

# 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.

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## 2. Budget portfolio outcomes

The budget portfolio outcomes provide comparisons between the actual financial statements of all general government sector entities within the portfolio and the forecast financial information (initial budget estimates) published in Budget Paper No.5 *Statement of Finances* (BP5). The budget portfolio outcomes comprise the comprehensive operating statements, balance sheets, cash flow statements, statements of changes in equity, and administered item statements.

The budget portfolio outcomes have been prepared on a consolidated basis and include all general government sector entities within the portfolio. Financial transactions and balances are classified into either controlled or administered categories consistent with the published statements in BP5.

The following budget portfolio outcomes statements are not subject to audit by the Victorian Auditor-General's Office and are not prepared on the same basis as the department's financial statements as these include the financial information of the following entities:

- Department of Justice and Regulation
- Office of Public Prosecutions
- Residential Tenancies Bond Authority
- Sentencing Advisory Council
- Victoria Police
- Victoria State Emergency Service 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 2016

Department of Justice and Regulation

	2015–16 Actual (\$ million)	2015–16 Published Budget (\$ million)	Variation <sup>(a)</sup> %
<b>Income from transactions</b>			
Output appropriations	5507.4	5428.2	1.5
Special appropriations	3.9	1.4	178.6
Interest	56.3	71.8	(21.6)
Sale of goods and services	21.9	17.5	25.1
Grants	54.1	54.9	(1.5)
Fair value of assets and services received free of charge or for nominal consideration	0.8	0.0	-
Other income	51.0	22.6	125.7
<b>Total income from transactions</b>	<b>5695.4</b>	<b>5596.4</b>	<b>1.8</b>
<b>Expenses from transactions</b>			
Employee benefits	2778.8	2682.7	3.6
Depreciation	208.6	177.3	17.7
Interest expense	22.8	22.7	0.4
Grants and other transfers	1163.5	1095.2	6.2
Capital asset charge	224.9	224.9	0.0
Other operating expenses	1294.5	1375.4	(5.9)
<b>Total expenses from transactions</b>	<b>5693.1</b>	<b>5578.2</b>	<b>2.1</b>
<b>Net result from transactions (net operating balance)</b>	<b>2.3</b>	<b>18.2</b>	<b>(87.4)</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	3.7	10.7	(65.4)
Net gain/(loss) on financial instruments and statutory receivables/payables	3.6	2.0	80.0
Other gains/(losses) from economic flows	(10.8)	0.0	-
<b>Total other economic flows included in net result</b>	<b>(3.5)</b>	<b>12.7</b>	<b>(127.6)</b>
<b>Net result</b>	<b>(1.2)</b>	<b>31.0</b>	<b>(103.9)</b>
<b>Other economic flows – other comprehensive income</b>			
Asset revaluation reserve	201.0	0.0	-
<b>Total other economic flows – other comprehensive income</b>	<b>201.0</b>	<b>0.0</b>	<b>-</b>
<b>Comprehensive result</b>	<b>199.8</b>	<b>31.0</b>	<b>544.5</b>

(a) Variation between 2015–16 Actual and 2015–16 Published Budget.

## Balance sheet as at 30 June 2016

Department of Justice and Regulation

	2015–16 Actual (\$ million)	2015–16 Published Budget (\$ million)	Variation <sup>(a)</sup> %
<b>Assets</b>			
<b>Financial assets</b>			
Cash and deposits	355.8	325.7	9.2
Receivables	777.0	861.4	(9.8)
Other financial assets	271.6	291.3	(6.8)
<b>Total financial assets</b>	<b>1404.4</b>	<b>1478.3</b>	<b>(5.0)</b>
<b>Non-financial assets</b>			
Inventories	12.9	16.0	(19.4)
Non-financial assets classified as held for sale, including disposal group assets	7.8	7.6	2.6
Property, plant and equipment	3988.8	4007.6	(0.5)
Intangible assets	29.5	87.7	(66.4)
Other	19.0	4.4	331.8
<b>Total non-financial assets</b>	<b>4058.0</b>	<b>4123.3</b>	<b>(1.6)</b>
<b>Total assets</b>	<b>5462.4</b>	<b>5601.7</b>	<b>(2.5)</b>
<b>Liabilities</b>			
Payables	290.9	375.3	(22.5)
Borrowings	263.5	223.8	17.7
Provisions	740.9	683.5	8.4
<b>Total liabilities</b>	<b>1295.3</b>	<b>1282.7</b>	<b>1.0</b>
<b>Net assets</b>	<b>4167.1</b>	<b>4319.0</b>	<b>(3.5)</b>
<b>Equity</b>			
Accumulated surplus/(deficit)	1161.9	781.8	48.6
Reserves	1311.7	1538.4	(14.7)
Contributed capital	1693.5	1998.8	(15.3)
<b>Total equity</b>	<b>4167.1</b>	<b>4319.0</b>	<b>(3.5)</b>

(a) Variation between 2015–16 Actual and 2015–16 Published Budget.

## Statement of changes in equity for the year ended 30 June 2016

Department of Justice and Regulation

	2015–16 Actual (\$ million)	2015–16 Published Budget (\$ million)	Variation <sup>(a)</sup> %
<b>Accumulated surplus/(deficit)</b>			
<b>Opening balance</b>	<b>1101.7</b>	<b>750.9</b>	<b>46.7</b>
Comprehensive result	199.8	31.0	544.5
Transfer from revaluation surplus to accumulated surplus	70.8	0.0	-
Other	(210.4)	0.0	-
<b>Closing balance</b>	<b>1161.9</b>	<b>781.8</b>	<b>48.6</b>
<b>Revaluation surplus</b>			
<b>Opening balance</b>	<b>1181.5</b>	<b>1538.4</b>	<b>(23.2)</b>
Transfer from revaluation surplus to accumulated surplus	(70.8)	0.0	-
Other	201.0	0.0	-
<b>Closing balance</b>	<b>1311.7</b>	<b>1538.4</b>	<b>(14.7)</b>
<b>Contributions by owners</b>			
<b>Opening balance</b>	<b>1660.3</b>	<b>1658.3</b>	<b>0.1</b>
Transactions with owners in their capacity as owners	33.2	340.5	(90.2)
<b>Closing balance</b>	<b>1693.5</b>	<b>1998.8</b>	<b>(15.3)</b>
<b>Total equity</b>	<b>4167.1</b>	<b>4319.0</b>	<b>(3.5)</b>

(a) Variation between 2015–16 Actual and 2015–16 Published Budget

## Cash flow statement for the year ended 30 June 2016

Department of Justice and Regulation

	2015–16 Actual (\$ million)	2015–16 Published Budget (\$ million)	Variation <sup>(a)</sup> %
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Receipts from Government	5602.6	5442.5	2.9
Receipts from other entities	67.9	65.6	3.5
Interest received	56.4	71.2	(20.8)
Other receipts	60.3	26.2	130.2
<b>Total receipts</b>	<b>5787.2</b>	<b>5605.5</b>	<b>3.2</b>
<b>Payments</b>			
Payments of grants and other transfers	(1164.2)	(1095.8)	6.2
Payments to suppliers and employees	(4009.0)	(4014.2)	(0.1)
Capital asset charge	(224.9)	(224.9)	0.0
Interest and other costs of finance paid	(22.8)	(22.4)	1.8
<b>Total payments</b>	<b>(5420.9)</b>	<b>(5357.4)</b>	<b>1.2</b>
<b>Net cash flows from/(used in) operating activities</b>	<b>366.3</b>	<b>248.0</b>	<b>47.7</b>
<b>Cash flows from investing activities</b>			
Net investment	(20.6)	(9.2)	123.9
Payments for non-financial assets	(459.3)	(567.3)	(19.0)
Proceeds from sale of non-financial assets	33.5	34.0	(1.5)
Net loans to other parties	7.9	0.0	-
<b>Net cash flows from/(used in) investing activities</b>	<b>(438.5)</b>	<b>(542.5)</b>	<b>(19.2)</b>
<b>Cash flows from financing activities</b>			
Owner contributions by State Government	102.6	340.5	(69.9)
Repayment of finance leases	(13.6)	(17.6)	(22.7)
Net borrowings	(23.9)	(11.1)	115.3
<b>Net cash flows from/(used in) financing activities</b>	<b>65.1</b>	<b>311.8</b>	<b>(79.1)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(71)</b>	<b>17.4</b>	<b>(140.8)</b>
Cash and cash equivalents at beginning of the financial year	362.9	308.3	17.7
<b>Cash and cash equivalents at end of the financial year</b>	<b>355.8</b>	<b>325.7</b>	<b>9.2</b>

(a) Variation between 2015–16 Actual and 2015–16 Published Budget

## Administered items statement for the year ended 30 June 2016

Department of Justice and Regulation

	2015–16 Actual (\$ million)	2015–16 Published Budget (\$ million)	Variation <sup>(a)</sup> %
<b>Administered income</b>			
Appropriations - payments made on behalf of the State	28.9	54.5	(47.0)
Special appropriations	4.2	9.8	(57.1)
Sale of goods and services	471.2	445.6	5.7
Grants	5.8	7.2	(19.4)
Interest	17.3	17.5	(1.1)
Other income	3152.0	2605.0	21.0
<b>Total administered income</b>	<b>3679.4</b>	<b>3139.6</b>	<b>17.2</b>
<b>Administered expenses</b>			
Expenses on behalf of the State	8.9	13.4	(33.6)
Grants and other transfers	9.6	4.1	134.1
Payments into the Consolidated Fund	3198.8	2746.2	16.5
<b>Total administered expenses</b>	<b>3217.3</b>	<b>2763.7</b>	<b>16.4</b>
<b>Income less expenses</b>	<b>462.1</b>	<b>375.9</b>	<b>22.9</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets	(11.9)	0.7	(1800.0)
Other gains/(losses) from other economic flows	(306.0)	(314.7)	(2.8)
<b>Total other economic flows included in net result</b>	<b>(317.9)</b>	<b>(314.0)</b>	<b>1.2</b>
<b>Net result</b>	<b>144.2</b>	<b>61.9</b>	<b>133.0</b>
<b>Other economic flows – other comprehensive income</b>			
Other	0.0	0.0	-
<b>Total other economic flows – other comprehensive income</b>	<b>0.0</b>	<b>0.0</b>	<b>-</b>
<b>Comprehensive result</b>	<b>144.2</b>	<b>61.9</b>	<b>133.0</b>
<b>Administered assets</b>			
Cash and deposits	89.6	67.4	32.9
Receivables	1657.1	1638.6	1.1
Other financial assets	0.0	4.0	(100.0)
<b>Total administered assets</b>	<b>1746.7</b>	<b>1709.9</b>	<b>2.2</b>
<b>Administered liabilities</b>			
Payables	1434.5	1429.5	0.3
Provisions	0.6	1.8	(66.7)
<b>Total administered liabilities</b>	<b>1435.1</b>	<b>1431.3</b>	<b>0.3</b>
<b>Net assets</b>	<b>311.6</b>	<b>278.7</b>	<b>11.8</b>

(a) Variation between 2015–16 Actual and 2015–16 Published Budget.



### 3. Statutory authorities and offices by ministerial portfolio 2015–16

#### 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 Counsel Advisings

Crown Prosecutors

Director of Public Prosecutions

Public Advocate

Solicitor-General

Victims of Crime Commissioner

Victorian Legal Services Commissioner

##### Administrative offices

Victorian Government Solicitor's Office

##### Statutory authorities

Appeal Costs Board

Coronial Council of Victoria

Court Services Victoria

Judicial College of Victoria

Judicial Entitlements Panel

Legal Practitioners Liability Committee

Legal Services Council (Uniform Legal Services Regulation) (jointly administered with the Attorney-General of New South Wales)

Office of Public Prosecutions

Panel of Independent Reviewers – Legal Aid Act

Sentencing Advisory Council

Victoria Law Foundation

Victoria Legal Aid

Victorian Civil and Administrative Tribunal Rules Committee

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

Supreme Court of Victoria

County Court of Victoria

Magistrates' Court of Victoria

Victorian Civil and Administrative Tribunal

Children's Court of Victoria

Coroners Court of Victoria

Victims of Crime Assistance Tribunal

Municipal Electoral Tribunals

#### Consumer Affairs, Gaming and Liquor Regulation

##### Statutory offices

Arbitrator, Sale of Land Act

Chief Executive Officer, Victorian Responsible Gambling Foundation

Director of Consumer Affairs Victoria

##### Statutory authorities

Business Licensing Authority

Consumer Utilities Advocacy Centre Ltd

Estate Agents Council

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

## Emergency Services

### Statutory offices

Emergency Management Commissioner

### Statutory authorities

Country Fire Authority

Country Fire Authority Appeals Commission

Emergency Services Telecommunications Authority

Metropolitan Fire and Emergency Services Appeals Commission

Metropolitan Fire and Emergency Services Board

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

### Statutory authorities

Firearms Appeals Committee

Police Registration and Services Board

### Portfolio agencies

Victoria Police

## Racing

### Statutory offices

Racing Integrity Commissioner

### Statutory authorities

Greyhound Racing Victoria

Harness Racing Victoria

Racing Appeals and Disciplinary Boards

## 4. Acts administered by the justice portfolio and enacted during 2015–16

### Acts administered by the justice and regulation portfolios as at 30 June 2016

#### Attorney-General

*Acts Enumeration and Revision Act 1958*

*Administration and Probate Act 1958*

*Administrative Law Act 1978*

*Adoption Act 1984*

- The Act is jointly and severally administered with the Minister for Families and Children

*Age of Majority Act 1977*

*Appeal Costs Act 1998*

*Attorney-General and Solicitor-General Act 1972*

*Bail Act 1977*

*Births, Deaths and Marriages Registration Act 1996*

*Charities Act 1978*

*Charter of Human Rights and Responsibilities Act 2006*

*Children, Youth and Families Act 2005*

- The Act is jointly and severally administered with the Minister for Families and Children

*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*

*Constitution Act 1975*

- Part III
- 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 Training and Skills, the Premier, the Special Minister of State, and the Treasurer

