8	○
Total output cost including the CAC	\$ million	1,708.8	1,641.2	4.1	○
<i>The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

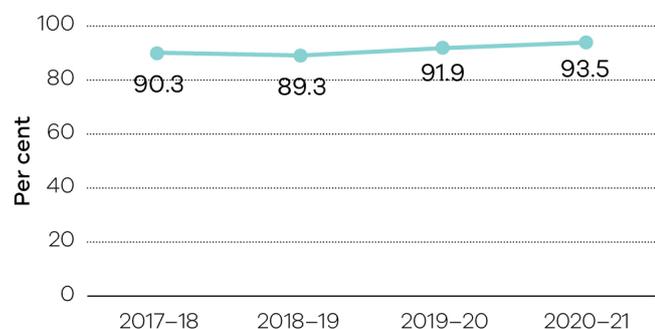
- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance.

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

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

Progress toward achieving this objective

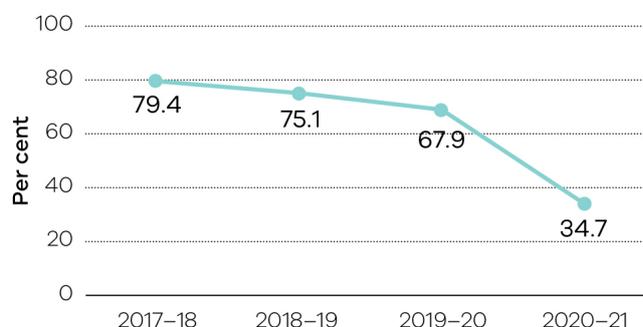
Percentage of community-based orders successfully completed



This objective indicator measures the proportion of sentenced community-based supervision orders successfully completed in the youth justice system. Young people subject to community-based supervision receive comprehensive case management including assessment, case planning, support, and offence-specific interventions.

The proportion of community-based orders successfully completed in 2020-21 was just under 94 per cent, slightly above the trend for the past three years. The indicator shows that community-based case managers are supporting young people to successfully complete their orders.

Young people in youth justice participating in community reintegration activities



This objective indicator measures young people in custody participating in the temporary leave program, which enables suitable young people to go on leave into the community toward the end of their sentence and support their successful transition back into the community. Community reintegration activities are intended to assist young people in custody to return to their communities after serving a period of detention.

The decrease in the participation rate in 2019-20 and 2020-21 reflects the impact of COVID-19, where temporary leave from custody to undertake reintegration activities has been suspended for health and safety reasons.

Performance against output performance measures

Youth Justice Community-Based Services

This output provides community statutory supervision and support to young people subject to community-based dispositions in order to divert young people from the youth justice system and minimise the likelihood of further offending.

Performance measures	Unit of measure	2020-21 actual	2020-21 target	Performance variation (%)	Result
QUANTITY					
Average daily number of young people under community-based supervision	number	708	800	-11.5	✓
<i>The actual is below the target due to a reduction in young people under community-based supervision due to a focus on diversion. This reduction reflects that young people are being diverted from the Youth Justice system.</i>					
Proportion of young people in youth justice under community-based supervision	per cent	81.5	85	-4.1	○
QUALITY					
Community-based orders completed successfully	per cent	93.5	85	10.0	✓
<i>The actual is above the target due to the higher proportion of young people successfully completing their orders.</i>					
TIMELINESS					
Young people on supervised orders who have an assessment and plan completed within six weeks of the commencement of the order	per cent	92.1	95	-3.1	○

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
COST					
Total output cost	\$ million	69.2	62.9	10.0	■
<i>Total output cost including the CAC</i>	\$ million	69.2	62.9	10.0	■

The 2020–21 actual is higher than the target due to additional expenses incurred mainly to support the diversion of children and young people away from the Youth Justice system. This was partly funded by the transfer of funds following the 2020–21 Budget.

Notes:

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

Youth Justice Custodial Services

This output provides supervision and rehabilitation, through the provision of case management, health and education services and the establishment of structured community supports, to assist young people to address offending behaviour, develop non-offending lifestyles and support reintegration of young people into the community on their exit from custody.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Annual daily average number of young people in custody: male (under 15 years) and female	number	16.7	15–25	0.0	✓
Annual daily average number of young people in custody: males (15 years plus)	number	143.7	210–250	-31.6	✓
<i>The actual is below the target due to a decline in the number of young people in custody across the 2020–21 year due to a focus on diversion. This reduction reflects that young people are being diverted from youth justice custody.</i>					
Average daily custodial centre utilisation rate: males (15 years plus)	per cent	64.7	90–95	-28.1	✓
<i>The actual is below the target due to a decline in the number of young people in custody across the 2020–21 year due to a focus on diversion. This reduction reflects that young people are being diverted from youth justice custody.</i>					
Average daily custodial centre utilisation rate: males (under 15 years) and female	per cent	55.7	60–80	-7.2	✓
<i>The actual is below the target due to a decline in the number of young people in custody across the 2020–21 year due to a focus on diversion. This reduction reflects that young people are being diverted from youth justice custody.</i>					
Average daily number of Aboriginal children and young people (10–17 years) in custody	number	10.5	16–20	-34.4	✓
<i>The actual is below the target due to a decline in the number of young people in custody and also reflects the priority to address the over-representation of Aboriginal young people in detention.</i>					
QUALITY					
Young people in youth justice participating in community re-integration activities	per cent	34.7	80	-56.6	■
<i>The actual is below the target as temporary leave from custody to undertake re-integration activities had been suspended for large parts of the financial year for safety reasons to reduce the risk of transmitting COVID-19.</i>					
TIMELINESS					
Young people on custodial orders who have a case plan completed within six weeks of the commencement of the order	per cent	97.2	95	2.3	✓
COST					
Total output cost	\$ million	188.5	176.3	6.9	■
<i>Total output cost including the CAC</i>	\$ million	245.2	233.0	5.2	■
<i>The 2020–21 actual is higher than the target mainly due to increased costs in the Youth Justice Precinct as well as increased depreciation expenditure for the Malmsbury and Parkville Youth Justice Centres. In addition, supplementary funding post the 2020–21 Budget including the release of contingency for the Corrections and Youth Justice to COVID-19 response initiative, Strengthening the Youth Justice system initiative and the 2021–22 Budget announced Youth Justice COVID-19 response initiative have attributed to the increase in expenditure. These were partly offset by a reduction in corporate allocations attributed to this output. The CAC is discontinued from the 2021–22 Budget.</i>					

Notes:

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

A fair and accessible justice system that supports confidence in the Victorian Community

This objective relates to the provision of and access to justice services that support legal processes and law reform. Services that support legal processes include legal assistance and education services, prosecution services and the delivery of independent, expert forensic medical services to the justice system. Other services that contribute to this objective include legal policy advice to government, law reform, dispute resolution and initiatives focusing on crime prevention and supporting Aboriginal people in the criminal justice system.

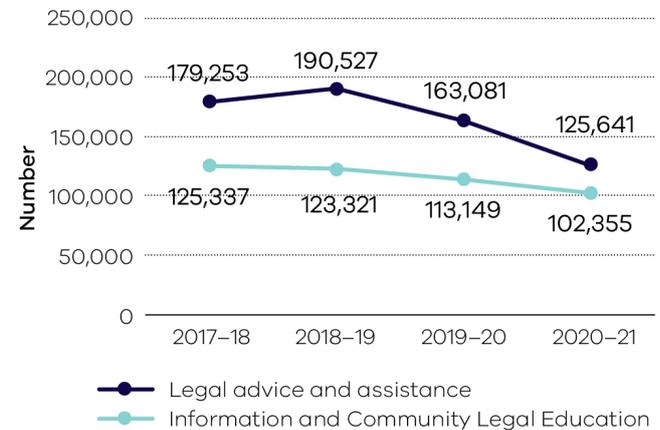
Progress toward achieving this objective

Prosecutions completed and returning guilty outcomes



The percentage of all prosecution matters within the Office of Public Prosecutions (OPP) completed with a guilty outcome contributes to the efficient and effective administration of court processes in the criminal justice system. In 2020-21, the proportion of all prosecution matters completed with a guilty outcome was 95.3 per cent, which was an increase from the 2019-20 result. The proportion of guilty outcomes increased in part due to the impact of COVID-19 restrictions on court listing practices. Under the public health restrictions, pleas were able to continue via video-conferencing, whereas in person trials were scaled back. As guilty pleas allow a matter to be finalised, whereas a non-guilty plea would generally require a trial to finalise, a disproportionate number of finalised matters ended with a guilty outcome. The indicator remains at a high level compared with the long-term trend data, indicating that OPP and wider criminal justice initiatives, such as case-management practices, decision-making and oversight mechanisms are having continued long-term success.

Legal advice and assistance provided⁷



This objective indicator reports the number of one-off legal advice sessions provided by Victoria Legal Aid (VLA) lawyers at VLA offices or via outreach services, or by phone or video conference. Legal assistance includes minor work (perusal of documents, written advice, telephone calls, oral or written negotiations), appearances before Courts or tribunals in less complex matters, and the number of grants for legal aid approved by VLA in the period.

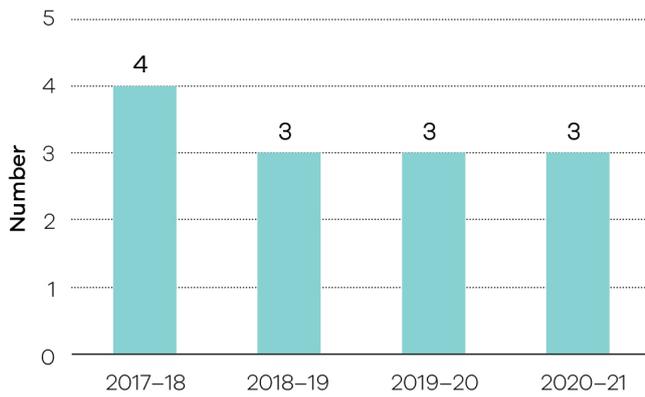
The lower number of legal advice and assistance services delivered in 2020-21 is mainly due to adverse impacts of COVID-19. These changes resulted in a significant reduction of duty lawyer services and grants of legal assistance provided by VLA. VLA continued to provide duty lawyer services remotely as well as in person when safe to do so. However, public health restrictions meant that less cases were heard throughout the year. As public health restrictions lift, more of these services will be delivered.

VLA's continued focus on family violence has meant that there was a smaller drop in these services compared to the other areas of law that VLA delivers. To ensure that family violence matters are prioritised and dealt with in a timely manner, VLA created specialised family violence Legal Help telephone and webchat lines that enabled these high priority clients to access information and advice more easily.

In 2020-21, VLA introduced Help Before Court and expanded our Family Violence Early Resolution Services. These are alternative service delivery models that help to increase the level of service VLA can provide and focus on early information, advice and case preparation to resolve matters as quickly as possible.

⁷ Previous data reported information sessions and Community Legal Education only. The data has been updated to include legal advice and assistance services, consistent with the measure description. This better represents VLA's performance. Data has been recalculated for the current and previous years.

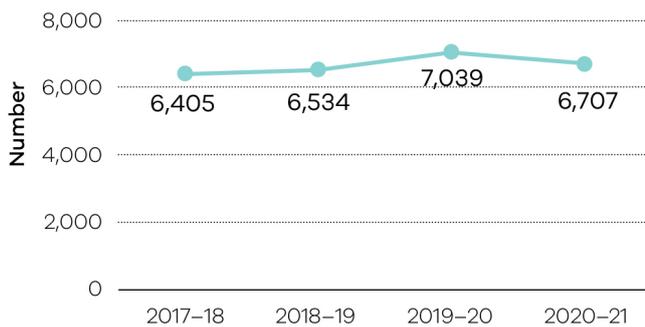
Law reform projects completed



The Victorian Law Reform Commission (VLRC) contributes to a fair, just and inclusive legal system by examining, reporting and making recommendations on law reform. In 2020-21, the VLRC worked on three law reform projects that contributed to this objective:

- Improving the Response of the Justice System to Sexual Offences
- Stalking
- Inclusive Juries: Access for people who are deaf, hard of hearing, blind or with low vision.

Medico-legal death investigations



This objective indicator reflects the Victorian Institute of Forensic Medicine (VIFM) core output – Medico-legal death investigations of deceased persons. The number of death investigations directly correlates with the number of deaths reported to the Coroner, which determine VIFM output.

Number of Sentencing Advisory Council publications



The Sentencing Advisory Council (SAC) publishes a range of reports to inform, educate and advise on sentencing issues that contribute to a fair and accessible justice system. In 2020-21, the following reports were published:

- Sentencing Outcomes for Children on Remand (September 2020)
- Sentencing Image Based Sexual Abuse Offences (October 2020)
- Serious Offending by People Serving a Community Correction Order 2019-20 (April 2021)
- Sentencing Sex Offences in Victoria: An Analysis of Three Sentencing Reforms (June 2021)
- Sex Offences in Victoria: 2010-2019 (June 2021)
- Threat Offences in Victoria: Sentencing Outcomes and Reoffending (June 2021).

Dispute resolution services provided in the Dispute Settlement Centre Victoria



This objective indicator counts the number of direct client contacts for dispute resolution services delivered to organisations and members of the Victorian community.

The total number of services provided by the Dispute Settlement Centre Victoria (DSCV) fell in 2019-20, due to resources being redirected to the Residential Tenancies Dispute Resolution Service as part of the department's COVID-19 response. The number of services provided decreased in 2020-21 due to continuing diversion of resources to support the Residential Tenancies Dispute Resolution Services initiative.

Performance against output performance measures

Public Prosecutions and Legal Assistance

This output delivers activities relating to Victoria's public prosecutions service and Victoria Legal Aid (VLA). The Office of Public Prosecutions (OPP) provides an independent, effective and efficient prosecutions service on behalf of the Director of Public Prosecutions (DPP). In addition to the prosecution of serious crimes, the OPP also provides professional support to prosecution witnesses and victims of crime involved in its cases. VLA is an independent statutory authority that provides a range of legal services for both Victorian and Commonwealth law matters. These services include legal representation, legal advice, advocacy and education services.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Judicial Officer sitting days requiring prosecutors (OPP)	number	12,353	11,000–13,000	0.0	✓
Number of briefs prepared, and hearings attended (OPP)	number	83,674	72,500–78,500	6.6	✓
<i>The actual is above the target due to a general upward trend in this measure, with increased court hearing numbers across all court jurisdictions.</i>					
Number of victim and witness consultations (OPP)	number	43,800	12,500–14,500	2021	✓
<i>The actual is above the target due to increased victim and witness engagement undertaken by OPP solicitors and social workers, both generally to meet obligations under the Victims Charter Act 2006, and specifically to keep victims and witnesses apprised of progress in their case under the changing court listings in response to the COVID-19 pandemic.</i>					
Community Legal education and information services (VLA) – excluding family violence related services	number	81,602	105,000–115,000	-22.3	■
<i>The actual is below the target due to the combined adverse impacts of the COVID 19 pandemic and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
Community legal education and information services (VLA) – family violence related services	number	20,753	26,000–28,000	-20.2	■
<i>The actual is below the target due to the combined adverse impacts of the COVID-19 pandemic and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
Duty lawyer services – excluding family violence related services (VLA)	number	28,070	69,000–71,000	-59.3	■
<i>The actual is below the target due to the combined adverse impacts of the COVID-19 pandemic, changed court practices and lower capacity levels.</i>					
Grants of legal assistance provided by VLA – excluding family violence related services	number	29,466	32,900	-10.4	■
<i>The actual is below the target due to the combined adverse impacts of the COVID-19 pandemic, changed court practices and lower capacity levels.</i>					
Legal advice and minor assistance for clients (VLA) – excluding family violence related services	number	28,211	40,000–42,000	-29.5	■
<i>The actual is below the target due to the combined adverse impacts of the COVID 19 pandemic and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
Family violence legal services (VLA)	number	39,894	45,000	-11.3	■
<i>The actual is below the target due to the combined adverse impacts of the COVID-19 pandemic, changed court practices, and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
Number of unique clients who accessed one or more of VLA's legal services	number	74,670	105,000	-28.9	■
<i>The actual is below the target due to the combined adverse impacts of the COVID-19 pandemic, changed court practices, and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
QUALITY					
Guilty outcomes (guilty pleas and trial convictions) as a percentage of case completions (OPP)	per cent	95.3	89	7.1	✓
<i>The actual is above the target due to the COVID-19 impact on court listing practices, where pleas can be listed in line with public health directions, but in-person trials have had to be significantly reduced. This has skewed listings towards a guilty outcome.</i>					
Client satisfaction with services provided by Victoria Legal Aid	per cent	n/a	80	n/a	n/a
<i>The actual is n/a as VLA was unable to access a statistically significant sample of clients due to the combined adverse impacts of the COVID-19 pandemic, court adjournments, and reductions in face-to-face services.</i>					

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
TIMELINESS					
Proportion of trials which did not proceed to adjournment on application of the Crown (OPP)	per cent	99.9	99	0.9	✓
Average call wait time to the Legal Help phone line (VLA)	minutes	171	<10	71.0	■
<i>The actual is above the target due to the combined adverse impacts of the COVID-19 pandemic and the increasing complexity of legal matters presented, which are taking longer to resolve.</i>					
COST					
Total output cost	\$ million	342.3	3470	-1.4	✓
Total output cost including the CAC	\$ million	342.3	3471	-1.4	✓

Notes:

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

Justice Policy, Services and Law Reform

This output delivers a broad range of services including the provision of law reform and sentencing advisory information. It also includes forensic medical services and medico legal advice provided through the Victorian Institute of Forensic Medicine (VIFM), practical legal solutions and strategic advice through the Victorian Government Solicitor's Office (VGSO) and dispute resolution and mediation services to members of the community through the Dispute Settlement Centre of Victoria (DSCV).

This output also reports on the activities of the Native Title Unit (NTU) and the Koori Justice Unit (KJU). The NTU seeks to increase the economic, social and cultural development of traditional owner communities by negotiating comprehensive settlements of native title claims. The KJU focuses on Victoria's commitment to the Aboriginal Justice Agreement and other initiatives focused on crime prevention and reducing re offending of Aboriginal people in the criminal justice system.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Clinical forensic medical services by the Victorian Institute of Forensic Medicine (VIFM)	number	2,443	2,300–2,700	0.0	✓
Medico-legal death investigations (VIFM)	number	6,707	6,150–6,550	2.4	✓
Provision of expert forensic medical and scientific evidence in court (VIFM)	number	221	150–250	0.0	✓
Community education and consultation sessions conducted by Victorian Law Reform Commission (VLRC)	number	164	100	64.0	✓
<i>The actual is above the target due to the receipt of an additional Attorney-General reference during the reporting period and the unexpected need to undertake a second round of consultations for an existing Attorney-General reference.</i>					
Law reform projects conducted by VLRC	number	3	3	0.0	✓
Number of Sentencing Advisory Council (SAC) publications	number	6	6	0.0	✓
Grant and program funding administered by the KJU provided to Aboriginal Community Controlled Organisations (ACCOs)	per cent	98.9	95	4.1	✓
Groups in negotiation towards resolution of Native Title claims (NTU)	number	3	3	0.0	✓
Dispute resolution services provided in the Dispute Settlement Centre of Victoria (DSCV)	number	12,524	25,000	-49.9	■
<i>The actual is below the target due to resources being diverted to Residential Tenancies Dispute Resolution Services initiative. DSCV was responsible for providing dispute services for Residential Tenancies matters impacted by COVID-19. Due to resources being diverted there was a reduction of services within the standard dispute resolution space.</i>					

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUALITY					
Audited medico-legal death investigation reports with no significant diagnostic errors (VIFM)	per cent	97.3	95	2.4	✓
Teachers and students who are satisfied with education programs delivered by VLRC	per cent	n/a	85	n/a	n/a
<i>The actual is n/a due to the inability to undertake on-site school visits during the reporting year because of COVID 19 pandemic restrictions. The usual post-visit survey of satisfaction could not be undertaken.</i>					
Client satisfaction with quality of legal advice provided (VGSO)	per cent	85	85	0.0	✓
Overall client satisfaction rate (DSCV)	per cent	n/a	85	n/a	n/a
<i>The actual is n/a due to resources being diverted to the Residential Tenancies Dispute Resolution Scheme, which meant a reduction in standard services. As such, surveys were unable to be sent due to matters not progressing past the information and advice stage.</i>					
Settlement rate of mediation (DSCV)	per cent	73.1	65	12.5	✓
<i>The actual is based on a substantially smaller set of mediations completed due to the impacts of COVID-19 and reallocation of DSCV resources to support the Residential Tenancies Dispute Resolution Scheme. The smaller number of urgent matters accepted, results in individual settlement outcomes having a statistically significant impact on the overall settlement rate.</i>					
TIMELINESS					
Medical and scientific investigations on the body of the deceased completed within two days (VIFM)	per cent	67.4	75–85	-10.1	■
<i>The actual is below the target due to an above-anticipated number of deaths being reported to the coroner annually, and limited resource capacity to meet timeliness measure.</i>					
Medico-legal death investigation reports issued within agreed period (VIFM)	per cent	68.5	60–70	0.0	✓
Client satisfaction with timeliness of legal advice provided (VGSO)	per cent	85	85	0.0	✓
Proportion of Native Title negotiations progressed in accordance with the Department's annual work plan and timeframes monitored by the Federal Court (NTU) (per cent)	per cent	100	100	0.0	✓
Intake and mediation services conducted within agreed timeframes by the DSCV	per cent	97	85	14.1	✓
<i>The actual is above the target as resources have been moved back from the Residential Tenancies Dispute Resolution Scheme to focus on standard mediations. The reallocation of DSCV resources to support the Residential Tenancies Dispute Resolution Scheme reduced the intake and mediation services offered by DSCV to only urgent matters. The reduced number of urgent matters accepted were completed within agreed timeframes. The smaller number of matters accepted means the individual settlement timeframes have a statistically significant impact on the overall timeliness outcome.</i>					
COST					
Total output cost	\$ million	248.5	229.7	8.2	■
Total output cost including the CAC	\$ million	255.8	237.0	7.9	■
<i>The 2020–21 actual is higher than the target mainly due to supplementary funding approved post the 2020–21 Budget including Royal Commission into the Management of Police Informants, Justice Recovery and Supporting the State's forensic capability initiatives. In addition, increased legal costs for the Victorian Government Solicitors Office which is funded via a revenue retention agreement, and expenditure due to increasing demands on the criminal justice system, the delivery of the Attorney-General's significant legislative program and to support forensic medical capacity initiative.</i>					
<i>The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

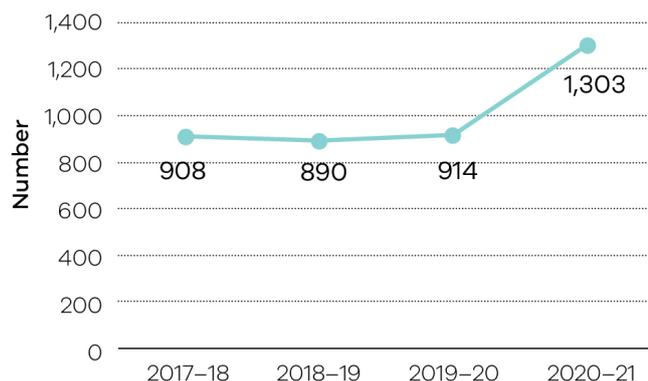
- ✓ Performance target achieved or exceeded.
- Performance target not achieved – within 5 per cent variance.
- Performance target not achieved – exceeds 5 per cent variance

Victorians are protected with equal opportunities, secure identities, information freedoms and privacy rights

This objective aims to support the Victorian community through the provision of services relating to rights and equal opportunity, advocacy and guardianship for Victorians with a disability or mental illness and support for victims of crime. This objective supports identity protection of Victorians through and life event registration, protection of children through adoption services and risk assessments for those working with or caring for children. The objective also contributes to public sector integrity, information freedoms and privacy protection of Victorians.

Progress toward achieving this objective

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

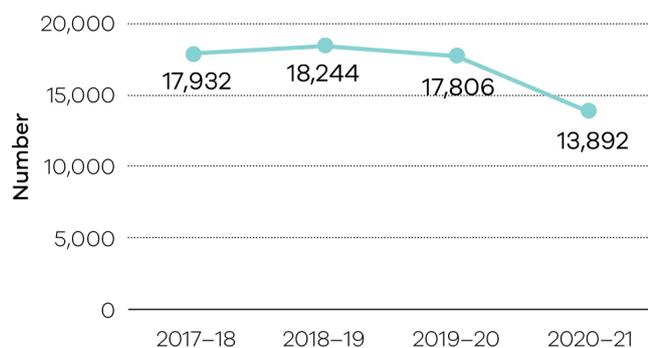


This objective indicator focuses on the number of complaints received by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) that raise a possible contravention of the *Equal Opportunity Act 2010* or the *Racial and Religious Tolerance Act 2001*.

Of the complaint files that were accepted for dispute resolution, the most common area of complaint related to employment, followed by goods and services, education, disability, race, sex, employment activity, and age.

The number of complaint files handled was higher in 2020-21 compared to the previous year due to the impact of COVID-19 measures – in particular, people with a disability who are denied access to goods and services and employment when they are unable to wear a face mask.

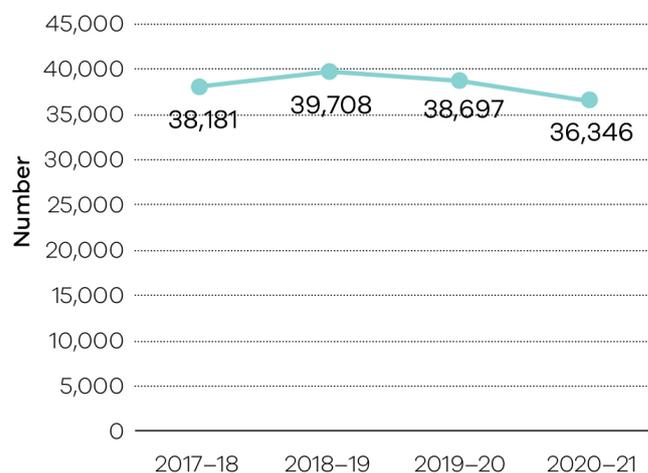
People assisted through Public Advocate advice and education activities



This objective indicator counts the number of recorded instances of information and advice provided by the Office of the Public Advocate (OPA) and the number of people who attended community education sessions delivered by OPA. Information and advice are provided through enquiries to the advice service. These are primarily telephone enquiries, but also include some email and written correspondence, as well as direct attendance by a member of the public at OPA's office.

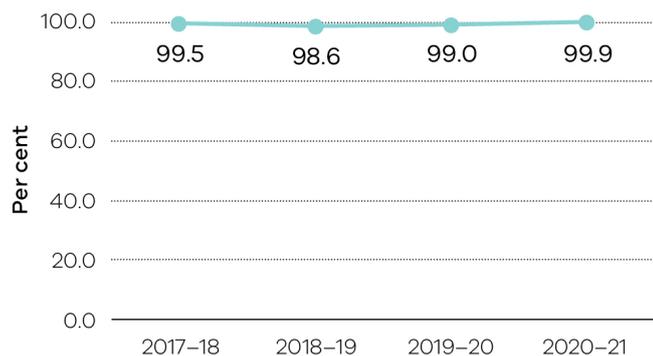
In 2020-21, OPA provided advice in response to 11,619 requests and conducted community education sessions to 2,273 audience members (13,892 people assisted in total). The community education sessions were conducted predominantly online to community groups and professional bodies, such as health services, disability service providers, and legal professionals. The number of advice and education activities was lower in 2020-21 compared to the previous year due to the impact of the COVID-19 pandemic, which meant OPA was not able to conduct face to face education sessions for significant periods. This led to lower demand for education activities.

