

The Year in Review

Secretary's Message



This report highlights the services and activities of the Department of Justice in 2004-05. The past year has been one of consolidating service provision while seeking to better develop a joined-up operational approach that capitalises on the diversity and knowledge of the Justice workforce.

Each of the Department's Portfolio areas has actively sought to work more collaboratively across its functions to bring a broader perspective to issues of mutual interest. As a result, the Department has developed a new project management approach that uses the deployment of cross-functional teams across the Portfolio.

As an example of this new project management framework, a key project to improve the criminal justice system's response to sexual assault garnered extensive representation from a unique mix of victims, justice agencies and the legal system. Formation of the Sentencing Advisory Council was also an important step in creating a criminal justice system that is better equipped to support victims, and more efficiently and fairly sentence offenders.

The Department also took the lead on a multi-agency approach for the whole of The Fairer and Firmer Fines project, which is developing consistent policies and operational protocols for all agencies that issue infringements. The project will ensure the infringements system protects human rights, better providing for people with exceptional circumstances and those who cannot understand or control behaviour that results in an infringement notice being issued. The project will also further develop enforcement sanctions to ensure that unpaid fines debt is recouped.

The Lotteries Licence Review was a third major project to use cross functional teams, and in particular the steering committee demonstrated the enhanced effectiveness of using a collaborative approach to decision-making. Early involvement of staff from different portfolios within the State Government brought in new skills and experience that added considerable value to the two-staged review, the final outcome of which will reinforce the Government's commitment to responsible gambling and maintain the highest standards of probity in the gaming industry.

Promoting proper recognition and respect to all Indigenous people coming in contact with the criminal justice system is an ongoing priority for the Department. In 2005, a formal assessment of the Aboriginal Justice Agreement found that a very positive relationship has been established between the justice system and Indigenous communities. Results of an independent review of the Koori Courts have shown that offering mainstream law in a more culturally appropriate environment is reducing recidivism and helping Indigenous Victorians to stay out of the criminal justice system. In the past year, a fifth Koori Court was opened in Mildura and the Department has re-affirmed its commitment to Indigenous Victorians by revisiting the Agreement and developing a second phase strategy to build on the solid foundations established to date.

The Department has worked to increase the confidence and safety of diverse Victorian communities by developing and trialling emergency communications for culturally and linguistically diverse and hearing-impaired Victorians. Further, several major communication projects have reduced notification times in communications for front-line emergency services workers. Significant technological innovations have also improved the safety of Victorians on the road, with the world's first roadside drug testing regime trialled in Victoria.

Improving service delivery to regional Victorians has been an important component of managing system equity across the State. A network of regionally-based Consumer Affairs Victoria offices now provides education, advocacy support, and conciliation services to a broader consumer base across regional Victoria. Through these offices and a fleet of mobile units, consumers and industry are seeking information through local seminars and forums, and the expanded regional presence has greatly improved resourcing for a range of regional compliance programs.

The Department has continued to modernise its operating environment through its environmental management policy. Prisons are purchasing an increased quantity of green power, A comprehensive recycling and landfill reduction program has been implemented in Departmental offices, and sustainable environmental design is a consideration in all new capital projects. Justice continues to make the best use of new technology, and regional staff have benefited through a LAN infrastructure refresh and new standard operating environment that has improved network responsiveness right across the Justice network.

Over the past year and throughout the many projects undertaken, the Department has remained committed to ensuring that a high level of organisational health is retained and improved. Results from staff and manager surveys show that the Department enjoys a cohesive and supportive internal operational environment, and a new partnership model between Justice Portfolio staff and volunteers has capitalised on the unique synergies responsible for the Department's many achievements.

2004-05 has been a challenging year in which a great deal has been achieved across the Portfolio. The Department of Justice has continued to deliver quality services to the Victorian community, develop sound legislation and provide definitive policy advice to its four ministers in an environment of exciting, dynamic reform and continuous learning and development. Congratulations to all staff and volunteers for their hard work over the past year. The achievements presented in this Annual Report show there is much to be proud of.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Penny Armytage'.

Penny Armytage, Secretary

The Justice
Ministers



The Hon. Rob Hulls, MP
Attorney-General
8 Nicholson Street
East Melbourne, 3002



The Hon. Tim Holding, MP
Minister for Police and Emergency Services
Minister for Corrections
55 St Andrews Place
East Melbourne, 3002
From January 2005



The Hon. Marsha Thomson, MP
Minister for Consumer Affairs
80 Collins Street
Melbourne, 3000



The Hon. John Pandazopoulos, MP
Minister for Gaming
Minister for Racing
55 Collins Street
Melbourne, 3000

Note:

From 1 July 2004 to January 2005

- The Hon. Andre Haermeyer, MP was the Minister for Police and Emergency Services and the Minister for Corrections.
- John Lenders, MP, was Minister for Consumer Affairs.