*Constitution (Supreme Court) Act 1989*

*Constitutional Powers (Coastal Waters) Act 1980*

*Constitutional Powers (Request) Act 1980*

*Co-operative Schemes (Administrative Actions) Act 2001*

*Coroners Act 2008*

*Corporations (Administrative Actions) Act 2001*

*Corporations (Ancillary Provisions) Act 2001*

*Corporations (Commonwealth Powers) Act 2001*

*Corporations (Victoria) Act 1990*

*Council of Law Reporting in Victoria Act 1967*

*County Court Act 1958*

*Court Security Act 1980*

*Court Services Victoria Act 2014*

*Courts (Case Transfer) Act 1991*

*Crimes (Assumed Identities) Act 2004*

*Crimes (Mental Impairment and Unfitness to be Tried) Act 1997*

Except:

- 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 Housing, Disability and Ageing, and the Minister for Mental Health)
- Part 5A (this part is jointly administered with the Minister for Families and Children, the Minister for Mental Health, and the Minister for Housing, Disability and Ageing)
- Part 7C (this part is jointly administered with the Minister for Mental Health)

*Crimes Act 1958*

*Crimes at Sea Act 1999*

*Crimes (Controlled Operations) Act 2004*

*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*

Except:

- Part 8
- The Act is otherwise administered by the Premier and the Special Minister of State

*Electronic Transactions (Victoria) Act 2000*

*Equal Opportunity Act 2010*

*Evidence Act 2008*

*Evidence (Miscellaneous Provisions) Act 1958*

*Family Violence Protection Act 2008*

- The Act is jointly and severally administered with the Minister for the 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*

*Guardianship and Administration Act 1986*

*Honorary Justice Act 2014*

*Imperial Acts Application Act 1980*

*Imprisonment of Fraudulent Debtors Act 1958*

*Infringements Act 2006*

*Instruments Act 1958*

Except:

- In so far as it relates to the functions 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, at 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 (which are administered by the Minister for Finance)
  - 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, at 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 Minister for Finance)
  - (The Act is otherwise administered by the Minister for Corrections, the Minister for Energy, Environment and Climate Change, the Minister for Finance, the Minister for Health, the Minister for Ports and the Minister for Roads and Road Safety)

*Land Titles Validation Act 1994*

*Legal Aid Act 1978*

*Legal Profession and 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
- Section 243 in so far as it relates to Municipal Electoral Tribunals
- Schedule 4
- The Act is otherwise administered by the Minister for Local Government, the Minister for Roads and Road Safety, and the Special Minister of State

*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)

*Marriage Act 1958*

*Open Courts Act 2013*

*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*

*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 Notaries Act 2001*

*Public Prosecutions Act 1994*

*Relationships Act 2008*

- The Act is jointly administered with the Minister for Equality

*Religious and Successory Trusts Act 1958*

*Residential Tenancies Act 1997*

- Sections 446–448

Except:

- » Subsections 447(1), 452, 472, 473, 479 and 485
- The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, the Minister for Housing, Disability and Ageing, and the Minister for Planning)

*Royal Victorian Institute for the Blind and other Agencies (Merger) Act 2005*

*Sentencing Act 1991*

Except:

- Subdivision 4 of Division 2 of Part 3 of the Act (this subdivision is jointly administered with the Minister for Families and Children)

- Division 2 of Part 3BA (this division is jointly administered with the Minister for Housing, Disability and Ageing)
- Divisions 3 to 6 of Part 3A (these divisions are jointly administered with the Minister for Corrections)

*Settled Land Act 1958*

*Severe Substance Dependence Treatment Act 2010*

- Sections 9–11 and 14–22
- The Act is otherwise administered by the Minister for Mental Health

*Sheriff Act 2009*

*St Andrew's Foundation Act 1997*

*Status of Children Act 1974*

*Summary Offences Act 1966*

*Supreme Court Act 1986*

*Surveillance Devices Act 1999*

*Telecommunications (Interception) (State Provisions) Act 1988*

*Terrorism (Commonwealth Powers) Act 2003*

*Terrorism (Community Protection) Act 2003*

Except:

- Part 4 (this part is administered by the Minister for Police)

*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*

*Victims of Crime Assistance Act 1996*

*Victims of Crime Commissioner Act 2015*

*Victoria Law Foundation Act 2009*

*Victoria Park Land Act 1992*

*Victorian Civil and Administrative Tribunal Act 1998*

*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 administered by the Minister for Finance

*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 for section 128K(2) these provisions are administered by the Minister for Planning)
- Section 128K(2) (this provision 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*

*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)
- Section 4.3.12 (this section is 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)

*Goods Act 1958*

*Liquor Control Reform Act 1998*

*Motor Car Traders Act 1986*

*Owners Corporations Act 2006*

*Partnership Act 1958*

*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, 505A–510C and 511
- Section 66(1) is jointly administered with the Minister for Housing, Disability and Ageing)
- The Act is otherwise administered by the Attorney-General, the Minister for Housing, Disability and Ageing, and the Minister for Planning.

*Retirement Villages Act 1986*

*Rooming House Operators Act 2016 (not yet commenced)*

*Sale of Land Act 1962*

*Second-Hand Dealers and Pawnbrokers Act 1989*

*Sex Work Act 1994*

*Subdivision Act 1988*

- Part 5
- Section 43 (in so far as it relates to Part 5)
- The Act is otherwise administered by the Minister for Planning

*Travel Agents Repeal Act 2014*

*Veterans Act 2005:*

- Part 4
- The Act is otherwise administered by the Minister for Veterans

*Victorian Commission for Gambling and Liquor Regulation Act 2011*

*Victorian Responsible Gambling Foundation Act 2011*

*Warehousemen's Liens Act 1958*

### Minister for Corrections

*Community Based Sentences (Transfer) Act 2012*

*Corrections Act 1986*

*Crown Land (Reserves) Act 1978*

- Sections 17B, 17BAA, 17BA, 17CA, 17D, 17DAA, 18A and 18B, in so far as they relate to the exercise of powers in relation to the land shown as Crown Allotment 15 on Certified Plan 009176 and Crown Allotment 16 on Certified Plan 1, section B1, Parish of Ararat, lodged with the Central Plan Office, known as Ararat Prison
- The Act is otherwise administered by the Assistant Treasurer, the Minister for Environment and Climate Change, the Minister for Health, the Minister for Major Projects, the Minister for Ports, and the Minister for Sport and Recreation

*International Transfer of Prisoners (Victoria) Act 1998*

*Land Act 1958*

- In so far as it relates to the exercise of powers relating to leases and licences under Subdivision 1 of Division 9 of Part I in respect of:
  - » land identified in Certified Plan 114680-A dated 8 February 1995
  - » land shown as Allotment 8B, section 13 on Certified Plan 116685 and Allotment 4A, section 17 on Certified Plan 116944, lodged with the Central Plan Office
  - » land shown as hatched on the plan numbered LEGL./95-80, lodged with the Central Plan Office

- The Act is otherwise administered by the Assistant Treasurer, the Attorney-General, the Minister for Environment and Climate Change, the Minister for Health, the Minister for Ports, and the Minister for Roads

*Parole Orders (Transfer) Act 1983*

*Prisoners (Interstate Transfer) Act 1983*

*Sentencing Act 1991*

- Division 3 of Part 3 of the Act (this division is jointly administered with the Attorney-General)
- (The Act is otherwise administered by the Attorney-General, the Minister for Families and Children and the Minister for Housing, Disability and Ageing)

*Serious Sex Offenders (Detention and Supervision) Act 2009*

### Minister for Emergency Services

*Country Fire Authority Act 1958*

*Emergency Management Act 1986*

*Emergency Management Act 2013*

*Emergency Services Telecommunications Authority Act 2004*

*Metropolitan Fire Brigades Act 1958*

*Victoria State Emergency Service Act 2005*

### Minister for Police

*Australian Crime Commission (State Provisions) Act 2003*

*Control of Weapons Act 1990*

*Crime Statistics Act 1990*

*Firearms Act 1996*

*Graffiti Prevention Act 2007*

*Major Crime (Investigative Powers) Act 2004*

- Part 3 (this part is jointly administered with the Attorney-General)
- The Act is otherwise administered by the Attorney-General

*Police Assistance Compensation Act 1968*

*Police Regulation (Pensions) Act 1958*

Except:

- Part III (this part is administered by the Minister for Finance)

*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 and the Premier

*Unlawful Assemblies and Processions Act 1958*

*Victoria Police Act 2013*

*Witness Protection Act 1991*

## Minister for Racing

*Gambling Regulation Act 2003*

- Section 2.2.6
- Division 1A and Division 2 of Part 2 of Chapter 4 (these divisions are jointly administered with the Minister for Consumer Affairs, Gaming and Liquor Regulation)
- Part 5 of Chapter 4 (this part is jointly administered with the Minister for Consumer Affairs, Gaming and Liquor Regulation)
- The Act is otherwise administered by the Minister for Consumer Affairs, Gaming and Liquor Regulation, and the Treasurer

*Racing Act 1958*

*Victoria Racing Club Act 2006*

## Legislation enacted in 2015–16 (passed between 1 July 2015 and 30 June 2016)

### Attorney-General

*Bail Amendment Act 2016*

*Children Legislation Amendment Act 2016*

*Classification (Publications, Films and Computer Games) (Enforcement) Amendment Act 2015*

*Confiscation and Other Matters Amendment Act 2016*

*Crimes Amendment (Child Pornography and Other Matters) Act 2015*

*Crimes Legislation Amendment Act 2016*

*Criminal Organisations Control Amendment (Unlawful Associations) Act 2015*

*Fines Reform and Infringements Acts Amendment Act 2016*

*Judicial Commission of Victoria Act 2016*

*Judicial Entitlements Act 2015*

*Jury Directions Act 2015*

*Justice Legislation (Evidence and Other Acts) Amendment Act 2016*

*Limitation of Actions Amendment (Child Abuse) Act 2015*

*Terrorism (Community Protection) Amendment Act 2015*

*Victims of Crime Commissioner Act 2015*

*Wrongs Amendment Act 2015*

## Minister for Consumer Affairs, Gaming and Liquor Regulation

*Associations Incorporation Reform (Electronic Transactions) Amendment Act 2016*

*Consumer Acts and Other Acts Amendment Act 2016*

*Gambling Legislation Amendment Bill 2015*  
*Road Safety Amendment (Private Car Parks) Act 2015*

*Rooming House Operators Act 2016*

## Minister for Corrections

*Corrections Legislation Amendment Act 2015*

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

*Serious Sex Offenders (Detention and Supervision) and Other Acts Amendment Act 2015*

## Minister for Emergency Services

*Emergency Management (Control of Response Activities and Other Matters) Act 2015*

## Minister for Police

*Drugs, Poisons and Controlled Substances Amendment Act 2016*

*Firearms Amendment (Trafficking and Other Measures) Act 2015*

*Justice Legislation Amendment (Police Custody Officers) Act 2015*

*Sex Offenders Registration Amendment Act 2016*

*Road Safety Amendment Act 2015*

*Victoria Police Amendment (Merit-based Transfer) Act 2016*

*Victoria Police Amendment (Validation) Act 2015*

*Witness Protection Amendment Act 2016*

## Minister for Racing

*Racing Amendment Act 2015*

*Racing and Other Acts Amendment (Greyhound Racing and Welfare Reform) Act 2016*



## 5. People management

### Workforce data

Staffing numbers (Full-time equivalent)	30 June 2015	30 June 2016
Executive Management	86.8	111.6
Emergency Management Victoria	111.4	118.2
Police and Corrections (formerly Corrections)	630.5	796.2
North West Metro Area (formerly Central Area)	1558.9	1669.6
North Area	773.3	813.7
South Area	397.9	465.8
West Area	1266.9	1355.1
People & Stakeholders	179.6	0
Regulation	386.8	393.6
Corporate Governance and Infrastructure	253	247.5
Civil Justice	245.7	245.4
Criminal Justice	541.2	538.5
Service Strategy Reform	59.4	258.8
Liquor Gaming & Racing	38.8	44.1
<b>Total</b>	<b>6,530.2</b>	<b>7,058.1</b>

#### Notes

The increase can be attributed primarily to growth in Community Correctional Services staff and Custodial staff in regions and within Corrections.

In 2015–16, the Corrections division was renamed the Police & Corrections division.

In 2015–16 the business units within the People & Stakeholders division were transferred to the Service Strategy Reform Division division.

The Ministerial Services business unit was transferred from the Executive Services branch within People & Stakeholders to Executive Management.

The Community Crime Prevention business unit was transferred from Criminal Justice division to the Police & Corrections division.

	Ongoing	Ongoing	Ongoing	Ongoing	Fixed-term and casual
	Employees (head count)	Full-time (head count)	Part-time (head count)	Full-time equivalent (FTE)	Full-time equivalent (FTE)
As at 30 June 2015	5854	5370	484	5683.2	847
As at 30 June 2016	6264	5726	538	6080.5	977.6

	As at 30 June 2015			As at 30 June 2016		
	Ongoing	Ongoing	Fixed-term and casual	Ongoing	Ongoing	Fixed-term and casual
	Head count	FTE	FTE	Head count	FTE	FTE
<b>Gender</b>						
Male	2994	2977.1	413.5	3090	3072	462.2
Female	2860	2706.1	433.5	3174	3008.5	515.4
<b>Age</b>						
Under 25	174	172	88.4	210	205	93
25–34	1382	1339.1	281.3	1526	1477.6	307.1
35–44	1568	1502.3	209.3	1665	1591.8	264.5
45–54	1638	1602.6	180.4	1646	1615.7	205.6
55–64	984	965.8	75.8	1091	1071.2	87.5
Over 64	108	101.4	11.8	126	119.2	19.9

Classification	As at 30 June 2015			As at 30 June 2016		
	Ongoing	Ongoing	Fixed-term and casual	Ongoing	Ongoing	Fixed-term and casual
	Employees (head count)	Employees (FTE)	Employees (FTE)	Employees (head count)	Employees (FTE)	Employees (FTE)
VPS 1	4	1.3	0.8	0	0	0
VPS 2	522	490.2	85	545	510.9	116.4
VPS 3	571	547.5	77.1	612	585.2	87.1
VPS 4	534	506.4	49.6	579	547.2	75.5
VPS 5	571	549.3	73.4	610	586.7	87.1
VPS 6	475	457.4	43.4	519	501.5	62.3
STS	21	20.5	1	20	19.3	4
Executives	54	53.1	0	54	53.8	0
<b>Community Corrections Officers (CCO)</b>						
Trainee CCO	103	99.8	88	202	194.1	47.4
CCO	37	33.5	2	25	22.4	0.7
Leading CCO	217	208.7	16.2	292	285.5	5.7
Senior CCO	160	151	2	191	176.8	5.3
Officer in Charge	24	23.8	0	28	26.9	0
Location Manager	34	34	1	38	37.8	0
General Manager	8	8	0	7	7	0
<b>Custodial Officers</b>						
COG 1	0	0	46	11	11	88.4
COG 2a	1337	1328.5	346.1	1331	1323.7	379.8
COG 2b	608	607.4	2	622	621.1	1
COG 3	213	213	0	224	224	1
COG 4	41	41	0	45	44.8	1
COG 5	4	4	0	7	7	0
COG 6	11	11	0	12	12	0
<b>Sheriff's Officers</b>						
Trainee Sherriff's Officers	15	15	2	0	0	0
Sheriff's Officer	14	14	0	31	31	0
Senior Sheriff's Officer	114	112.9	0	107	105.9	0
Supervisor	24	23.5	0	22	21.5	0
Regional Manager	9	9	0	10	10	0
Deputy Sheriff	1	1	0	1	1	0
Allied Health	120	111.5	10.5	112	106.6	14.9
Legal Officers	7	5.9	0.9	7	5.8	0
Other	1	1	0	0	0	0

## Notes

All figures reflect active employees in the last pay period of 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 not employees but appointees to a statutory office, as defined in the *Public Administration Act 2004* (such as persons appointed to a non-executive board member role, to an office of Commissioner or to a judicial office).