Services provided to victims of crime against the person



This objective indicator measures the delivery of a suite of support services to victims of crime, including the Victims of Crime Helpline, the Victims Assistance Program (VAP), and Victims Register. Over the last financial year, the number of services provided to victims of crime (by number) decreased slightly from 38,697 in 2019-20 to 36,346 in 2020-21 as the number of new referrals from police decreased.

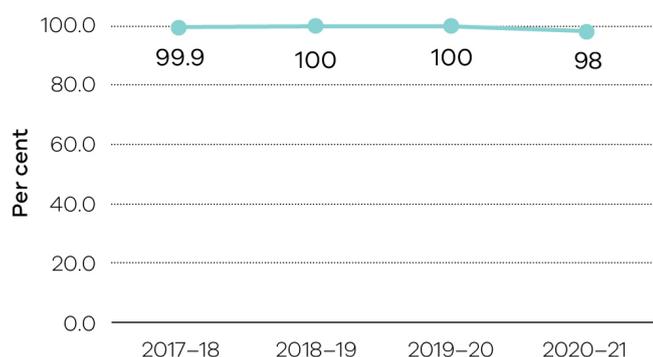
Births, deaths and marriages registration transaction accuracy rate



This objective indicator reflects the level of accuracy of the Registry of Births, Deaths and Marriages (BDM) in capturing registration data provided by applicants.

Since the implementation of BDM's new core business system in 2019, Registry Information Online, there has been significant uptake of online services, particularly the submission of the Birth Registration Statement (BRS) by new parents, which was not previously available online. In the 2020-21 financial year 98 per cent of BRS submissions were through the online channel.

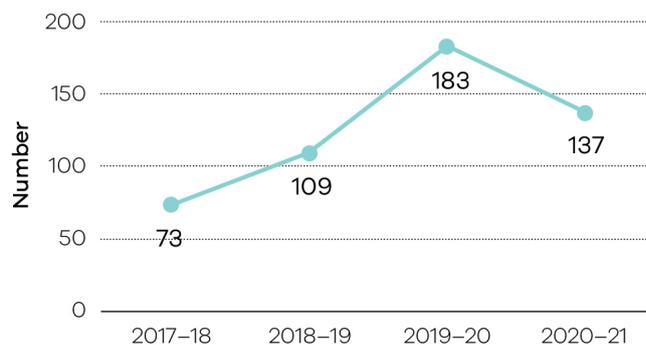
Working with Children Checks processed (negative notices issued within three days of receiving decision)



The percentage of negative Working with Children Notices issued within three days of receiving the decision is an indicator for the efficiency of Working with Children Check Victoria (WWCCV) within the criminal justice system.

In 2020-21, WWCCV processed 319,000 applications. This is an 8.4 per cent decrease on the number processed in 2019-20 (348,229). WWCCV continues to meet requirements to issue negative notices within three days of receiving decision.

Education and training activities delivered by the Office of the Victorian Information Commissioner



This objective indicator measures the number of education and training activities delivered by the Office of the Victorian Information Commissioner (OVIC), through events, educational resources and eLearning modules to support the introduction of Freedom of Information (FOI) professional standards. Since OVIC was established in 2017, the number of FOI education and training activities provided to VPS agencies has increased significantly. The program has shifted from predominately face-to-face online eLearning modules. OVIC has adapted to the impact of COVID-19 by delivering educational digital resources remotely where face-to-face training events were not possible.

Performance against output performance measures

Protection of Vulnerable People, Human Rights and Victim Support

This output focuses on the delivery of services aimed at protecting vulnerable people, supporting victims and safeguarding human rights through the work of the Office of the Public Advocate (OPA), the Victim Support Agency (VSA) and the Victorian Equal Opportunity and Human Rights Commission (VEOHRC). OPA protects the rights, interests and dignity of people with disability and mental illness. VSA provides support to victims of crime with practical assistance, counselling and support through the justice system. VEOHRC provides education and capacity building to protect and promote human rights in Victoria.

Performance measures	Unit of measure	2020-21 actual	2020-21 target	Performance variation (%)	Result
QUANTITY					
Complaint files received and handled by VEOHRC	number	1,303	900-1,050	24.1	✓
<i>The actual is above the target due to the impact of COVID-19.</i>					
Education and consultancy sessions delivered by VEOHRC	number	778	350	122.3	✓
<i>The actual is above the target due to the Commission now incorporating completion rates of eLearning cohorts as sessions. The target has been increased in the 2021-22 to reflect this change.</i>					

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
Information and advice provided by VEOHRC	number	8,578	8 000–8 500	0.9	✓
Information and advice provided by OPA	number	11,619	11,334–13,306	0.0	✓
Community education sessions (OPA)	number	70	150–190	-53.3	■
<i>The actual is below the target due to COVID-19 impacting OPA's ability to conduct in-person education sessions.</i>					
Public Advocate auspiced volunteer interventions for people with a disability (OPA)	number	7,118	7,900–8,200	-9.9	■
<i>The actual is below the target due to COVID-19 impacting the ability to conduct face to face interviews, and in-person visits to facilities.</i>					
New guardianship and investigation orders of VCAT actioned by OPA	number	1,389	1,340–1,480	0.0	✓
Advocacy matters opened by OPA	number	352	348–389	0.0	✓
Decisions made by the Public Advocate under the Medical Treatment Planning and Decisions Act (OPA)	number	490	464–533	0.0	✓
Victims receiving a service from the Victims of Crime Helpline, Victims Register, Youth Justice Group Conferencing and Victims Support (VSA)	Number	25,988	23,500	10.6	✓
<i>The 2020–21 actual is above the target due to increased demand for victims receiving a service from the Victims of Crime Helpline through family violence referral pathways with Victoria Police. This is largely attributed to L17 referrals for, and response to, male victims of family violence.</i>					
Victims receiving a service from the Victims Assistance Program (VAP)	Number	10,358	12,000	-13.7	■
<i>The 2020–21 actual is below the target due to decreased referrals to the Victims Assistance Program (VAP) during the COVID-19 pandemic due to a reduction in Victoria Police referrals. This resulted in fewer referrals being made to the VAP for 'new' clients.</i>					
QUALITY					
Customer satisfaction rating: Education and consultancy sessions delivered by VEOHRC	per cent	89	85	4.7	✓
Customer satisfaction rating: Conciliation delivered by VEOHRC	per cent	95	85	11.8	✓
<i>The actual is above the target due to having clear service standards and identifying opportunities for service improvement initiatives.</i>					
Settlement rate of conciliation (VEOHRC)	per cent	66	65	1.5	✓
TIMELINESS					
VEOHRC complaints finalised within six months	per cent	82	85	-3.5	○
Average number of days a guardianship or investigation order of VCAT is held on a wait list prior to being allocated to a delegated officer by the Public Advocate (OPA)	number	17.0	15–19	0.0	✓
Confiscated assets sold or destroyed within 90 days	per cent	35	85	-58.8	■
<i>The 2020–21 actual is below the target due to COVID-19 lockdown restrictions as Victoria Police were unable to dispose of personal property through public auctions for nine months of 2020–21.</i>					
COST					
Total output cost	\$ million	6475	99.6	550.1	■
Total output cost including the CAC	\$ million	6475	99.6	550.1	■
<i>The 2020–21 actual is higher than the target primarily due to funding approved and provided to WorkSafe to support the WorkSafe Scheme post 2020–21 Budget.</i>					

Notes:

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

Protection of Children and Personal Identity

This output supports the protection of children through adoption services and the administration of risk assessments for those working with or caring for children. This output protects personal identity through the registration of significant life events by the Victorian Registry of Births, Deaths and Marriages (BDM).

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Number of Working with Children Checks processed	number (000)	319	400–450	-20.3	■
<i>The 2020–21 actual is below the target due to the impact of COVID-19 and the resultant lockdowns which meant fewer people in child-related work.</i>					
Number of Adoption Records released	number	366	350	4.6	✓
QUALITY					
Births, deaths and marriages registration transaction accuracy rate (BDM)	per cent	99.9	99	0.9	✓
Customer satisfaction rating: BDM service centre	per cent	n/a	85	n/a	n/a
<i>The 2020–21 actual is not available due to the closure of the service centre throughout 2020–21.</i>					
Working with Children Checks: Assessment issued within three days of receiving a clear notification	per cent	99.9	98	1.9	✓
Working with Children Checks: Negative notices issued within three days of receiving the delegate's decision	per cent	98	100	-2.0	○
TIMELINESS					
Compliant applications for birth, death and marriage certificates processed within ten days of receipt (BDM)	per cent	85.1	95	-10.4	■
<i>The 2020–21 actual is lower than the target due to: an increase in demand for services since the reduction in restrictions late in 2020; and an increase in email demand with the closure of the call centre, often requiring higher levels of engagement to resolve an issue (for example, several emails back and forth with customers). These factors have led to delays in application completion and the subsequent issuing of certificates.</i>					
COST					
Total output cost	\$ million	52.6	47.5	10.7	■
Total output cost including the CAC	\$ million	52.6	47.5	10.7	■
<i>The 2020–21 actual is higher than the target mainly due to increased demand in services for the Working with Children Check (WWCC) and the Registry of Birth, Deaths and Marriages. This was partly funded by 2021–22 Budget announced WWCC and National Disability Insurance Scheme worker screening initiative.</i>					

Notes:

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

Public Sector Information Management, Privacy and Integrity

This output provides for the function of the Victorian Information Commissioner, which has oversight of the Victorian government's collection, use and disclosure of information. The Information Commissioner enhances the Victorian government's transparency and openness and oversees the Victorian Protective Data Security regime. This output also includes the function of the Local Government Inspectorate, that contributes to public sector integrity by ensuring Victorian councils follow the *Local Government Act 1989*.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Education and training activities delivered by Office of the Victorian Information Commissioner	number	137	120	14.2	✓
<i>The actual is above the target due to all training and events being run virtually since March 2020 due to the COVID-19 pandemic.</i>					
Regulatory actions conducted: Examinations, reviews, audits or investigations	number	5	5	0.0	✓
Reviews and complaints closed by Office of the Victorian Information Commissioner (OVIC)	number	1,315	850	54.7	✓
<i>The actual is above the target due to larger than anticipated numbers of FOI reviews and FOI and Privacy complaints being efficiently handled in OVIC's WFH environment during the COVID-19 pandemic.</i>					
Local Government Inspectorate (LGI) Governance recommendations adopted and implemented by councils	number	89	100	-11	■
<i>The actual is below the target due to a number of recommendations being made later in the year and accordingly, not yet adopted or fully implemented.</i>					
QUALITY					
Client satisfaction with education and training provided	per cent	97.5	90	8.3	✓
<i>The actual is above the target due to participants consistently registering high levels of satisfaction with the online training provided by OVIC.</i>					
FOI review decisions overturned or set aside on appeal to VCAT	per cent	7.5	<25	-70.0	✓
<i>The actual is lower than the target due to the success of OVIC's processes regarding detailed assessment of documents subject to review and providing comprehensive reasons for decision to limit the number of matters appealed to VCAT and the likelihood of the decisions being overturned or set aside.</i>					
FOI reviews withdrawn by agreement following internal resolution	per cent	21.2	25	-15.2	■
<i>The actual is below the target due to the impact of COVID-19 on the operating environment of VPS agencies. The ability to achieve agreements involving the agencies and complainants was hindered by agencies not being able to provide sufficient time to engage in negotiations which would lead to a resolution not requiring a formal process to address the review.</i>					
TIMELINESS					
FOI reviews completed within timelines agreed with applicant	per cent	56.1	60	-6.5	■
<i>The actual is below the target due to the impact of COVID-19 on the operating environment and the requirement for staff to work remotely.</i>					
Complaints received by the Local Government Inspectorate assessed and actioned within five working days	per cent	87	95	-8.4	■
<i>The actual is below the target due to the large number of complaints (more than 100 per cent increase) during the local government election period and the requirement for staff to work remotely during the COVID-19 pandemic.</i>					
Councillor serious misconduct matters referred to Conduct Panel within 30 days of allegations being substantiated	per cent	0	100	n/a	n/a
<i>The actual is n/a due to no matters being referred to conduct panels.</i>					
COST					
Total output cost excluding	\$ million	15.3	16.7	-8.4	✓
Total output cost including the CAC	\$ million	15.4	16.8	-8.3	✓
<i>The 2020–21 actual is lower than the target mainly due to an underspend for the Public Interest Monitor and the Local Government Inspectorate which was partly rephased into 2021–22. This was partly offset by reviews undertaken by the department including the review into hotel quarantine. The CAC is discontinued from the 2021–22 Budget.</i>					

Notes:

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

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

This objective relates to harm minimisation through the regulation of the gambling and liquor industries. 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

Increased access by consumers, tenants, and businesses to digital information

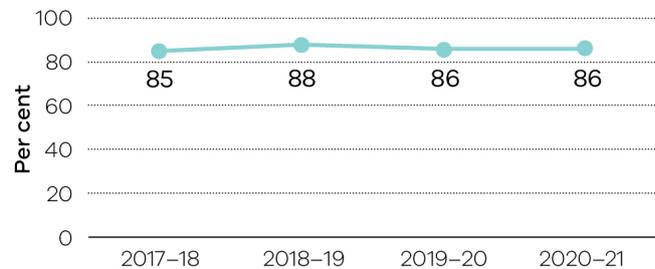


This objective indicator measures the volume of consumer, tenant and business information disseminated throughout the community, mainly through access to online information provided by Consumer Affairs Victoria (CAV). By providing accurate information and support across digital channels, CAV empowers Victorians to exercise their consumer rights, and enables businesses to comply with consumer protection laws.

In 2020-21, Victorian consumers, tenants and businesses accessed information from CAV via a range of digital platforms, including:

- 5.72 million visits to consumer.vic.gov.au representing a 28 per cent increase from the previous year. The increase is largely attributable to Victorians seeking information about consumer and renting rights impacted by COVID-19, and to lodge a reduced rent agreement under the emergency rental measures. Information on the rental reforms introduced in March 2021 also generated an increase in website hits.
- CAV gained an additional 168 Twitter followers; 3,236 Facebook likes and 1,206 e-newsletter subscriptions this year.

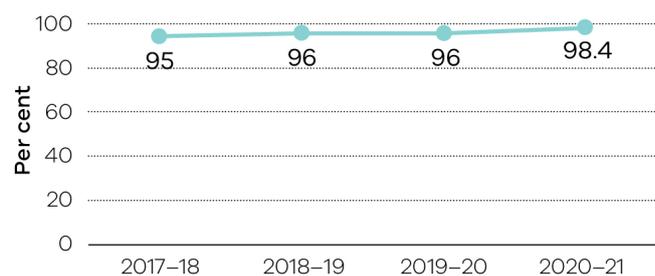
Percentage of licensed venues with a rating greater than three stars



This percentage of licensed venues with a rating of greater than three stars demonstrates how the Victorian Commission for Gambling and Liquor Regulation (VCGLR) is encouraging and rewarding responsible behaviours in this sector. Licensed venues are categorised by a rating system which is determined based on the number of non-compliance incidents.

The percentage of licensed venues with a rating greater than three stars in 2020-21 remained the same in comparison to 2019-20, at 86 per cent. In 2021, only packaged liquor licensees were required to pay their annual renewal fee as they continued normal trade throughout the COVID-19 pandemic. Of these, 1,949 or 89.9 per cent of packaged liquor licensees⁸ received a 10 per cent discount on their annual liquor licence renewal fee as a result of holding a five-star rating. A further 60, or 2.8 per cent of packaged liquor licensees with a four-star rating, received a five per cent discount on their 2021 annual liquor licence renewal fee.

Responsive Gamblers Help services



This objective indicator measures the percentage of clients who receive a service within five business days of referral to a Gambler's Help service. The state-wide system of Gambler's Help services is responding to demand in a timely manner and supporting Victorians experiencing gambling related harm when they need it. Due to COVID-19 restrictions, Gambler's Help counsellors across Victoria now offer telehealth appointments (video and phone counselling) in addition to face to face counselling.

⁸ In response to the COVID-19 state of emergency, the Victorian Premier announced in September 2020 financial support for liquor licensees which included the waiving of 2021 liquor licence and permit renewal fees for all licensees except for packaged liquor licensees

Performance against output performance measures

Regulation of the Victorian Consumer Marketplace

This output upholds a fair and competitive Victorian marketplace. As Victoria's consumer regulator, CAV works to ensure that the market works effectively by detecting and addressing non-compliance with the law. The output provides for informing consumers and businesses about their rights and responsibilities under the law, engaging with business to ensure compliance, registration and occupational licensing for individuals and organisations and regulation of the residential tenancies market. The Domestic Building Dispute Resolution Victoria (DBDRV) is an independent government agency that provides free services to help resolve domestic (residential) building disputes.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Number of court and administrative actions	number	533	900	-40.8	■
<i>The actual was below target as court and administrative outcomes rely on investigation outcomes. Investigation outcomes decreased as a limited number of on-site inspections were able to be undertaken due to COVID-19 public health restrictions. The target was also impacted by staff resources being diverted to the Residential Tenancies Dispute Resolution Scheme.</i>					
Information and advice provided to consumers, tenants and businesses: through other services including written correspondence, face-to-face and dispute assistance	number	144,533	115,700	24.9	✓
<i>The actual was above the target due to an increase driven by the temporary Residential Tenancies Dispute Resolution Scheme and an increase in service demand while phone services were restricted during parts of the year due to COVID-19 impacts.</i>					
Information and advice provided to consumers, tenants and businesses: through telephone service	number	214,819	302,900	-29.1	■
<i>The actual was below the target due to phone services being restricted during parts of the year due to COVID-19 impacts as well as prioritisation of services under the temporary Residential Tenancies Dispute Resolution Scheme.</i>					
Transactions undertaken: Residential Tenancies Bonds Authority (RTBA) transactions	number	498,336	476,000	4.7	✓
Transactions undertaken: registration and licensing transactions	number	95,096	95,500	-0.4	○
Victims of family violence assisted with financial counselling	number	3,178	3,750	-15.3	■
<i>The actual is lower than the 2020–21 target due to fewer people accessing the service as a result of COVID-19.</i>					
Dispute resolution services provided by Domestic Building Dispute Resolution Victoria	number	5,175	6,000	-13.8	■
<i>The actual is lower than the 2020–21 target due to COVID-19 impacts and the cessation of the Building Information Line service throughout most of the 2020–21 financial year, which is a common referral pathway.</i>					
QUALITY					
Rate of compliance with key consumer laws	per cent	90.2	95	-5.1	■
<i>The actual is below the target due to the impact COVID-19 has had on some businesses meeting their annual reporting compliance obligations.</i>					
Proportion of high-priority breaches resulting in regulatory response	per cent	100	100	0.0	✓
TIMELINESS					
Regulatory functions delivered within agreed timeframes	per cent	96.7	95	1.8	✓
COST					
Total output cost	\$ million	147.7	149.0	-0.9	✓
Total output cost including the CAC	\$ million	147.7	149.0	-0.9	✓

Notes:

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

Gambling and Liquor Regulation

This output provides for monitoring and regulation of gambling and liquor activities in Victoria, including the operations of the VCGLR and the Victorian Responsible Gambling Foundation (VRGF). It also provides leadership and strategic policy advice to the Minister for Liquor and Gaming Regulation on the regulation of the gambling and liquor industries, problem gambling and harm minimisation in relation to liquor and gambling.

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
QUANTITY					
Liquor and gambling applications and licensee monitoring activities (VCGLR)	number	51,012	50,000	2.0	✓
Liquor and gambling information and advice (VCGLR)	number	147,938	128,000	15.6	✓
<i>The actual is above the target primarily due to the impact of government grant initiatives targeting the hospitality industry and enquiries received during Quarter Two (September to December 2020) and in Quarter Four (April to June 2021) which resulted in higher than projected totals.</i>					
Liquor inspections completed by the VCGLR – metropolitan	number	6,417	5,400	18.8	✓
<i>The actual is above the target due to operational activities that were impacted throughout the financial year due to COVID-19 restrictions.</i>					
Liquor inspections completed by the VCGLR – regional	number	833	1,500	-44.5	■
<i>The actual is below the target due to operational activities that were impacted throughout the financial year due to COVID-19 restrictions.</i>					
Gambling inspections completed by the VCGLR – metropolitan	number	1,009	1,350	-25.3	■
<i>The actual is below the target due to the impacts of the COVID-19 restrictions on the gambling industry, with gaming venues or the gaming area of a licensed premises closed for significant periods during 2020–21.</i>					
Gambling inspections completed by the VCGLR – regional	number	123	250	-50.8	■
<i>The actual is below the target due to the impacts of the COVID-19 restrictions on the gambling industry, with gaming venues or the gaming area of a licensed premises closed for significant periods during 2020–21.</i>					
Mainstream Gambler's Help client service hours provided by therapeutic and financial counselling activities	number	70,245	75,400	-6.8	■
<i>The actual is below the target, reflecting fluctuations throughout the year associated with client demand for hours together with recruitment challenges experienced by funded agencies within certain catchments, both issues impacted by COVID-19.</i>					
Increased access to digital information by the community and stakeholders who have an interest in gambling harm	number	682,600	567,000	20.4	✓
<i>The actual is above the target due to a strong performance from paid advertising on social media, together with good paid and organic search results.</i>					
Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – metropolitan (VCGLR)	number	0	15	-100	■
<i>The actual is below the target due to the closure of venues due to restrictions imposed by the COVID-19 pandemic and the competing priorities of partner agencies.</i>					
Operations with co-regulators to identify licensees supplying alcohol to minors or persons who are intoxicated – regional (VCGLR)	number	2	5	-60	■
<i>The actual is below the target due to venue closures due to COVID-19 restrictions and competing agency priorities in responding to the pandemic.</i>					
Audits of casino operations undertaken by the VCGLR	number	634	1,260	-49.7	■
<i>The actual is below the 2020–21 target due to restrictions imposed by the COVID-19 pandemic.</i>					
Court and regulatory actions undertaken by the VCGLR	number	1,019	3,440	-70.4	■
<i>The actual is below the target due to the education of licensees being the focus during 2020–21, as regulated industries responded to restrictions throughout the year.</i>					
QUALITY					
Liquor and gambling licensing client satisfaction (VCGLR)	per cent	84	85	-1.2	○
Liquor and gambling inspections conducted at high-risk times	per cent	7.2	12	-40	■
<i>The actual is below the target due to restrictions resulting from the COVID-19 pandemic and venues not trading at high risk times for most of the financial year.</i>					

Performance measures	Unit of measure	2020–21 actual	2020–21 target	Performance variation (%)	Result
TIMELINESS					
Calls to VCGLR client services answered within 60 seconds	per cent	54.7	80	-31.7	■
<i>The actual is below the target due to the increased number of enquiries of longer duration.</i>					
Gamblers Help Service clients who receive a service within five days of referral (VRGF)	per cent	98.4	96	2.5	✓
Liquor and gambling approvals, licence, permit applications and variations completed within set time (VCGLR)	per cent	85.8	85	0.9	✓
COST					
Total output cost	\$ million	88.0	76.6	14.9	■
<i>Total output cost including the CAC</i>	<i>\$ million</i>	<i>88.1</i>	<i>76.7</i>	<i>14.9</i>	<i>■</i>
<i>The 2020–21 actual is higher than the target mainly due to supplementary funding approved post the 2020–21 Budget to support the operations of the Victorian Commission for Gambling and Liquor Regulation and the Royal Commission into Casino and Regulatory review. The CAC is discontinued from the 2021-22 Budget.</i>					

Notes:

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

4. Statutory authorities and offices by ministerial portfolio 2020–21

Attorney-General

Statutory offices

Chief Examiner and Examiner (jointly administered with the Minister for Police)

Commissioner for Uniform Legal Services Regulation (jointly administered with the Attorney-General of New South Wales)

Crown Counsel

Crown Prosecutors

Director of Public Prosecutions

Public Advocate

Public Interest Monitor

Solicitor-General

Victims of Crime Commissioner

Victorian Legal Services Commissioner

Administrative offices

Local Government Inspectorate

Victorian Government Solicitor's Office

Statutory authorities

Appeal Costs Board

Coronial Council of Victoria

Court Services Victoria

Forensic Leave Panel

Judicial College of Victoria

Judicial Commission of Victoria Board

Judicial Entitlements Panel

Law Institute of Victoria

Legal Practitioners' Liability Committee

Legal Services Council (Uniform Legal Services Regulation) (jointly administered with the Attorney-General of New South Wales)

Office of Public Prosecutions

Office of the Victorian Information Commissioner

Sentencing Advisory Council

Victorian Civil and Administrative Tribunal Rules Committee

Victims of Crime Consultative Committee

Victoria Law Foundation

Victoria Legal Aid

Victoria Legal Aid Panel of Independent Reviews

Victorian Bar

Victorian Equal Opportunity and Human Rights Commission

Victorian Institute of Forensic Medicine

Victorian Law Reform Commission

Victorian Legal Admissions Board

Victorian Legal Services Board

Victorian Professional Standards Council

Victorian Traditional Owners Trust

Judicial and quasi-judicial bodies

Children's Court of Victoria

Coroners Court of Victoria

County Court of Victoria

Magistrates' Court of Victoria

Municipal Electoral Tribunals

Supreme Court of Victoria

Victims of Crime Assistance Tribunal

Victorian Civil and Administrative Tribunal

Workplace Safety

Statutory offices

Convenor of Medical Panels

Statutory authorities

Accident Compensation Conciliation Service

Victorian Asbestos Eradication Agency

Victorian Work Cover Authority

Workplace Incidents Consultative Committee

Consumer Affairs, Gaming and Liquor Regulation

Statutory offices

Arbitrator, Sale of Land Act

Director of Consumer Affairs Victoria

Statutory authorities

Business Licensing Authority

Commissioner for Residential Tenancies

Consumer Policy Research Centre

Estate Agents Council

Independent Review Panel

Liquor Control Advisory Council

Motor Car Traders Claims Committee

Residential Tenancies Bond Authority
Responsible Gambling Ministerial Advisory Council
Sex Work Ministerial Advisory Committee
Victorian Commission for Gambling
and Liquor Regulation
Victorian Responsible Gambling Foundation

Corrections

Statutory authorities

Adult Parole Board
Justice Health Ministerial Advisory Committee
Ministerial Community Advisory Committee (Custodial
Community Permit Program)
Post Sentence Authority
Women's Correctional Services Advisory Committee

Emergency Services

Statutory offices

Emergency Management Commissioner
Fire Rescue Commissioner and Deputy Fire Rescue
Commissioners
Fire Services Implementation Monitor
Inspector-General for Emergency Management

Administrative offices

Bushfire Recovery Victoria
COVID-19 Quarantine Victoria

Statutory authorities

Country Fire Authority
Country Fire Authority Appeals Commission
Emergency Management Victoria
Emergency Services Telecommunications Authority
Fire District Review Panel
Fire Rescue Victoria
Fire Rescue Victoria Appeals Commission
Victoria State Emergency Service Authority

Police

Statutory offices

Chief Commissioner and Deputy Commissioners
of Police
Chief Examiner and Examiner (jointly administered
with the Attorney-General)
Road Safety Camera Commissioner
Road Safety Camera Commissioner Reference Group