Ms Jenny Mikakos
Parliamentary Secretary, Justice

Dear Ministers

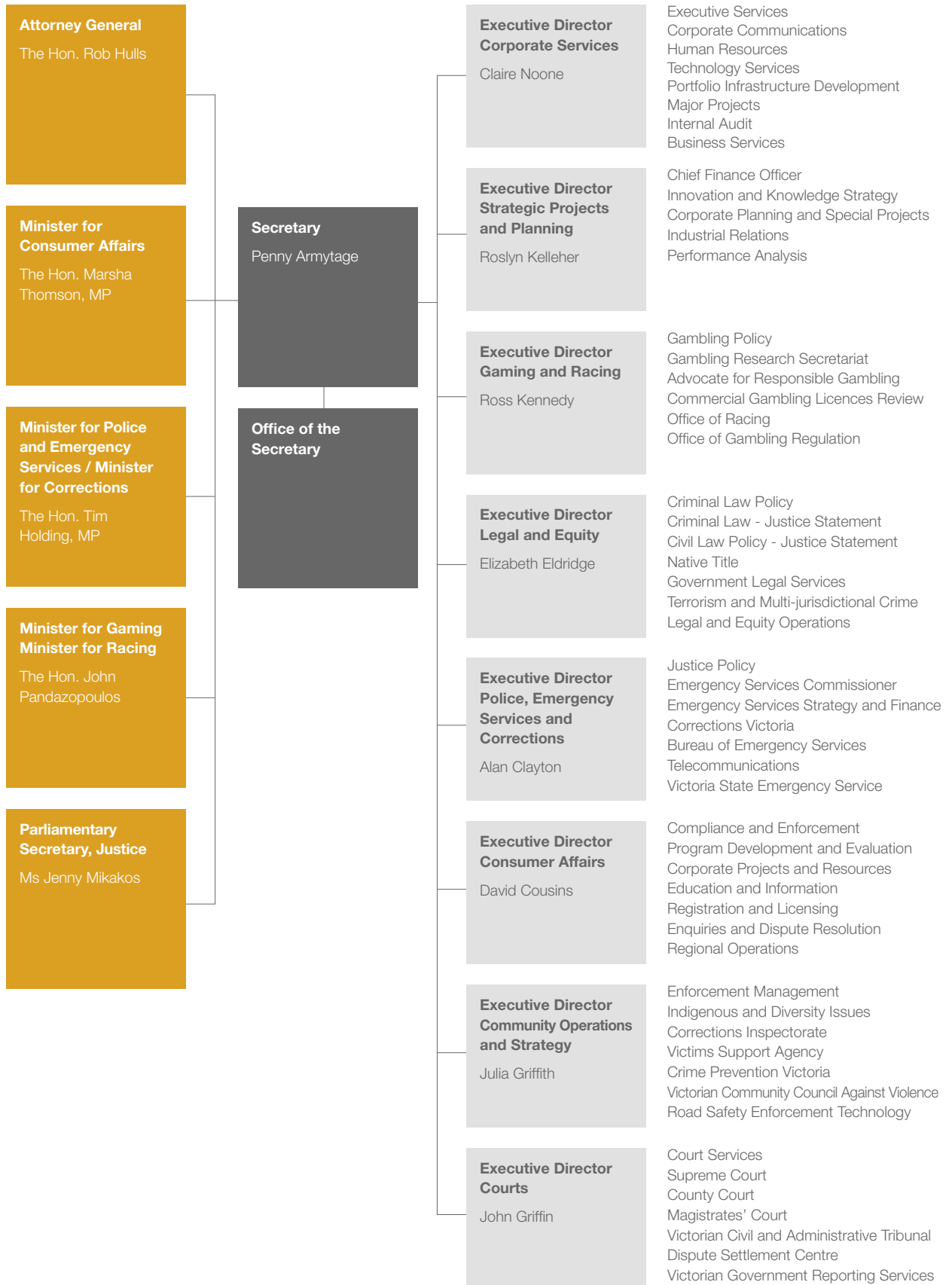
Annual Report 2004 - 2005

As required by the *Financial Management Act 1994*, I have pleasure in submitting the Department of Justice Annual Report for the year ended 30 June 2005, for you to present to the Houses of Parliament.

Yours sincerely

Penny Armytage
Secretary

Organisational Chart



A full organisation chart showing reporting arrangements of statutory agencies and bodies can be found in the Appendices on page 128.