'Ongoing employee' means people 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.

This data excludes Victorian Institute of Forensic Medicine medical and executive staff.

The following agencies are discrete agencies within the Justice 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 these agencies are published in those annual reports:

- \* Office of Public Prosecutions
- \* Road Safety Camera Commissioner
- \* Victoria Police
- \* Victorian Electoral Commission
- \* Victorian Government Solicitor's Office
- \* Victorian Equal Opportunity and Human Rights Commission
- \* Victorian Commission for Gambling and Liquor Regulation
- \* Victorian Responsible Gambling Foundation.

## Reconciliation of executive numbers at 30 June 2016

### Executive officers definition

An executive officer (EO) is defined as a person employed as a public service body head or other executive under Part 3, Division 5 of the *Public Administration Act 2004*. All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.

Executives are classified into two distinct categories based on the following definitions:

- Ongoing executives are responsible for functions or outputs that are expected to be ongoing at the end of the reporting period.
- Special projects executives are employed for a specific project. These projects are generally for a fixed period of time and relate to a specific government priority.

The definition of an EO does not include Governor in Council appointments as statutory office holders.

### Portfolio entities definition

For the department's portfolio authorities (public authorities as defined under the *Public Administration Act 2004*), an EO is defined as a person employed as an EO at an annual remuneration rate not less than an EO employed by a department.

The following tables disclose the EOs of the department and its portfolio authorities for 30 June 2016:

- Table A1 discloses the number of EOs in the categories of 'ongoing' and 'special projects' and the total numbers of EOs for the department.
- Table A2 provides a breakdown of EOs according to gender for the categories of 'ongoing' and 'special projects'.
- Table A3 provides a reconciliation of executive numbers presented between the report of operations and Note 29 'Remuneration of executives' in the financial statements.
- Table A4 provides the total executive numbers for all of the department's portfolio agencies.

Tables A1 to A4 also disclose the variations between the current and previous reporting periods and current vacancies.

Table A1: Number of executive officers classified into ongoing and special projects

Classification	All		Ongoing		Special Projects	
	No.	Var	No.	Var	No.	Var
Secretary	1	0	1	0	0	0
EO1	1	1	0	0	1	1
EO2	29	-1	29	-1	0	0
EO3	27	1	27	1	0	0
<b>Total</b>	<b>58*</b>	<b>1</b>	<b>57</b>	<b>0</b>	<b>1</b>	<b>1</b>

\*Includes four vacancies filled temporarily as at 30 June 2016.

Table A2: Breakdown of executive officers into gender for ongoing and special projects

Classification	Ongoing						Special Projects					
	Male		Female		Vacancies		Male		Female		Vacancies	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Secretary	1	0	0	0	0	0	0	0	0	0	0	0
EO1	0	0	0	0	0	0	1	1	0	0	0	0
EO2	12	-3	13	1	4	1	0	0	0	0	0	0
EO3	12	2	15	1	0	-2	0	0	0	0	0	0
<b>Total</b>	<b>25</b>	<b>-1</b>	<b>28</b>	<b>2</b>	<b>4</b>	<b>-1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Note: 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 29 in the Financial Statement lists the actual number of and amount of remuneration paid to EOs over the course of the reporting period. The Financial Statement note does not distinguish between executive levels, does not disclose separations, vacant positions, executives whose total remuneration is below \$100,000, and does not include the Accountable Officer (Secretary). Separations are those executives who received more than \$100,000 in the financial year and have left the department during the year. To assist readers, these two disclosures are reconciled below.

Table A3: Reconciliation of executive numbers

	2015	2016
Executives with total remuneration over \$100,000 (Financial Statement Note 29)	57	59
Add		
Vacancies at 30 June (Table A2)	5	4
Executives employed with total remuneration below \$100,000	9	8
Accountable Officer (Secretary)	1	1
Chief Executive Officer, Sentencing Advisory Council	1	1
Chief Executive Officer, Victorian Law Reform Commission <sup>[a]</sup>	0	1
Less		
Separations	-10	-9
Inactive executive officers <sup>[b]</sup>	0	-1
Executives of the Victorian Government Solicitor's Office <sup>[c]</sup>	-6	-6
<b>Total executive officer numbers at 30 June</b>	<b>57</b>	<b>58</b>

Notes:

[a] Previously not reported in 2014/2015.

[b] Includes executives on secondment or extended leave such as leave without pay, long service leave and sick leave.

[c] Executives of the Victorian Government Solicitor's Office are no longer included in the department's executive numbers, although they continue to be included in the department's financial statement.

Table A4: Number of executive officers for the department's portfolio agencies

Portfolio agencies	Total active		Male		Female	
	No.	Var.	No.	Var.	No.	Var.
Consumer Utilities Advocacy Centre	1	0	0	0	1	0
Country Fire Authority	23	0	18	-2	5	2
Emergency Services Telecommunications Authority	10	-2	4	0	6	-2
Greyhound Racing Victoria	10	2	8	0	2	2
Harness Racing Victoria	7	-1	7	-1	0	0
Metropolitan Fire and Emergency Services Board	19	-2	14	-2	5	0
Office of Public Prosecutions	2	1	2	1	0	0
Victoria Law Foundation	1	0	0	0	1	0
Victoria Legal Aid	7	-1	4	1	3	-2
Victoria Police (Public Service)	19	-9	12	-5	7	-4
Victoria State Emergency Service	5	0	3	-1	2	1
Victorian Commission for Gambling and Liquor Regulation	4	2	1	1	3	1
Victorian Equal Opportunity and Human Rights Commission	1	0	0	0	1	0
Victorian Government Solicitor's Office (VGSO)*	6	0	3	0	3	0
Victorian Institute of Forensic Medicine	2	0	1	0	1	0
Victorian Legal Services Board & Commissioner	2	0	2	0	0	0
<b>Total</b>	<b>119</b>	<b>-10</b>	<b>79</b>	<b>-8</b>	<b>40</b>	<b>-2</b>

All figures reflect active executives in the last pay period of June 2016.

\*VGSO is an administrative office under the *Public Administrations Act 2004*.

## Recruitment Services

The Recruitment Services Branch within People and Culture provides expert advice and support to the department on all recruitment related matters, including attraction, selection, redeployment and other recruitment and retention practices.

## Volume Recruitment and Projects

Volume Recruitment and Projects (VRP) is a specialised unit with Recruitment Services that is responsible for the state-wide attraction, recruitment and selection of entry level corrections officers (Prison Officers, Community Corrections Officers and Field Officers). This function operates against an agreed Service Level Agreement between People and Culture and Corrections Victoria.

VRP recruited a total of 592 new corrections officers in 2015-16, comprising 374 Prison Officers, 177 Community Corrections Officers and 41 Field Officers.

Of the 592 new staff recruited, 15 identified as being Aboriginal and/or Torres Strait Islander.

VRP also managed recruitment processes for 79 internal corrections officer placements (36 Prison Officers, 41 Community Corrections Officers and 2 Field Officers).

## Community Correctional Services Expansion Project

The government's 2015-16 State Budget provided \$1.6 million to recruit and train up to 143 new full time equivalent positions in the Community Correctional Services (CCS) portfolio. These new positions were one component of a larger budget allocation for the CCS portfolio's expansion.

These new positions included a variety of employment levels and were established to complement a long term recruitment training model for CCS.

A project team was created within VRP to oversee the recruitment of all 143 new positions and any necessary backfill recruitment activity associated with this funding.

The CCS expansion project successfully recruited 137 of the 143 new positions during the 2015-16 period.

## General recruitment

Recruitment for senior vacancies across the Police and Corrections division, and the Regional Service Network, as well as other

selected vacancies, is coordinated centrally by Recruitment Services. A team of specialist senior recruitment consultants manages the entire end-to-end recruitment and selection process of these vacancies, in partnership with the hiring manager.

Recruitment for vacancies that do not fall under the remit of the senior recruitment consultants is managed by individual locations, with Recruitment Services providing administrative support at certain stages throughout the process.

In 2015-16, the Senior Employment and Transition Consultants provided end to end recruitment support for 333 vacancies within the Police and Corrections division and the Regional Service Network, exceeding the target hire number of 210 vacancies. They also provided end to end support for an additional 91 vacancies across the department bringing their total number of positions filled across the year to 424.

## Youth Employment Scheme

The Youth Employment Scheme (YES) is a Victorian State Government funded initiative designed to increase the workforce participation of young people, particularly those facing significant barriers to employment.

Through this program, 12-month traineeships are made available to young people aged between 15 and 24.

Traineeships comprise a mixture of structured training supported by a specified period of employment, supervision and experience in the workplace. In 2015-16, the department recruited 30 YES trainees, including eight Koori YES trainees.

## Graduate recruitment and development

During 2015-16, the department managed three graduate programs; two in-house and one outsourced:

The Victorian Public Service (VPS) Graduate Recruitment and Development Scheme (GRADS).

Regional Service Network (RSN) Graduate Recruitment and Development Scheme (RGRADS).

Koori Graduate Recruitment and Development Scheme (KGRADS).

Each program is 12 months in duration and upon successful completion of the program,

graduates return to ongoing employment in their home division, at the base of the VPS Grade 3 level (or equivalent level).

For the 2015 Graduate Recruitment and Development Scheme, the department employed 21 graduates across the three programs.

## Redeployment

Recruitment Services provides case management support to surplus staff across the department to assist them in securing alternate employment within the department or broader Victorian Public Service (VPS).

During 2015-16, seven surplus employees were successfully redeployed into new positions. Nine redeployees were unable to secure alternate employment within the VPS during by the conclusion of their redeployment period and were subsequently issued with a Targeted Separation Package.

## Koori employment

### Koori Employment Team

The Koori Employment Team (KET) coordinates the department's efforts towards a target Aboriginal and Torres Strait Islander (Koori) workforce that is 2.5 per cent of the total department workforce.

The KET manages a suite of initiatives aimed at increasing the attraction, retention and career development of the department's Koori staff. The KET also provides expert advice and support to the department relating to Koori recruitment and culturally appropriate support of its existing Koori staff.

### The department's Koori employment progress

As of June 2016, the department reached its highest recorded Koori employment figure of 1.7 per cent equating to 129 Koori staff (FTE), across a wide range of positions.

Currently over 50 per cent of the department's Koori staff work in mainstream (non-identified) roles.

### Koori Graduate Recruitment and Development Scheme

During 2015-16 seven new graduates were placed across the department, with all successful graduates to be offered ongoing VPS3 roles upon their completion in February 2017.

### Koori YES Trainees

In 2015-2016, the department recruited eight Koori YES trainees, the department's largest single Koori trainee intake to date. All the department's Koori trainees are offered ongoing VPS2 roles following the successful completion of their traineeships.

## Koori Mentoring Program

The department's unique Koori Mentoring Program, now in its third year, established 10 mentoring partnerships in 2016, between Koori participants and both Koori and non-Koori senior mentors. Conducted under a detailed mentoring framework, mentors provide advice, job support and individual career goals to Koori staff throughout the 12 month program.

## Koori inclusion

The department continued to progress activities under the Koori Inclusion Action Plan, *Mingu Gadhaba*. Seventeen divisional and regional inclusion plans express the department's commitment to increasing the effectiveness of service delivery to the Koori community.

*Mingu Gadhaba* has been operational for five years, therefore it was considered appropriate to conduct a review of the Koori Inclusion Action Plan. This review commenced in 2016 and will identify opportunities for a more strategic approach that will support a more effective, embedded and functional process across the department moving forward.

The department is committed to the ongoing development of a Koori inclusive department.

## Learning and Development

### The Justice Learning Program

The Justice Learning Program (JLP) is the central calendar of learning opportunities for staff. In 2015–16, 160 individual training sessions were delivered to approximately 2300 staff centrally and in regional locations.

Sessions in the 2015–16 JLP included:

- staff induction
- managing aggressive and substance-affected clients
- resilience and positive psychology
- performance management
- leadership and management
- writing in the government context
- cultural diversity and awareness training
- mental health and disability awareness
- team building.

All programs are evaluated to measure participant response, learning and behavioural change in the workplace.

### Leadership development

The department supports participation of staff and managers in various external and internal leadership development programs. These programs are an integral part of the department's learning and development strategy for our current and future

leaders. Each program has a particular focus on building leadership in public sector management and policy, building networks, understanding the personal impact on others, and other pertinent issues for government leaders.

The department's internal leadership programs include the Emerging Leaders Program and Potential and New Managers Program.

During 2015-16, 10 staff attended external leadership programs and 88 participated in internal programs.

### eLearning

During the year, 5277 departmental staff commenced 55,180 eLearning courses from a total suite of 665 eLearning courses available. This includes: 189 courses developed by the department; a purchased library of 200 professional development courses; 249 desktop support videos; and 23 courses provided to the department by the National Centre for Education and Training on Addiction as part of the Victorian Government Ice Action Plan.