Statutory authorities

Firearms Appeals Committee
Police Registration and Services Board

Portfolio agencies

Victoria Police

Youth Justice

Statutory authorities

Youth Parole Board

5. Acts administered by justice and community safety portfolios as at 30 June 2021

Attorney- General

Acts Enumeration and Revision Act 1958

Administration and Probate Act 1958

Administrative Law Act 1978

Adoption Act 1984

Age of Majority Act 1977

Appeal Costs Act 1998

Attorney-General and Solicitor-General Act 1972

Bail Act 1977 – Except:

- Section 3B (this section is jointly and severally administered with the Minister for Youth Justice)

Births, Deaths and Marriages Registration Act 1996

Change or Suppression (Conversion) Practices Prohibition Act 2021

Charities Act 1978

Charter of Human Rights and Responsibilities Act 2006

Children, Youth and Families Act 2005 – Except:

- Chapters 3 and 4 (these Chapters are jointly and severally administered with the Minister for Child Protection)
- Chapter 5 (except Division 2 of Part 5.2 and sections 359 and 359A) (these provisions are jointly and severally administered with the Minister for Youth Justice)
- Sections 359 and 359A (these sections are jointly and severally administered with the Minister for Victim Support and the Minister for Youth Justice)
- Part 6.2 (this Part is jointly and severally administered with the Minister for Youth Justice)

(The Act is otherwise jointly and severally administered with the Minister for Child Protection and the Minister for Youth Justice)

Choice of Law (Limitation Periods) Act 1993

Civil Procedure Act 2010

Classification (Publications, Films and Computer Games) (Enforcement) Act 1995

Commercial Arbitration Act 2011

Commonwealth Places (Administration of Laws) Act 1970

Commonwealth Powers (De Facto Relationships) Act 2004

Commonwealth Powers (Family Law-Children) Act 1986

Confiscation Act 1997 – Except:

- Section 134 (this section is jointly and severally administered with the Minister for Crime Prevention)

Constitution Act 1975 –

- Part III
- Division 1 of Part IIIA (this Division is jointly administered with the Premier)
- Divisions 3 to 6 of Part IIIA
- Section 88 in so far as it relates to the appointment of Crown Counsel and Crown Counsel (Advisings)

(The Act is otherwise administered by the Minister for Government Services, the Minister for Regulatory Reform, the Minister for Training and Skills and the Premier)

Constitution (Supreme Court) Act 1989

Constitutional Powers (Coastal Waters) Act 1980

Constitutional Powers (Request) Act 1980

Co-operative Schemes (Administrative Actions) Act 2001

Coroners Act 2008

Corporations (Administrative Actions) Act 2001

Corporations (Ancillary Provisions) Act 2001

Corporations (Commonwealth Powers) Act 2001

Corporations (Victoria) Act 1990

Council of Law Reporting in Victoria Act 1967

County Court Act 1958

Court Security Act 1980

Court Services Victoria Act 2014

Courts (Case Transfer) Act 1991

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 2.1 (this Part is jointly and severally administered with the Minister for Corrections, the Minister for Police and Emergency Services, the Minister for Victim Support and the Minister for Youth Justice)
- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and severally administered with the Minister for Corrections, the Minister for Police and Emergency Services, the Minister for Victim Support and the Minister for Youth Justice)

(The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Corrections, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Workplace Safety, the Minister for Youth Justice and the Premier)

Crimes Act 1958

Crimes at Sea Act 1999

Crimes (Assumed Identities) Act 2004

Crimes (Controlled Operations) Act 2004

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 – Except:

- Sections 38C–38E, 38ZW, 42, 46 and 74 (these sections are jointly and severally administered with the Minister for Victim Support)
- Sections 48–55, 57A, 57B, 58, 58A and 60–63(1), Division 3 of Part 7 and Part 7A (these provisions are jointly administered with the Minister for Disability, Ageing and Carers and the Minister for Mental Health)
- Part 5A (this Part is jointly administered with the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Youth Justice)
- Part 7C (this Part is jointly administered with the Minister for Mental Health)

Criminal Organisations Control Act 2012

Criminal Procedure Act 2009

Crown Proceedings Act 1958

Defamation Act 2005

Domestic Building Contracts Act 1995 –

- Part 5

(The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation)

Domicile Act 1978

Electoral Act 2002 –

- Part 8

(The Act is otherwise administered by the Minister for Government Services and the Premier)

Electronic Transactions (Victoria) Act 2000

Equal Opportunity Act 2010

Evidence Act 2008

Evidence (Miscellaneous Provisions) Act 1958

Family Violence Protection Act 2008 – Except:

- Parts 5A, 5B and 11, Division 1A of Part 13, sections 210A and 210B (these provisions are administered by the Minister for Prevention of Family Violence)

(The Act is otherwise jointly and severally administered with the Minister for Prevention of Family Violence)

Federal Courts (State Jurisdiction) Act 1999

Fences Act 1968

Fines Reform Act 2014

Foreign Judgments Act 1962

Fortification Removal Act 2013

Freedom of Information Act 1982

Guardianship and Administration Act 2019

Honorary Justices Act 2014

Imperial Acts Application Act 1980

Imprisonment of Fraudulent Debtors Act 1958

Independent Broad-based Anti-corruption Commission Act 2011

Infringements Act 2006

Instruments Act 1958 – Except:

- In so far as it relates to the functions of the Registrar-General and the management of the Office of the Registrar-General (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

Interpretation of Legislation Act 1984

Judgment Debt Recovery Act 1984

Judicial College of Victoria Act 2001

Judicial Commission of Victoria Act 2016

Judicial Entitlements Act 2015

Judicial Proceedings Reports Act 1958

Juries Act 2000

Jurisdiction of Courts (Cross-vesting) Act 1987

Jury Directions Act 2015

Land Acquisition and Compensation Act 1986

Land Act 1958 –

- In so far as it relates to the exercise of powers relating to leases and licences under Subdivisions 1 and 2 of Division 9 of Part I in respect of land described as Crown Allotment 22D of Section 30, Parish of Melbourne North being the site of the Victorian County Court
- In so far as it relates to the land described as Crown Allotment 16 of Section 5, Elwood, Parish of Prahran being the site of the former Elwood Police Station:
 - » Except Division 6 of Part I, Subdivision 3 of Division 9 of Part I, section 209 and the remainder of the Act where it relates to the sale and alienation of Crown Lands as set out in Administrative Arrangements Order No. 58 (these provisions are administered by the Assistant Treasurer)
 - » Except sections 201, 201A and 399
- Sections 22C–22E
- Sections 201, 201A and 399 in so far as they relate to the land described as Crown Allotment 16 of Section 5, Elwood, Parish of Prahran being the site of the former Elwood Police Station (in so far as they relate to that land, these provisions are jointly administered with the Assistant Treasurer)

(The Act is otherwise administered by the Assistant Treasurer, the Minister for Corrections, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Government Services, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads and Road Safety)

Land Titles Validation Act 1994

Legal Aid Act 1978

Legal Identity of Defendants (Organisational Child Abuse) Act 2018

Legal Profession Uniform Law Application Act 2014

Legal Profession Uniform Law (Victoria)

Leo Cussen Institute (Registration as a Company) Act 2011

Limitation of Actions Act 1958

Local Government Act 1989 –

- Sections 44-46, 48 and 49
- Sections 223A, 223B and 223C
- Sections 223BA-223BM
- Section 243 in so far as it relates to municipal electoral tribunals and inspectors of municipal administration (these sections are jointly and severally administered with the Minister for Local Government)
- Schedule 4

(The Act is otherwise administered by the Minister for Local Government, the Minister for Planning and the Minister for Roads and Road Safety)

Local Government Act 2020 –

- Division 4 of Part 7
- Division 11 of Part 8
- Sections 314 to 317, 325 and 327 in so far as these sections relate to the Chief Municipal Inspector (these sections are jointly and severally administered with the Minister for Local Government)
- Sections 325, 326 and 327 in so far as these sections relate to VCAT's jurisdiction under Division 11 of Part 8 (these sections are jointly and severally administered with the Minister for Local Government)

(The Act is otherwise administered by the Minister for Local Government)

Magistrates' Court Act 1989

Maintenance Act 1965

Major Crime (Investigative Powers) Act 2004 – Except:

- Part 3 (this Part is jointly administered with the Minister for Police and Emergency Services)

Marriage Act 1958

National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018 –

- The Act is jointly and severally administered with the Minister for Victim Support

National Domestic Violence Order Scheme Act 2016

Oaths and Affirmations Act 2018

Ombudsman Act 1973 – Except:

- Sections 3 – 6 (these sections are administered by the Premier)

Open Courts Act 2013

Parliamentary Committees Act 2003 –

- Sections 7, 7A and 52 (in so far as these sections relate to public interest disclosures about conduct by or in the Victorian Inspectorate, these sections are jointly and severally administered with the Premier)

(The Act is otherwise administered by the Premier)

Penalty Interest Rates Act 1983

Perpetuities and Accumulations Act 1968

Personal Property Securities (Commonwealth Powers) Act 2009

Personal Property Securities (Statute Law Revision and Implementation) Act 2010

Personal Safety Intervention Orders Act 2010

Powers of Attorney Act 2014

Privacy and Data Protection Act 2014

Professional Standards Act 2003

Property Law Act 1958 – Except:

- In so far as it relates to the functions of the Registrar-General and the management of the Office of the Registrar-General (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

Public Interest Disclosures Act 2012

Public Interest Monitor Act 2011

Public Notaries Act 2001

Public Prosecutions Act 1994

Relationships Act 2008 –

- The Act is jointly and severally administered with the Minister for Equality

Religious and Successory Trusts Act 1958

Residential Tenancies Act 1997 –

- Part 11 (except subsection 447(1) and section 480)

(The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Disability, Ageing and Carers, the Minister for Housing and the Minister for Planning)

Royal Victorian Institute for the Blind and other Agencies (Merger) Act 2005

Sentencing Act 1991 – Except:

- Division 1C of Part 3 and section 89F (these provisions are jointly and severally administered with the Minister for Victim Support)
- Subdivision 4 of Division 2 of Part 3 (this Subdivision is jointly administered with the Minister for Youth Justice)
- Division 2 of Part 3BA (this Division is jointly administered with the Minister for Disability, Ageing and Carers)
- Divisions 3 to 6 of Part 3A (these Divisions are jointly administered with the Minister for Corrections)

Settled Land Act 1958

Severe Substance Dependence Treatment Act 2010 –

- Sections 9-11 and 14-22

(The Act is otherwise administered by the Minister for Health)

Sheriff Act 2009

Spent Convictions Act 2021

St Andrew's Foundation Act 1997

Status of Children Act 1974

Summary Offences Act 1966

Supreme Court Act 1986

Surveillance Devices Act 1999

Telecommunications (Interception) (State Provisions) Act 1988

Terrorism (Commonwealth Powers) Act 2003

Terrorism (Community Protection) Act 2003 – Except:

- Part 4 (this Part is administered by the Minister for Police and Emergency Services)

Traditional Owner Settlement Act 2010

Transfer of Land Act 1958 – Except:

- In so far as it relates to the functions of the Registrar of Titles and the management of the Office of Titles (in so far as it relates to those matters, the Act is administered by the Minister for Planning)

Trustee Act 1958

Trustee Companies Act 1984 –

- The Act is jointly administered with the Treasurer

Unauthorized Documents Act 1958

Valuation of Land Act 1960 –

- Divisions 1 and 2 of Part III, Divisions 4 and 5 of Part III where they relate to the determination of appeals by a Land Valuation Division of the Victorian Civil and Administrative Tribunal and Part IV in so far as it relates to the administration of the above provisions

(The Act is otherwise administered by the Minister for Planning)

Vexatious Proceedings Act 2014

Victims' Charter Act 2006 –

- Section 21

(The Act is otherwise administered by the Minister for Victim Support)

Victims of Crime Assistance Act 1996 –

- The Act is jointly and severally administered with the Minister for Victim Support

Victims of Crime Commissioner Act 2015 –

- The Act is jointly and severally administered with the Minister for Victim Support

Victoria Law Foundation Act 2009

Victoria Park Land Act 1992

Victorian Civil and Administrative Tribunal Act 1998

Victorian Inspectorate Act 2011

Victorian Institute of Forensic Medicine Act 1985

Victorian Law Reform Commission Act 2000

Vital State Projects Act 1976 –

- Sections 5-16

(The Act is otherwise administered by the Premier)

Wills Act 1997

Working with Children Act 2005

Workplace Injury Rehabilitation and Compensation Act 2013 –

- Division 1 of Part 6

(The Act is otherwise jointly and severally administered by the Assistant Treasurer and the Minister for Workplace Safety)

Worker Screening Act 2020

Wrongs Act 1958

Minister for Consumer Affairs, Gaming and Liquor Regulation

Associations Incorporation Reform Act 2012

Australian Consumer Law and Fair Trading Act 2012

Business Licensing Authority Act 1998

Business Names (Commonwealth Powers) Act 2011

Casino Control Act 1991 – Except:

- Sections 128H-128L (except section 128K(2)) (these provisions are administered by the Minister for Planning)
- Section 128K(2) (this section is administered by the Assistant Treasurer)

Casino (Management Agreement) Act 1993

Chattel Securities Act 1987

Company Titles (Home Units) Act 2013

Consumer Credit (Victoria) Act 1995

Conveyancers Act 2006

Co-operatives National Law Application Act 2013

Co-operatives National Law (Victoria)

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 4 before the repeal of Chapter 4 (in so far as it does relate to those matters, this Part is jointly and severally administered with the Minister for Disability, Ageing and Carers and the Minister for Housing)

(The Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Workplace Safety, the Minister for Youth Justice and the Premier)

Credit Act 1984

Credit (Administration) Act 1984

Credit (Commonwealth Powers) Act 2010

Domestic Building Contracts Act 1995 – Except:

- Part 5 (this Part is administered by the Attorney-General)

Estate Agents Act 1980

Fundraising Act 1998

Funerals Act 2006

Gambling Regulation Act 2003 – Except:

- Section 2.2.6 (this section is administered by the Minister for Racing)
- Section 3.4.33 (this section is administered by the Treasurer)
- Division 1A and Division 2 of Part 2 of Chapter 4 (these Divisions are jointly administered with the Minister for Racing)
- Sections 4.3.12 and 6A.4.2 (these sections are administered by the Treasurer)
- Part 5 of Chapter 4 (this Part is jointly administered with the Minister for Racing)
- Division 1 of Part 3 of Chapter 10 (this Division is administered by the Treasurer)
- Part 6A of Chapter 4 (this Part is administered by the Treasurer)

Goods Act 1958

Liquor Control Reform Act 1998

Motor Car Traders Act 1986

Owners Corporations Act 2006

Partnership Act 1958

Professional Engineers Registration Act 2019

Residential Tenancies Act 1997 –

- Sections 23A-25, 27, 32, 33, 45-48, 74-77, 82, 90, 91, 91A, 102, 102A, 103, 104(1), 104(4), 104(5), 104(6), 105(2), 105(2A), 105(3), 124, 128, 130-134, 141-142B, 142D-212, 213AA-215, 230, 232-234, 241, 277, 289A, 291-327, 329-333, 335-339, 341, 343-366, 373-376, 385, 388, 388A, 390, 390A, 395-398, 399A-439M, 480, 486-499, 501-504 and 505A-510C
- Section 66(1) (this section is jointly administered with the Minister for Housing)
- Section 142C (this section is jointly and severally administered with the Minister for Housing)
- Part 12A and section 511 (these provisions are jointly and severally administered with the Minister for Disability, Ageing and Carers and the Minister for Housing)
- Part 16 (this Part is jointly and severally administered with the Minister for Disability, Ageing and Carers and the Minister for Housing)

(The Act is otherwise administered by the Attorney-General, the Minister for Housing and the Minister for Planning)

Retirement Villages Act 1986

Rooming House Operators Act 2016

Sale of Land Act 1962

Second-Hand Dealers and Pawnbrokers Act 1989

Sex Work Act 1994

Subdivision Act 1988 –

- Part 5
- Section 43 (in so far as it relates to Part 5)

(The Act is otherwise administered by the Minister for Planning)

Travel Agents Repeal Act 2014

Veterans Act 2005 –

- Part 4

(The Act is otherwise administered by the Minister for Veterans)

Victorian Commission for Gambling and Liquor Regulation Act 2011

Victorian Responsible Gambling Foundation Act 2011

Warehousemen's Liens Act 1958

Minister for Corrections

Community Based Sentences (Transfer) Act 2012

Corrections Act 1986

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 2.1 (this Part is jointly and severally administered with the Attorney-General, the Minister for Police and Emergency Services, the Minister for Victim Support and the Minister for Youth Justice)
- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and severally administered with the Attorney-General, the Minister for Police and Emergency Services, the Minister for Victim Support and the Minister for Youth Justice)

(The Act is otherwise administered by the Attorney-General, the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Workplace Safety, the Minister for Youth Justice and the Premier)

Crown Land (Reserves) Act 1978 –

- Sections 17B, 17BAA, 17BA, 17CA, 17D, 17DAA, 18A and 18B, in so far as they relate to the exercise of powers in relation to the land shown as:
 - » Crown Allotments 15 and 16, Section B1, Parish of Ararat, on Certified Plan OP124799 lodged in the Central Plan Office
 - » Crown Allotment 2046, Parish of Derrimut, on Certified Plan OP123486 lodged in the Central Plan Office

(The Act is otherwise administered by the Assistant Treasurer, the Minister for Business Precincts, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Ports and Freight, the Minister for Tourism, Sport and Major Events and the Premier)

International Transfer of Prisoners (Victoria) Act 1998

Land Act 1958 –

- In so far as it relates to the exercise of powers relating to leases and licences under Subdivision 1 of Division 9 of Part I in respect of –
 - » land shown as Crown Allotment 2128, Parish of Truganina, on Certified Plan OP125393 lodged in the Central Plan Office
 - » land shown as Crown Allotment 26C, Parish of Wurruk Wurruk, on Certified Plan OP116432 lodged in the Central Plan Office

(The Act is otherwise administered by the Assistant Treasurer, the Attorney-General, the Minister for Creative Industries, the Minister for Energy, Environment and Climate Change, the Minister for Government Services, the Minister for Health, the Minister for Ports and Freight and the Minister for Roads and Road Safety)

Parole Orders (Transfer) Act 1983

Prisoners (Interstate Transfer) Act 1983

Sentencing Act 1991 –

- Divisions 3–6 of Part 3A (these Divisions are jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Victim Support and the Minister for Youth Justice)

Serious Offenders Act 2018 – Except:

- Sections 134, 135, 153 and 154 (these sections are jointly and severally administered with the Minister for Victim Support)

Minister for Crime Prevention

Confiscation Act 1997 –

- Section 134 (this section is jointly and severally administered with the Attorney-General)

Crime Statistics Act 2014 –

- The Act is jointly and severally administered with the Minister for Police and Emergency Services

Minister for Police and Emergency Services

Australian Crime Commission (State Provisions) Act 2003

Control of Weapons Act 1990

Country Fire Authority Act 1958

Crime Statistics Act 2014 –

- The Act is jointly and severally administered with the Minister for Crime Prevention

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 2.1 (this Part is jointly and severally administered with the Attorney-General, the Minister for Corrections, the Minister for Victim Support and the Minister for Youth Justice)
 - » Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and

severally administered with the Attorney-General, the Minister for Corrections, the Minister for Victim Support and the Minister for Youth Justice)

(The Act is otherwise administered by the Attorney-General, the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Corrections, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Workplace Safety, the Minister for Youth Justice and the Premier)

Emergency Management Act 1986

Emergency Management Act 2013

Emergency Services Telecommunications Authority Act 2004

Firearms Act 1996

Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019

Fire Rescue Victoria Act 1958

Graffiti Prevention Act 2007

Health Services Act 1988 –

- Sections 42, 58(1)(a) to (e), 59, 66, 66A, 141(3)(h), 143, 144, 145, 146 and 157 in so far as those provisions relate to people in Victoria who, for the purpose of eliminating or reducing the serious risk to public health posed by the COVID-19 pandemic, are detained in or directed to remain in, or are staying in, quarantine, isolation or emergency accommodation at a place (being a hotel or other facility or class of facility), designated by the Minister for Police and Emergency Services and published in the Government Gazette
- Sections 11A, Division 8A of Part 3, sections 65XB(1) (h), 69E, 134X and 134Y in so far as those provisions relate to people in Victoria who, for the purpose of eliminating or reducing the serious risk to public health posed by the COVID-19 pandemic, are detained in or directed to remain in, or are staying in, quarantine, isolation or emergency accommodation at a place (being a hotel or other facility or class of facility), designated by the Minister for Police and Emergency Services and published in the Government Gazette (in so far as they relate to those matters, these provisions are jointly and severally administered with the Minister for Health)

(The Act is otherwise administered by the Minister for Health)

Major Crime (Investigative Powers) Act 2004 –

- Part 3 (this Part is jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General)

Police Assistance Compensation Act 1968 –

- The Act is jointly and severally administered with the Minister for Victim Support

Police Regulation (Pensions) Act 1958 – Except:

- Part III (this Part is administered by the Assistant Treasurer)

Public Health and Wellbeing Act 2008 –

- Sections 3 to 11, 15, 17 to 19, 20(2), 20(3), 20(6), 21 to 23, 28, 30, 31, Division 4 of Part 5, Divisions 1 and 2 of Part 8, Parts 9 and 10 (except section 198), section 208, Divisions 2 to 6 of Part 11 (except sections 233, 235, 236 and 237) in so far as those provisions relate to people in Victoria who, for the purpose of eliminating or reducing the serious risk to public health posed by the COVID-19 pandemic, are detained in or directed to remain in, or are staying in, quarantine, isolation or emergency accommodation at a place (being a hotel or other facility or class of facility), designated by the Minister for Police and Emergency Services and published in the Government Gazette

(The Act is otherwise administered by the Minister for Health)

Private Security Act 2004

Road Safety Camera Commissioner Act 2011

Seamen’s Act 1958

Sex Offenders Registration Act 2004

Terrorism (Community Protection) Act 2003 –

- Part 4

(The Act is otherwise administered by the Attorney-General)

Unlawful Assemblies and Processions Act 1958

Victoria Police Act 2013

Victoria State Emergency Service Act 2005

Witness Protection Act 1991

Minister for Victim Support

Children, Youth and Families Act 2005 –

- Sections 359 and 359A (these sections are jointly and severally administered with the Attorney-General and the Minister for Youth Justice)

(The Act is otherwise administered by the Attorney-General, the Minister for Child Protection and the Minister for Youth Justice)

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 –

- Sections 38C-38E, 38ZW, 42, 46 and 74 (these sections are jointly and severally administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Youth Justice)

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 2.1 (this Part is jointly and severally administered with the Attorney-General, the Minister for Corrections, the Minister for Police and Emergency Services and the Minister for Youth Justice)

- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and severally administered with the Attorney-General, the Minister for Corrections, the Minister for Police and Emergency Services and the Minister for Youth Justice)

(The Act is otherwise administered by the Attorney-General, the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Corrections, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Workplace Safety, the Minister for Youth Justice and the Premier)

National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018

- The Act is jointly and severally administered with the Attorney-General

Police Assistance Compensation Act 1968 –

- The Act is jointly and severally administered with the Minister for Police and Emergency Services

Sentencing Act 1991 –

- Division 1C of Part 3 and section 89F (these provisions are jointly and severally administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Disability, Ageing and Carers and the Minister for Youth Justice)

Serious Offenders Act 2018 –

- Sections 134, 135, 153 and 154 (these sections are jointly and severally administered with the Minister for Corrections)

Victims’ Charter Act 2006 – Except:

- Section 21 (this section is administered by the Attorney-General)

Victims of Crime Assistance Act 1996 –

- The Act is jointly and severally administered with the Attorney-General

Victims of Crime Commissioner Act 2015 –

- The Act is jointly and severally administered with the Attorney-General

Minister for Workplace Safety

Accident Compensation Act 1985

Accident Compensation (Occupational Health and Safety) Act 1996

Asbestos Diseases Compensation Act 2008

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Part 5.7 before the repeal of Part 5.7

(The Act is otherwise administered by the Attorney-General, the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Corrections, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Youth Justice and the Premier)

Dangerous Goods Act 1985

Equipment (Public Safety) Act 1994

Occupational Health and Safety Act 2004

Workers Compensation Act 1958 – Except:

- Division 8 of Part 1 (this Division is administered by the Treasurer)

Workplace Injury Rehabilitation and Compensation Act 2013 – Except:

- Division 1 of Part 6 (this Division is administered by the Attorney-General)
- Sections 492-495 in so far as they relate to WorkSafe's budget, financial reporting and management of the WorkCover Authority Fund (in so far as they relate to those matters, these sections are jointly administered with the Assistant Treasurer)
- Sections 515-518 (these sections are jointly administered with the Assistant Treasurer)

Minister for Youth Justice

Bail Act 1977 –

- Section 3B (this section is jointly and severally administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General)

Children, Youth and Families Act 2005 – Except:

- Chapters 3 and 4 (these Chapters are jointly and severally administered by the Attorney-General and the Minister for Child Protection)
- Chapter 5 (except Division 2 of Part 5.2 and sections 359 and 359A) (these provisions are jointly and severally administered with the Attorney-General)
- Sections 359 and 359A (these sections are jointly and severally administered with the Attorney-General and the Minister for Victim Support)
- Part 6.2 (this Part is jointly and severally administered with the Attorney-General)

(The Act is otherwise jointly and severally administered with the Attorney-General and the

Minister for Child Protection)

Commission for Children and Young People Act 2012 – Except:

- Part 4 (this Part is administered by the Minister for Child Protection)

(The Act is otherwise jointly and severally administered with the Minister for Child Protection)

COVID-19 Omnibus (Emergency Measures) Act 2020 –

- Part 2.1 (this Part is jointly and severally administered with the Attorney-General, the Minister for Corrections, the Minister for Police and Emergency Services and the Minister for Victim Support)
- Part 6.1 in so far as it relates to the making of regulations relating to the repeal of provisions inserted into an Act by Chapter 3 before the repeal of Chapter 3 (in so far as it does relate to those matters, this Part is jointly and severally administered with the Attorney-General, the Minister for Corrections, the Minister for Police and Emergency Services and the Minister for Victim Support)

(The Act is otherwise administered by the Attorney-General, the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Corrections, the Minister for Disability, Ageing and Carers, the Minister for Early Childhood, the Minister for Education, the Minister for Energy, Environment and Climate Change, the Minister for Health, the Minister for Housing, the Minister for Industry Support and Recovery, the Minister for Local Government, the Minister for Planning, the Minister for Police and Emergency Services, the Minister for Small Business, the Minister for Training and Skills, the Minister for Victim Support, the Minister for Workplace Safety and the Premier)

Crimes (Mental Impairment and Unfitness to be Tried) Act 1997 –

- Part 5A (this Part is jointly administered with the Attorney-General, the Minister for Disability, Ageing and Carers and the Minister for Mental Health)

(The Act is otherwise administered by the Attorney-General, the Minister for Disability, Ageing and Carers, the Minister for Mental Health and the Minister for Victim Support)

Sentencing Act 1991 –

- Subdivision 4 of Division 2 of Part 3 (this Subdivision is jointly administered with the Attorney-General)

(The Act is otherwise administered by the Attorney-General, the Minister for Corrections, the Minister for Disability, Ageing and Carers and the Minister for Victim Support)