The Justice Executive



Mr John Griffin Executive Director Courts	Dr Claire Noone Executive Director Corporate Services	Dr David Cousins Executive Director Consumer Affairs	Dr Roslyn Kelleher Executive Director Strategic Projects and Planning	Ms Penny Armytage Secretary	Ms Elizabeth Eldridge Executive Director Legal and Equity	Ms Julia Griffith Executive Director Community Operations and Strategy	Mr Ross Kennedy Executive Director Gaming and Racing
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Absent: Mr Alan Clayton, Executive Director, Police, Emergency Services and Corrections



Justice Corporate Values

In November 2004, the Department introduced new corporate values to unite staff's collective vision and guide future direction.

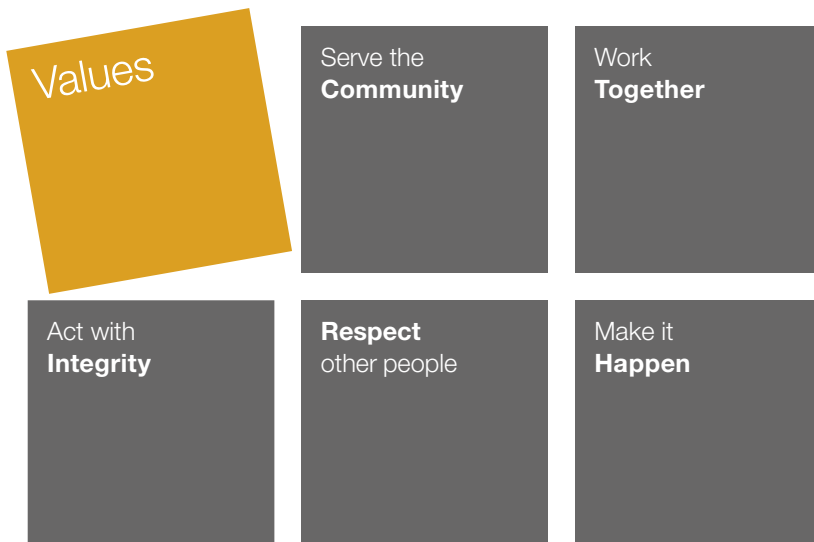
The Department is constantly evolving in response to diverse challenges. A common set of values helps to unify staff and support the momentum toward a dynamic and cohesive organisational culture.

Metropolitan and regional staff, and executive officers from all business units, worked together to develop corporate values and associated behaviours that reflect the essence of the organisation and encapsulate the Department's aspirations.

The resulting 'One Justice' values and behaviours have been integrated into the Department's people-management systems including performance plans, new staff induction and role descriptions. The 'One Justice' values also strongly shape and influence the Department's recruitment, training and development as well as its relationships with stakeholders.

The Justice staff recognition program has incorporated the values into its nomination criteria. In June 2005, the inaugural Secretary's 'One Justice' Values Partnership Award was presented to the volunteers of the Nunawading SES for their tenacity and commitment during Melbourne's worst storms on record in February 2005 - working together, serving the community, respecting other people and making it happen.

Meaningful shared values now underpin the Department's commitment to delivering the highest quality service.



Strategic Planning Framework

The key policy framework of the Victorian Government is Growing Victoria Together (GVT), which articulates the Government's broad vision for Victoria for the next ten years.

The Justice Portfolio has an important contribution to make to the GVT outcomes of 'Building friendly, confident and safe communities' and 'A fairer society that reduces disadvantage and respects diversity' through balanced law, accessible courts and informed communities.

The Portfolio's strategic direction revolves around seven central outcomes aligned to GVT that are fundamental to its operations and represent the focus of its work. These outcomes are:

- 1 Reduce crime and its effects
- 2 Ensure consumers are protected through appropriate regulation and education
- 3 Promote responsible conduct
- 4 Strengthen fair and efficient dispute resolution
- 5 Promote and protect human rights
- 6 Prevent and respond to emergencies
- 7 Build a high performing Justice system

To a great extent these outcomes are being pursued through the Department's core business activities. These include a significant and active program of legislative reform; a commitment to quality service delivery; active regulation; investment in innovative systems; and the development of dynamic corporate services.

Already there has been an increased focus on promoting and protecting human rights through initiatives of the Attorney-General's Justice Statement, while dispute resolution is being strengthened through alternative dispute resolution services and enhanced business services to consumers. Protecting consumers and promoting responsible conduct has been progressed by addressing the needs of vulnerable and disadvantaged consumers. New arrangements for stakeholder consultation and the commissioning of research will strengthen efforts to promote responsible gambling and reduce the harm associated with problem gambling.