### Koori cultural awareness training

In October 2011, the department appointed a Koori Cultural Awareness Training Officer to develop and deliver Koori Cultural Awareness Training. By 30 June 2016, over 4500 staff from the department and related statutory entities had attended the training.

### People Matter Survey

The department participated in the 2015-16 People Matter Survey. The survey enables staff to provide feedback on the culture and working conditions at the department. The results will inform a range of targeted activities intended to make the department a more satisfying and productive place to work, and inform a number of training programs offered by the Justice Learning Program.

### Workforce planning

The department continues to build awareness and strengthen workforce and succession planning practices to ensure the workforce remains agile and responsive to the challenges of current and future needs of government and the community.

In 2015, all business units participated in workforce reporting, providing information on the capability and capacity requirements

of their workforce to meet business priorities and service deliverables. The synthesised data provided insight into key workforce and succession risks, and highlighted necessary actions and investment required to strengthen knowledge, skills and capability across the department.

With further enhancements underway, the department will increase succession planning profiling and improve the reporting capability and visual representation of emerging trends and issues for the next reporting cycle.

### Nexus learning and performance

Nexus is the platform used at the department to deliver performance planning and learning management. Nexus enables the department to apply the broadest range of learning modes on a single, easy to use platform. The department has become adept at developing and commissioning learning that takes advantage of technology. The use of eLearning, video, virtual classrooms and on-the-job learning guides have overtaken more traditional methods such as face-to-face training.

Nexus provides employees with greater control of what, when, how and where they learn according to their schedules, work location and learning preferences. As a result, staff not only have access to a greater variety of training, they are using it more and have a permanent record of their training history and capabilities through their learning development plans. Data also shows staff report skill increases as a result of the programs which results in a positive return on investment.

### Registered Training Organisation

The department is committed to ensuring staff in key operational roles have access to nationally accredited training. The department achieves this goal by operating a Registered Training Organisation and partnering with business units to develop training programs that are specifically designed to meet the needs of employees joining or seeking professional development in roles within:

- Infringement Management and Enforcement Services (Sheriff's Officers)
- Corrections Victoria (Community Corrections Officers and Custodial Officers)
- The Dispute Settlement Centre of Victoria (Mediators)

Table A5 - Number of Awards or Statements of Attainment Issued

Qualification	Number of Awards or Statements of Attainment Issued
CSC30112 Certificate III in Correctional Practice	237
CSC40112 Certificate IV in Correctional Practice	27
PSP40312 Certificate IV in Government [Court Compliance]	12
<b>Total qualifications awarded:</b>	<b>276</b>
<b>Statements of Attainment</b>	
CHC- Mediation Units	44
CSC30112 Certificate III in Correctional Practice	22
CSC40112 Certificate IV in Correctional Practice	7
PSP40312 Certificate IV in Government [Court Compliance]	0
<b>Total statements awarded:</b>	<b>73</b>

Table A6 Enrolment activity

The following new enrolments occurred in the year 2015 - 2016	
CSC30112 Certificate III in Correctional Practice	407
CSC30115 Certificate III in Correctional Practice [Community]	7
CSC40112 Certificate IV in Correctional Practice	26
PSP40312 Certificate IV in Government [Court Compliance]	16
<b>Total qualifications enrolments:</b>	<b>456</b>
CHC- Mediation Units	34
<b>Total unit enrolments:</b>	<b>34</b>

## Training of prison staff

### Prison Officer Recruit Training Program

The Prison Officer Recruit Training program provides recruits with the knowledge needed to work safely, ethically and effectively in a prison. It provides training on corrections legislation, policy and procedures and prepares recruits for the challenges of working in a prison, including the need to recognise and act upon their duty of care to prisoners. The participants in this program are also enrolled in the CSC30112 Certificate III in Correctional Practice. In 2015–16, 350 staff completed the Prison Officer Recruit Training Program.

### Supervisory Development Program

The Supervisory Development Program is a 12 month program for custodial prison staff aspiring to be senior prison officers and supervisors. Participants attend monthly training days that cover topics aligned to the key leadership and operational aspects of senior prison roles. Twenty-three participants completed the Supervisory Development Program in February 2016, and a total of twenty-seven completed the CSC40112 Certificate IV in Correctional Practice.

### Management Program for Prison Supervisors

The Management Program for Prison Supervisors builds the operational competence and leadership capacity of existing Prison Supervisors. Each month, participants attend two-day sessions delivered by senior corrections staff and subject matter experts. Participants take part in a 360 degree feedback process and complete a project at their location. Twenty-seven participants graduated from the 2015–16 program in July 2016.

### Leader as Coach Program for Prison Operations Managers

The Leader as Coach Program is a 20 week development program for Prison Operations Managers. The aim of the program is to develop the leadership capacity and confidence of operations managers to meet future challenges. Nine participants commenced the program in the second half of 2015 and graduated in July 2016.

### Leadership Programs Review

In December 2015 a review of the current leadership programs was approved by the Corrections Victoria (CV) Learning and Development Project Board. The aim of the



review was to gather and analyse information and form recommendations to ensure the programs continue to meet the needs of CV into the future. The outcome of the review was to develop two additional programs to be delivered to prison staff in 2016-17, the Officer Development Program and the Supervisors Intensive Program.

### Safety and wellbeing

The department’s Occupational Health and Safety Strategy 2015 – 18 ‘Safe & Healthy Together’ has five strategic priority areas: maintaining safety as our business; promoting safe, respectful and healthy workplaces; zero tolerance for occupational violence; managing risks in our work activities; and supporting staff with injuries.

In the first year of the strategy, the department: implemented a revised consultative structure for all health and safety matters; provided training in drug safety to frontline staff; performed compliance audits in prisons; consulted on new building initiatives; and revised the return to work framework for injured employees.

Divisions and regions are monitoring their progress against the specific action items within the priorities by completing quarterly and six monthly reports to the Secretary.

### Projects and programs

The safety and wellbeing team supported a number of projects in 2015-16.

In line with the department’s zero tolerance for occupational violence, over 120 staff attended a summit to consider the current issues being faced in our prison environment and strategies that could be developed to address the risks.

The department’s wellbeing mission statement has been revitalised in line with WorkSafe’s Mental Health and Wellbeing Charter. Through consultation with WorkSafe the department is actively engaged in the development of performance metrics to monitor the health of staff.

The department provides a range of programs to help staff improve their health. In 2015-16 over 800 staff accessed the department’s hepatitis B immunisation program.

The department also funded the influenza vaccination program through which over 2500 staff received a flu vaccination.

The Employee Assistance Program (EAP) provides a free and confidential short-term advice and counselling service to staff experiencing personal or work-related concerns. In the past year, 386 staff contacted EAP and received telephone or face-to-face counselling. EAP also assisted in 30 critical incidents providing onsite briefings for staff, and a further 24 staff accessed triage phone counselling.

### Compliance reporting

The department has 98 designated work groups in which 191 health and safety representatives have been nominated or elected to represent staff on workplace safety issues. WorkSafe inspectors may visit the workplace for a range of issues relating to provisional improvement notices, complaints or notifiable incidents. The department recorded 112 visits in this period with 11 notices. A large number of prisons were revisited by WorkSafe as part of the ‘Smokefree’ review.

### Incident management

There were 1635 employee-reported incidents recorded on the department’s online Accident Incident Reporting System in 2015-16. An incident is reported if there is any event resulting in, or with the potential for, injury, ill health, damage or other loss. All reported incidents are investigated.

The following table illustrates the number and rate of incidents reported across the department for the past six financial years. The department this year recorded an increase in the number of incident reports and rate of incidents compared to last year.

Table A7 – Incidents and incident rate

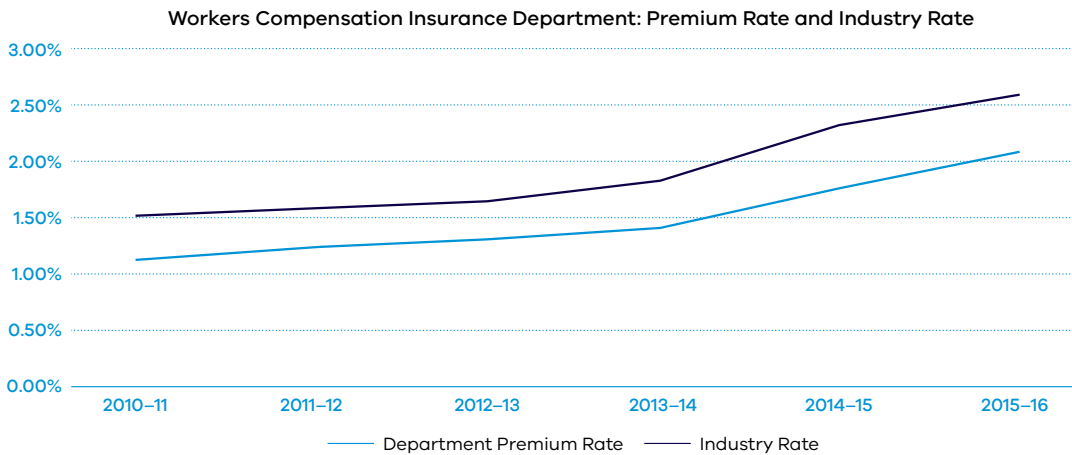
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Incidents	1224	1260	1216	1424	1429	1635
Rate	147.56	151.97	149.44	170.66	187.36	206.31

NOTE: Courts information is included in data provided for the 2010-11 to 2013-14 financial years, but is not included in the current data for incident reporting and claims performance.

### WorkCover premium

The premium rate is a calculation to determine costs for maintaining workers compensation insurance. The premium calculation is based on a combination of the total number of employees, the remuneration, the industry risk factor and claims history.

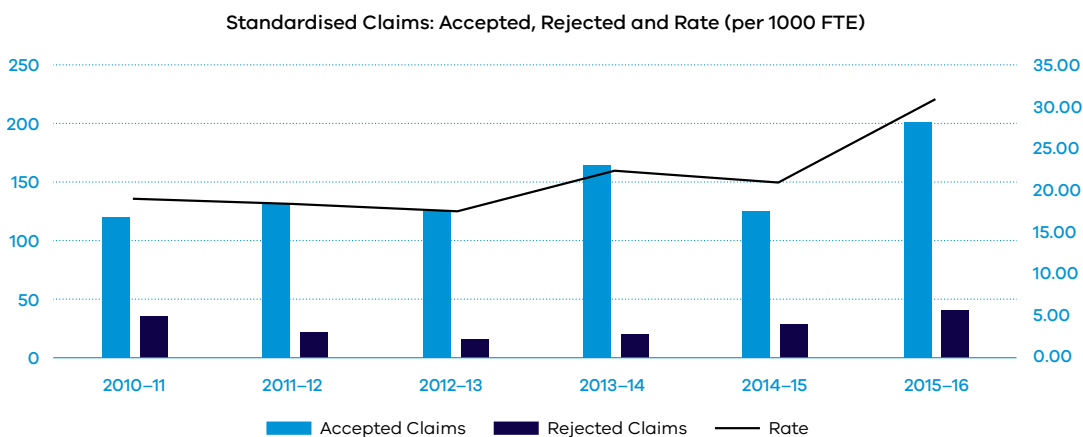
Although the department's premium rate has increased over the past six financial years (since 2010-11), the department's premium rating is 19 per cent lower than the industry average. The graph below shows the industry average against the department's premium rate for rates recorded over the past nine financial years.

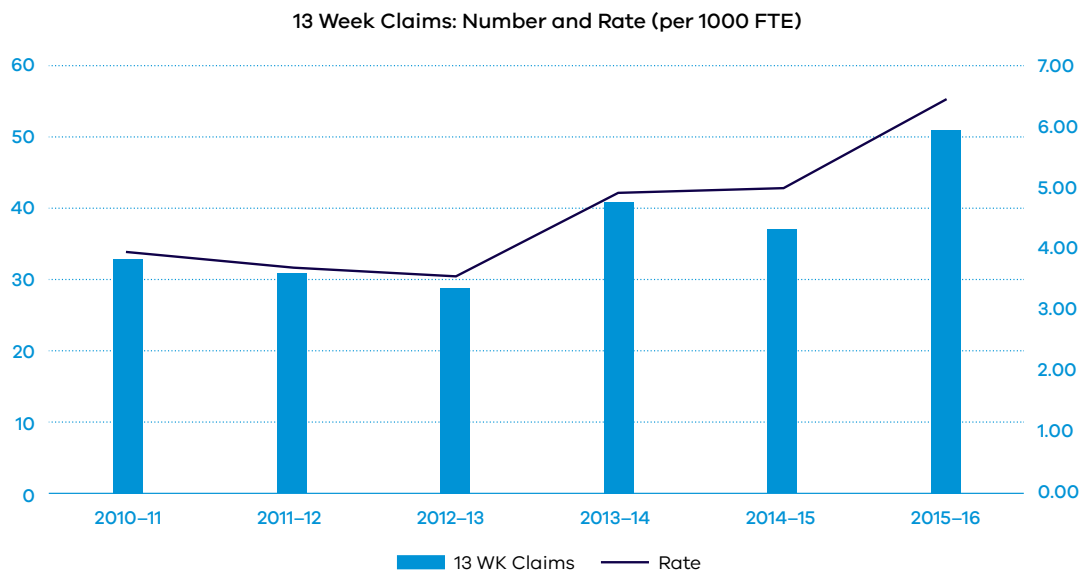
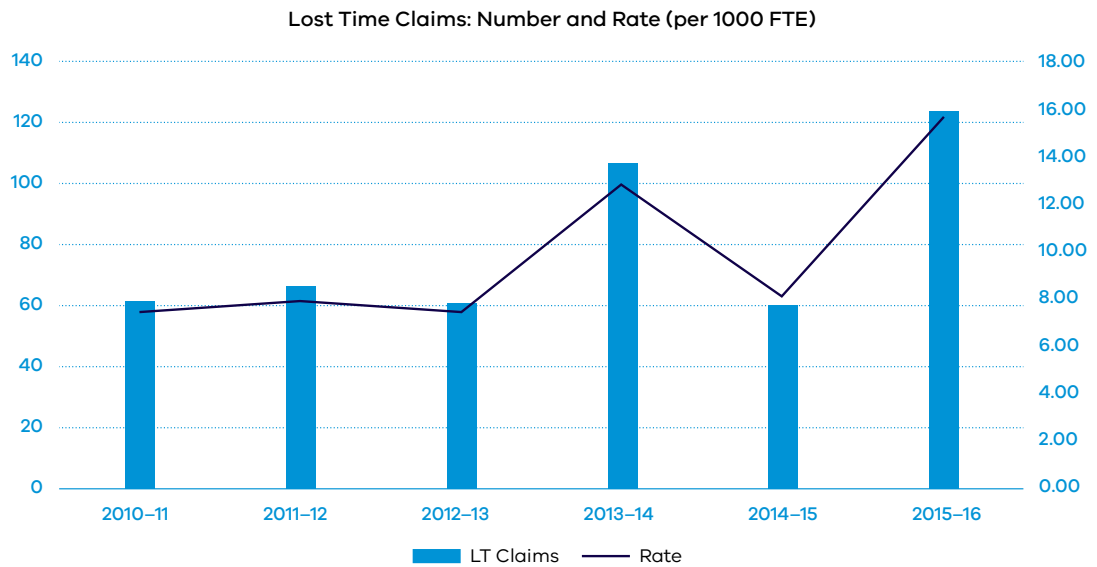


### Claims management

This year there has been an increase in the number of standard claims lodged, and therefore an increase in the department's claim rate. Last year there were 21.13 claims per 1000 FTE; the claim rate for this financial year was 30.91 claims per 1000 FTE. The lost time claim rate increased from 8.08 to 15.65 claims per 1000 FTE. There was an increase in

the 13-week claim rate compared to last year, from 4.98 to 6.44 claims per 1000 FTE. Note that this year the data separates the accepted and rejected claims that are classified as 'standardised' according to WorkSafe. For 2015-16, the average estimated cost per claim is \$75,000. The average estimated cost per claim was \$50,255 in 2013-14 and \$48,381 in 2014-15.