6. Legislation enacted in 2020–21 (passed between 1 July 2020 and 30 June 2021)

Attorney-General

Change or Suppression (Conversion) Practices Prohibition Act 2021

Justice Legislation Amendment (Drug Court and Other Matters) Act 2020

Justice Legislation Amendment (Supporting Victims and Other Matters) Act 2020

Justice Legislation Amendment (System Enhancements and Other Matters) Act 2021

Spent Convictions Act 2021

Summary Offences Amendment (Decriminalisation of Public Drunkenness) Act 2021

Worker Screening Act 2020

Minister for Consumer Affairs, Gaming and Liquor Regulation

Consumer and Other Acts Miscellaneous Amendments Act 2021

Consumer Legislation Amendment Act 2020

Owners Corporations and Other Acts Amendment Act 2021

Minister for Police and Emergency Services

Police and Emergency Legislation Amendment Act 2020

Public Health and Wellbeing Amendment (Quarantine Fees) Act 2020

Minister for Workplace Safety

Workplace Injury Rehabilitation and Compensation Amendment (Arbitration) Act 2021

Workplace Injury Rehabilitation and Compensation Amendment (Provisional Payments) Act 2021

7. People Management

Comparative workforce data

As at 30 June 2021

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	5,928	5,575	4,199	747	4,719	982	856
Man	4,919	4,806	4,130	80	4,186	709	620
Self-described ^(b)	10	8	6	1	6	3	2
AGE							
15–24	303	286	147	5	150	151	136
25–34	2,854	2,763	2,142	168	2,257	544	506
35–44	2,963	2,814	2,204	346	2,445	413	369
45–54	2,577	2,489	2,114	162	2,231	301	258
55–64	1,767	1,686	1,436	107	1,510	224	176
65+	393	351	292	40	318	61	33
CLASSIFICATIONS							
VPS 1-6	4446	4193	3114	546	3495	786	698
VPS 1	5	5	0	0	0	5	5
VPS 2	730	660	470	108	540	152	120
VPS 3	927	880	636	105	708	186	172
VPS 4	996	926	708	125	793	163	133
VPS 5	1055	1014	764	122	853	169	161
VPS 6	733	708	536	86	601	111	107
Senior Employees	151	149	139	9	146	3	3
STS	22	22	18	1	19	3	3
Executives	129	127	121	8	127	0	0
Allied Health	157	143	110	37	135	10	8
Allied Health 1	9	9	8	0	8	1	1
Allied Health 2	95	87	68	25	85	2	2
Allied Health 3	53	47	34	12	42	7	5
Allied Health 4	59	53	37	13	46	9	7
Community Corrections Practitioner	992	939	779	106	851	107	88
CCP Grade 1	57	39	15	2	16	40	23
CCP Grade 2	89	86	70	8	75	11	11
CCP Grade 3	401	389	324	36	349	41	40
CCP Grade 4	365	347	298	54	335	13	12
CCP Grade 5	70	68	63	6	67	1	1
CCP Grade 6	10	10	9	0	9	1	1
Custodial Officers	3,514	3,423	3,117	31	3,135	366	288
COG 1	80	80	0	0	0	80	80
COG 2a	2,317	2,228	2,009	25	2,023	283	205
COG 2b	762	761	756	4	759	2	2
COG 3	273	272	270	2	271	1	1
COG 4	58	58	58	0	58	0	0

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
COG 5	10	10	10	0	10	0	0
COG 6	12	12	12	0	12	0	0
COG 7	2	2	2	0	2	0	0
Sheriff's Officers	132	131	130	2	131	0	0
Trainee Sherriff's Officers	0	0	0	0	0	0	0
Sheriff's Officer	0	0	0	0	0	0	0
Senior Sheriff's Officer	104	103	102	2	103	0	0
Supervisor	18	18	18	0	18	0	0
Regional Manager	8	8	8	0	8	0	0
Deputy Sheriff	2	2	2	0	2	0	0
Children Youth and Family Workers	252	238	185	38	211	29	27
CYF Grade 1	4	3	1	2	2	1	1
CYF Grade 2	76	75	53	4	56	19	19
CYF Grade 3	99	91	71	20	85	8	6
CYF Grade 4	33	31	26	6	30	1	1
CYF Grade 5	20	19	17	3	19	0	0
CYF Grade 6	20	19	17	3	19	0	0
Youth Justice Workers	617	591	513	16	525	88	66
YJW Grade 1	490	465	390	15	402	85	63
YJW Grade 2	81	80	78	1	78	2	2
YJW Grade 3	10	10	10	0	10	0	0
YJW Grade 4	22	22	22	0	22	0	0
YJW Grade 5	12	12	11	0	11	1	1
YJW Grade 6	2	2	2	0	2	0	0
Other	8	7	1	3	3	4	4
Legal Officers	8	7	1	3	3	4	4
Total employees	10,857	10,389	8,335	828	8,911	1,694	1,478

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (PAA) (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

This data excludes Victorian Institute of Forensic Medicine medical staff.

This data includes public service employee numbers for discrete agencies that are serviced by staff employed by the department's Secretary including for the Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission. These employees have been reported in both the Department of Justice and Community Safety's annual report and the annual report prepared by the Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission.

The Public Interest Monitor is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. This agency does not produce its own annual report.

- As at 30 June 2021, the Office had two employees (1.4 FTE). One employee was ongoing part time (0.6 FTE) and one employee was fixed term part time (0.8 FTE)
- As at 30 June 2020, the Office had two ongoing, part time employees (1.4 FTE).

The following agencies are discrete agencies within the justice and community safety portfolio. The heads of these agencies are public service body heads who employ public servants independent of the departmental Secretary. These agencies are required to produce their own annual reports. Employee numbers for the following agencies are published in their annual reports:

- Office of Public Prosecutions
- Road Safety Camera Commissioner
- Victoria Police
- Victorian Electoral Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Responsible Gambling Foundation.

As at 30 June 2020

	All employees				Ongoing ^(a)		Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE	
GENDER								
Woman	5,469	5,134	3,964	684	4,438	821	696	
Man	4,727	4,624	4,081	78	4,135	568	489	
Self-described ^(b)	5	4	4	1	4	0	0	
AGE								
15-24	377	359	215	10	222	152	137	
25-34	2,762	2,671	2,153	182	2,279	427	392	
35-44	2,688	2,552	2,083	289	2,283	316	269	
45-54	2,446	2,363	2,037	147	2,139	262	224	
55-64	1,610	1,538	1,330	97	1,398	183	140	
65+	318	279	231	38	256	49	23	
CLASSIFICATIONS								
VPS 1-6	4,446	4,193	3,114	546	3,495	786	698	
VPS 1	5	5	0	0	0	5	5	
VPS 2	730	660	470	108	540	152	120	
VPS 3	927	880	636	105	708	186	172	
VPS 4	996	926	708	125	793	163	133	
VPS 5	1,055	1,014	764	122	853	169	161	
VPS 6	733	708	536	86	601	111	107	
Senior Employees	151	149	139	9	146	3	3	
STS	22	22	18	1	19	3	3	
Executives	129	127	121	8	127	0	0	
Allied Health	157	143	110	37	135	10	8	
Allied Health 1	0	0	0	0	0	0	0	
Allied Health 2	9	9	8	0	8	1	1	
Allied Health 3	95	87	68	25	85	2	2	
Allied Health 4	53	47	34	12	42	7	5	
Community Corrections Practitioner	1,009	972	822	87	880	100	92	
CCP Grade 1	55	48	16	2	18	37	30	
CCP Grade 2	106	103	83	9	89	14	14	
CCP Grade 3	430	420	365	26	382	39	38	
CCP Grade 4	342	326	286	46	316	10	10	
CCP Grade 5	68	67	64	4	67	0	0	
CCP Grade 6	8	8	8	0	8	0	0	
Custodial Officers	3,438	3,342	3,029	30	3,047	379	295	
COG 1	54	54	1	0	1	53	53	
COG 2a	2,284	2,190	1,936	23	1,949	325	241	
COG 2b	754	753	748	5	752	1	1	
COG 3	273	272	272	1	272	0	0	
COG 4	51	51	51	0	51	0	0	
COG 5	8	8	8	0	8	0	0	
COG 6	12	12	11	1	12	0	0	

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
COG 7	2	2	2	0	2	0	0
Sheriff's Officers	143	143	142	1	143	0	0
Trainee Sherriff's Officers	0	0	0	0	0	0	0
Sheriff's Officer	0	0	0	0	0	0	0
Senior Sheriff's Officer	115	115	114	1	115	0	0
Supervisor	18	18	18	0	18	0	0
Regional Manager	8	8	8	0	8	0	0
Deputy Sheriff	2	2	2	0	2	0	0
Children Youth and Family Workers	253	238	168	43	199	42	39
CYF Grade 1	11	9	4	2	5	5	4
CYF Grade 2	79	76	51	5	54	23	22
CYF Grade 3	98	90	61	24	78	13	12
CYF Grade 4	30	29	23	6	28	1	1
CYF Grade 5	18	17	14	4	17	0	0
CYF Grade 6	17	17	15	2	17	0	0
Youth Justice Workers	597	577	523	5	527	69	50
YJW Grade 1	501	481	429	4	432	68	49
YJW Grade 2	55	55	54	1	55	0	0
YJW Grade 3	9	9	8	0	8	1	1
YJW Grade 4	21	21	21	0	21	0	0
YJW Grade 5	9	9	9	0	9	0	0
YJW Grade 6	2	2	2	0	2	0	0
Other	7	5	2	5	5	0	0
Legal Officers	7	5	2	5	5	0	0
Total employees	10,201	9,762	8,049	763	8,577	1,389	1,185

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

This data excludes Victorian Institute of Forensic Medicine medical staff.

This data includes public service employee numbers for discrete agencies that are serviced by staff employed by the department's Secretary including for the Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission. These employees have been reported in both the Department of Justice and Community Safety's annual report and the annual report prepared by the Office of Public Advocate, Victorian Institute of Forensic Medicine and the Victorian Law Reform Commission.

The Public Interest Monitor is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. This agency does not produce its own annual report.

- As at 30 June 2021, the Office had two employees (1.4 FTE). One employee was ongoing part time (0.6 FTE) and one employee was fixed term part time (0.8 FTE)
- As at 30 June 2020, the Office had two ongoing, part time employees (1.4 FTE).

The following agencies are discrete agencies within the justice and community safety portfolio. The heads of these agencies are public service body heads who employ public servants independent of the departmental Secretary. These agencies are required to produce their own annual reports. Employee numbers for the following agencies are published in their annual reports:

- Office of Public Prosecutions
- Road Safety Camera Commissioner
- Victoria Police
- Victorian Electoral Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Commission for Gambling and Liquor Regulation
- Victorian Responsible Gambling Foundation.

Workforce data: Victorian Government Solicitor's Office

The Victorian Government Solicitor's Office is a discrete agency within the justice and community safety portfolio. The head of this agency is a public service body head who employs public servants independent of the departmental Secretary. As this agency does not produce its own annual report, employee numbers are reported below.

As at 30 June 2021

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	203	188	140	47	172	16	16
Man	62	60	46	3	48	13	12
Self-described ^(b)	0	0	0	0	0	0	0
AGE							
Under 25	9	9	5	0	5	4	4
25–34	117	115	96	4	99	17	16
35–44	88	77	47	35	71	6	6
45–54	33	31	23	8	29	2	2
55–64	14	14	12	2	14	0	0
Over 64	4	4	3	1	4	0	0
CLASSIFICATIONS							
VPS 1-6	106	98	64	20	77	22	21
VPS 1	0	0	0	0	0	0	0
VPS 2	43	42	27	1	28	15	14
VPS 3	32	27	15	13	23	4	4
VPS 4	16	15	12	3	14	1	1
VPS 5	8	7	7	1	7	0	0
VPS 6	7	7	3	2	5	2	2
Senior Employees	15	14	11	4	14	0	0
STS	8	7	4	4	7	0	0
Executives	7	7	7	0	7	0	0
Legal Officers	144	136	111	26	129	7	7
Solicitor 2	31	31	29	1	30	1	1
Solicitor 3	26	26	23	0	23	3	3
Senior Solicitor	33	32	29	2	30	2	2
Principal Solicitor	54	47	30	23	46	1	1
Total employees	265	248	186	50	220	29	28

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	188	171	111	48	143	29	28
Man	52	51	37	4	40	11	11
Self-described ^(b)	0	0	0	0	0	0	0
AGE							
Under 25	13	13	8	0	8	5	5
25–34	105	103	70	8	76	27	27
35–44	75	62	35	33	56	7	6
45–54	32	29	21	10	28	1	1
55–64	14	14	13	1	14	0	0
Over 64	1	1	1	0	1	0	0
CLASSIFICATIONS							
VPS 1-6	145	136	84	24	100	37	36
VPS 1	0	0	0	0	0	0	0
VPS 2	40	39	19	1	20	20	19
VPS 3	51	45	25	14	33	12	12
VPS 4	19	18	15	2	16	2	2
VPS 5	16	15	11	4	14	1	1
VPS 6	19	19	14	3	17	2	2
Senior Employees	11	11	9	2	11	0	0
STS	5	5	3	2	5	0	0
Executives	6	6	6	0	6	0	0
Legal Officers	84	75	55	26	72	3	3
Solicitor 2	7	7	5	0	5	2	2
Solicitor 3	11	11	10	1	11	0	0
Senior Solicitor	25	23	20	4	22	1	1
Principal Solicitor	41	34	20	21	34	0	0
Total employees	240	222	148	52	183	40	39

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Workforce data: Local Government Inspectorate

The Local Government Inspectorate is an administrative office established under section 11 of the *Public Administration Act 2004* within the justice and community safety portfolio. The head of this agency is an administrative office head who employs public servants independent of the departmental Secretary. As this agency does not produce its own financial annual report, employee numbers are reported below.

As at 30 June 2021

	All employees		Ongoing ^(a)		Fixed-term and casual		
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	6	6	5	0	5	1	1
Man	4	4	4	0	4	0	0
Self-described ^(b)	0	0	0	0	0	0	0
AGE							
15-24	0	0	0	0	0	0	0
25-34	3	3	2	0	2	1	1
35-44	2	2	2	0	2	0	0
45-54	4	4	4	0	4	0	0
55-64	1	1	1	0	1	0	0
65+	0	0	0	0	0	0	0
CLASSIFICATIONS							
VPS 1-6	10	10	9	0	9	1	1
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	1	1	1	0	1	0	0
VPS 4	4	4	3	0	3	1	1
VPS 5	3	3	3	0	3	0	0
VPS 6	2	2	2	0	2	0	0
Senior Employees	0	0	0	0	0	0	0
STS	0	0	0	0	0	0	0
Executives	0	0	0	0	0	0	0
Total employees	10	10	9	0	9	1	1

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	7	7	7	0	7	0	0
Man	4	4	4	0	4	0	0
Self-described ^(b)	0	0	0	0	0	0	0
AGE							
15-24	1	1	1	0	1	0	0
25-34	2	2	2	0	2	0	0
35-44	4	4	4	0	4	0	0
45-54	3	3	3	0	3	0	0
55-64	1	1	1	0	1	0	0
65+	0	0	0	0	0	0	0
CLASSIFICATIONS							
VPS 1-6	11	11	11	0	11	0	0
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	1	1	1	0	1	0	0
VPS 4	4	4	4	0	4	0	0
VPS 5	4	4	4	0	4	0	0
VPS 6	2	2	2	0	2	0	0
Senior Employees	0	0	0	0	0	0	0
STS	0	0	0	0	0	0	0
Executives	0	0	0	0	0	0	0
Total employees	11	11	11	0	11	0	0

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

Workforce data: Bushfire Recovery Victoria

Bushfire Recovery Victoria is an administrative office established under section 11 of the *Public Administration Act 2004* within the justice and community safety portfolio. The head of this agency is an administrative office head who employs public servants independent of the departmental Secretary. As this agency does not produce its own annual report, employee numbers are reported below.

As at 30 June 2021

	All employees			Ongoing ^(a)		Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	82	78	30	1	31	51	47
Man	44	44	21	1	22	22	22
Self-described ^(b)	1	1	0	0	0	1	1
AGE							
15-24	2	2	1	0	1	1	1
25-34	30	28	14	0	14	16	14
35-44	48	46	18	1	19	29	27
45-54	30	30	13	1	14	16	16
55-64	15	15	5	0	5	10	10
65+	2	2	0	0	0	2	2
CLASSIFICATIONS							
VPS 1-6	108	104	34	2	36	72	68
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	6	4	1	0	1	5	3
VPS 4	31	31	7	0	7	24	24
VPS 5	37	35	11	2	13	24	22
VPS 6	34	34	15	0	15	19	19
Senior Employees	19	19	17	0	17	2	2
STS	1	1	0	0	0	1	1
Executives	18	18	17	0	17	1	1
Total employees	127	123	51	2	53	74	70

Notes:

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

As at 30 June 2020

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	24	23.5	9	0	9	15	14.5
Man	15	14.5	7	0	7	8	7.5
Self-described ^(b)	0	0	0	0	0	0	0
AGE							
15-24	0	0	0	0	0	0	0
25-34	9	8.5	3	0	3	6	5
35-44	11	11	6	0	6	5	5
45-54	14	13.5	6	0	6	8	7.5
55-64	4	4	1	0	1	3	3
65+	1	1	0	0	0	1	1
CLASSIFICATIONS							
VPS 1-6	22	21	2	0	2	20	19
VPS 1	0	0	0	0	0	0	0
VPS 2	0	0	0	0	0	0	0
VPS 3	1	1	0	0	0	1	1
VPS 4	10	10	0	0	0	10	10
VPS 5	1	1	1	0	1	0	0
VPS 6	10	9	1	0	1	9	8
Senior Employees	16	16	14	0	14	2	2
STS	1	1	0	0	0	1	1
Executives	15	15	14	0	14	1	1
Casual	1	1	0	0	0	1	1
Total employees	39	38	16	0	16	23	22

Notes:

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

- a 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- b From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.
- Bushfire Recovery Victoria began operations in January 2020. From 1 July 2020 it transferred to the Department of Justice and Community Safety from the DPC. June 2020 figures are those published in the DPC 2019-2020 annual report.

Workforce data: COVID-19 Quarantine Victoria

COVID-19 Quarantine Victoria is an administrative office established under section 11 of the *Public Administration Act 2004* within the justice and community safety portfolio. The head of this agency is an administrative office head who employs public servants independent of the departmental Secretary. As this agency does not produce its own annual report, employee numbers are reported below.

As at 30 June 2021

	All employees		Ongoing ^(a)			Fixed-term and casual	
	Head count	FTE	Full time (head count)	Part time (head count)	FTE	Head count	FTE
GENDER							
Woman	1,478	1,467	0	0	0	1,478	1,467
Man	1,588	1,585	0	0	0	1,588	1,585
Self-described ^(b)	7	7	0	0	0	7	7
AGE							
15-24	224	224	0	0	0	224	224
25-34	834	833	0	0	0	834	833
35-44	710	708	0	0	0	710	708
45-54	730	723	0	0	0	730	723
55-64	522	518	0	0	0	522	518
65+	53	53	0	0	0	53	53
CLASSIFICATIONS							
VPS 1-6	3,056	3,043	0	0	0	3,056	3,043
VPS 1	0	0	0	0	0	0	0
VPS 2	8	8	0	0	0	8	8
VPS 3	2,220	2,211	0	0	0	2,220	2,211
VPS 4	498	495	0	0	0	498	495
VPS 5	179	178	0	0	0	179	178
VPS 6	151	151	0	0	0	151	151
Senior Employees	17	16	0	0	0	17	16
STS	2	2	0	0	0	2	2
Executives	15	14	0	0	0	15	14
TOTAL EMPLOYEES	3,073	3,059	0	0	0	3,073	3,059

Notes:

All figures reflect active public service employees in the department, employed in the last full pay period in June each year.

The figures exclude those persons on leave without pay or absent on secondment, external contractors/consultants, temporary staff employed by employment agencies, and a small number of people who are appointees to a statutory office but not employees as defined in the PAA (such as persons appointed to a non-executive board member role, to an office of a commissioner or to a judicial office).

- 'Ongoing employee' means an employee engaged on an open-ended contract of employment and executives engaged on a standard executive contract who were active in the last pay period of June.
- From 2017-18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

COVID-19 Quarantine Victoria was established in December 2020, as a result, there were no 30 June 2020 figures to include for comparison.

Reconciliation of executive numbers at 30 June 2021

Executive numbers at 30 June 2021

For department purposes, a Senior Executive Service (SES) officer is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004*. For a public body, a SES officer is defined as an executive under Part 3 of the Act or a person to whom the Victorian Government's policy on Executive Remuneration in public entities applies. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

The definition of a SES officer does not include a statutory office holder or an accountable officer.

The following tables show the SES officers of the department and its portfolio agencies as at 30 June 2021:

- Table 1a shows the total number of SES officers for the department by gender.
- Table 1b shows the total number of SES officers for the Victorian Government Solicitor's Office by gender.
- Table 1c shows the total number of SES officers for Bushfire Recovery Victoria by gender.
- Table 1d shows the total number of SES officers for COVID-19 Quarantine Victoria by gender.
- Table 2 provides a reconciliation of executive numbers presented between the Report of Operations and Note 9.9 'Remuneration of executives' in the Financial Statement.
- Table 3 provides the total executive numbers for all the department's portfolio agencies.
- Tables 1 to 3 also show the variations, denoted by 'var', between the current and previous reporting periods.

Information included in these tables is prepared in accordance with Financial Reporting Direction (FRD) 15E (Executive officer (EO) disclosures in the Report of Operations) and, in accordance with FRD221, is made available on request to the relevant Minister, Members of Parliament or the public.

Table 1a: Total number of EOs for the department broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Secretary	1	0	0	0	1	0	0	0
SES-3 (EO1)	13	2	4	0	9	2	0	0
SES-2 (EO2)	51	11	23	5	28	6	0	0
SES-1 (EO3)	111	34	39	9	72	25	0	0
Total	176	47	66	14	110	33	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

The number of executives in the Report of Operations is based on the number of executive positions that are occupied at the end of the financial year. Note 9.8 'Remuneration of executives' in the Financial Statement lists the actual number of executive officers and the total remuneration paid to executive officers over the course of the reporting period. The Financial Statement note does not include the Accountable Officer (Secretary) and does not distinguish between executive levels or disclosure separations. Separations are executive officers who have left the department during the relevant reporting period. To assist readers these two disclosures are reconciled below.

Table 1b: Total number of EOs for the Victorian Government Solicitor's Office broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3 (EO1)	1	1	1	1	0	0	0	0
SES-2 (EO2)	6	1	0	-1	6	2	0	0
SES-1 (EO3)	0	-1	0	0	0	-1	0	0
Total	7	1	1	0	6	1	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 1c: Total number of EOs for Bushfire Recovery Victoria broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3 (EO1)	0	0	0	0	0	0	0	0
SES-2 (EO2)	3	3	0	0	3	3	0	0
SES-1 (EO3)	15	15	9	9	6	6	0	0
Total	18	18	9	9	9	9	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 1d: Total number of EOs for COVID-19 Quarantine Victoria broken down by gender

Classification	All		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3 (EO1)	4	4	2	2	2	2	0	0
SES-2 (EO2)	6	6	2	2	4	4	0	0
SES-1 (EO3)	5	5	3	3	2	2	0	0
Total	15	15	7	7	8	8	0	0

Notes:

- a. From 2017–2018, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.

Table 2: Reconciliation of executive numbers

	2020–21	2019–20
Executives (Financial Statement note 9.8)	246	173
ADD:		
Accountable Officer (Secretary)	1	1
Chief Executive Officer, Sentencing Advisory Council	1	1
Chief Executive Officer, Victorian Law Reform Commission	1	1
Active executives of the Victorian Institute of Forensic Medicine	2	
LESS:		
Separations	-26	-39
Inactive executive officers ^(a)	-3	-1
Chief Finance Officer ^(b)	-2	-1
Terminated executive officers paid superannuation during 2020–21	-3	
Active executives of the Victorian Government Solicitor's Office ^(c)	-7	-6
Active executives of Bushfire Recovery Victoria ^(c)	-18	
Active executives of COVID-19 Quarantine Victoria ^{(c)(d)}	-16	
Total	176	129

Notes:

- a. Includes executives on secondment or paid after the last pay period of the financial year, however they are still part of note 9.7 in the department's financial statements.
- b. Due to their employment arrangement, the Chief Finance Officer is reflected as an executive in note 9.7 of the department's financial statements, however is not included in the workforce data number.
- c. Executives of the Victorian Government Solicitor's Office, Bushfire Recovery Victoria and COVID-19 Quarantine Victoria are not included in the department's executive numbers but are included in note 9.7 of the department's financial statement.
- d. Due to their employment arrangement, one COVID-19 Quarantine Victoria Deputy State Controller is reflected as an executive in note 9.7 of the department's 2020–2021 financial statements, however they are not included in the 15 executives reported in the workforce data number.

Table 3: Number of SES officers for the department's portfolio agencies

	Total		Man		Woman		Self-described ^(a)	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Accident Compensation Conciliation Service	6	1	2	1	4	0	0	0
Bushfire Recovery Victoria	18	4	9	2	9	2	0	0
Consumer Policy Research Centre	1	0	0	0	1	0	0	0
Country Fire Authority ^(b)	30	-1	22	3	8	-4	0	0
Court Services Victoria	18	3	5	1	13	2	0	0
COVID-19 Quarantine Victoria	18	N/A	9	N/A	9	N/A	0	N/A
Emergency Services Telecommunications Authority	18	2	12	0	6	2	0	0
Fire Rescue Victoria ^(c)	25	N/A	16	N/A	9	N/A	0	N/A
Legal Practitioners Liability Committee	3	-1	1	-1	2	0	0	0
Local Government Inspectorate	0	0	0	0	0	0	0	0
Office of Public Prosecutions	3	-1	1	-1	2	0	0	0
Office of the Legal Services Commissioner ^(b)	4	0	2	0	2	0	0	0
Office of the Victorian Information Commissioner	0	0	0	0	0	0	0	0
Victoria Law Foundation	1	0	0	0	1	0	0	0
Victoria Legal Aid	12	2	6	0	6	2	0	0
Victoria Police ^(b)	32	3	17	3	15	0	0	0
Victoria State Emergency Service	6	-1	3	-1	3	0	0	0
Victorian Asbestos Eradication Agency	1	0	0	0	1	0	0	0
Victorian Commission for Gambling and Liquor Regulation	5	1	3	0	2	1	0	0
Victorian Commission for Gambling and Liquor Regulation (CEO)	1	0	1	0	0	0	0	0
Victorian Equal Opportunity and Human Rights Commission	3	2	0	0	3	2	0	0
Victorian Equal Opportunity and Human Rights Commission (Commissioner Only) ^(b)	1	0	0	0	0	-1	1	1
Victorian Government Solicitor's Office ^(b)	7	1	1	0	6	1	0	0
Victorian Institute of Forensic Medicine	2	1	1	1	1	0	0	0
Victorian Responsible Gambling Foundation	1	0	1	0	0	0	0	0
Victorian WorkCover Authority	58	11	37	10	21	1	0	0
Total	274	27	149	18	124	8	1	1

Notes:

- From 2017–18, Financial Reporting Direction 29C requires that disclosure of gender include three categories: woman, man and self-described. 'Woman' and 'man' are gender identity terms. Some employees use terms such as 'gender diverse', 'non-binary' or a number of other terms to describe their gender identity. Employees may wish to use 'self-described' to report their gender identity.
- In 2020–2021 disclosure of gender for Country Fire Authority, Legal Services Commissioner, Victoria Police, Victorian Equal Opportunity and Human Rights Commission and Victorian Government Solicitor's Office are reviewed and updated by Victorian Public Sector Commissioner.
- Fire Rescue Victoria was created in 01/07/2020 after the cessation of Metropolitan Fire and Emergency Services Board in 30/06/2020.
- Excluded Independent Broad-based Anti-Corruption Commission, Office of the Ombudsman Victoria, and Victorian Inspectorate from 2020–2021 disclosure of gender as they were transferred to Parliament of Victoria in July 2020.