Reducing crime and its effects has seen the provision of enhanced resources for policing activities and the courts and corrections systems, and increasing support to victims of crime. Efforts around preventing and responding to emergencies have been focused on terrorism prevention and recovery efforts.

The delivery of the Portfolio's outcomes will be supported by increased collaboration within the Justice Portfolio, at a whole-of-government level and through increased engagement with Victorian communities and stakeholder groups.

The following diagram shows the relationship between Government's Growing Victoria Together framework, Department of Justice outcomes and outputs.

The Justice Portfolio budget provides for a range of services to be delivered to the Victorian community. These services are delivered in output groups, including Victoria Police outputs. All outputs for which the Justice Portfolio was responsible in 2004-2005 achieved full certification by the Minister for Finance. A more detailed breakdown of these output groups and the performance measures for these groups can be found under the Report on Performance section starting on page 57.

**Growing Victoria
Together outcomes
for Government**

Caring Communities

Building friendly, confident and safe communities

A fairer society that reduces disadvantage and respects diversity

Vibrant Democracy

Greater public participation and more accountable government

Sound financial management

**Justice portfolio
policy outcomes**

Reduce crime and its effects

Ensure consumers are protected through appropriate regulation and education

Promote responsible conduct

Strengthen fair and efficient dispute resolution

Promote and protect human rights

Prevent and respond to emergencies

Build a high performing justice system

Departmental outputs

Public Safety Policy
Crime & Violence Prevention

Reducing the Crime Rate

High levels of Community Perceptions of Safety

High levels of Customer Satisfaction (with Police)

Enforcing Correctional Orders

Protecting Consumers

Regulating Gaming & Racing

Reducing the Road Toll & the Incidence of Road Trauma

Legal Support for Government

Dispensing Justice

Enforcing Court Orders

Achieving Equal Opportunity

Public Safety Policy -
Emergency Readiness Support

Emergency Prevention & Response

Supporting High Performance

The Justice Portfolio

The Justice Portfolio includes the Department, major agencies such as Victoria Police, the Victorian Electoral Commission, the Victorian Commission for Gambling Regulation, as well as a range of other statutory agencies and offices. It also includes judicial and quasi-judicial bodies concerned with protecting and enforcing legal rights and responsibilities and providing social regulation and development of industry.

The Department delivers direct services to the community and provides policy development and advice across six ministerial portfolios.

With a budget of \$1.050 million and a staff of approximately 5100 the Department has more than 50 business units and service agencies as well as courts throughout Victoria. In excess of 95,000 volunteers work in partnership with the Department to ensure safer streets, homes, workplaces and open spaces.

In November 2004, the Justice Executive Committee commenced a process to review the strategic direction of the Justice Portfolio and to develop long-term strategies to respond to the major challenges and opportunities for the portfolio.

Department of Justice *Strategic Priorities 2005* offers a synthesis of this strategic thinking, maps the challenges ahead and describes how progress will be measured. The framework provides the Justice Portfolio with a statement that allows internal business units as well as statutory entities to engage in discussion and business planning activities that complement and support the Justice Department's strategic direction.

The Department's work has been arranged into five systems:

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- Criminal Justice
 - Regulation and Enforcement
 - Civil Justice
 - Emergency Services
 - Corporate and Strategic Services

These systems have been used as the framework for the narrative section of the annual report.

The Criminal Justice system section of the report discusses what the Department has done to reduce crime and its effects.

The Regulation and Enforcement system section describes achievements to protect consumers and promote responsible conduct.

The Civil Justice system section reports on measures to strengthen fair and efficient dispute resolution and promote and protect human rights.

The Emergency Services system section gives details of initiatives to prevent and respond to emergencies.

The Corporate and Strategic Services system section outlines measures taken internally to build a high performing justice system.



Reduce crime and its effects

Reduced incidence, impact and fear of crime

Reduced rate of growth in imprisonment and re-offending

Increased community confidence in the justice system in dealing with crime

Ensure consumers are protected through appropriate regulation and education

Increased access to consumer protection services, particularly for the vulnerable and disadvantaged

Promote responsible conduct

Increased levels of civil compliance and community confidence in regulatory institutions

Reduced road deaths and serious injuries

Strengthen fair and efficient dispute resolution

Increased diversion to appropriate dispute resolution

Improved clearance rates within courts

Promote and protect human rights

Increased awareness of legal and civil rights

Reduced levels of systemic discrimination

Prevent and respond to emergencies

Reduced death and injury rates

Improved emergency service response times

Build a high performing justice system

High quality, responsive, and effective justice services at the least cost

Outcomes and goals