### Carers Recognition Act 2012

In 2015-16 the department continued to implement practical measures to comply with its obligations under the *Carers Recognition Act 2012* (the Act). These measures included providing all staff with the opportunity to balance their caring responsibilities with their work commitments. Staff have several options to assist with their caring responsibilities including accessing their personal leave or considering a wide range of flexible working arrangements.

The department is also able to make reasonable accommodations to support staff who require a carer to attend the workplace wherever necessary, considering the carer

relationships principles set out in the Act when setting policies and providing services.

The department provided a range of people management policies that support the guiding principles of the Act. These policies include:

- Flexible Working Arrangements Guideline and Related Policy
- Hours of Work Guideline and Related Policy
- Personal/Carer’s Leave Guideline and Related Policy
- Purchase Leave Guidelines and Related Policy
- Respect in the Workplace Policy

## Family violence support

The department was awarded White Ribbon Workplace Accreditation by White Ribbon Australia in June 2016, recognising its contribution to cultural change to prevent and respond to violence against women. The White Ribbon in Australia is a recognised symbol of zero tolerance to violence against women. The department is committed to delivering effective leadership, policy development and training to create a safer and more respectful workplace. The accreditation process was guided by a White Ribbon Working Group with representation from each division within the department.

The key achievements acknowledged by accreditation included:

- the establishment of a family violence helpline to support any employee who experiences family violence
- the delivery of over 200 family violence awareness training sessions to approximately 2800 staff
- a communication strategy to increase awareness of the issues of family violence
- work and community based events to raise awareness to family violence.

As a White Ribbon Accredited organisation, the department will continue to address the practices, attitudes, norms and behaviours that underpin and create violence, both in its day-to-day operation and in its work responding to the Royal Commission into Family Violence.

## Disability and diversity

The department's Disability Action Plan 2012–16 (DAP) and the Cultural Diversity Plan 2012–16 (CDP) present a range of initiatives to promote engagement and accessibility across the justice portfolio. Each plan details initiatives across common goals:

- a strong foundation for learning, obtaining and maintaining employment
- protecting rights and promoting full participation
- access to justice information, goods, services and facilities
- inclusive and responsive justice systems.

Delivery of initiatives contained in both plans continued across the year, responding, in part, to findings arising from last year's DAP and CDP mid-term evaluations. In addition, consideration was given to themes

and directions likely to be contained in replacement plans to be administered across the period from 2017 to 2020. Formal evaluation of the 2012–16 plans, as well as the preparation of 2017–20 iterations, will take place during the early part of 2016–17.

The department has taken up membership with the Australian Network on Disability (AND). As part of this process the department has commenced working with AND to review its recruitment processes to assess the degree to which they respond to the requirements of Victorians living with disability.

## Disability scholarships

The department administers an annual scholarship program to support Victorian tertiary students living with disability who are undertaking courses in justice-related disciplines. Administration of the department's Disability Scholarship Program continued in 2015–16 and scholarships were awarded to four students – one major scholarship of \$40,000 over two years and three runner-up scholarships of \$10,000, each over two years. The presentation of certificates was made at a departmental disability stakeholder's forum hosted by the Secretary in June 2016.

## Events and community engagement

The department hosted disability stakeholder forums in November 2015 and June 2016. The department's DAP commits to the hosting of regular stakeholder forums to enable members of the Victorian public, staff across the Victorian Public Service (VPS), the disability sector and departmental staff to engage with the organisation around justice issues affecting Victorians living with disability. The November 2015 forum, *Towards 2020*, took the form of a facilitated consultation on the department's upcoming DAP 2017–20, while the June 2016 forum included a public consultation in relation to the State Disability Plan (currently in formation). Both events also featured the presentation of certificates to recipients of the department's Disability Scholarship Program.

The department and its statutory entities have participated in various community events aimed at enhancing engagement with Victorians. From culturally and linguistically diverse (CALD) background. As part of its service delivery responsibilities, activities in community engagement provide the

department with opportunities to raise awareness and enhance the accessibility of available justice services. Specific details of departmental events and community engagement activities are tabled in this year's whole-of-Victorian-government Report on Multicultural Affairs as published through the Office of Multicultural Affairs and Citizenship (OMAC).

### State Disability Plan

The department continued in its response to strategies contained in the *Victorian State Disability Plan 2013–16*. This included activity to:

- improve access to consumer information for Victorians living with disability
- enhance prison and community-based programs to appropriately manage people with disability to address offending behaviours
- reduce barriers for people with disability who are victims of crime in the exercise of rights in the criminal justice system.

### Training and education

The department continued its delivery of disability and mental health awareness training for staff across the state. Training assists staff to: recognise various types of disability; understand the experiences of people living with disability; learn appropriate ways of interacting; and working with people with disability, and understand principles of access in the context of Victorians with disability. The Diversity Issues Unit and People and Culture coordinated periodic training sessions in both central business district and regional locations. In addition, various departmental locations coordinated in-house training and awareness activities aimed at enhancing staff knowledge and skills in their interaction with clients and members of the public living with disability.

The Diversity Issues Unit has continued to deliver general diversity training to trainee Court Registrars as part of their Certificate IV in Government. Included in the training

is an examination of Victorian population trends, attributes of the Victorian community through a CALD lens, language services provision and disability. Also included in the training is an examination of departmental and VPS-wide values and codes of conduct that underpin our appropriate engagement with all people in the Victorian community.

### CALD communities – justice reporting

The department participates annually in whole-of-Victorian-government multicultural reporting coordinated through OMAC. Reporting this year included a comprehensive review of activities undertaken to improve engagement with Victorian CALD communities by the department and entities across the justice portfolio. The report highlighted initiatives to:

- promote engagement with the community
- deliver justice education and awareness outcomes
- improve the accessibility of justice services for the diverse Victorian community.

### Refugee-related activities

The department provides funding to support two refugee-specific programs. The Refugee Youth Program and the Refugee Court Program aim to engender confidence and trust in the justice system on the part of Victorians from refugee backgrounds.

The Refugee Youth Program works to prevent young people from refugee backgrounds from coming into negative contact with the justice system. It endeavours to promote positive social engagement and enhance opportunities for productive participation in the life of the Victorian community. The Refugee Court Program currently operates in the Magistrates' Court at Melbourne, Sunshine and Dandenong. It widens the scope of options for Magistrates, and can be used as part of a diversion process or a sentencing option, including as part of a Community Correction Order.

## 6. Environmental performance and targets

An Environmental Management System (EMS) is in place to reduce the department's impact on the environment and to meet government requirements, including the *Commissioner for Environmental Sustainability Act (2003)*. The key objectives of the EMS are to:

- manage environmental impacts and associated risks
- take actions to avoid, reduce or mitigate adverse environmental impacts associated with operations
- improve efficiency, and where possible, achieve financial savings by reducing the use of resources.

The EMS framework includes:

- an EMS policy that includes operational activities
- an Environmental Management Plan (EMP) consisting of projects and targets focused on meeting the key objectives of the EMS, and implementation of the EMP supported by Regional Environmental Action Plans (REAPs)
- a communications plan comprised of activities such as staff training, posters, intranet articles, events, environmental compliance site visits, an environment fund and staff awards.

Key achievements of 2015–16 include:

- incorporation of the department's Ecologically Sustainable Design (ESD) scorecard for prisons in all major construction projects initiated this year
- winning the Institute of Public Administration (IPAA) Victorian Division's Environmental Sustainability award for the Re-'cycling' for the Environment project
- the reuse and recycling of prison waste including food waste, cooking oil, cardboard, steel and wood
- delivery of the department's Environment Fund projects including:

- » Cultivating Community Cultivating Place project, where food is grown in prisons and the produce donated to programs that produce meals for community members in need
- » Churchill Tree Canopy project involving offenders propagating seedlings for planting in park areas in need of re-vegetation
- the outputs of the Landmate program resulting in the planting of 34,000 trees, erection of 120 kilometres of fencing, and delivery of more than 200 days of environmental-related maintenance such as clearing rubbish and weed removal
- the sixth year of leadership and direction from the Environment Committee, which oversees compliance with legislative and reporting requirements and monitors the department's environmental performance.

### Environmental performance

This section is in accordance with the Global Reporting Initiative environmental indicators (EN):

- **EN5** Energy intensity
- **EN18** Greenhouse gas emissions intensity
- **EN29** Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations
- **EN16** Energy indirect greenhouse gas emissions (scope 2).

All consumption data is from 1 April 2015 to 31 March 2016. The department has a two-year EMP, resulting in environment targets that span two years. Consequently, reporting of targets takes into account progress towards the longer-term 2017 goal.

Table 1: Summary trend report

	2013–14	2014–15	2015–16	2015–16 compared to 2014–15 (percentage change)
Energy (MJ/m <sup>2</sup> )	1014 (349)*	1020 (318)*	1015 (352)*	-1% (11)%
Waste (kg/FTE)	72	73	69	-5%
Paper (reams/FTE)	16	14	14	0%
Water (kL/m <sup>2</sup> )	2.2 (0.75)*	2.3 (0.74)*	1.8 (0.6)*	-22% (-19)%
Transportation fleet (tonnes CO <sub>2</sub> e/1000km)	0.22	0.21	0.18	-14%

## Notes

MJ: megajoules, kg: kilograms, ream: 500 sheets of paper, kL: kilolitres, tonnes: 1000 kilograms, CO<sub>2</sub>e: carbon dioxide equivalent, m<sup>2</sup>: square metre, FTE: full time equivalent staff.

Data for sites where a complete year of bills is not available has been extrapolated to reflect a complete year of usage as per FRD 24C guidelines.

The emission factor for CO<sub>2</sub>e is sourced from National Greenhouse Accounts Factors, August 2015.

\* 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 correctional centres.

## Energy

Correctional centres account for 90 per cent of the department's energy footprint. Electricity is the primary source of energy for lighting, heating, industry operations and construction works. Natural gas and bottled gas (Liquefied Petroleum Gas, LPG) are used largely for heating and cooling. Within offices, energy is used on lighting, heating and cooling.

A number of energy reduction projects were implemented during 2015–16 including:

- progressive replacement of inefficient lights with light emitting diode (LED) lights
- generation of 343,100 kilowatt hours of renewable energy through solar panels.

The largest tenancy, 121 Exhibition Street

Melbourne, has achieved a National Australian Built Environment Rating System (NABERS) energy rating of 4.5 out of five stars.

In pursuit of a 2015–17 target the department undertook a desktop analysis to determine the benefits of increasing solar capacity. The benefits realisation of this analysis has resulted in the development of a business case.

### 2016–17 energy target

Increase renewable energy capacity by installing large-scale renewable energy systems (solar).

Table 2: Energy use 2015–16

Total energy usage segmented by primary source (MJ)			
	Correctional centres	Office	Total
Electricity	122,725,002	28,055,261	150,780,263
Electricity (green power)	-	-	-
Natural gas	139,434,638	5,540,252	144,974,890
LPG	39,771,915	114,393	39,886,308
<b>Total</b>	<b>301,931,555</b>	<b>33,709,906</b>	<b>335,641,461</b>
Total greenhouse gas emissions segmented by primary source (tonnes of CO <sub>2</sub> e)			
Electricity	42,954	9819	52,773
Electricity (green power)	-	-	-
Natural gas	7,185	285	7,470
LPG	2410	7	2417

## Notes:

MJ: megajoules, CO<sub>2</sub>e: carbon dioxide equivalent.

The department stopped purchasing green power and carbon offsets in 2011, as per government requirements.

Office-based energy data represents 54 per cent of the department's total FTE and 29 per cent of the department's total facility footprint.

Table 3: Energy intensity 2015–16

Total energy usage segmented by primary source (MJ)			
	Correctional centres	Office	Average
Energy used per person (MJ/FTE)	-	9090*	-
Energy used per unit of space (MJ/m <sup>2</sup> )	1286	352	1015**

## Notes

MJ: megajoules, FTE: full time equivalent staff, m<sup>2</sup>: square metre.

\* 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 m<sup>2</sup> across the department (correctional centres and offices).

## Water

Water usage at correctional centres accounts for 91 per cent of the department's total water consumption. Primary areas for water consumption are prison industries, kitchen operations and bathrooms. In 2015–16, 80 per cent of all primary horticulture plots within prisons had access to harvested or recycled water, enabling the department to progress towards achieving the 2017 target of 100 per cent of plots accessing harvested/recycled water.