Comparative workforce data

The following tables disclose the annualised total salary for senior employees of the department, the Victorian Government Solicitor's Office, Bushfire Recovery Victoria and COVID-19 Quarantine Victoria categorised by classification, employed in the last full pay period in June of the current reporting period. The salary amount is reported as the full-time annualised salary.

Note 9.6 in the financial statements is based on the total remuneration paid to executives over the course of the reporting period, including those executives who have left the department during the reporting period. To assist readers, these two disclosures have been reconciled in the previous section.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of the department

Income band (salary)	Senior Executive Service officers	STS	Other
< \$160,000	13	0	0
\$160,000 – 179,999	23	3	0
\$180,000 – 199,999	40	4	0
\$200,000 – 219,999	31	7	0
\$220,000 – 239,999	26	4	0
\$240,000 – 259,999	9	0	0
\$260,000 – 279,999	11	0	0
\$280,000 – 299,999	4	0	0
\$300,000 – 319,999	4	0	0
\$320,000 – 339,999	11	0	0
\$340,000 – 359,999	3	0	0
\$360,000 – 379,999	0	0	0
\$380,000 – 399,999	0	0	0
\$400,000 – 419,999	0	0	0
\$420,000 – 439,999	0	0	0
\$440,000 – 459,999	0	0	0
\$460,000 – 479,999	0	0	0
\$480,000 – 499,999	0	0	0
\$500,000 – 519,999	1	0	0
Total	176	18	0

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of the Victorian Government Solicitor's Office

Income band (salary)	Senior Executive Service officers	STS
< \$160,000	0	0
\$160,000 – 179,999	0	3
\$180,000 – 199,999	0	4
\$200,000 – 219,999	0	1
\$220,000 – 239,999	1	0
\$240,000 – 259,999	1	0
\$260,000 – 279,999	3	0
\$280,000 – 299,999	0	0
\$300,000 – 319,999	1	1
\$320,000 – 339,999	0	0
\$340,000 – 359,999	1	0
Total	7	8

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of Bushfire Recovery Victoria

Income band (salary)	Senior Executive Service officers	STS
< \$160,000	0	0
\$160,000 – 179,999	5	0
\$180,000 – 199,999	3	1
\$200,000 – 219,999	7	0
\$220,000 – 239,999	0	0
\$240,000 – 259,999	3	0
Total	18	1

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff of the COVID-19 Quarantine Victoria

Income band (salary)	Senior Executive Service officers	STS
< \$160,000	0	0
\$160,000 – 179,999	2	1
\$180,000 – 199,999	4	1
\$200,000 – 219,999	1	0
\$220,000 – 239,999	0	0
\$240,000 – 259,999	3	0
\$260,000 – 279,999	0	0
\$280,000 – 299,999	0	0
\$300,000 – 319,999	0	0
\$320,000 – 339,999	3	0
\$340,000 – 359,999	1	0
\$360,000 – 379,999	1	0
Total	15	2

Notes:

The salaries reported above are for the full financial year, at a 1-FTE rate, and excludes superannuation and costs associated with vehicle leasing arrangements.

Health, safety and wellbeing

The department over the past financial year, continued to deliver its safety and wellbeing initiatives and offered extensive support to help its employees respond to the health, safety and wellbeing implications of the COVID-19 pandemic. The department's highlights in 2020–21 include expanding employee mental health support and launching the Health, Safety and Wellbeing Strategy 2021–2025.

With a strong commitment to safety, the department encourages all employees to take an active role in maintaining workplace health, safety and wellbeing. The department continues to maintain an extensive network of 86 Designated Work Groups (DWGs), with 256 Health and Safety Representatives (HSRs), including deputy HSRs, and 133 Nominated Management Representatives (NMRs) to support this commitment. During the 2020–21 period, 59 HSRs were elected or re-elected.

Numerous Occupational Health and Safety Management System (OHSMS) enhancements were undertaken, and documents were transitioned to a performance-based model. These included the Occupational Health and Safety (OHS) risk management procedure, the OHS consultation procedure, the OHS communication procedure, the HSR election procedure, the Establishment and variation of a DWG procedure, OHS issue resolution procedure and the OHS assessments and external audits procedures. These procedures now clearly demonstrate responsibilities and accountabilities, outlining processes in clear steps. Supporting documents were developed to supplement performance-based procedures with additional guidance and tools. During 2020–21, these included: OHS risk management guideline, risk assessment templates, a summary sheet on mechanisms of consultation and communication, a quick guide to safety and wellbeing alerts, Frequently Asked Questions (FAQs) for HSRs, FAQs for NMRs, Information letter for elected HSRs, Health and Safety Committee (HSC) guideline, OHS issue resolution flowchart, FAQs providing tips on resolving OHS issues, OHS self-assessment tool, and Health, Safety and Wellbeing roles, accountabilities and responsibilities matrix.

In addition to the OHSMS enhancements, the department updated its accessibility and ease of access to the OHSMS through an updated intranet platform. The new platform allows for staff across the department to quickly find policies, procedures and information through defined pages and simple keyword searches. The enhanced intranet is further supported by the Health, Safety and Wellbeing (HSW) Community launched in February 2021 to provide staff with a gateway to information about staying safe and well at work, staying up to date about HSW news, safety and wellbeing alerts, OHSMS documents at consultation, wellbeing initiative updates and more HSW topics.

Health, Safety and Wellbeing Strategy

The department launched its Health, Safety and Wellbeing Strategy 2021–2025 to:

- set the department's direction, prioritising employee health, safety and wellbeing with a strong focus on prevention, responsiveness, early intervention and recovery

- respond to the department's major health, safety and wellbeing risks, including COVID-19, hazardous manual handling and occupational violence faced by our employees in high-risk custodial settings
- align with the whole of Victorian Government approach to improving the health, safety and wellbeing of the public sector workforce through the Leading the Way framework and the mental health and wellbeing charter.

Promoting a workforce that 'thinks safety and works safety', the Strategy reinforces that maintaining a safe and healthy workplace is a shared responsibility for the department and its people. The Strategy's four-pillar foundation focusses on:

- building a stronger safety culture
- reduction in injuries
- wellbeing
- adopting fit-for-purpose safety systems.

The Strategy is owned and endorsed by the Secretary and Board of Management, with a governance framework incorporating the department's:

- Safety, Wellbeing, Environment and Security Committee (governance, accountability and endorsement)
- Audit and Risk Committee (accountable for oversight)
- business leaders and their units (responsible for delivery)
- central/regional Health, Safety and Wellbeing committees (support delivery within their remit)
- leaders and employees (participate in consultation through central/regional committees)
- external stakeholders (participate in forums and informed about quarterly progress).

The Safety, Wellbeing, Environment and Security Committee meets quarterly to monitor the Strategy's progress.

Employee Wellbeing Support

Converge International (Converge) continued as the department's wellbeing services provider in 2020–21, supporting employees with access to its confidential counselling program and proactive support services. Staff can choose to access Converge services face-to-face (when possible under pandemic-related restrictions), or via telephone/Zoom. Services offered include seven 'people assist' streams, a manager assist hotline and online portal, five specialist hotlines, an online resource portal, and a critical incident and rapid response service. Within the seven 'people assist' streams, staff can access general employee assistance, as well as targeted support for career, legal, money, family, conflict, nutrition and lifestyle issues. Converge reported 960 new cases for the department over the year (9.5 new cases per 100 FTE), compared to 1131 in 2019–20 (11.3 new cases per 100 FTE). The department recorded 1.5 per cent higher utilisation than across the Australian government generally.

Health and wellbeing

The whole of Victorian Government Mental Health and Wellbeing Charter commits to create a mentally sound and safe workplace, promoting positive mental health through proactive programs and leadership.

The department actions this commitment through providing pathways to appropriate support, recovery and return to work provisions.

Launched in September 2020, the department's online health and wellbeing magazine, 'Thrive', features ideas and inspiration to help maintain physical and mental health and wellbeing. Current and past issues are available to all staff through the department's intranet.

In 2020–21, most of the department's health and wellbeing initiatives were delivered virtually, enabling them to reach the large portion of staff working remotely. These initiatives included:

- express 15 minute online exercise and meditation classes, providing opportunities for staff to be active and move more during remote working
- 'return to office' webinars, supporting staff with the transition back into the office by building knowledge and skills around self-care and supporting others, pandemic fatigue, and team building
- a department wide all staff forum focused on staff wellbeing and the impacts of the COVID-19.

The department also provided additional support to executives during this challenging time to help them support the teams they lead and look after their own health and wellbeing. The department:

- engaged a nominated provider for Executive Health Checks as per the Executive contract
- provided executive counselling sessions to provide proactive wellbeing support to managers during remote working.

Mental Health First Aid training and peer support network

During the year, the department expanded the existing peer support network (increasing it by 54 per cent) across Corrections Victoria and Youth Justice to roll out further to other business units including Sheriff's Office of Victoria, Community Corrections and People and Workplace Services. Expanding this network ensures staff across the department have access to accredited Mental Health First Aiders who can listen, support, and provide information about the mental health supports and resources available both through the department and within the community.

Influenza vaccinations

The department offered all employees the opportunity to participate in its free influenza vaccination program. Over 1900 employees were vaccinated on-site as part of the program in 2020–21. More than 1200 employees also took advantage of the off-site options offered this year as alternatives to onsite vaccinations, which included either a voucher for a vaccination or reimbursement option.

Management of COVID-19

The department continued to develop and maintain COVID-19 response protocols to track and manage the impact on staff. The department also:

- issued internal safety and wellbeing alerts to promptly report changes to the COVIDSafe Application and face mask protocols

- notified any positive test results to WorkSafe where the employee had worked on location during the infectious period
- introduced personal protective equipment champions for custodial employees
- established a return to work and COVID-19 essentials SharePoint site to communicate to staff through COVID-19 FAQs, COVID-19 positive test result processes, COVID-19 infection control checklists, and COVIDSafe plans
- produced and published guidelines to support staff working away from the office and to help managers support staff working from home
- introduced virtual ergonomic assessments to offer additional advice to staff to help set up their remote workstations.

Many of the department's frontline locations continued operations during and throughout the pandemic. The department supported these locations with outbreak prevention and management plans, isolation plans, fact sheets regarding community outbreaks, and established COVID-19 vaccination priority workgroups along with the establishment of an onsite vaccination program for custodial environments.

As pandemic-related restrictions eased, the department supported staff transitioning back into the workplace with:

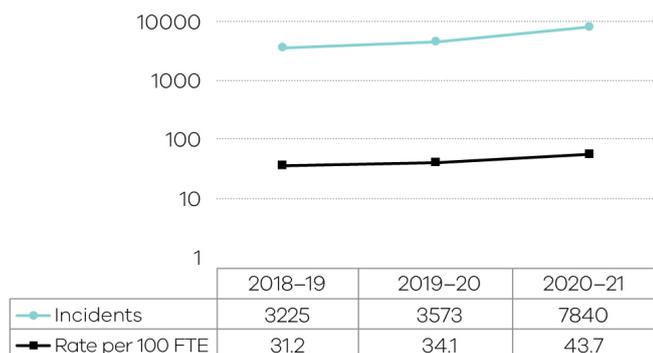
- manager and employee checklists
- a flexible work policy and FAQ
- a return to work and COVID-19 essentials video
- a range of information sessions for managers about team building after COVID-19 and in a hybrid working model
- webinars and online sessions for all staff covering a variety of topics including pandemic fatigue, parenting and returning to the office, focus and motivation and self-care.

Incident management

All events resulting in a hazard, near miss or injury must be reported as an incident in the online Justice Incident Management System (JIMS) and investigated, as appropriate. In 2020–21, the department and its portfolio entities recorded 7,840 employee-related incidents in JIMS.

The figure below demonstrates a 119 per cent increase in the number of incidents reported from 2019–20 to 2020–21, and the rate of incidents reported per 100 FTE has grown by 28 per cent. While the number of reports increased across the board due to employees reporting symptoms of COVID-19 and potential COVID-19 exposure, a significant rise can be attributed to CQV's infection reporting protocols. Reports of injuries and injuries requiring first aid or medical treatment rose by 19 and 21 per cent, respectively during 2020–21, while the department's workforce grew by 37 per cent in the same period (three-quarters of which is due to the addition of CQV).

Number of incidents and rate per 100 FTE



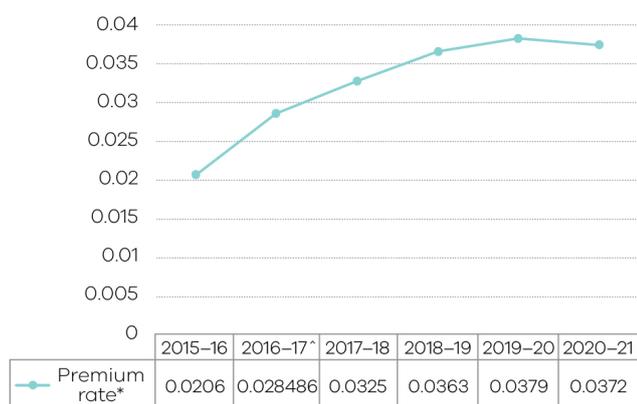
Compliance reporting

Over the past 12 months, WorkSafe Victoria inspectors conducted 405 enquiries (either on-site or virtually) and issued 47 improvement notices to the department. In addition to the improvement notices issued to the department, a further 14 improvement notices were withdrawn during the 2020-21 period after successful application to WorkSafe Internal Review Unit for a review of the notices. Of the on-site entries or virtual enquiries, 113 of them and 22 of the improvement notices were the result of various WorkSafe Corrections Taskforce projects, which included focusing on areas such as incident reporting and investigation, traffic management and powered mobile plant. A further 60 enquiries related specifically to COVID-19 strategic visits with three improvement notices issued as a result. The department recorded no prosecutions in 2020-21.

WorkCover premium

The department's premium calculation is based on a combination of factors including the total number of employees, total remuneration, the industry risk factor and the department's claims history. The figure below shows the department's premium rate over the past six financial years.

Department premium rate from 2015-16 to 2020-21



* Claim data relating to Covid Quarantine Victoria not included for calculation of premium rate.

^ 2016-17 result adjusted to reflect the transfer of Youth Justice Custodial Services to DJCS.

The department's premium rate reduced from 3.79 per cent to 3.72 per cent in 2020-21 due to enhanced claims performance. The improved claims performance is attributed to a combination of relatively stable claim numbers in the past year, as well

as the department reducing its claim costs relative to industry peers.

Also, factors which had contributed to higher premium rates in previous years, including the transfer of youth justice claims history to the department and claims arising from the 2015 Metropolitan Remand Centre riot, are no longer included in the department's premium calculation.

Claims management

The department actively manages workers compensation, rehabilitation and return to work cases to assist employees to remain at work or to facilitate an early and safe return following an injury. When supporting injured employees to return to work, the department consults the injured worker, the treating practitioner and the business areas to ensure appropriate return to work plans are developed with progress monitored.

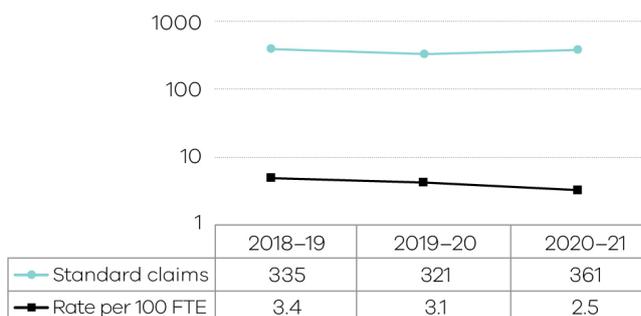
The following data from WorkSafe demonstrate that, although the overall number of claims for the department and its portfolio entities has increased, the number of claims per 100 FTE is decreasing. This is expected given the increase in workforce numbers, especially in parts of the business that do not carry the same level of risk as Corrections Victoria and Youth Justice Custodial Services. At the same time, the average cost per standard claim has increased by 3.5 per cent (from \$84,569 in 2019-20 to \$87,519 in 2020-21), as a result of increased mental health claim cost estimates. However, the rate of standard mental health claims per 100 FTE has decreased from 0.90 in 2019-20, to 0.74 in 2020-21.

Standard claims

A standard workers compensation claim is one in which employer liability surpasses the insurer's excess of medical and like expenses (for 2020-21 this is \$735) or there are ten days or more of worker incapacity, whichever occurs first. The standard claims data for the reporting year and previous two financial years is shown below.

The number of standard claims increased from 321 in 2019-20 to 361 in 2020-21; however, this was not reflected in the rate of standard claims per 100 FTE, which decreased from 3.1 in 2019-20 to 2.5 in 2020-21. This was a result of the addition of CQV to the department portfolio, which increased the portfolio FTE by 29 per cent but increased standard claims by only seven per cent.

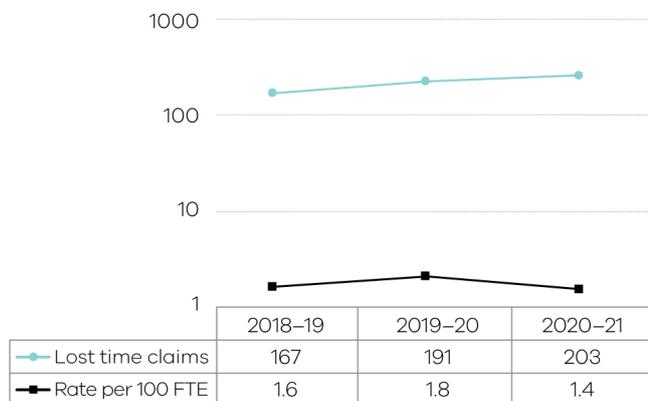
Number of standard claims and rate per 100 FTE



Lost time claims

A lost time injury claim describes a claim where one or more days of compensation is paid by the insurer. The number of lost time claims increased from 191 in 2019–20 to 203 in 2020–21. This was mostly due to the addition of claims recorded by CQV, while at the same time, the increased portfolio FTE decreased the rate per 100 FTE from 1.8 in 2019–20 to 1.4 in 2020–21.

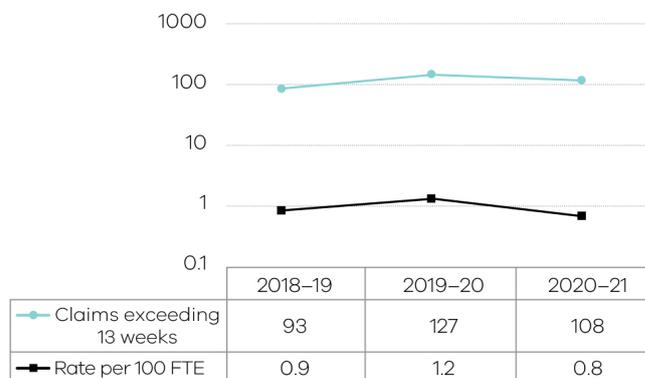
Lost time claims and rate per 100 FTE



13 week claims

A 13 week claim involves 13 weeks or more of weekly benefits paid, and is a subset of all standard claims. The figure below shows that in 2019–20, there were 127 employees off work after 13 weeks of compensation compared to 108 employees in 2020–21. The rate of 13 week claims decreased from 1.2 per 100 FTE in 2019–20 to 0.8 per 100 FTE in 2020–21.

Claims exceeding 13 weeks and rate per 100 FTE



Performance against OHS management measures

Measure	KPI	2018–19	2019–20	2020–21
Incidents	No. of incidents	3,225	3,573	7,840
	Rate per 100 FTE	31.2	34.1	54.5
	No. of incidents requiring first aid and/or further medical treatment	1,246	877	1,062
Claims	No. of standard claims ^(a)	355	321	361
	Rate per 100 FTE	3.4	3.1	2.5
	No. of lost time claims ^(a)	167	191	203
	Rate per 100 FTE	1.6	1.8	1.4
	No. of claims exceeding 13 weeks ^(a)	93 ^(b)	127 ^(b)	108
	Rate per 100 FTE	0.9	1.2	0.8
Fatalities	Fatality claims	0	0	0
Claims costs	Average cost per standard claim ^(a)	\$63,095	\$84,569	\$87,519
Return to Work (RTW)	Percentage of claims with RTW plan <30 days	100%	100%	100%
Management commitment	Evidence of OHS policy statement, OHS objectives, regular reporting to senior management of OHS, and OHS plans (signed by Chief Executive Officer or equivalent).	Completed	Completed	Completed
	Evidence of OHS criteria(s) in purchasing guidelines (including goods, services and personnel).	Completed	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs).	Completed	Completed	Completed
	Compliance with agreed structure on DWGs, HSRs, and IRPs.	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings.	3 ^(c)	3 ^(c)	4 ^(c)

Measure	KPI	2018–19	2019–20	2020–21	
Risk management	Percentage of internal audits/inspections conducted as planned.	Not available ^(d)	Not available ^(e)	100%	
	Percentage of reported incidents investigated.	70%	78%	91%	
	No. of Improvement Notices issued across the Department by WorkSafe Inspector.	47	91	47	
	Percentage of issues identified and actioned arising from:				
	Internal audits	Not available ^(d)	Not available ^(e)	Not available ^(e)	
	HSR provisional improvement notices	100%	100%	100%	
	WorkSafe notices.	100%	100%	98% ^(f)	
Training	Percentage of managers and employees that have received OHS training:				
	induction	83%	86%	80%	
	management training	15% ^(g)	24% ^(g)	29% ^(g)	
	contractors and temps	84% ^(h)	85% ^(h)	92% ^(h)	
	Percentage of HSRs trained:				
	upon acceptance of role (initial training)	87%	41% ⁽ⁱ⁾	33% ⁽ⁱ⁾	
	re-training (annual refresher)	27%	2% ⁽ⁱ⁾	1% ⁽ⁱ⁾	
	Minimum Data Set – Lead indicators	Rate of absenteeism – days lost per 100 FTE	1,136	1,092	817
		Rate of turnover – employees per 100 FTE	14.85	9.90	9.70
		Employee Assistance Program access – employees per 100 FTE	4.0	10.8	6.7
Reported matters ^(j) per 100 FTE		8.93	13.26	11.4	
Investigated reported matters ^(j)		68%	77%	86%	
Training in Mental Health and Wellbeing (MHWB) – Senior Leaders		62%	12% ^(k)	12% ^(k)	
Training in MHWB – People Leaders		87%	41% ^(k)	21% ^(k)	
Training in MHWB – staff		Not available ^(l)	10% ^(k)	26% ^(k)	
Peer support program – per 100 FTE ^(l)		0.049	0.045	0.025	
Calendar of mental health and wellbeing activities	8	12	14		

Notes:

- Data sourced from Victorian WorkCover Authority, trading as WorkSafe.
- Metric has been retrospectively adjusted to align with the Minimum Data Set reporting methodology.
- OHS risk reports tabled to Board of Management for oversight and review.
- The OHS audit procedure was launched in April 2019. An endorsed formal audit schedule and resources were to be established.
- The OHS assessments and external audits procedure was published 27 April 2021; audit schedule is set by Assurance.
- Due to pandemic restrictions, WorkSafe are yet to schedule visit to confirm works already completed for one improvement notice.
- Indicates the percentage of managers who received OHS training in the relevant financial year. All employees are required to complete three mandatory OHS eLearning modules when they first commence with the department, there is no specific ongoing mandatory OHS base training for managers.
- Indicates the completion rate of contractor's assigned relevant online module in the relevant financial year.
- Potential to provide training adversely affected by the COVID-19 pandemic.
- Defined as incidents relating to occupational violence or mental stress/harassment.
- Delivery of face-to-face training programs placed on hold due to COVID-19 pandemic and transitioned to online learning where appropriate.
- Indicates the rate per 100 FTE at participating locations.

Embedding Child Safe Standards and the Reportable Conduct Scheme

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

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

In 2020–21, the department began implementing targeted Child Safety Plans to improve child safety, wellbeing and empowerment outcomes for children and young people interacting with the department's higher-risk business units. This is a long-term strategy that empowers business owners across the department to make change locally and bring the whole department into compliance over the coming 18–24 months.

Professional development has been a key tool for advancing a child safe culture across the department. A Child Safe Champion professional development program was delivered to key staff across the department and relevant statutory authorities. The program provided:

- information on the Child Safe Standards and Reportable Conduct Scheme
- an understanding of organisational child safety and situational risk prevention
- an opportunity to explore the needs of vulnerable children and young people within the department context.

A Child Safe Standards and Reportable Conduct Foundation course is also included in Youth Justice induction sessions and has been expanded to include an advanced biennial Child Safe refreshment course for all Youth Justice custodial staff. Targeted Child Safe training is being developed and will be delivered to other frontline business units over the coming 12 months.

The department recognises the importance of empowering children and young people who engage with the department. The department has consulted with young people with lived experience to develop an empowering children and young people strategy.

The department continues to review the reportable conduct reporting and investigation process to ensure that it responds in a way which supports and balances the needs of children, young people and employees. Work has been undertaken to further encourage children and young people to engage with the department during investigations and voice their experiences. This work is done in consultation with the Commission for Children and Young People.

Disability, diversity and inclusion

Compliance with the *Disability Act 2006*

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and requires that public sector bodies (including all government departments) prepare a disability action plan and report on its implementation in their annual report.

A Disability Action Plan (DAP) is a strategic plan which helps an organisation remove barriers that prevent people with a disability from using the organisation's goods, services and facilities, and from gaining and keeping employment.

Disability action planning strives to promote inclusion and participation in the community and achieve changes in attitudes and practices that may result in discrimination.

The department has complied with its obligations under the *Disability Act 2006* by creating a DAP Framework 2019–2022. The DAP Framework sets out the department's overarching policy, key outcomes and priority areas for supporting access and inclusion for people with disability, including clients, service users and staff. It aims to reduce barriers to access goods, services and facilities, reduce barriers to a person with a disability obtaining and maintaining employment, promoting inclusion and participation in community and achieving tangible changes in attitudes and practices that discriminate against people with a disability as outlined below.

Absolutely Everyone: State disability plan for 2017–2020 is the Victorian Government's framework for enabling people with a disability to participate and contribute to the social, economic and civic life of their community. A new State disability plan is in development for 2021–2025. The government will consider ways to align disability action plans to the State disability plan.

Reducing barriers to persons with a disability obtaining and maintaining employment

Diversity and Inclusion Adviser

The department recruited a Diversity and Inclusion Advisor, it is the first prioritised position for a person with disability. The Diversity and Inclusion Advisor provides advice and support to employees with disability and their managers to ensure they are included in all aspects of the workplace and have the resources they need to perform their role safely and effectively. This position provides advice to all areas of the department on disability inclusive practices and processes in the workplace. This includes the development and implementation of the Diversity and Inclusion Action Plan, assistance and guidance on departmental and whole of Victorian Government working groups, implementation and monitoring of Getting to Work and the Disability and Employment Retention Strategy

Employment pathways for people with disability

The department participated in a number of employment programs to increase employment opportunities and pathways for people with disability, including the Australian Network on Disability (AND) Stepping Into Internships program and Positive Action towards Career Engagement (PACE) Mentoring Program, the VPS Graduate Program: disability pathway stream, AccessAbility Day and the VPS Youth Employment Program.