For offices, water is largely used for cooling towers, bathroom/kitchen amenities and consumption. The largest tenancy, 121 Exhibition Street Melbourne, has achieved a NABERS water rating of 3.5 out of five stars.

Departmental water reduction projects include:

- use of harvested rainwater and recycled (treated) water at Hopkins Correctional Centre
- feasibility study on stormwater harvesting at Barwon Prison and Marngoneet Correctional Centre
- planting of water efficient crops in prison horticulture plots.

### 2016–17 water target

Ensure that all primary horticulture plots within prisons have access to harvested or recycled water.

Table 4: Total department potable water usage 2015–16

	Correctional centres	Office	Total
Kilolitres	507,602	51,701	559,303

## Notes

Potable water: water that is safe or suitable for human consumption as drinking water. The consumption relates to metered and billed supplies only.

Office water data covers 49 per cent of the department's total FTE and 27 per cent of the department's total facility footprint.

Table 5: Potable water usage intensity 2015–16

	Correctional centres	Office	Average
Water used per person (kL/FTE)	-	15*	-
Water used per unit of space (kL/m <sup>2</sup> )	2.3	0.6	1.8**

## Notes

kL: kilolitres, FTE: full time equivalent staff, m<sup>2</sup>: square metre.

\* 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 m<sup>2</sup> across the department (correctional centres and offices).



### Paper and procurement

The department procures a range of goods and services including:

- contractor and consultancy services
- printing, stationery and other office equipment
- technology and health services.

Examples of paper and procurement projects:

- purchase of planet-friendly products from Complete Office Supplies (COS), the new mandatory whole-of-Victorian-government supplier, which meet at least one of the following criteria – contains recycled content, recyclable, either biodegradable or contains less packaging than comparable products
- reuse and recycling of road safety cameras
- ensure all offset and digital print jobs meet a minimum two-star (out of five) green accreditation.

The department continues to use the ESD scorecard in tender documents for capital works, meeting the department’s 2015–16 target. The scorecard will continue to be used in 2016–17.

The Ravenhall Correctional Centre is a medium security men’s prison currently under construction. This project incorporates best practice ESD principles across all phases – design, construction and operation. Two sustainability-rating tools are used to measure sustainability goals and benchmark the design and operation of the facility: Green Star rating for the adjacent office building, and the Sustainable Prisons Scorecard for the prison. Examples of sustainability initiatives include:

- on-site electricity generation by means of a 400 kilowatt photovoltaic array

- a 600 kilowatt tri-generation system
- water-efficient fittings
- landscaping designed to reduce reliance on potable water
- use of building materials with reduced pollutant emissions.

The Hopkins Correctional Centre was completed as a public private partnership by Aegis Correctional Partnership. Their design achieved a number of ESD elements including:

- gas-fired turbines to produce electricity, heat and cooling
- rainwater harvesting for general water use
- installation of a blackwater treatment plant for irrigation and toilet flushing
- a food dehydrator to convert food waste into usable compost
- energy-efficient lighting solutions
- sub-metering to allow monitoring and reporting on energy and water consumption
- water-efficient landscaping.

Examples of environmental considerations being incorporated in the procurement process include:

- requesting the preferred supplier to provide environmentally-friendly alternatives to standard products
- providing information on the sustainability credentials of supplier companies
- including environmental requirements in the supplier code of conduct.

#### 2016–17 paper and procurement target

Include environmental considerations into relevant procurement templates for tenders and capital projects.

Table 6: Total department paper usage 2015–16

Description	Correctional centres	Office	Total
Reams	30,051	69,278.5	99,329.5
Paper use (tonnes CO <sub>2</sub> e)	143	329	472

Notes

Ream: 500 sheets of paper, tonnes: 1000 kilograms, CO<sub>2</sub>e: carbon dioxide equivalent.

Paper usage data provided by whole-of-Victorian-government supplier, COS. Paper purchased outside this supplier is not included.

Table 7: Paper intensity 2015–16

Description	Correctional centres	Office	Average
Paper used per FTE (reams/FTE)	-	18	14*
Recycled content (%)			
>75	96	93	94
50–75	1	1	1
<50	3	6	5

## Notes

Ream: 500 sheets of paper, FTE: full time equivalent staff.

Paper usage in the less than 50 per cent recycled content category includes A4 coloured paper. The range of coloured paper and paper for photo printing purposes available to the department does not have recycled content.

\* The value reflects the average reams of paper consumed per FTE across the department (correctional centres and offices). Apportioned paper data is available only for offices.

## Sustainable transport and fleet

Travel is undertaken using Victorian Government and departmental vehicle pools. The department delivers fleet services in seven regional locations. A range of justice operations require travel between offices, prisons and work sites. For example, the supervision of offenders in unpaid community work and rehabilitation programs requires travel to program work sites.

Examples of fleet emissions reduction activities include:

- mandating the default operational motor vehicle as a low-emission vehicle unless there are exceptional operational

requirements

- in lieu of travel, using video-conferencing facilities for court hearings and meetings
- use of car-pooling and public transport, where possible.

The department increased the use of video-conferencing facilities by 39 per cent in 2014–15, from 75 calls per day to 104, exceeding our 2015–17 target.

### 2016–17 sustainable transport and fleet target

Maintain video-conferencing call rates of 83 calls per day, thus meeting the 2015–17 target.

## Fleet

Table 8: Total department transportation (vehicle fleet performance by fuel type) 2015–16

Description	Passenger fleet	Other	Total
<b>Fuel consumption (MJ)</b>			
Petrol	18,130,293	3,905,683	22,035,976
Diesel	171,065	10,360,441	10,531,506
LPG	1,271,838	254,217	1,526,055
E-10	8008	9811	17,819
<b>Total</b>	<b>19,581,204</b>	<b>14,530,152</b>	<b>34,111,356</b>
<b>Distance travelled (km)</b>			
Petrol	7,875,110	2,059,328	9,934,438
Diesel	64,969	2,988,362	3,053,331
LPG	427,033	67,025	494,058
E-10	2418	11,485	13,903
<b>Total</b>	<b>8,369,530</b>	<b>5,126,200</b>	<b>13,495,730</b>
<b>Greenhouse gas emissions (tonnes CO<sub>2</sub>e)</b>			
Petrol	1264	272	1536
Diesel	12	779	791
LPG	78	16	94
E-10	0.5	0.6	11
<b>Total</b>	<b>1,354.5</b>	<b>1,067.9</b>	<b>2,422.3</b>

## Notes

MJ: megajoules, km: kilometres, tonnes: 1000 kilograms, CO<sub>2</sub>e: carbon dioxide equivalent.

Table 9: Transport intensity (vehicle fleet performance by fuel type) 2015–16

Description	Passenger fleet	Other	Average
Greenhouse gas emissions efficiency (tonnes CO <sub>2</sub> e/1000km)			
Petrol	0.16	0.13	0.15
Diesel	0.19	0.26	0.26
LPG	0.18	0.23	0.19
E-10	0.21	0.05	0.08
<b>Total</b>	<b>0.16</b>	<b>0.21</b>	<b>0.18</b>

Notes

Tonnes: 1000 kilograms, CO<sub>2</sub>e: carbon dioxide equivalent, km: kilometres.

The Total column is the total value for Passenger fleet and Other. Other includes optional reporting of commercial vehicles and the departmental executive fleet.

Fleet data are sourced from vehicle logbooks and fuel purchase records (both fuel cards and petty cash records) of the department fleet and Victorian Government Vehicle Pool. Approved fleet growth is not included. Departmental fleet data include a number of statutory entities including Victorian Institute of Forensic Medicine, Victorian Law Reform Commission and Commissioner, Victorian Equal Opportunity and Human Rights Commission.

### Transport

The department’s air travel has increased 11 per cent compared to last year. A large proportion of the department’s air travel involves staff attending or presenting at conferences and travel for meetings.

Table 10: International and domestic air travel 2015–16

Description	Total
Distance travelled (km)	1,993,315
Greenhouse gas emissions (tonnes CO <sub>2</sub> e)	631

Notes

km: kilometres, tonnes: 1000 kilograms, CO<sub>2</sub>e: carbon dioxide equivalent.

Departmental air travel data includes a number of statutory entities, excluding the Office of Public Prosecutions.

### Waste

Typically, there are three waste streams in offices: landfill, organics and recycling. Some correctional centres operate industries that generate other types of waste such as wood, concrete, steel, paint, and waste from farming and livestock production activities.

Examples of waste reduction activities are:

- diverting food waste to a composting system, with the resulting compost used on correctional centre horticultural plots
- recycling cooking oil and offcuts from prison industries
- recycling paper, toner cartridges, office furniture, cardboard, paper, batteries, phones and chargers
- recycling industries at Beechworth Correctional Centre, Langi Kal Kal Prison and Hopkins Correctional Centre
- donating obsolete computers for refurbishment.

Table 11: Sustainable transport 2015–16

Option	Total (%*)
CBD	95
Regions	20
Metro	81

Notes

Sustainable transport information is taken from the department’s environment survey completed in 2016.

Responses from staff who were on leave during the survey period where excluded from the results.

\* This percentage reflects staff commuter choices (train, tram, bus, bicycle and walking) to and from work only.

In the department’s offices at 121 Exhibition Street and 80 Collins Street, Melbourne, food waste to landfill increased by five per cent, compared with 2014–15 levels. An internal waste audit was undertaken with the results forming the basis of an education campaign to staff. A further education campaign will be carried out in 2016–17.

In 2016 the department was the winner of the IPAA Environmental Sustainability award for its Re-‘cycling’ for the Environment project. This project has seen offenders recycle over 1000 bikes, which were then donated to community members most in need.

#### 2016–17 waste target

Reduce food waste to landfill by 10 per cent compared to 2014–15 levels for buildings that undergo waste audits under FRD24C.

Table 12: CBD office-based waste 2015–16

Description	Total	Per FTE
Landfill (kg)	49,260	23
Recycling (kg)	89,807	41
Compost (kg)	11,397	5
Total (kg)	150,464	69
Recycling rate (%)	67	
Greenhouse emissions from waste to landfill (tonnes of CO <sub>2</sub> e)	591	

Notes

kg: kilograms, CO<sub>2</sub>e: carbon dioxide equivalent.

A five-day waste audit was undertaken at 121 Exhibition Street and 80 Collins St, Melbourne, which covers 31 per cent of the department's FTE. This represents 13 per cent of departmental locations.

The waste audit has been extrapolated in accordance with FRD24C guidelines to reflect a complete year's waste stream.

Data does not include e-waste (computers, telephones and multi-functional devices).

### Environmental compliance, communication and training

The department is required to comply with a number of state and federal legislative requirements with regard to its environmental impacts, including the *Environment Protection Act 1970* and the *Water Act 1989*. These Acts provide a legal framework to ensure that the department's operations and services have the least impact on the environment. The department works closely with key stakeholders such as local councils, other government departments and regulators (e.g. the Environment Protection Authority, EPA). This year, the department has not received any fines or non-monetary sanctions related to environmental compliance.

The environmental licences and agreements held by the department include:

- two EPA licences related to wastewater treatment and discharge
- various bore, surface and groundwater licences
- various trade waste permits and septic tank licences.

In 2015, due to the expansion of Barwon Prison, the department obtained a native vegetation offset agreement with private landowners. This agreement is monitored by the Commonwealth Department of the Environment. Annual monitoring shows that key performance targets specified in the agreement are being achieved.

The environment program received a special commendation for its contribution to reducing environmental risks at prisons at the departmental Risk Awards. In 2015–16 the department took a proactive approach to managing environmental risk, resulting in 30 initiatives such as environmental site visits, training and assessments.

Education and communication initiatives included the following.

- The successful delivery of the department's first Environment Week with over 300 staff participating in activities across regional and CBD locations.
- The inaugural National Recycling Week competition. The competition helped raise awareness of the department's recycling programs. The winning submission was the 'Friendship Seat' from Beechworth Prison, made by prisoners from wood pallet offcuts. The friendship seats were donated to schools for use in a program aimed at creating friendly and caring school communities in an effort to reduce bullying.
- Participation in department-wide activities such as Earth Hour and Ride to Work.
- The publication of articles in six regional newsletters and 15 intranet articles, as well as delivery of nine presentations, posters, and completion of internal environmental audits.
- The inaugural Environment Awards in recognition of staff and project contributions that reduce the department's environmental footprint.
- The annual environment survey, which realised a 19 per cent (1332 staff) participation rate. Analysis showed that 85 per cent felt that the department is committed to improving its environmental performance and 48 per cent were aware of the department's environment program. Awareness of the environmental program is up eight per cent from last year.

### 2016–17 environmental compliance, communication and training target

Increase by 20 per cent the number of staff who are aware of the department's environment program, as per environment survey results.

### Partnerships and land management

The department's Community Correctional Services unit works in partnership with other government departments, industries, education institutions and not-for-profit organisations to develop and manage community work programs using offender labour. Community work provides offenders with the opportunity to give back to the community and assists with their rehabilitation by developing and improving work-related skills. Suitable prisoners can also engage in work for the community that provides environmental benefits. Examples of Corrections Victoria 2015–16 community work with an environmental focus includes:

- restoration works in Barmah National Park and Kinglake National Park
- fuel reduction works in fire prone areas and post-fire re-fencing to contain livestock
- offender's participation in horticulture and landscaping courses, enabling development and acquisition of new skills
- a range of land management activities from picking up rubbish to general grounds maintenance to creation of a community garden
- over 1000 restored, donated or abandoned bicycles provided to community groups since the inception of the Re'cycling' for the Environment program

- removal of logos from uniforms donated by private organisations for use by the community, to prevent the clothing being sent to landfill
- growth and distribution of seedlings to community groups (vegetables and native trees)
- recycling wood offcuts into wildlife nesting boxes, toys, chairs, planters and benches
- the use of waste transfer station items, including offcuts of wood and broken bike parts to create sculptures that are sold to raise money for rehabilitation programs
- conservation of locally indigenous vegetation including planting of native trees and shrubs
- the use of recycled water and biodegradable cleaning products in the graffiti removal program, which, since 2005, has conservatively removed 41,656 kilograms of rubbish, and an equivalent of 132.5 MCG stadiums worth of graffiti.