Promoting inclusion and participation in the community of persons with a disability

Disability Scholarships

The department administered its annual Disability Scholarship Program. This program has been running for 15 years. It aims to support career pathways for people with disability who are interested in a career in the justice system. The department awards annual scholarships to students with disability studying law, criminology, para-legal, psychology, social work and other justice-related fields.

Reducing barriers to persons with disability accessing goods, services and facilities

Corrections Victoria Pilot Program

People with disability, particularly people with cognitive disability (such as Acquired Brain Injury and intellectual disability), have an increased likelihood of coming into contact with the justice system as victims, witnesses, defendants, offenders and detainees. Corrections Victoria conducted a pilot program at the Dame Phyllis Frost Centre for women prisoners with cognitive disability. The program not only saw improved experiences and outcomes for women prisoners with disability, it generated valuable lessons and insights on disability pathways for the broader prison system.

Achieving tangible changes in attitudes and practices that discriminate against persons with disability

Workplace Adjustments Policy

The department is currently developing its first Workplace Adjustments Policy, to address the ongoing challenges for staff in gaining appropriate supports and adjustments. The Policy, and supporting Guidelines, will establish defined processes and enable an inclusive and non-discriminatory work environment. These processes will also provide effective mechanisms to maximise the retention of existing employees who may acquire disability or a health condition and facilitate the employment of skilled and talented candidates with disability. Once established, the Policy will build a strong foundation for an inclusive and barrier-free workplace that is adaptable to manage risks and minimise costs. The Policy will be launched in 2021.

Aboriginal inclusion and employment

The department is committed to building its Aboriginal and Torres Strait Islander (Aboriginal) workforce by supporting several employment pathways for Aboriginal people across all business areas in both identified and non-identified roles. With the assistance of the department's Aboriginal Employment Team, business units are supported to access various Aboriginal employment programs and pathways.

Employment opportunities are promoted to the Aboriginal community with Aboriginal applicants supported throughout the recruitment process.

The department prioritises and embeds self-determination within its Statement of Direction 2019–23 to build a fair and accessible justice system for Aboriginal people. The department works in partnership with the Aboriginal Justice Caucus, a self-determining body that has been in existence for 18 years and strongly represents the voices and issues of Aboriginal communities and the Aboriginal community sector. The Aboriginal Justice Caucus comprises the Aboriginal community members of the Aboriginal Justice Forum, including the nine Chairs of the Regional Aboriginal Justice Advisory Committees and Aboriginal representatives of Aboriginal peak bodies and Aboriginal Community-Controlled Organisations (ACCOs). The Aboriginal Justice Caucus is a strong governance model for direct Aboriginal community input to tackle Aboriginal over-representation in the criminal justice system and strengthening the department's cultural diversity and inclusion.

The department's Aboriginal Inclusion Action Plan Yarrwul Loitjba Yapaneyepuk Walk the Talk Together brings a strong Aboriginal voice to efforts to improve Aboriginal justice outcomes and strengthen the department as a place of cultural diversity and inclusion. It is aligned to other policy frameworks including Barring Djinang Aboriginal Employment Strategy, the Victorian Aboriginal Affairs Framework, and the Commonwealth's Indigenous Procurement Policy and Closing the Gap targets.

Building our Aboriginal workforce and cultural capabilities

The department has a strong commitment to expand, develop and retain its Aboriginal employees, working towards a 2.5 per cent Aboriginal workforce. Under the Koori Employment and Career Strategy, the department has established clear pathways and tailored initiatives for new and existing Aboriginal employees to enable individuals' to reach their career potential.

During 2020–21 the department employed one Aboriginal young person under the Youth Employment Scheme (YES), two Aboriginal graduates, and 10 Aboriginal youth in the Youth Employment Program (YEP).

All Aboriginal trainees, tertiary graduates and TAFE graduates are offered ongoing employment upon the successful completion of their programs.

As of June 2021, the department had 218 Aboriginal employees, equating to 2.01 per cent of our total workforce. Of this number, 70 per cent are employed in non-identified roles.

To further our commitment to both Aboriginal employment and tackling over-representation in the criminal justice system the department now has over 70 Aboriginal custodial staff employed across the state's prisons and correctional facilities.

To ensure that the department's cultural capabilities and services are more responsive to the cultural needs of Aboriginal people, the department's Koori Cultural Respect Framework helps ensure employees have the knowledge to deliver our services in more culturally appropriate ways and create work environments which are culturally inclusive to Aboriginal employees.

Access to NAIDOC Leave and Ceremonial/Cultural Leave for Aboriginal employees is now also embedded into the department's payroll system and the Aboriginal Employee Induction, providing accessibility to enable Aboriginal employees to apply online.

Aboriginal and Torres Strait Islander Tertiary Pathway Scholarships

The department's Aboriginal and Torres Strait Islander Tertiary Pathway Scholarships, ranging between \$10,000 to \$30,000, support Aboriginal tertiary students or employees in completing their justice related studies. During 2020–21 the department provided 5 tertiary students with scholarships, which are now directly linked to the department's Aboriginal Graduate Program, providing a strong professional employment pathway for upcoming tertiary graduates.

Aboriginal Year 11 and Year 12 Secondary School Scholarships

During 2020–21 the department launched the Aboriginal Year 11 and Year 12 Secondary School Scholarships to provide a one-off monetary assistance of \$1,000 to 5 Aboriginal students towards school costs. The department provided 5 students with scholarships, which are now directly linked into the department's entry level programs such as YES traineeships.

Youth Employment Scheme

In 2020–21, the department placed 9 trainees as part of the YES including 1 Aboriginal Youth Employment Scheme trainee. This program has been put on hold due to the commencement of the YEP.

Youth Employment Program

The YEP is an immediate response to the COVID-19 pandemic and is aimed at making the VPS more reflective of the state's diverse population. In 2020–21, the department placed 76 youth aged from 17 to 29 in Support Officer positions across the state including 10 Aboriginal youth.

Aboriginal employee networks

Aboriginal employees share a broad range of cultural knowledge and experiences and are encouraged to join the department's growing Aboriginal employee networks which currently have a statewide membership of over 200 employees. The networks have met regularly in a virtual format throughout the year and then collectively during the annual statewide Aboriginal Employee Network conference.

The department continues to focus on supporting our young Aboriginal employees through the dedicated Aboriginal Youth Network which regularly brings together Aboriginal employees between the ages of 16 to 25. The culturally inclusive network meets once per month throughout the year to provide structured peer support and age-specific professional development activities.

Aboriginal Career Development Fund

The establishment of the department's Aboriginal Career Development Fund in 2018 supports one-off professional development activities for individual Aboriginal employees up to \$3,500.

The fund enables Aboriginal employees to apply for financial support to pursue professional career development activities and is a key component of the department's Career Development Program. The fund may be used for internal or external training and cover all or part of the cost of the proposed activity. To date 30 Aboriginal departmental employees have accessed the fund.

Equity and participation

Carers Recognition Act 2012

The department continued to meet its obligations under the *Carers Recognition Act 2012*.

The department recognises and values the role of carers in the community and the importance of carer relationships in providing ongoing care and assistance to people in need of support due to being older, having a disability, ongoing medical condition, or having a mental illness.

The department's Flexible Work Policy encourages the use of flexible work arrangements, recognising the growing need for employees to balance work and personal commitments.

The policy enables employees who are carers to request a change to their work arrangements to assist them with their caring responsibilities. This includes providing access to accrued leave entitlements or considering a wider range of flexible working options and arrangements such as changes to hours of work that creates better balance so they can meet their carer responsibilities.

The department is willing to consider reasonable adjustments to support employees who require a carer to attend the workplace. This takes into consideration the carer relationship principles and responsibilities set out in the *Carers Recognition Act 2012*.

The department also provides a range of workplace policies for managers and employees that support the

guiding principles contained in the *Carers Recognition Act 2012* including:

- the right to request flexible working arrangements (whole of government policy)
- flexible working policy
- hours of work guidelines and related policy
- personal/carer's leave policy (whole of government policy)
- purchased leave policy
- respect in the workplace policy and guidelines.

LGBTIQ inclusion

In 2020–21 the department worked closely with the Department of Families, Fairness and Housing to provide input to the development of the first whole of government LGBTIQ+ Strategy 2021–2031 and Implementation Plan.

The department also scoped the development of a LGBTIQ+ Justice Action Plan that will complement the whole of government Strategy and focus specifically on outcomes within the department.

The 2020–21 State Budget confirmed four-year funding to continue specialist legal services to the LGBTIQ+ community to continue to address unmet legal need for LGBTIQ+ Victorians.

Responding to Victoria's culturally and linguistically diverse and newly arrived communities

In order to ensure that the justice systems and services are accessible to all Victorians, including those from culturally and linguistically diverse (CALD) and newly arrived communities, in 2020–21:

- Consumer Affairs Victoria, Registry of Births, Deaths and Marriages Dispute Settlement Centre of Victoria, Fines Victoria and Crime Prevention provided department information in a wide range of community languages
- The Victorian Responsible Gambling Foundation's (VRGF) CALD program provided funding to several community organisations to enable them to deliver counselling and gambling harm prevention activities, as well as a mix of in--language culturally appropriate therapeutic and financial counselling. The VRGF is also funding programs that deliver prevention activities to at-risk communities across Victoria
- The Victorian Commission for Gambling and Liquor Regulation have produced information in a variety of other languages and will also provide interpreter services to help businesses understand information in their own language
- Victorian prisons delivered culturally appropriate programs to prisoners from CALD backgrounds in line with COVIDsafe practices that were introduced, ensuring that they were able to maintain cultural and community connection as much as possible.

Annual multicultural reporting

The *Multicultural Victoria Act 2011* requires that the department report on activities undertaken to engage with CALD and newly arrived Victorians. The department reports these activities as part of a whole of Victorian Government report on multicultural affairs, which is tabled in Parliament annually.

Cultural Diversity Plan

The Cultural Diversity Plan 2017–21 aims to ensure that the department's key services are accessible to individuals and communities from culturally and linguistically diverse backgrounds. A Multicultural Action Plan is in development and is due to launch in 2022.

Diversity training and education for staff

The department is leading a working group to develop the initial three of a suite of disability awareness eLearning modules for the whole of Victorian Government. The working group consists of representatives from Victorian Public Sector Commission, Department of Education and Training, Department of Premier and Cabinet, VPS Enablers Network, Autism Success Network and an external accessibility consultant. The whole of Victorian Government disability working group has been included in the development process. The first module, and introduction to disability awareness, will be delivered by August 2021 and will become a mandatory eLearn for the department. The following two modules will target recruitment and workplace adjustments.

The Respect in the Workplace e-Learn was delivered to 3,022 departmental staff in 2020–21. The training promotes respectful behaviours toward people from CALD communities and those who are newly arrived. The training outlines behavioural expectations regardless of gender identity, age, caring responsibilities, language, cultural background, ethnicity, disability, sexual orientation, education, socio-economic status, experience, skills and beliefs.

8. Environmental performance and targets

The department uses an Environmental Management System (EMS), based on the international standard ISO 14001, to manage and reduce its environmental impacts and to meet government requirements, including the *Commissioner for Environmental Sustainability Act 2003*. The department's EMS framework includes:

- an Environment and Climate Change policy that encompasses operational activities
- an Environmental Management Plan (EMP), including a communications and engagement plan for training, awareness raising activities and environmental compliance site visits
- an Environment and Climate Change Strategy which includes a plan to make the department's services and infrastructure more sustainable and efficient.

In 2020–21, key achievements included:

- the department's first Environment and Climate Change Strategy 2020–25
- the development of Sustainable Land Management Plans for a number of operational sites
- advice for the inclusion of emergency management within whole of Victorian Government climate change sector adaptation planning
- ongoing Environmental Sustainability Design (ESD) advice on over 20 capital projects
- twenty-one specific internal training sessions for staff on new environmental laws. This includes on the General Environmental Duty, waste management, incident response and contaminated land management
- thirty-three internal environmental compliance inspections on construction projects and operational sites to assist in reducing environmental risk on site
- a 58 per cent reduction in paper usage across the department due to operating in an online environment
- the production of 4,213,254 MJ of power from the department's solar panels within the reporting period, saving over 1,200 tonnes of CO₂

Environmental performance

This section is in accordance with the G4 Global Reporting Initiative environmental indicators:

- 302–1 Energy consumption within the organisation
- 302–3 Energy intensity
- 305–2 Energy indirect (Scope 2) Green House Gas (GHG) emissions
- 305–3 Other indirect (Scope 3) GHG emissions
- 305–5 Reduction of GHG emissions
- 307–1 Non-compliance with environmental laws and regulations.

This section contributes to select targets within the United Nations Sustainable Development Goals (SDGs):

- Goal 7 – affordable and clean energy
- Goal 12 – responsible consumption and production
- Goal 13 – climate action

Scope of reporting

Consumption data is from 1 April 2020 to 31 March 2021. The department reports beyond statutory obligations under Financial Reporting Direction 24D (FRD 24D) to report on office-based activities by reporting on a wide range of its facilities and correctional centres. The department prepares a biennial Environmental Management Plan that sets out actions and targets which support the long-term environmental objectives of the department. The 2020–2022 EMP seeks to integrate innovative technologies across operations, reduce resource consumption and fulfil the departments climate change commitments.

The department's reporting portfolio is divided into two categories:

- office
- non-office: which includes correctional facilities, youth justice facilities and warehouses.

In a limited number of offices where small numbers of the department staff are co-located with another Victorian Government entity in the same building, the entity who is the owner or primary lessee is responsible for FRD 24D reporting for all staff in the building.

Summary trend report

	2018–19	2019–20	2020–21	2020–21 trend compared to 2019–20 (%)
Energy (MJ/m ²)	1,000 (383) ^(a)	988 (494) ^(a)	946 (397) ^(a)	-4.3% (-19.6%) ^(a)
Waste (kg/FTE)	47	(b)	(c)	(b)
Paper (reams/FTE)	11.5	11.9	5.2	-56.3%
Water (kL/m ²)	1.8 (0.4) ^(a)	1.6 (0.5) ^(a)	1.4 (0.4) ^(a)	-12.5% (-20.0%) ^(a)
Transportation fleet (tonnes CO ₂ e/1,000km)	0.18	0.15	0.13	-13.3%

Notes

- This figure represents office-based data only to allow for direct comparison with other government departments, as required by the Commissioner for Environmental Sustainability. It excludes facilities covered under the 'non-office' category.
- No waste audits were conducted in 2019–20 due to COVID-19 restrictions.
- Waste audits were limited due to the COVID-19 disruption in 2020–21 and were not able to audit for 30 per cent of FTE, as a result the results have not been included.

MJ — Megajoule; kg — kilogram; ream — 500 sheets of paper; kL — kilolitre; tonne — 1,000 kilograms; CO₂e — carbon dioxide equivalent; m² — square metre; FTE — Full Time Equivalent (staff).

Data for sites unavailable for the full year has been extrapolated as per FRD24D guidelines.

The emission factor for carbon dioxide equivalent is sourced from the National Greenhouse Accounts Factor, October 2020.

53 per cent of the department's total FTE are office-based, accounting for 24 per cent of the department's facility net lettable area.

To improve overall data quality, electricity and water usage for 2019–20 has been updated with data from the Shared Services Provider.

Energy

The department's target is to reduce its total electricity consumption by five per cent and to ensure that at least 10 per cent of the department's total electricity is renewably sourced by 2022.

Non-office facilities account for 90 per cent of the department's energy consumption. Electricity is the primary source of energy for lighting, heating, industry operations and construction works. Natural gas and bottled gas (Liquefied Petroleum Gas) are used largely for heating and cooling. Within offices, energy is used for heating, ventilation and air conditioning, lighting, and office equipment.

The department's long-term transition to low carbon operations, paired with the continued decarbonisation of the state's electricity grid as well as COVID-19 remote working arrangements have supported the decline in the department's emissions in 2020–21.

A number of energy reduction projects were implemented during 2020–21, including:

- requirements of reduction in energy consumption and use of renewables as per the department's ESD guidelines within retrofits and expansion of facilities.
- the production of 4,213,254 MJ of power from the department's solar panels within the reporting period, saving over 1,200 tonnes of CO₂.
- ongoing business case review and technical advice on the department's asset renewal program to promote energy efficiency in new products
- maintaining all offices with green lease to have a minimum of National Australian Built Environment Rating System (NABERS) energy rating of 3.5 out of six stars

Energy use 2020–21

Total energy usage segmented by primary source — megajoules (MJ)

	Non-office	Office	Total
Electricity	150,363,796	33,548,313	183,912,109
Electricity (green power)	0	0	0
Natural gas	196,129,936	9,226,027	205,355,963
LPG	31,497,342	0	31,497,342
Total	377,991,074	42,774,340	420,765,414

Total greenhouse gas emissions segmented by primary source (tonnes of CO₂e)

	Non-office	Office	Total
Electricity	45,527	10,158	55,685
Electricity (green power)	-	-	-
Natural gas	10,891	512	11,403
LPG	2,022	-	2,022
Total	58,440	10,670	69,110

Notes

53 per cent of the department's total FTE are office-based, accounting for 24 per cent of the department's facility net lettable area.

Energy intensity 2020–21

Total energy usage segmented by primary source — megajoules (MJ)

	Non-office	Office	Average
Energy used per person (MJ/FTE)	-	8,203 ^(a)	-
Energy used per unit of space (MJ/ m ²)	1,122	397	946 ^(b)

Notes

- Energy used per FTE (MJ/FTE) is applicable only to office-based buildings; usage for operational facilities cannot be apportioned against FTE use only.
- This reflects the average MJ consumed per m² across the department (non-office and offices).

Water

The department's target is to reduce total non-office potable water consumption by five per cent from 2018–19 levels by 2022.

Water usage at non-office facilities accounts for 93 per cent of the department's total water consumption. Primary areas for water consumption are prison industries, kitchen operations and bathrooms. For offices, water is largely used for cooling towers, bathroom/kitchen amenity and consumption. The largest tenancy, 121 Exhibition Street, Melbourne, has a NABERS water rating of 3.5 out of five stars.

Departmental water reduction projects include:

- continued use of water timers for showers, sink taps and sprinklers to limit the overuse of water in prisons
- utilisation of stormwater ponds in prisons to capture rainwater and irrigate lawns
- continued use of rainwater tanks to reduce demand on potable water
- requiring water efficiencies for new builds as per the department's ESD guidelines
- over 10,000 kilolitres of site stormwater has been captured at major construction projects and reused for dust suppression and clean out of drains prior to commissioning.

Total potable water usage 2020–21

	Non-office	Office	Total
Kilolitres	555,801	42,972	598,773

Notes

Potable water – water that is safe or suitable for drinking. Consumption relates to metered and billed supplies only.

53 per cent of the department's total full-time employees (FTE) are office-based, accounting for 24 per cent of the department's facility net lettable area.

Potable water usage intensity 2020–21

	Non-office	Office	Average
Water used per person (kL/FTE)	-	8.24 ^(a)	-
Water used per unit of space (kL/m ²)	1.65	0.40	1.35 ^(b)

Notes

- Water used per FTE (kL/FTE) is applicable only to office-based buildings. Usage for operational facilities cannot be apportioned against FTE.
- This value reflects the average kL consumed per m² across the department (non-office and offices).

Paper and procurement

The department's target is to ensure that 100 per cent of capital projects over \$50 million adhere to the department's ESD guidelines by 2022. Reduce annual paper consumption from 12 reams/FTE in 2018–19, to 11 reams/FTE.

Examples of environmentally sustainable paper and procurement activities include:

- a reduction in annual paper consumption from 12 reams/FTE in 2018–19 to 5 reams/FTE in 2020–21 due to an increase in online working

- an increase of all external print jobs meeting a minimum two-star (out of five) green accreditation to 77 per cent from 75 per cent in the previous year
- new fact sheet to inform staff which environmental certifications to look for in procurement
- ongoing ESD advice on over 20 capital projects
- a requirement to consult the Environment and Climate Change team for procurement valued at or over \$20 million and the inclusions of environmentally sustainable specifications in tender documents
- a requirement to apply the department's ESD guidelines for Capital Works to construction projects
- ongoing adoption of the Victorian Social Procurement Framework (SPF) environmental sustainability objectives.

Total department paper usage 2020–21

Description	Non-office	Office	Total
Reams	37,110	14,875	51,985

Notes

Paper usage data provided by the WoVG supplier, COS. Paper purchased outside the WoVG supplier is not included.

Paper intensity 2020–21

Description	Non-office	Office	Average
Paper used per FTE (reams/FTE)	8	3	5 ^(a)
Recycled content (per cent)			
>75 per cent	95	95	95
50–75 per cent	-	-	-
<50 per cent	5	5	5

Notes

Ream – 500 sheets of paper.

- The value reflects the average reams of paper consumed per FTE across the department (non-office and office).

Sustainable transport and fleet

The department will explore options to strengthen a zero-emissions transport future by seeking to increase the proportion of electric vehicles in its leased fleet to at least eight per cent by 2022 and install at least 20 electric vehicle charging points.

Staff use both Victorian Government and departmental pool vehicles for travel between offices, prisons and community worksites.

Examples of fleet emission reduction activities include:

- continued implementation of an average internal emissions efficiency target of 130 grams of CO₂/km and a sliding scale surcharge to reduce fleet emissions
- ongoing implementation of the Supplementary Motor Vehicle Policy, mandating a default low-emission vehicle, unless exceptional operational requirements need to be considered. Currently, 55 per cent of the fleet is comprised of hybrid vehicles, with 3 per cent being plug-in hybrid electric vehicles

- ongoing use of the electric vehicle charging infrastructure guidance for capital works
- planning the procurement of electric vehicle charging infrastructure at a number of sites
- ongoing decrease in the department's transport fleet intensity with a reduction of 13 per cent compared to the previous year.

Total department transportation (vehicle fleet performance by fuel type) 2020–21

Description	Passenger fleet	Other	Total
FUEL CONSUMPTION (MEGAJOULES)			
Petrol	4,565,303	1,967,263	6,532,566
Diesel	176,267	4,481,871	4,658,138
LPG	0	72,123	72,123
E-10	0	0	0
Total	4,741,570	6,521,257	11,262,827
DISTANCE TRAVELLED (KILOMETRES)			
Petrol	3,197,286	826,195	4,023,481
Diesel	66,243	2,129,375	2,195,618
LPG	0	18,801	18,801
E-10	0	0	0
Total	3,263,529	2,974,371	6,237,900
GREENHOUSE GAS EMISSIONS (TONNES CO₂E)			
Petrol	318	137	455
Diesel	12	316	328
LPG	0	4	4
E-10	0	0	0
Total	330	457	787

Transport intensity (vehicle fleet performance by fuel type) 2020–21

Description	Passenger fleet	Other	Average (whole of department)
GREENHOUSE GAS EMISSIONS EFFICIENCY (TONNES CO₂E/1,000KM)			
Petrol	0.10	0.17	0.11
Diesel	0.19	0.15	0.15
LPG	-	0.24	0.24
E-10	-	-	-
Overall intensity	0.10	0.15	0.13

Notes

The overall intensity represents the average intensity per vehicle class or fuel type.

E-10 fuel represents less than 0.1 per cent of total petrol consumption and has been included in the petrol figures for 2020–21.

Fleet data is sourced from vehicle logbooks and the fuel purchase records (both fuel cards and petty cash records) of the department fleet and Victorian Government Vehicle Pool. Approved fleet growth is not included. Departmental fleet data includes a number of statutory entities, including the VIFM, VLRC and VEOHRC.

Transport

The majority of the department's travel in 2020–21 was domestic travel for operational purposes. This is reflected as a 95 per cent reduction in kilometres travelled from the previous reporting period.

International and domestic air travel 2020–21

Description	Total
Distance travelled (kilometres)	111,175
Greenhouse gas emissions (tonnes CO ₂ e)	21

Notes

km: kilometres, tonnes: 1000 kilograms, CO₂e: carbon dioxide equivalent.

Departmental air travel data includes a number of statutory entities and excludes the OPP.

An update to emissions calculations has been obtained through the departmental air travel provider.

The department has elected to procure 1,000 tonnes of carbon offsets to cover both fleet and air travel emissions for the year. This year the department has selected GreenFleet's native reforestation projects in Victoria.

Sustainable transport 2020–21

The department's annual 'Justice for the Environment' survey shows the commuter choices of staff traveling to and from work using sustainable transport options such as car-pooling, train, tram, bus, bicycle and walking. For the survey period 45 per cent of respondents worked from home.

Sustainable transport 2020–21

Area	Total sustainable transport (%)	Working from home (%)
CBD	76	79
Regions	7	12
Metro	6	3

Notes

Sustainable transport information is taken from the department's environment survey completed in 2021.

Total sustainable transport data percentage excludes staff who were on leave or worked from home during the one-week survey period.

Waste

The department's target is to reduce total volume (kg) of landfill and increase the recycling rate per FTE by five per cent from 2018–19 levels by 2022.

While office environments generate general waste, recyclables and organic waste; prisons generate waste from site activities such as wood, concrete, steel, paint, and waste from farming and livestock production. The reduction of waste volumes and the diversion of waste to reuse options and recycling continues at prison sites.

Examples of waste reduction activities are:

- diversion of over 255 tonnes of waste from prison industries, 26 tonnes of e-waste and 25 tonnes of commingled waste from landfill
- ensuring 80 per cent of waste has been diverted from landfill through construction of various capital works projects

- completion of the department's first zero waste capital works project at Emu Creek
- recycling of over 1,000 kilograms of office supplies including folders, binders, stationery and batteries
- audit of prison industries' food-packaging and analysis of single-use plastic usage in the department's office with the aim to phase-out targeted items in office settings
- the collection of 159 cubic metres of rubbish through community work programs
- donation of 4,615 items made from recycled materials such as face covers, patchwork quilts, dog leads, office chairs, outdoor furniture, planter boxes and an additional 2,922 shopping bags and boomerang bags donated
- diversion of 1,800kg of doona covers and other materials from landfill and repurposed into rags, dog leads and dog chew toys

Historically, the department has carried out waste audits on various sites to determine recycling rates and greenhouse gas emissions from waste to landfill. Due to COVID-19 restrictions, only one office waste audit was completed for the reporting period providing insufficient data to report for this period.

Environmental compliance, communication and training

The department's target is to ensure 100 per cent of our environmental licenses and certificates are current.

The department is required to comply with state and federal legislation, including but not limited to:

- *Environment Protection Act 1970*
- *Flora and Fauna Guarantee Act 1988*
- *Climate Change Act 2017*
- *Planning and Environment Act 1987*
- *Water Act 1989*
- *Environment Protection and Biodiversity Conservation Act 1999* (EPBC)
- Additionally, the department is required to comply with the *Environment Protection Amendment Act 2018* from 1 July 2021.

These Acts provide a legal framework to ensure the department's operations and services comply with requirements regulating its impact on the environment. The department works closely with key stakeholders including local councils and other government departments and regulators, such as the Environment Protection Authority (EPA). This year, the department received neither fines nor non-monetary sanctions related to environmental non-compliance. The department is looking to relinquish one EPA licence with the decommissioning of the former Langi Kal wastewater treatment plant.