The department continues to collaborate with the Department of Environment, Land, Water and Planning (DELWP) to operate the Landmate program, delivering valuable tree planting and environmental maintenance services to the community. This year, the program has planted 34,000 trees, erected 120 kilometres of fencing, and delivered over 200 days of environment-related maintenance including clearing rubbish and removing weeds.

## 7. Statutory compliance

### Disclosure of major contracts compliance

#### Consultancies engaged in 2015–16 over and under the value of \$10,000

##### Disclosure of major contract compliance

The department has disclosed all contracts entered into during 2015–16 for goods and services and construction greater than \$100,000 (including GST). The disclosed contracts can be viewed at [www.tenders.vic.gov.au](http://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*.

##### Consultancies engaged in 2015–16

In 2015–16, there were 34 consultancies where the total fees payable were \$10,000 or greater. Total expenditure in relation to these consultancies was \$1,615,193.04 (ex GST). In 2015–16, there were 19 consultancies where the total fees payable were less than \$10,000. Total expenditure in relation to these consultancies was \$71,010.72 (ex GST).

Table 13: Consultancies with a value greater than \$10,000

Consultant	Purpose	Start date	End date	Total approved project fee (\$ ex GST)	Expenditure 2015–16 (\$ ex GST)	Future expenditure (\$ ex GST)
<b>Consultancies with a value greater than \$10,000</b>						
AP2 Advisory Pty Ltd	Victorian Racing Integrity review	09/07/2015	08/03/2016	290,000.00	241,113.96	0.00
Ching Gary David	Special Adviser for the Expungement Scheme	13/11/2015	12/11/2017	18,200.00	12,250.00	5,950.00
Commonground Training Resources Inc	In-house facilitator training	15/02/2016	15/05/2016	19,091.00	18,000.00	0.00
Cube Group Management Consulting (Australia) Pty Ltd	CCS reform project management	03/05/2016	30/06/2017	45,350.00	5,770.34	39,576.66
David O'Byrne	Victorian Fire Services review	29/07/2015	30/09/2015	80,000.00	66,000.00	0.00
Deloitte Access Economics	Process review of the Victorian Magistrate's Courts Family Violence Fast Track Initiative	17/02/2016	16/12/2016	139,090.90	77,980.00	61,110.90
Deloitte Access Economics	Professional services for the development of a cost-benefit model	20/11/2015	24/12/2015	98,696.00	98,695.46	0.00
Delta Management Consulting Pty Ltd	Preparing ICT Changes Steering Committee	15/02/2016	14/08/2017	21,818.18	4,000.00	17,818.18
Designed Interventions	Engagement of designed interventions – Koori Justice Unit review	14/03/2016	29/04/2016	48,750.00	45,000.00	0.00
Dmac Directions	Recovery operational debriefing	20/07/2015	22/09/2015	51,800.00	-	0.00

7. Statutory compliance

Consultant	Purpose	Start date	End date	Total approved project fee (\$ ex GST)	Expenditure 2015-16 (\$ ex GST)	Future expenditure (\$ ex GST)
Ernst & Young	Births, Deaths and Marriages review	20/04/2016	19/05/2016	45,000.00	-	0.00
Ernst & Young	Commercial and financial advisory services	14/07/2015	14/07/2017	590,000.00	89,980.00	500,020.00
Ernst & Young	Due diligence and commercial advice	03/07/2015	30/11/2015	44,545.45	20,795.45	0.00
Flanagan Brown-Greaves Pty Ltd	Review of workplace culture	15/02/2016	14/12/2016	220,648.50	136,003.23	34,423.65
Foley's List Pty Ltd	Expungement of historical convictions	25/08/2015	21/09/2015	21,550.00	14,772.72	0.00
Grant Thornton Australia Limited	Independent audit of Corrections Victoria procurement practices	16/05/2016	30/08/2016	60,000.00	-	60,000.00
KPMG	Advisory services for information sharing	15/10/2015	31/12/2016	89,500.00	23,000.00	66,500.00
KPMG	CAV Assessment Project	24/08/2015	26/10/2015	59,468.00	59,468.00	-
KPMG	Procurement strategy review	20/06/2016	20/09/2016	78,000.00	-	78,000.00
Lisa Ward Consulting Pty Ltd	CCS reform advisory services	2/05/2016	30/06/2017	45,453.64	-	45,453.64
Maddocks	Contract extension analysis	14/09/2015	30/01/2016	21,408.00	3,974.80	0.00
Metis Management Consulting	Provision of independent advice to the CCS workforce sustainability project control group	18/09/2015	30/06/2016	22,726.36	19,000	0.00
Monash University	Connecting and collaborating with private sector and community organisations	21/03/2016	12/06/2016	22,711.82	22,711.82	0.00
Monash University	Restorative Justice Project	01/10/2015	31/03/2017	73,000.00	54,545.45	18,454.55
Nous Group Pty Ltd	Organisational review for CO&VSA	04/01/2016	31/03/2016	22,550.00	22,550.00	-
PPB	Independent Review into Knowledge Information Technology Services Procurement Practices	18/05/2016	18/08/2016	80,000.00	-	80,000.00
Pricewaterhouse Coopers	Costings for a Victorian redress scheme	05/10/2015	30/10/2015	89,728.00	89,376.36	0.00
Pricewaterhouse Coopers	Implementation of the compliance operating model	31/03/2015	29/02/2016	407,285.00	404,834.57	132,189.09

Consultant	Purpose	Start date	End date	Total approved project fee (\$ ex GST)	Expenditure 2015–16 (\$ ex GST)	Future expenditure (\$ ex GST)
Pricewaterhouse Coopers	JCare Benefits Assessment and Realisation Plan	30/05/2016	02/09/2016	132,189.09	-	0.00
Rachel Hunter Consulting Pty Ltd	Access to Justice Review Project	12/10/2015	31/07/2016	28,957.04	-	28,957.04
SACS Consulting Pty Ltd	Recruitment of Executive Director People and Culture	29/02/2016	22/04/2016	38,500.00	34,843.18	0.00
The Trustee For Sjc Unit Trust	Consultant for SVO screenings, Offending Behaviour Program	06/11/2015	05/11/2016	44,200.00	20,049.54	24,150.46
The University Of Adelaide	Pre-release Prisoners Trial and Evaluation Project	01/10/2015	01/06/2017	22,718.18	1,333.60	21,384.58
UOM Commercial Ltd	Literature review for the Mothers and Children Program	13/07/2015	09/10/2015	43,917.27	43,917.28	-
Vision Australia Limited	An accessibility review as per the Digital First Strategy	01/03/2016	01/07/2016	30,400.00	-	30,400.00

Table 14: Consultancies with a value less than \$10,000

Consultant	Purpose	Start date	End date	Total approved project fee (\$ ex GST)	Expenditure 2015–16 (\$ ex GST)	Future expenditure (\$ ex GST)
<b>Consultancies with a value less than \$10,000</b>						
Centring Pty Ltd	To advise in relation to the VCAT RIS, post public consultation	04/05/2016	06/06/2016	8,727.27	3,109.00	0.00
Christopher John Roper	Assisting with the development of standards for the accreditation of law courses	15/02/2016	09/03/2016	7,800.00	7,800.00	-
Clear Horizon Consulting Pty Ltd	Dja Dja Wurrung workshop monitoring and evaluation plan	13/10/2015	26/10/2015	6,404.54	6,420.00	0.00
David William McCormack	Community Operations and Victims Support Agency re-alignment (CO&VSA)	16/05/2016	27/05/2016	2,909.10	-	2909.10
David Moore	Contribute to special Sexual Assault Advisory Committee workshop	01/09/2015	30/11/2015	1,800.00	1,800.00	0.00
David Moore	Group conference in Barwon Prison	01/07/2015	31/08/2015	5,400.00	5,400.00	-
Foley's List Pty Ltd	Draft Crimes Amendment (Sexual Offences) Bill	05/05/2016	09/05/2016	8,100.00	8,100.00	-



Consultant	Purpose	Start date	End date	Total approved project fee (\$ ex GST)	Expenditure 2015-16 (\$ ex GST)	Future expenditure (\$ ex GST)
Frontier Software Pty Ltd	Professional services	22/04/2016	22/04/2016	1,452.00	1,452.00	-
Frontier Software Pty Ltd	Professional services	13/05/2016	13/05/2016	924.00	924.00	-
Iod Parc Australasia (Pty Ltd)	Corporate Plan outcome measures	23/07/2015	31/08/2015	4,545.45	4,000.00	0.00
Jacobs Group (Australia) Pty Limited	Minimum security standards review	10/01/2016	10/02/2016	2,160.00	2,160.00	-
Jeff Steedman	Counselling service for the AJF	14/05/2016	15/05/2016	909.00	909.00	-
LB & RB Family Trust	Staff engagement, consultation and strategy – BHS regional access pilot	01/03/2016	31/10/2016	3,972.00	2,150.00	1,822.00
Nous Group Pty Ltd	Managers' planning day	21/06/2016	21/06/2016	2,850.00	-	2,850.00
Pricewaterhouse Coopers Securities Ltd	Impact of raising judicial retirement age	09/05/2016	31/05/2016	6,500.00	-	6500.00
Shaw Forensic Consulting	Major Offenders Unit requiring expert and structured debriefing	27/04/2016	27/04/2016	1,096.00	1,096.00	-
Shaw Forensic Consulting	Major Offenders Unit requiring expert and structured debriefing	03/05/2016	03/05/2016	959.00	959.00	-
Sparke Helmore Solicitors	Probity advice	04/01/2016	26/02/2016	9,959.00	9,959.00	-

## Government advertising expenditure

Table 15: Campaigns with a media spend of \$100,000 or greater

Campaign summary	Start/end date	Expenditure 2015-16 (\$ ex GST)				
		Advertising (Media)	Creative and campaign development	Research and evaluation	Print and collateral	Other campaign expenditure
<b>Play it Safe by the Water campaign 2015-16</b>						
Play it Safe by the Water is a community safety campaign that aims to increase safety around water in a bid to reduce the number of fatal and near-fatal drowning incidents in Victoria.	13/12/2015-03/04/2016	846,458	37,403	106,616	-	-
Advertising is an important element in raising mass awareness among priority audiences.						

Campaign summary	Start/end date	Expenditure 2015–16 (\$ ex GST)				
<b>Summer Fire Campaign 2015–16</b>						
The Summer Fire campaign is an annual Victorian bush and grassfire awareness campaign aimed at improving community understanding of fire and fire safety, and prompting people to evacuate early to minimise injury and the loss of life due to fire.	Fire Action Week: 01/11/15–08/11/15 Summer Fire: 01/12/15–26/03/16	3,539,769	253,205	163,445	1,589	115,337
<b>YourPlay</b>						
The YourPlay pre-commitment system enables players of electronic gaming machines to set limits and track the money and time spent gambling across all venues in Victoria. The scheme is voluntary for players. Advertising, local promotion and venue education activities are essential elements in raising awareness of the YourPlay scheme.	01/12/15–30/06/16	822,100	109,814	133,885	224,532	-

### Government advertising expenditure (CAV)

No spends over \$100,000.

## ICT expenditure

Information and Communication Technology (ICT) expenditure refers to the department's cost in providing business-enabling ICT services. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure. BAU ICT expenditure primarily relates to ongoing activities to operate and maintain the department's current ICT capability.

Non-BAU ICT expenditure relates to extending or enhancing the department's current ICT capabilities.

For the 2015–16 reporting period, the department had a total ICT expenditure of \$159.686 million, comprising of \$105.519 million in BAU ICT expenditure and \$54.167 million in non-BAU ICT expenditure, as shown in the table below.

Business As Usual (BAU) ICT expenditure	Non-Business As Usual (Non-BAU) ICT expenditure	Non-Business As Usual (non-BAU) ICT Expenditure	Non-Business As Usual (Non-BAU) ICT Expenditure
\$'000	(Operational Expenditure and Capital Expenditure) \$'000	Operational Expenditure \$'000	Capital Expenditure \$'000
105,519	54,167	41,743	12,424

## Victorian Industry Participation Policy

The Victorian Industry Participation Policy (VIPP) applies to all government projects with a value of more than \$3 million in metropolitan Melbourne and more than \$1 million in regional Victoria. All short-listed bidders who fall within the VIPP guidelines are required to complete a statement outlining

the level of local content, and possible skills and technology transfers the project could create. If two or more bidders are found to offer equivalent value for money in the tender evaluation phase, the policy statements are used to identify the bidder with the best outcomes for Victorian industry.

## New contracts in 2015–16 to which the VIPP applied

Table 16: New contracts to which the VIPP applied

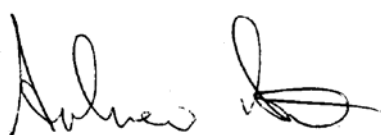
Contracts	Regional/ Metro	Value (\$)	Jobs	% Local	Skills and technology content transfer
Dame Phyllis Frost Centre (DPFC) CCTV Project	Metro	4,727,487.60	0	47	<ul style="list-style-type: none"> <li>• One existing apprentice to be trained</li> <li>• Telstra SNP Monitoring (TSM) will review the skills of its workforce and identify opportunities for skills development and training where appropriate for TSM business needs</li> <li>• Telstra SNP Monitoring (TSM) will encourage its sub-contracting workforce to identify any opportunities for skills development and training of staff where appropriate</li> </ul>
DPFC Accommodation	Metro	15,410,000.00	4	80	Construction skill retained
Sewer Rising Main – Barwon	Regional	1,457,000.00	0	75	Construction skill retained
Sewer Pump Station – Barwon	Regional	2,402,000.00	0	75	Construction skill retained
Design, supply, installation, commissioning and maintenance of fixed digital road safety cameras at 17 nominated intersections (D and F Sites)	State	4,874,283.00	3	48	Staff will receive training and learn from global expertise related to road safety camera technology, ISO 9001, and project management
Supply of non-perishable food to Victoria’s public prisons (non-exclusive panel arrangement)	State	36,998,181.00	5	80–83	<ul style="list-style-type: none"> <li>• Employee training including seminars/trade shows/relevant courses</li> <li>• Low staff turnover and recruitment, and training of existing staff</li> </ul>
Supply of prisoner shop canteen goods to Victoria’s public prisons	State	25,272,727.00	5	82	General commitments to staff training and skills development

## Risk management compliance

### Risk Attestation for the Department of Justice and Regulation 2015–16

I, Greg Wilson certify that the Department of Justice and Regulation has complied with the Ministerial Standing Directions 4.5.5 – Risk Management Framework and Processes.