The environmental licences and agreements currently held by the department include:

- one EPA licence related to wastewater treatment and discharge
- various bore, surface and groundwater licences
- various trade waste permits and septic tanks licences

- numerous planning permits for buildings, works and vegetation removal
- a federal approval for impacts to threatened biodiversity under the *Environment Protection and Biodiversity Conservation Act* for broadscale land clearing and construction of the Cherry Creek Youth Justice facility.

In 2020–21, the department undertook actions to improve compliance with environmental legislation, including:

- updating the EMS and Environmental Risk Register to meet the requirements of the Environment Protection Amendment Act 2018, including the General Environmental Duty
- 33 environmental compliance inspections undertaken on a range of construction sites and operational sites. Environmental compliance inspections focus on a compliance with the Environment Protection Act 1970 and ensuring the sites can transition to compliance with the Environment Protection Amendment Act 2018
- update of the Construction Environmental Management Plan Framework to meet the requirements of the new Environment Protection Amendment 2018, that has been provided to all construction projects
- provision of the EPBC approval Annual Environmental Report for the Cherry Creek Construction Project.

Education and communication initiatives include:

- provision of 21 training sessions and a suite of guidance material to operational staff on the *Environment Protection Amendment Act 2018*. This includes training for the General Environmental Duty, waste management, incident response and reporting and contaminated land
- delivery of online workshops on planning and environment requirements for infrastructure projects
- creation of the Environmental Sustainability Community on the department's intranet showcasing department's environment and climate change initiatives
- continued roll out of the 'Justice for the Environment' e-learn program with 277 staff completing the training in 2020–21 with the total number to 2,582 since training was introduced in 2015
- creation of the Community of Practice with representation from across the department to promote awareness of environmental commitments, help staff and assist with implementation of environmental initiatives
- environmental Sustainability information now included into the department's induction starter pack
- endorsement of the department in the Commissioner for Environmental Sustainability 2019–20 strategic audit report for its alignment with the United Nations SDGs, additional reporting beyond the scope of FRD24D, emissions reduction from motor vehicle fleet and adoption of solar panels.

Partnerships and land management

The department's target is to protect a minimum of 200 hectares (8 per cent) of the department-managed land for biodiversity conservation by 2022.

The development of Sustainable Land Management Plans for a number of operational sites identifies land for biodiversity purposes enhancing the department's productive agricultural land.

The department's CCS area works in partnership with other government departments, industries, educational providers and not-for-profit organisations to develop and manage community work programs. Some court orders require offenders to undertake unpaid community work. CCS facilitates a range of unpaid community work projects in order for offenders to successfully meet the requirements of their orders. CCS also encourages the engagement of offenders in socially valuable work aimed at developing and promoting a positive work ethic and other work-related skills. Suitable offenders can engage in work for the community that provides environmental benefits.

Due to the COVID-19 pandemic, all work programs except home-based community work were suspended towards the end of March 2020. This includes the Graffiti Removal Program which involves the removal of graffiti using recycled water and biodegradable cleaning products and paint. While there is no data to report for 2020–21, the program has removed an equivalent of 192.8 Melbourne Cricket Ground's worth of graffiti since its inception in 2005. Despite the impact of COVID-19 on activities, regions across the state continued to deliver positive outcomes for community and the environment.

Examples of environment related activities in 2020–21 include:

- locally harvested rainwater reuse of 190,000 litres for community work projects and garden irrigation
- fuel reduction works in fire-prone areas and related maintenance work on 8,400 square metres of land
- land maintenance activities including the removal of noxious weed, tree debris removal, mulching and mowing on 93,350 square metres of land
- reduction of waste to landfill by removing logos from private organisation uniforms that would have otherwise been sent to landfill. This activity provided 262 items of clothing to those in need in Australia and abroad
- over 12,500 trees grown from seed and donated to various community groups

2020–21 began with the department aiming to continue to strengthen the consistency and reach of the prisoner Landmate environmental program across the state. The program, consisting of supervised prisoner crews working on environmental projects, provides significant benefit to local communities and provides a tangible form of prisoner reparation. Prisoners also gain education and training in natural resource management related skills, with the aim of improving their successful reintegration to the community and reducing recidivism. This is now captured in a Memorandum of Understanding (MOU) between the DELWP and the department.

This aim to strengthen the program was challenged as part of Corrections Victoria's response to the COVID-19 pandemic which saw Landmate suspended from March to November 2020. Even though the pandemic has severely affected the deliverables from the program throughout this period, the outlook is highly positive from both departments.

For the reporting period of April 2020 – March 2021, Landmate crews delivered 208 Landmate crew days, 18.80 kilometres of fencing built and 810 prisoner crew days. Due to the timing of the closure through the seasonal tree planting period, no trees were planted.

Going into the sixth year of this model, the program has achieved better awareness and understanding amongst its key customers such as Landcare groups, Catchment Management Authorities and local government. The department is currently in the process of negotiating the next MOU, beyond the current agreement which expires June 30, 2021. 2020–21 has seen Landmate work hard to keep connected to the community and key stakeholders in preparation for crews being able to operate later in 2021.

Marketing of the Landmate program has continued through the website (www.landmate.vic.gov.au), making for easy access when applying for Landmate assistance, providing clarity for the program's criteria and enabling communication of Landmate's achievements in the community.

9. Assurance

Community Safety Trustee

On 20 April 2017, the Victorian Government announced the appointment of Mr Ron Iddles OAM, APM as the Community Safety Trustee for a four-year term to hold the government to account for delivering the initiatives and reforms set out in the Community Safety Statement. During his appointment, the Community Safety Trustee provided six independent reports to the Minister for Police and Emergency Services. These reports focused on the progress of the government's implementation of Community Safety Statement initiatives, as well as tracking towards its outcomes. The final report was published on 3 May 2021 and commended the efforts of both Victoria Police and the department in progressing the implementation of the government's record investment in Community Safety Statement initiatives since 2017.

The Community Safety Trustee role was independent to the government, and the Justice Assurance and Review Office provided administrative and program management support to assist with the fulfilment of his functions.

On 20 April 2021, Mr Iddles concluded his appointment.

Fire Services Implementation Monitor

The Fire Services Implementation Monitor is an independent statutory role established in the *Fire Rescue Victoria Act 1958* and is a Governor in Council appointment. The Implementation Monitor assesses the effectiveness of fire services reform activities and provides independent assurance to government and the community on progress towards a modern fire service for a safer Victoria. The Implementation Monitor publishes quarterly reports on the Country Fire Authority's and Fire Rescue Victoria's outcomes-based fire services performance measures. These reports include commentary on progress against the performance measures set out in each agency's Outcomes Framework and where possible, informs observations about the impact reform activity may be having on the fire services sector. The Implementation Monitor also tables an annual report in Parliament on the operations of the Implementation Monitor's office for each financial year, providing an assessment of:

- progress and effectiveness of delivery against relevant fire services implementation plans
- the impact the reforms are having on the financial sustainability of the Country Fire Authority and Fire Rescue Victoria
- improvements to collaboration between the Country Fire Authority and Fire Rescue Victoria
- the efficacy of implementation actions.

In December 2020, the Victorian Government appointed the Honourable Niall Blair as the inaugural Fire Services Implementation Monitor. In the first year of operation, the Implementation Monitor has established an independent supporting office and produced the Fire Services Outcomes Framework Progress Reports for Quarters 1, 2 and 3. In addition,

the Implementation Monitor established the approach to assess the implementation of the *Year One Fire Services Reform Implementation Plan*, focused on assessing the foundations and progress towards outcomes of the new fire services model.

Inspector-General for Emergency Management

The Inspector-General for Emergency Management (IGEM) is an independent statutory role and Governor in Council appointment, providing the government and community with confidence that Victoria's emergency management arrangements are effective and continually improving.

The Inspector-General reports to the Minister for Police and Emergency Services and is assisted by an office provided by the department. IGEM works with emergency management sector partners toward the shared vision and outcome of safer, more resilient communities and helps the sector to identify what is working well and where improvements can be made.

IGEM develops and maintains Victoria's Assurance Framework for Emergency Management and supports the application of the framework through a range of specific assurance activities. These include reviews, evaluations, investigations, inquiries and a range of performance and implementation monitoring activities.

IGEM conducts and reports on its full program of assurance activities in accordance Part 7 of the *Emergency Management Act 2013*. Where published, these reports are available online at igem.vic.gov.au

IGEM's assurance activities contribute to better outcomes for Victorian communities before, during and after emergencies.

Justice Assurance and Review Office

The Justice Assurance and Review Office (JARO) operates as an internal review and assurance function to advise the Secretary on the performance of the youth justice and adult correctional systems. JARO assists the Secretary to fulfil their statutory obligations to monitor the performance of all youth justice and adult correctional services under the *Children, Youth and Families Act 2005* and section 7 of the *Corrections Act 1986*.

JARO operates separately and independently from the department's Youth Justice and Corrections Victoria groups and acts as an additional line of assurance against emerging and enduring risk within both systems.

JARO provides the Secretary with current, objective information on areas of risk, the adequacy of existing controls and opportunities for improvement through activities including:

- proactive reviews into areas of risk in youth justice and adult correctional systems
- reviews into serious incidents and allegations within youth justice and adult correctional systems

- monitoring the performance of the systems including youth justice precincts, youth justice community services, prisons, CCS and other adult correctional services
- coordinating the Minister for Corrections' volunteer Independent Prison Visitor Scheme.

Where JARO identifies opportunities for improvement, it makes recommendations for change in consultation with Corrections Victoria or the Youth Justice groups. JARO also considers recommendations within the context of wider system reforms, ensuring consistency and avoiding duplication.

Independent prison visitors

The Independent Prison Visitor (IPV) Scheme, established in 1986, is coordinated by JARO. IPVs are volunteers appointed by the Minister for Corrections for a five-year term.

As at 30 June 2021, there were 27 IPVs. These volunteers attend prisons, speak to prisoners and staff, and provide the Minister for Corrections with independent and objective advice from a community perspective on the operation of Victoria's prisons.

During the period, 1 July 2020 to 30 June 2021, IPVs provided JARO with 120 reports. These reports made positive observations and identified matters requiring action and/or follow up by either JARO, the relevant prison and/or Corrections Victoria. All IPV Scheme visits were paused between March and September 2020 due to COVID-19 restrictions. Virtual visits commenced in September 2020 and in-person visits ultimately resumed in February 2021. A dedicated COVIDSafe plan and training supports IPVs to continue performing their role using a mixture of in-person and virtual visits. As at 30 June 2021, virtual visits were in place again as Victoria's Chief Health Officer deemed it unsafe for in-person visits to take place.

Reviews completed in 2020–21

Reviews of deaths

JARO conducts reviews in response to natural and unnatural deaths within a custodial or correctional facility. The deaths of offenders or young persons, who were subject to supervision in the community by youth justice, Corrections Victoria's CCS or the Adult Parole Board, may also be reviewed in certain circumstances. As a central contact point for the department, JARO plays a critical role in the provision of advice to the Coroners Court of Victoria.

Adult deaths in custody

Each time an adult dies in custody, JARO prepares a report for the Secretary and the Coroners Court of Victoria and monitors the coronial investigation and any resulting recommendations directed to the department.

In 2020–21, there were 10 deaths in adult correctional centres across Victoria compared with 13 the previous year. During this period, JARO completed eight reviews into the deaths of adult prisoners.

Offender deaths

JARO prepares a report for the Coroners Court of Victoria when a parolee or a person subject to a Drug Treatment Order or a Community Correction Order

(sometimes combined with a period of imprisonment), dies within three months of their release from prison. A report may also be completed, at the request of the Coroner, for any person who has been in custody or under supervision of CCS. During 2020–21, JARO completed 11 reports into parolee and offender deaths.

Young person deaths in the community

JARO completed three reports in 2020–21 examining the deaths of young people who died in the community while under the supervision of Youth Justice.

Reviews of incidents

JARO reviews serious incidents within youth justice precincts, youth justice community services, prisons, CCS and other adult correctional services to identify systemic risks, consider the adequacy of existing controls and the appropriateness of the response to the incident. Incidents are selected for review based on level of risk, which is determined using JARO's risk assessment framework or through referral by the Secretary, relevant Deputy Secretary, relevant Commissioner or the relevant Minister.

Corrections Victoria

In 2020–21, JARO completed six reviews into significant incidents that occurred within adult correctional centres.

Youth Justice

In 2020–21, JARO completed two reviews into significant incidents that occurred within youth justice precincts, and one review into the management of a young person in the community.

Thematic reviews

JARO conducts proactive reviews to provide the Secretary with objective advice regarding current and emerging issues in the youth justice and adult correctional systems. Thematic reviews assure the Secretary about the performance of the system and foster continuous improvement for a high-performing system. JARO completed three thematic reviews in 2020–21.

Review of Parolee Deaths between 1 April 2016 and 31 October 2018

JARO examined parolee mortality data between 1 April 2016 and 31 October 2018. While JARO was able to identify some mortality trends, the small number of parolee deaths presented challenges in drawing meaningful comparisons to Victorian population mortality data and parolee data more broadly.

Review of the adult corrections system's response to COVID-19

To provide a 'pulse check' on the Victorian corrections system's response to COVID-19, JARO reviewed how effectively Corrections Victoria balanced public health considerations with the rights of prisoners and prison staff. The review focused on the 14-day mandatory protective quarantine period imposed on prisoners when entering custody.

JARO found that measures to mitigate transmission of COVID-19 have been successful and that safeguards introduced by Corrections Victoria have been effective in protecting and promoting the human rights of

prisoners in protective quarantine units. Further, JARO identified five factors that were key to enhancing prisoner wellbeing: out of cell time, meaningful human interaction, maintaining social ties, active engagement, and access to clear and timely information. To this end, JARO identified a number of opportunities to enhance the existing human rights safeguards.

Review into assaults on staff in youth justice centres between 1 August 2019 and 29 February 2020

JARO commenced this review following a spike in serious assaults against youth justice staff in January and February 2020, which resulted in significant media attention. JARO analysed 39 discrete incidents of serious assault to identify trends, challenges, and opportunities to reduce the frequency with which these incidents occur. JARO identified opportunities in relation to placement policies, intelligence, unit profiles, staff retention, young person characteristics and high-risk times and locations.

Impact of reviews

Through its reviews, JARO aims to mitigate emerging and enduring risks and drive continuous improvement within the adult correctional and youth justice systems.

A number of key changes and improvements have been made to the adult correctional and youth justice systems in 2020–21 as a result of recommendations made by JARO related to:

- amending guidelines
- administration/record keeping
- new initiatives
- reinforcing guidelines
- staff training.

Post Sentence Authority

The Post Sentence Authority is a statutory body which contributes to the protection of the community through independent oversight of Victoria's post sentence scheme. It is responsible for monitoring and reviewing the behaviour, risk, compliance and progress of serious offenders who are subject to supervision orders and detention orders.

The Post Sentence Authority's functions are set out in the *Serious Offenders Act 2018*.

In 2020–21 the Post Sentence Authority:

- convened 182 hearings and considered 1,331 matters
- conducted 126 interviews with serious offenders
- issued 680 directions to support the management and contain the risks of serious offenders residing in the community
- issued 12 formal warnings to serious offenders for contraventions of supervision order conditions.

The Authority also reviews the delivery of coordinated services to offenders by a panel made up of representatives from Corrections Victoria, the Department of Families, Fairness and Housing and Victoria Police.

These services are contained in Coordinated Services Plans which detail the agreed services, tailored to the specific risks and behaviours of each serious offender

subject to a supervision order. In 2020–21 the Authority convened 96 meetings to review 332 individual Coordinated Services Plans.

Integrity

Local Government Inspectorate

The Local Government Inspectorate is the dedicated integrity agency for local government in Victoria.

Led by the Chief Municipal Inspector, the Local Government Inspectorate investigates offences under the *Local Government Act 2020* and may examine, investigate and prosecute any matter relating to a council's operations or electoral matters.

Additionally, the Local Government Inspectorate conducts compliance audits, governance examinations of councils and delivers a guidance and education program to improve governance and transparency of operations across the sector.

Office of the Victorian Information Commissioner

The Office of the Victorian Information Commissioner (OVIC) is the primary regulator and source of independent advice to the community and the Victorian Government about how the public sector collects, uses, and shares information. OVIC:

- promotes and oversees the state's information privacy regime
- established and monitors the Victorian protective data security framework
- conducts reviews, investigates complaints and monitors compliance with the state's freedom of information legislation
- has a key focus in promoting understanding and acceptance of the *Freedom of Information Act 1982* across the VPS.

Public Interest Monitor

The *Public Interest Monitor Act 2011* created the offices of the Principal Public Interest Monitor and Deputy Public Interest Monitors. The Public Interest Monitor began operation on 10 February 2013. The Public Interest Monitor exercises monitoring functions under the *Telecommunications (Interception and Access) Act 1979* (Cth) by virtue of the *Telecommunications (Interception) (State Provisions) Act 1988*; the *Surveillance Devices Act 1999*; the *Major Crime (Investigative Powers) Act 2004*; the *Terrorism (Community Protection) Act 2003* and the *Witness Protection Act 1991*.

The Public Interest Monitor represents the public interest and provides greater accountability in the collection of evidence by warrants, orders and coercive powers that intrude on the privacy and civil liberties of Victorians.

The Public Interest Monitor tests the content and sufficiency of the information relied upon for each warrant or order and attends the hearing of the relevant application. The Public Interest Monitor also monitors decisions by Victoria Police to admit persons to, or remove persons from, its witness protection program.

10. Statutory Compliance

Financial Management Compliance Attestation 2020–21

Department of Justice and Community Safety

Standing Directions financial management compliance
attestation 2020-21

DEPARTMENT OF JUSTICE AND COMMUNITY SAFETY

Financial Management Compliance Attestation Statement 2020-21

I, Rebecca Falkingham, Secretary of the Department of Justice and Community Safety (DJCS), has the following Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions:

- Direction 3.4 Internal control system, Instruction 7.1 (a) and (b) - The Accountable Officer must ensure that the Agency's payroll is managed in accordance with the Agency's payroll policies and procedures.

Issues have been identified on some payments made using the department's rostering systems. The department commenced rectification during the 2020-21 financial year and completion is scheduled by the end of December 2021.

Signed



Rebeca Falkingham

SECRETARY, DEPARTMENT OF JUSTICE AND COMMUNITY SAFETY

Date:

Attestation made pursuant to Direction 5.1.4 in the form set out in Instruction 5.1, Clause 2.2 (b)

Capital projects/asset investment programs

The department and its related portfolio entities manage a range of capital projects to deliver services for government. Information on the new and existing capital projects for departments and the broader Victorian public sector is contained in the most recent Budget Paper No. 4: State Capital Program (BP4) which is available on DTF's website. During the year, the department completed the following capital projects with a total estimated investment (TEI) of \$10 million or greater. The details related to these projects are reported below.

Capital projects reaching practical completion during the financial year ended 30 June 2021

Project Name	Original completion date	Latest approved completion date	Practical completion date	Explanations for changes in completion date, showing root causes for the changes
Prisoner capacity expansion	June 2020	September 2020	September 2020	n/a
Infringement Management and Services (IMES) Reform Project IT solution	June 2018	June 2020	December 2020	<p>Project delivery had been significantly delayed with vendor performance not meeting the State's expectations and not meeting the previously agreed timeframes for delivery under the contract.</p> <p>The State has developed and issued the vendor with a prioritised set of deliverables that will enable the department to obtain a minimal end to end solution. The vendor is delivering against this set of requirements.</p> <p>Remaining activities are being managed as part of business-as-usual activities under the contract and will not impact the TEI for the project. Project closed and has achieved practical completion.</p>

Capital projects reaching financial completion during the financial year ended 30 June 2020

Nil.

Statement of compliance with the *Building Act 1993*

The Minister for Finance guidelines, pursuant to section 220 of the *Building Act 1993*, promote better standards for buildings owned by the Crown and public authorities, and require entities to report on achievements. The department is responsible for a number of properties used for legal, court, prison and emergency services. Other corporate entities within the portfolio, such as the Country Fire Authority, the Metropolitan Fire Brigade and Victoria Police, will report separately on building compliance issues.

New buildings conforming to standards

In 2020–21, all works controlled by the department were required to be conducted in accordance with the provisions of the *Building Act 1993*, relevant building regulations and other statutory requirements.

The department has established appropriate mechanisms to ensure compliance, including the issuing of building permits and occupancy certificates and inspection of works. Agencies of the department are exempt from lodging building plans with local councils.

Buildings maintained in a safe and serviceable condition

Mechanisms in place within the department to ensure buildings are maintained in a safe and serviceable condition include:

- a contract with an external service provider to manage all building essential safety measures maintenance, in accordance with legislative requirements
- the development of a departmental program targeting compliance with the Asset Management Accountability Framework
- collaboration with the Victorian Asbestos Eradication Agency in accordance with that agency's work plan
- the development of a departmental works program forming part of the overall departmental investment strategy
- a program to monitor and review effectiveness of these mechanisms.

Buildings with combustible cladding

Registered fire engineers (RED Fire Engineers Pty Ltd) were contracted to conduct a fire risk assessment for those departmental buildings identified as having combustible cladding. The risk assessment contract required a site visit, material testing, and a final report with rectification recommendations. Cladding Safety Victoria also wrote to the department with advice on the final assessment and risk rating for buildings including recommendations for rectification if required.

All reports and recommendations were emailed to each entity for implementation. EMV continues to liaise with these agencies on building compliance and acquittal against ratings and any rectification recommendations. The department also continues to work with Cladding Safety Victoria to address these risks.

For buildings where the location and extent of external cladding has been assessed as presenting a low fire safety risk, periodic inspections have been recommended to ensure that cladding remains in good condition. Should capital works be planned at these sites in the future, consideration will also be given to aligning removal of external cladding during the works.

DTF, through the Shared Service Provider, are working with landlords to assess all departmental leased buildings.

Existing buildings conforming to standards

All departmental buildings comply with Minister for Finance guidelines. The mechanisms established by the department are intended to maintain compliance and the effectiveness of those mechanisms is continuously monitored.

Registered building practitioners

The department requires building practitioners carrying out building works to be registered and for registration to be maintained throughout the course of the works.

Capital projects commenced and completed 2020–21

Capital project	Total project budget (\$m)	Permits issued and works to be certified at end
COMMENCED		
JAEP – JSC Ballarat (Camp St Stage 3)	1.35	Permits issued and works to be certified at practical completion
JAEP – JSC Shepparton	3.50	Permits issued and works to be certified at practical completion
Chisholm Road Prison Project	118.530	Permits issued and works to be certified at end
New Youth Justice Facility	429.942	Permits issued and works to be certified at end
Prison Infill Expansion – Barwon	285.411	Permits issued and works to be certified at end
Prison Infill Expansion – Barwon	7.029	Permits issued and works to be certified at end
Prison Infill Expansion – Metropolitan Remand Centre	181.953	Permits issued and works to be certified at end
Wangaratta SES	4.784	Permits issued and works to be certified at end
Northcote SES	9.070	Permits issued and works to be certified at end
COMPLETED		
JAEP – JSC Ringwood	3.30	Works certified at practical completion
JAEP – JSC Werribee	0.4	Works certified at practical completion
Maribyrnong Residential Facility	10.216	Works certified at practical completion
Barwon Substation Upgrade	8.5	Works certified at practical completion
Barwon 10 Bed Detention Unit	19.757	Works certified at practical completion
Dame Phyllis Frost Centre – 132 bed expansion	54.942	Works certified at practical completion
Dame Phyllis Frost Centre – Critical Infrastructure	21.520	Works certified at practical completion
Youth Justice Secure Bed Expansion – Parkville and Malmsbury	95.937	Works certified at practical completion
Youth Justice Strengthening – Coliban Unit and Parkville Remand	56.106	Works certified at practical completion
Port Phillip Prison Capital Works – Fire Ring Main	4.300	Works certified at practical completion
Port Phillip Prison Capital Works – Scarborough South Exercise Yards	1.712	Works certified at practical completion
Melbourne Remand Centre Reinforcement Works	65.559	Works certified at practical completion
Dhurringile-Kyabram VESDA Replacement	0.613	Works certified at practical completion
Victorian Institute of Forensic Medicine – Soil Capping	0.392	Works certified at practical completion

Information and Communication Technology Expenditure

Information and communication technology (ICT) expenditure refers to the department's costs in providing business-enabling ICT services. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual ICT expenditure. BAU ICT expenditure primarily relates to ongoing activities to operate and maintain the department's current ICT capability. Non-BAU ICT expenditure relates to extending or enhancing the department's current ICT capabilities.

The ICT expenditure amounts as disclosed in this note includes additional expenses such as depreciation that are classified differently within the financial statements. Therefore, the ICT expenditure amounts in this note will not match the technology services expense amounts disclosed in note 3.5 of the financial statements.

For the 2020-21 reporting period, the department had a total ICT expenditure of \$331.203 million, comprising of \$269.264 million in BAU ICT expenditure and \$61.939 million in non-BAU ICT expenditure, as shown in the table below.

(\$ thousand)			
Business As Usual ICT Expenditure	Non-Business As Usual ICT Expenditure	Non-Business As Usual ICT Expenditure	Non-Business As Usual ICT Expenditure
	(Operational Expenditure and Capital Expenditure)	Operational Expenditure	Capital Expenditure
269,264	61,939	42,336	19,603

Procurement

Social Procurement Framework

Victoria's Social Procurement Framework (SPF) became fully operational on 1 September 2018 and applies to the procurement of all goods, services and construction works. The department continues to work towards the delivery of SPF outcomes and promotes the benefits of social procurement across department:

- opportunities for Victorian Aboriginal people
- opportunities for disadvantaged Victorians
- opportunities for Victorians with disability
- environmentally sustainable outputs
- implementation of the Climate Change Policy objectives.

From 1 January 2021, the Department of Jobs, Precincts and Regions (DJPR) assumed responsibility for overall policy, administration and implementation of the SPF across the Victorian government.

The department will continue to report spend against Aboriginal suppliers and Social enterprises via the Social Procurement Framework Annual report using DJPR and DTF's Data Procurement Analytics Tool. In 2020-21, the department had a total spend of \$2,153,890.50 with an Aboriginal supplier.

In 2021, the department, in association with DJPR, has successfully broadened the SPF's definition of 'disadvantaged Victorians' to include Victorians who have been impacted by the justice system. The intent is to increase skill and employment opportunities for this cohort, as demonstrated in the Prisoner Shop and Textiles tenders. The updated definition now includes ex-offenders, recognising the importance of social reintegration for post-release offenders.

In 2021, the department will develop social procurement plans and strategies to create employment and training opportunities for women and young people, in procurement activities valued at \$20 million or more. This activity supports the DTF 'Supporting COVID-19 recovery through Procurement' initiative. Reporting of these opportunities will commence on 1 July 2021. This policy applies to all 2020-21 budget funded initiatives and other higher value procurement activities.

Social Procurement Plans for activities, valued at \$20 million and over, advanced in 2020-21 include the Asset Maintenance and Services Contract, the Prison Infill Expansion Program (six projects in total) and the Dame Phyllis Frost Centre – 106 Bed Expansion Project, each with a focus on creating employment for Victorian Aboriginal people and supporting Safe and Fair Workplaces, along with other SPF outcomes. The Prisoner Shop and Textiles Tenders will pursue employment opportunities for disadvantaged Victorians, including ex-offenders.

The department has retained its memberships with Supply Nation, a national directory of certified Aboriginal suppliers and Social Traders, the national network of certified social enterprises.

The department runs regular meetings for its Social Procurement Internal champions working group, where participants from various business areas come together to connect, explore new areas of opportunity and progress targeted social outcomes through a collective lens. The department's Social Procurement Strategy is due for a refresh from 1 July 2021. The Strategy will refine the next iteration of priority objectives and overall goals to integrate SPF within the department.

Victorian Industry Participation Policy

In August 2018, the *Local Jobs First Act 2003* was amended bringing together the Victorian Industry Participation Policy (VIPP) and the Major Project Skills Guarantee (MPSG) policy, which were previously administered separately.

Victorian Government departments and public sector bodies are required to apply the Local Jobs First policy in all procurement activities valued at \$3 million or more that are statewide or in metropolitan Melbourne, or for procurement activities valued at \$1 million or more in regional Victoria.

MPSG applies to all construction projects valued at \$20 million or more. The MPSG guidelines and VIPP guidelines will continue to apply to respective projects where contracts have been entered prior to 15 August 2018.

Projects (standard) commenced 2020–21

During 2020–21, the Community Safety Building Authority (CSBA) commenced three metro Local Jobs First Standard procurement activities totalling \$11.6 million (including GST). The MPSG did not apply to these procurement activities.

The outcomes expected from the implementation of the Local Jobs First policy to these engagements, where information was provided, are as follows:

- an average local content commitment of 93.9 per cent
- a total of 43.15 jobs (annualised employee equivalent (AEE)) committed, including the creation of 7.06 new jobs and the retention of 36.09 existing jobs (AEE)
- a total of 8.23 apprenticeships (AEE) committed, including the creation of 2.49 new apprenticeships and the retention of 5.74 existing apprenticeships (AEE)
- a total of 4.96 traineeships (AEE) committed, including the creation of 2.16 new traineeships and the retention of 2.8 existing traineeships (AEE)
- a total of 0.63 cadetships (AEE) committed, including the creation of 0.11 new cadetships and the retention of 0.52 existing cadetships (AEE).

Projects (standard) completed 2020–21

There were no Local Jobs First standard projects completed by the CSBA during 2020–21 financial year.

Projects (strategic) – commenced 2020–21

During 2020–21, the CSBA commenced 15 Local Jobs First Strategic procurement activities, valued at \$326.6 million (including GST) and were comprised of the following:

- two procurement activities based in metropolitan Melbourne with an average estimated local content of 94.3 per cent
- five procurement activities based in regional Victoria with an average estimated local content of 94.9 per cent
- eight statewide procurement activities with an average estimated local content of 98.6 per cent.

The MPSG applied to the following procurement activities:

- two based in metropolitan Melbourne representing 94.3 per cent of estimated local content
- four based in regional Victoria representing 94.9 per cent of estimated local content
- seven statewide procurement activities representing 98.6 per cent of estimated local content.

The outcomes reported from the implementation of MPSG, where information was provided, were as follows:

- a total of 401 jobs AEE committed, including the creation of 61.2 new jobs and the retention of 339.8 existing jobs
- 10.4 new apprenticeships, traineeships and cadetships created
- 40.1 existing apprenticeships, traineeships and cadetships retained.

Projects (strategic) completed 2020–21

During 2020–21, the CSBA completed two Local Jobs First Strategic procurement activities, valued at \$14.38 million (including GST):

- one procurement activity was based in metropolitan Melbourne with an estimated local content of 99 per cent
- one procurement activity was based in regional Victoria with an estimated local content of 92.27 per cent.

The outcomes reported from the implementation of the policy, where information was provided, were as follows:

- an average of 92.28 per cent of local content outcome recorded
- a total of one new job created and 52 existing positions retained
- a total of eight new apprenticeships created and three apprenticeships retained
- 80 small-to-medium sized businesses were engaged through the supply chain.

National Competition Policy

The department continues to comply with the requirements of the National Competition Policy, including compliance with Victoria's Competitive Neutrality Policy. An exemption for prison industries was given by the DPC as the primary focus of their activities is employing prisoners and undertaking vocational training.

Disclosure of major contracts

The department has disclosed, in accordance with the requirements of government policy and accompanying guidelines, contracts entered into during 2020–21 for goods and services and construction greater than \$100,000 (including GST). The disclosed contracts can be viewed at www.tenders.vic.gov.au.

Where contracts exceed \$10 million, the contracts were disclosed (in part or full) except for certain material that is categorised within one or more criteria contained in Part IV of the *Freedom of Information Act 1982*.

Details of consultancies (valued at \$10,000 or greater)

In 2020–2021, there were 47 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total approved project value for these engagements is \$11.07 million (excluding GST). The total expenditure incurred during 2019–20 in relation to these consultancies was \$2.28 million (excluding GST). Details of individual consultancies are outlined below.

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2020–21 (excl. GST)	Future expenditure (excl. GST)
ERNST AND YOUNG	Support the establishment of the High Risk Industry Enforcement Operation	4/12/2020	18/06/2021	\$4,293,000	\$4,293,000	\$0
ERNST AND YOUNG	Provision of services related to Operation Soteria	22/10/2020	2/06/2021	\$1,255,280	\$1,255,280	\$0
INVESTEC AUSTRALIA LTD	Provision of Commercial and Financial Advisory Services to Gambling Licensing Program	3/04/2020	21/05/2021	\$446,547	\$446,547	\$0
KPMG	Redevelopment of the operating model for hotel quarantine program	17/07/2020	30/12/2020	\$435,555	\$435,555	\$0
NOUS GROUP PTY LTD	Strategic Review of Emergency Management Operating Model	11/01/2021	31/07/2021	\$360,000	\$288,000	\$72,000
NOUS GROUP PTY LTD	Capability & Risk, EMV – Training & Education Master Plan for the Emergency Management Sector	14/04/2021	30/07/2021	\$345,455	\$276,365	\$69,090
KPMG	Decriminalisation of Sex Work – Industry Operational Model Design	30/04/2021	30/08/2022	\$334,314	\$100,294	\$234,020
OBVIOUS CHOICE PTY LTD	Emergency Management Victoria – review Incident Management Training & Accreditation system	5/05/2021	31/08/2021	\$274,940	\$198,705	\$76,235
NOUS GROUP PTY LTD	Project: Surge capacity support to BRV Policy and Strategy	28/07/2020	24/09/2020	\$248,767	\$248,767	\$0
NOUS GROUP PTY LTD	Victorian Institute for Forensic Medicine Strategic Review	27/11/2020	29/01/2022	\$232,000	\$232,000	\$0
NOUS GROUP PTY LTD	Evaluation of 2020 bushfire clean-up program	23/12/2020	17/06/2021	\$227,000	\$227,000	\$0
KPMG	Development of business case, and alignment with implementation plan, in response to inquiries into Emergency Management Victoria	1/12/2020	31/08/2021	\$225,286	\$211,650	\$13,636
BEVINGTON CONSULTING PTY LTD	Courts and Corrections Scheduling Process Review	1/05/2020	4/09/2020	\$210,695	\$210,695	\$0
PUBLICIS SAPIENT AUSTRALIA PTY LTD	COVID-19 Quarantine Victoria – Technology and reports for major event quarantine program	29/03/2021	12/04/2021	\$196,762	\$196,762	\$0
GROSVENOR PUBLIC SECTOR ADVISORY	Emergency Management Victoria – Cross Border Operations Service Delivery Model	23/03/2021	30/06/2021	\$166,335	\$64,035	\$102,300
THE PUBLIC LAND CONSULTANCY	Independent Audit of the Dja Dja Wurrung Land Use Activity Agreement	18/12/2020	24/09/2021	\$146,582	\$43,400	\$103,182
DELOITTE TOUCHE TOHMATSU	Development of a prioritisation model for asset investment within the portfolio of 149 VICSES units and 57 Life Saving Victoria clubs throughout Victoria.	30/11/2020	30/06/2022	\$133,608	\$0	\$133,608
SHAUN REARDON	Offender Pathways to Employment Initiative	7/12/2020	10/06/2021	\$122,400	\$122,400	\$0
PIRAC ECONOMICS	Regulatory approach for the Victims of Crime Commissioner	24/09/2020	31/08/2021	\$83,909	\$53,550	\$30,359
GAMING CONSULTANTS INTERNATIONAL	Advice provided to the gaming industry in response to COVID-19	1/07/2020	29/04/2021	\$73,300	\$73,300	\$0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2020–21 (excl. GST)	Future expenditure (excl. GST)
ACCELERATED KNOWLEDGE TECHNOLOGIES PTY LTD	Policy review of casino regulation	16/04/2021	21/06/2021	\$69,350	\$69,350	\$0
GROSVENOR PUBLIC SECTOR ADVISORY	Capability & Risk advice on the new Australian Fire Danger Rating Systems	25/03/2021	24/03/2022	\$65,455	\$25,903	\$39,552
DELOITTE CONSULTING PTY LIMITED	Commercial advice through performance of a prioritised functionality risk review.	24/08/2020	11/09/2020	\$60,637	\$60,637	\$0
DANDOLO PARTNERS	Advice on Government response to Royal Commission into the Management of Police Informant.	1/03/2021	16/03/2021	\$58,379	\$58,379	\$0
NOUS GROUP PTY LTD	Surge capacity support project to Bushfire Recovery Victoria Policy and Strategy.	13/10/2020	20/10/2020	\$58,364	\$58,364	\$0
NOUS GROUP PTY LTD	Strategic Business Plan	24/08/2020	27/08/2020	\$50,127	\$50,127	\$0
ERNST AND YOUNG	Chisholm Road Business Case Consultancy	18/11/2020	25/12/2020	\$49,275	\$49,275	\$0
RMIT UNIVERSITY	Consultancy services for the Aboriginal Youth Justice Act Working Group	12/01/2021	12/02/2021	\$48,974	\$48,974	\$0
LEADBEATER GROUP PTY LTD	Strategic Priorities for Emergency Management Volunteers	18/05/2021	18/06/2021	\$44,000	\$44,000	\$0
CODE BLACK THREAT MANAGEMENT	YJ West Metro Knife Crime Research and Literature Review	29/03/2021	14/05/2021	\$42,900	\$42,900	\$0
IPP CONSULTING PTY LTD	Langi Kal Kal Security Consultant	26/02/2021	21/06/2021	\$42,620	\$42,620	\$0
CAPIRE CONSULTING GROUP PTY LTD	Crime Prevention Strategy Engagement	25/06/2020	26/02/2021	\$42,319	\$42,319	\$0
LYN WALKER AND ASSOC	Victim Services Support & Reform Workforce Capability Framework	13/04/2021	30/06/2021	\$40,500	\$0	\$40,500
NOUS GROUP PTY LTD	Aboriginal Community Justice Panel Program commencement	20/01/2021	15/03/2021	\$40,000	\$40,000	\$0
CONSUMER POLICY RESEARCH CENTRE LTD	Aboriginal Private Rental Access Project	11/01/2021	9/02/2021	\$35,000	\$35,000	\$0
POSITIVE INTERACTION	Accreditation and quality assurance process for restorative engagement conferences	16/12/2020	24/06/2021	\$34,000	\$34,000	\$0
MONASH UNIVERSITY	Provision of advice to the Medicinal Cannabis and Safe Driving Working Group	25/01/2021	30/06/2021	\$33,823	\$33,823	\$0
MARTIN C BOORMAN CONSULTING PTY LTD	Support for the Medicinal Cannabis and Safe Driving Working Group	25/01/2021	30/06/2021	\$32,000	\$16,800	\$15,200
COMMUNITY LED SYSTEMS	EMV Projects – Valuing Volunteers	19/01/2021	25/06/2021	\$30,000	\$30,000	\$0

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2020–21 (excl. GST)	Future expenditure (excl. GST)
NOUS GROUP PTY LTD	Emergency Management Victoria – Water Safety Strategy 2021–25	10/06/2021	29/06/2021	\$30,000	\$30,000	\$0
DELOITTE CONSULTING PTY LIMITED	Business case for Bushfire Recovery Victoria & extending to Local Government.	28/01/2021	4/02/2021	\$27,766	\$27,766	\$0
LEADBEATER GROUP PTY LTD	Emergency Management Victoria – Understanding Community Safety & Resilience from Different Perspectives	10/06/2021	18/06/2021	\$27,500	\$27,500	\$0
CROSSBOW CONSULTING SERVICES	Provision of specialist services to Fire Services Reform agenda	1/07/2020	11/11/2020	\$22,910	\$22,910	\$0
ABORIGINAL HOUSING VICTORIA LTD	Aboriginal Housing Victoria consultancy services for aboriginal private rental assistance program	24/12/2020	11/02/2021	\$18,182	\$18,182	\$0
COLLABORATIVE OUTCOMES	Delivery of Emergency Management Planning Scenario testing	28/04/2021	14/05/2021	\$16,650	\$16,650	\$0
PUBLIC SECTOR SOLUTIONS	Governance Review 2021 – Deliver an Issues Register and Draft Scoping Paper(s)	9/06/2021	18/06/2021	\$10,800	\$10,800	\$0

Details of consultancies under \$10,000

In 2020–21, there were six consultancies where the total fees payable to the consultants were under \$10,000. The total approved project value for these engagements is \$25,104 (excluding GST). The total expenditure incurred during 2019–20 in relation to these consultancies was \$51,525 (excluding GST). Details of individual consultancies are outlined below.

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2020–21 (excl. GST)	Future expenditure (excl. GST)
ANTEBELLUM CONSULTING	Analysis of RIO contract project deliverables and review recommendations	2/06/2021	11/06/2021	\$7,200	\$7,200	\$0
D W BOWE AND ASSOC PTY LTD	Review of Action	6/04/2021	19/05/2021	\$6,600	\$6,600	\$0
DJANDAK	Site visits to conduct preliminary Cultural and Environmental assessments at Malmsbury, Tarrengower and Loddon Facilities.	6/05/2021	25/05/2021	\$4,290	\$4,290	\$0
BURNET INSTITUTE	Develop options to manage the driving behaviour of medicinal cannabis patients to minimise road safety risk, the Road Safety Camera Program (RSCP)	25/01/2021	30/06/2021	\$3,045	\$3,045	\$0
VICKI KOTSIRILOS PTY LTD	To support the Medicinal Cannabis and Safe Driving Working Group in developing options to manage the driving behaviour of medicinal cannabis patients to minimise road safety risk, the Road Safety Camera Program	25/01/2021	30/06/2022	\$3,045	\$3,045	\$0
CDL AND ASSOC PTY LTD	Review of Prisoner Education and Training Model	30/06/2020	10/07/2020	\$924	\$924	\$0

Government advertising expenditure

In 2020–21, there were four government advertising campaigns with total media spend of \$100,000 or greater (exclusive of GST). The details of each campaign are outlined below.

Details of government advertising expenditure in 2020–21 (campaigns with a media spend of \$100,000 or greater)

Campaign summary	Expenditure 2019–20 (\$ excluding GST)					Total
	Advertising (Media)	Creative and campaign development	Research and evaluation	Print and collateral	Other campaign expenditure	
Fire Rescue Victoria campaign						
The Fire Rescue Victoria campaign was implemented to inform the community of the commencement of Fire Rescue Victoria on 1 July 2020 and the reforms to how fire services are delivered in Victoria.						
Fire Rescue Victoria campaign: 20 September 2020 – 17 October 2020	\$693,954.64	\$122,118.50	\$0	\$0*	\$0*	\$816,073.14
Rental Reforms campaign						
The Rental Reforms campaign was developed to inform renters and rental providers (landlords) about changes to renting laws and direct them to the Consumer Affairs Victoria website to find out what the changes mean for them.						
Rental Reforms campaign: 29 March – 30 May 2021	\$346,361.52	\$236,366.63	\$0	\$265.97	\$45,400	\$628,394.12*
Victorian Fire Season campaign						
The Victorian Fire Season campaign is an annual Victorian bush and grassfire awareness campaign that aims to improve community understanding of fire and fire risk; encourage Victorians to take responsibility for their own safety; and prompt people to leave early to minimise injury and loss of life due to fire. The campaign ran from 25 October 2020 to 31 March 2021.						
1. Victorian Fire Season Campaign (25 October 2020 – 28 February 2021)	\$5,257,978	\$715,109	\$138,215	\$0	\$191,365	\$6,302,667*
2. March Extension (1 March 2021 – 31 March 2021)						
Water Safety campaign						
Established in 1998, Play It Safe by the Water is a public education and awareness program aimed at increasing safety around water and reducing the number of drowning incidents in Victoria. Campaign advertising plays a key role in making water safety a priority for summer, through to mid-April. The 2020–21 Water Safety campaign targeted two priority audiences: men aged 45–64 years and men aged 25–44 years, particularly from Chinese, Indian and Vietnamese communities.						
Secondary audiences included parents/carers of toddlers and Victorians over 55 years of age.						
Water Safety campaign: 13 December 2020 – 24 April 2021 (social media commenced 22 November)	\$716,249.27	\$190,939.65	\$140,000	\$0	\$966.13	\$1,048,155.05

* Expenses for the Fire Rescue Victoria campaign still being finalised.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* allows the public a right of access to documents held by the department. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by a department. This comprises documents both created by the department or supplied to the department by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by the department is available on the department's website under its Part II information statement.

The Act allows a department to refuse access, either fully or partially, to certain documents or information.

Examples of documents that may not be accessed include:

- cabinet documents
- some internal working documents
- law enforcement documents
- documents covered by legal professional privilege, such as legal advice
- personal information about other people
- information provided to a department in-confidence
- information that is confidential under another Act (such as the *Corrections Act 1986*).

Under the Act, the Freedom of Information (FOI) processing time for requests received is 30 days. However, when external consultation is required under

ss29, 29A, 31, 31A, 33, 34 or 35, the processing time is 45 days. Processing time may also be extended by periods of 30 days, in consultation with the applicant. With the applicant's agreement, this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by the department, under section 49A of the Act they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

FOI requests can be lodged online at ovic.vic.gov.au. An application fee of \$29.60 applies. Access charges may also be payable if the document pool is large, and the search for material, time consuming.

Access to documents can also be obtained through a written request to the department's FOI Unit, as detailed in s17 of the Act.

When making an FOI request, applicants should ensure requests are in writing, and clearly identify what types of material/documents are being sought.

Requests for documents in the possession of the department should be addressed to:

Freedom of Information Unit

Department of Justice and Community Safety
121 Exhibition Street
Melbourne VIC 3000

Enquiries can be made to the department's FOI Unit via email at foi@justice.vic.gov.au.

Requests for documents held by the department's portfolio statutory bodies that are subject to FOI, such as the Country Fire Authority, Court Services Victoria, Emergency Services Telecommunications Authority, Fire Rescue Victoria, Office of Public Prosecutions, Victoria Police and Victoria State Emergency Services should be sent directly to the relevant statutory body. A list of the department's statutory bodies that are subject to FOI can be found at justice.vic.gov.au.

FOI statistics/timeliness

During 2020–21, the department received 1,274 applications. Of these requests, 36 were from Members of Parliament, 38 from the media, and the remainder from the general public.

The department made a total of 1,311 FOI decisions during the 12 months ending 30 June 2021.

Five hundred and ninety decisions were made within the statutory 30-day time period, 109 decisions within an extended statutory 31-45 day time period and 48 decisions within a further extended period with the applicant's agreement. Of the decisions made outside time, 352 were made within a further 45 days and 34 decisions were made in greater than 45 days.

A total of 1,126 FOI access decisions were made where access to documents was granted in full, granted in part or denied in full. Of those access decisions, 119 were made after mandatory extensions had been applied or agreed upon by the applicant. The

average time taken to finalise requests in 2020–21 was 36.4 days. Of requests finalised, the average number of days over the statutory time period (including extended timeframes) to decide the request was 0.8 days.

During 2020–21, 54 requests were subject to a complaint/review by OVIC. Nineteen requests progressed to the VCAT.

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and ovic.vic.gov.au.

Public Interest Disclosure Act 2012

The department encourages employees and the public to report known or suspected incidents of corrupt conduct.

The *Public Interest Disclosure Act 2012* provides certain protections to people who make disclosures of improper conduct by public officers and/or bodies. It also establishes the process for the investigation of these matters.

The department has a zero-tolerance approach to improper or corrupt conduct by employees and any reprisal against those who report improper or corrupt conduct.

Disclosures of improper or corrupt conduct by departmental staff or contractors can be made to the Secretary or a Public Interest Disclosure's Coordinator.

Alternatively, disclosures can be made directly to the Independent Broad-based Anti-corruption Commission (IBAC).

IBAC

Level 1, North Tower, 459 Collins Street
MELBOURNE VIC 3000
Phone: 1300 735 135
Website: ibac.vic.gov.au

Further information about making and handling protected disclosures is available at justice.vic.gov.au

In 2020–21, the department received three disclosures, which is a decrease of eight from the previous financial year.

Protected disclosures

	2019–20	2020–21
The number of disclosures made by an individual to the department and notified to the Independent Broad-based Anti-corruption Commission	11	3*

* The changed working environment due to the COVID-19 pandemic may have impacted the number of public interest disclosures made to the department and notified to IBAC.

At the end of the 2020–21 financial year, the department was assessing a further three disclosures in addition to those which have already been referred to IBAC under the *Public Interest Disclosure Act 2012*.

11. Additional Information

In compliance with the requirements of the Standing Directions of the Minister for Finance, the following information is provided in the Additional Information component of the department's Annual Report, found at justice.vic.gov.au:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the entity
- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.

Details of all contractors have been retained by the department and are available on request, subject to the provisions of the *Freedom of Information Act 1982*. This includes:

- contractors engaged
- services provided
- expenditure committed to for each engagement.

Details of contractors can be provided upon request by contacting:

Executive Director, Strategic Communication Branch

Department of Justice and Community Safety

GPO Box 4356

MELBOURNE VIC 3000

internalcommunication@justice.vic.gov.au

12. Acronyms

AASB	Australian Accounting Standards Board	DPC	Department of Premier and Cabinet
ACCO	Aboriginal Community Controlled Organisation	DPP	Director of Public Prosecutions
ACCS	Accident Compensation Conciliation Service	DSCV	Dispute Settlement Centre of Victoria
ACI	Australasian Correctional Investment Ltd	DTF	Department of Treasury and Finance
ACSO	Australian Community Support Organisation	DWG	Designated Working Group
AEE	Annualised Employee Equivalent	EMP	Environmental Management Plan
AFM	Affected Family Member	EMS	Environmental Management Strategy
AJA4	Aboriginal Justice Agreement 4	EMV	Emergency Management Victoria
AMAF	Asset Management Accountability Framework	EO	Executive Officer
AND	Australian Network on Disability	EPA	Environmental Protection Authority
AOD	Alcohol and Other Drugs	EPB	Employment Pathway Broker
BAU	Business as Usual	EPBC	Environment Protection and Biodiversity Conservation
BDM	Registry of Births, Deaths and Marriages	ESD	Environmental Sustainability Design
BP4	Budget Paper 4	FAQ	Frequently Asked Questions
BP5	Budget Paper 5	FFT	Functional Family Therapy
BRS	Birth Registration Statement	FOI	Freedom of Information
BRV	Bushfire Recovery Victoria	FRD	Financial Reporting Directions
CAC	Capital Asset Charge	FRV	Fire Rescue Victoria
CALD	Culturally and Linguistically Diverse	FTE	Full Time Equivalent
CAV	Consumer Affairs Victoria	FVIO	Family Violence Intervention Order
CCP	Community Corrections Practitioner	FVS	Family Violence Scheme
CCS	Community Correctional Services	GHG	Green House Gas
CEO	Chief Executive Officer	GLaWAC	Gunai Kurnai Lands and Waters Aboriginal Corporation
CIRF	COVID-19 Isolation and Recovery Facilities	HSC	Health and Safety Committee
COG	Custodial Officer Grade	HSR	Health and Safety Representative
CQV	COVID-19 Quarantine Victoria	HSW	Health, Safety and Wellbeing
CSA	Crime Statistics Agency	IBAC	Independent Broad-based Anti-corruption Commission
CSBA	Community Safety Building Authority	ICT	Information and Communication Technology
CSO	Community Service Obligation	IGEM	Inspector-General for Emergency Management
CSS	Community Safety Statement	IPV	Independent Prison Visitor
CV	Corrections Victoria	IRP	Issue Resolution Procedure
CVE	Countering Violent Extremism	IT	Information Technology
CWS	Child Witness Service	IVO	Intervention Order
CYF	Children Youth and Family	JAEP	Justice Accommodation Expansion Project
DAP	Disability Action Plan	JARO	Justice Assurance and Review Office
DBDRV	Domestic Building Dispute Resolution Victoria	JIMS	Justice Incident Management System
DELWP	Department of Environment, Land, Water and Planning	JPRA	Judicial Proceedings Report Act
DET	Department of Education and Training	KJU	Koori Justice Unit
DFFH	Department of Families, Fairness and Housing	KMP	Key Management Personnel
DHHS	Department of Health and Human Services		
DJPR	Department of Jobs, Precincts and Regions		

LEAP	Law Enforcement Assistance Program	TAFE	Tertiary and Further Education
LGBTIQ+	Lesbian, gay, bisexual, trans and gender diverse, intersex, queer and questioning	TEI	Total Estimated Investment
LGI	Local Government Inspectorate	VAP	Victim Assistance Program
LSEC	Local Site Executive Committees	VBA	Victorian Building Authority
MARAM	Multi-Agency Risk Assessment and Management	VCAT	Victorian Civil and Administrative Tribunal
MCRF	Maribyrnong Community Residential Facility	VCGLR	Victorian Commission for Gambling and Liquor Regulation
MHWP	Mental Health and Wellbeing	VCIP	Victorian Correctional Infrastructure Partnership Pty Ltd
MJ	Mega joule	VEOHRC	Victorian Equal Opportunity and Human Rights Commission
MOG	Machinery of Government	VGSO	Victorian Government Solicitor's Office
MOU	Memorandum of Understanding	VIFM	Victorian Institute of Forensic Medicine
MPSG	Major Project Skills Guarantee	VIPP	Victorian Industry Participation Policy
MST	Multisystemic Therapy	VLA	Victoria Legal Aid
NABERS	National Australian Built Environment Rating System	VLRC	Victorian Law Reform Commission
NDIS	National Disability Insurance Scheme	VPS	Victorian Public Service
NMR	Nominated Management Representative	VRGF	Victorian Responsible Gambling Foundation
NTU	Native Title Unit	VSA	Victims Support Agency
OHS	Occupational Health and Safety	WNLP	Wulgunggo Ngalu Learning Place
OHSMS	Occupational Health and Safety Management System	WoVG	Whole of Victorian Government
OPA	Office of the Public Advocate	WWCCV	Working with Children Check Victoria
OPP	Office of Public Prosecutions	YEP	Youth Employment Program
OVIC	Office of the Victorian Information Commissioner	YES	Youth Employment Scheme
PAA	Public Administration Act	YJ	Youth Justice
PACE	Positive Action towards Career Engagement	YJW	Youth Justice Worker
PIE	Prison Infill Expansion		
PPE	Personal Protective Equipment		
PPP	Public Private Partnership		
PSO	Protective Services Officer		
ROGS	Report on Government Services		
RHP	Regional Hospital Pathway		
RTBA	Residential Tenancies Bond Authority		
RTW	Return to Work		
SAC	Sentencing Advisory Council		
SALO	Sheriff's Aboriginal Liaison Officer		
SCA	Service Concession Asset		
SCC	State Control Centre		
SD	Standing Directions		
SDG	Sustainable Development Goal		
SEMP	State Emergency Management Plan		
SES	Senior Executive Service		
SPF	Social Procurement Framework		
STS	Senior Technical Specialist		