The Department of Justice and Regulation Audit and Risk Management Committee has verified this view.



**Andrew Dix**

Acting Chair  
Audit and Risk Management Committee

Date 25/07/16



**Greg Wilson**

Secretary  
Department of Justice & Regulation

Date 26/07/16

### Audit and Risk Management Committee members

The Audit and Risk Management Committee is an independent committee established in accordance with the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*.

In 2015–16 Audit and Risk Management Committee members were:

Peter Lewinsky	Independent member (Chair)
Andrew Dix	Independent member
Gaye Mason	Independent member
Peter Moloney	Independent member
Julia Griffith	Deputy Secretary, Police and Corrections
Gail Moody	Deputy Secretary, Corporate Governance and Infrastructure
Donald Speagle	Deputy Secretary, Civil Justice
Jodi Henderson	Executive Director, North Area, Regional Service Network
Bridgid Connors	Acting Deputy Secretary, People and Stakeholders (to January 2016)

### National Competition Policy

The department continues to comply with the requirements of the National Competition Policy. An exemption for prison industries was given by the Department of Premier and Cabinet as the primary focus of their activities is employing prisoners and undertaking vocational training.

### 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 84 properties that

are used for legal, court, prison and emergency services. Other corporate entities within the justice portfolio such as the Country Fire Authority, the Metropolitan Fire and Emergency Services Board and Victoria Police, will report separately on building compliance issues.

### New buildings conforming to standards

In 2015–16 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 that buildings are maintained in a safe and serviceable condition include:

- a contract with an external service provider to manage all building essential service tasks, in accordance with legislative requirements
- the development of a departmental works program to form part of the overall departmental investment strategy

- a program to monitor and review effectiveness of these mechanisms.

### Existing buildings conforming to standards

All departmental buildings comply with the 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.

Table 17: 2015–16 Statement of compliance with the Building Act 1993

Capital project	Total project budget (\$m)	Permits / certification
<b>Commenced</b>		
Barwon Waste Water Treatment Plant	17.00	Permits issued and works to be certified at end
Dame Phyllis Frost Centre (DPFC) – additional beds and supporting infrastructure	50.78	Permits issued and works to be certified at end
DPFC mental health unit	40.70	Permits issued and works to be certified at end
Expanding Community Correctional Services – statewide	25.95	Permits issued and works to be certified at end
Karreenga industries	7.55	Permits issued and works to be certified at end
Langi Kal Prison – industries and education facilities	3.50	Permits issued and works to be certified at end
Loddon Prison medical unit	9.19	Permits issued and works to be certified at end
Melbourne Assessment Prison (MAP) – upgrade of cellular accommodation	11.15	Permits issued and works to be certified at end
Melbourne Assessment Prison reception upgrade	11.80	Permits issued and works to be certified at end
Metropolitan Remand Centre reinforcement works	53.34	Permits issued and works to be certified at end
Metropolitan Remand Centre State Emergency Services Group (SESG) building and reception upgrade	5.08	Permits issued and works to be certified at end
State Emergency Services Group (SESG) training facility	2.50	Permits issued and works to be certified at end
<b>Completed</b>		
State Coronial Services Centre	114.36	Works certified at practical completion

## Freedom of Information Act 1982

The *Freedom of Information Act 1982* allows the public a right of access to documents held by the department.

### Activity and compliance

For the 12 months ending 30 June 2016 the department received 938 applications. Of these requests, 102 were from members of parliament, 52 were from the media and the remainder were from the general public.

Of the total access decisions made by the department, 84.5 per cent were granted in part or in full. The most frequently applied exemptions related to the protection of an individual's personal affairs, information that is confidential under another Act (such as the *Corrections Act 1986*) and law enforcement information. Twenty-three requests went to review by the Freedom of Information Commissioner, with five appeals to the Victorian Civil and Administrative Tribunal.

The average time taken by the department to finalise requests was 31.7 days. The department processed 98.2 per cent of requests within the statutory requirement of 45 days and the remaining 1.8 per cent of requests within 46–90 days.

### Making a request

Access to documents may be obtained through written request to the Freedom of Information Unit, as detailed in section 17 of the *Freedom of Information Act 1982*.

In summary, the requirements for making a request are:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

A Freedom of Information request needs to be made to the agency that holds the documents being requested. Requests for documents in the possession of the Department of Justice and Regulation should be addressed to:

Freedom of Information Unit  
Department of Justice and Regulation  
121 Exhibition Street  
Melbourne VIC 3000

Requests can also be lodged online at [www.foi.vic.gov.au](http://www.foi.vic.gov.au).

Requests for documents held by justice portfolio statutory bodies that are subject to Freedom of Information such as Victoria Police, the Metropolitan Fire and Emergency Services Board, the Country Fire Authority, the Emergency Services Telecommunications Authority (ESTA), the Victoria State Emergency Service (VICSES) and the Office of Public Prosecutions should be sent directly to the relevant statutory body. A list of the department's statutory bodies that are subject to Freedom of Information can be found at [www.justice.vic.gov.au](http://www.justice.vic.gov.au).

Access charges may also apply once documents have been processed and a decision on access is made, for example, photocopying and search and retrieval charges.

Further information regarding Freedom of Information can be found at [www.justice.vic.gov.au](http://www.justice.vic.gov.au) including the department's Part II Information Statement.

Telephone enquiries can be made to the department's FOI unit on (03) 8684 0063.

## Protected Disclosures Act 2012

The Department of Justice and Regulation encourages employees and members of the public to report known or suspected incidents of corrupt or improper conduct.

Information about how to make a disclosure about the conduct of the department or its officers and relevant contact details are available on the department's website at [justice.vic.gov.au](http://justice.vic.gov.au)

	2015-16	2014-15
The number of disclosures notified to the Independent Broad-based Anti-corruption Commission	5	1

## 8. Monitoring of corrections

The Office of Correctional Services Review (OCSR) assists the Secretary to the Department of Justice and Regulation to fulfil his or her statutory obligations under section 7 of the Corrections Act 1986 to monitor performance in the provision of all correctional services to achieve the safe custody and welfare of prisoners and offenders.

The OCSR operates as an internal review and assurance function to advise the Secretary on whether the corrections system is operating in a fair, accountable and humane way that minimises risk to the community while meeting the needs of offenders and staff.

The OCSR provides the Secretary with current, objective information on areas of risk, the adequacy of existing controls and opportunities for improvement across the correctional system through activities including:

- monitoring the performance of prisons, Community Correctional Services and other correctional services
- conducting proactive reviews and inspections into areas of risk in correctional operations and services
- undertaking reviews into serious incidents and allegations in the corrections system
- reviewing all prisoner deaths and some offender deaths
- coordinating the Minister for Corrections' volunteer Independent Prison Visitor scheme.

Where the OCSR identifies opportunities for improvement, it makes recommendations for change in consultation with Corrections Victoria.

During the 2015–16 year the OCSR introduced an assurance model, which increased its focus on proactive, strategic and forward-looking work. This included reducing the volume of reactive activities such as incident reviews, which tend to focus on single incidents, and directing resources to larger-scale reviews that address higher-level risks to the corrections system.

One of the critical tools in achieving this transition was the design and introduction of a risk assessment framework, which enables the unit to prioritise matters that present the greatest risks to meeting the Secretary's obligations, where opportunities exist to improve the controls in place to manage such risks.

### Proactive reviews

The OCSR conducts proactive reviews to provide the Secretary with objective advice regarding current and emerging issues in the correctional system. Proactive reviews assure the Secretary about the performance of the system and foster continuous improvement for a high-performing system.

The OCSR completed five proactive reviews in 2015–16.

### Review of Corella Place Refresh Program

As part of its proactive review schedule the OCSR conducted a review of the Corella Place Refresh Program, which is focused on the revised staffing model and initiatives to strengthen the organisational culture.

The review found that the current organisational culture among staff at Corella Place was characterised by a strong commitment to keeping the community safe, and was guided by a management team that was highly regarded and demonstrated a clear commitment to continuous improvement. The review also identified further opportunities for improvement in the areas of training, induction, staff retention, leadership and communication.

The review made two recommendations for Corrections Victoria, which were accepted.

### Joint Corrections Victoria and OCSR review of a management unit in a maximum security prison

The joint review between the OCSR and Corrections Victoria reviewed the management unit's culture, staffing model, unit management, prisoner management (including case management), and incident response and prevention.

The review found that staff performed their roles confidently and efficiently and were genuinely engaged with prisoners in a challenging and dynamic environment. The staff culture was found to be positive and professional, casework was of a high standard, and prisoners were cooperative and consistently spoke positively about staff.

The review team concluded that the unit was managed safely. The review did not make any recommendations but identified a number of opportunities to improve processes and compliance with legislation and policy. All opportunities for improvements were accepted or accepted in principle by the prison.

### Review of completion rates for supervised Community Correction Orders

Also as part of its proactive review schedule, the OCSR conducted a review into completion rates for supervised Community Correction Orders. The review found that while there was no sole factor contributing to the decline in completion rates, complex environmental factors coupled with increased workloads, an inexperienced workforce and a high volume of administration, limited the ability of Community Correctional Services to engage and motivate offenders to successfully complete their order.

The review did not make formal recommendations but identified a number of opportunities for improvement for Corrections Victoria. Corrections Victoria agreed with the overall findings of the review, that no single factor has influenced the decline in completion rates, and agreed to give further consideration to the identified opportunities as part of their review and reform program.

### Interaction of Family Violence Intervention Orders with correctional services

The review considered the interaction of Family Violence Intervention Orders (FVIOs) with the correctional system. It aimed to highlight any opportunities to reduce the risk of breach of FVIOs, and to share good practice approaches across the correctional system.

Following the commencement of the OCSR review, family violence became a matter of renewed focus and activity in response to the Royal Commission into Family Violence. Consequently, Corrections Victoria initiated substantial further work in this area.

The review made two recommendations that the OCSR considered remained relevant despite the changing policy landscape. Corrections Victoria accepted both recommendations, noting that they would be addressed through its scheduled program of works.

### Review of recommendations made by the OCSR

The review examined recommendations made by the OCSR over a two-year period – 2014 and 2015 calendar years – with an emphasis on classifying recommendations according to the risk they aimed to address and the type of response required from Corrections Victoria. This classification system is aligned with the risk themes used in the OCSR's risk assessment framework.

In 2015, the OCSR made 21 recommendations, most commonly addressing the category of operations, which primarily concerns operational guidelines for staff. Of the 21 recommendations, Corrections Victoria accepted 95 per cent outright or in principle.

In 2014, the OCSR made 53 recommendations, most commonly addressing the category of security and escape, which covers issues such as security breach, safety, threat and escape. Corrections Victoria accepted 89 per cent of the recommendations outright or in principle.

In 2014 and 2015, the most common response required from Corrections Victoria was to amend, update or create new guidelines.

### Reviews commenced in 2015–16

The OCSR also commenced another three reviews in 2015–16:

- Review of the application and management of reasonable force in a corrections custodial environment
- Review of Corrections Victoria's management of male remandees
- Implementation of recommendation five arising from the Victorian Auditor-General's Office audit into Administration of Parole.

### Incident reviews

The OCSR reviews serious incidents within prisons, Community Correctional Services and other corrections facilities to identify systemic risks, and to consider the adequacy of existing controls and the incident response. Through this function the OCSR provides the Secretary with objective advice on the operation of the corrections system and identifies opportunities to reduce the risk of similar incidents in the future. Incidents are selected for review based on level of risk (assessed through the OCSR's risk assessment framework) or through referral by the Secretary or the Minister for Corrections.

In 2015–16, the OCSR initiated nine reviews and completed eight reviews into a range of matters including an alleged assault by staff, escapes from correctional centres, implementation of large-scale change in the corrections system, impact and recovery processes following a major incident, parolee management by Community Correctional Services, the management of high-security units and decontamination processes following the use of chemical agents.



### Impact of reviews

As noted, OCSR reviews have contributed to areas of broader government reform such as family violence and the supervision of offenders in the community. In addition to the matters identified above, a broad range of changes and improvements were made in 2015–16.

Some examples of changes arising from OCSR work, include:

#### Prisoner welfare:

- More female staff at the maximum security women's prison were trained to conduct decontamination processes, which are required after the deployment of chemical agents. This will increase the capacity of the prison to handle future incidents in a gender-responsive manner.

#### Safety and security:

- Improvements were made to the processes associated with the management of visitors to ensure any information relating to visitors is recorded appropriately and actioned in a thorough manner.

#### Case management:

- In two reviews the OCSR identified opportunities to further improve case management of offenders. These included:
  - » the need to develop strategies to retain and attract suitably qualified case managers
  - » development of a continuity plan to ensure the ongoing quality assurance of case management in the event that senior staff are unavailable for extended periods.

OCSR reviews also identified opportunities for improvement in implementing future change processes including increased support from its justice partners and measurable outcomes for change.

- Corrections Victoria agreed that leveraging the support of its broader criminal justice partners (the courts, police and prisoner support services) is essential in system-wide change processes and this will be given greater focus.
- In the interests of ensuring that program impacts can be meaningfully evaluated, Corrections Victoria agreed to set clear objectives and measurable outcomes for change to assess consistency of effort and prioritisation of change processes across the system.

### Prisoner and offender deaths

There were 19 deaths in custody in Victoria between 1 July 2015 and 30 June 2016 compared with 15 in the previous year. The majority of deaths in this period have been or are likely to be deemed the result of natural causes. The increase in deaths is indicative of an increased prisoner population as well as an ageing one, with nine of the 19 prisoners aged over 65 years.

The OCSR prepares a report for the Secretary and the Coroner on each prisoner death and monitors coronial inquests and any recommendations. During 2015–16 the OCSR provided the Coroner with 14 prisoner death review reports.

The OCSR also prepares reports for the Coroner in the event of the death of a parolee within three months of release from prison or, at the request of the Coroner, for any person who has been in custody or under the supervision of Community Correctional Services. In 2015–16 the OCSR prepared 16 reports for the Coroner into parolee and offender deaths.

### Prison performance data validation reviews

Service Delivery Outcomes (SDO) validation reviews are conducted annually at private prisons and every three years at public prisons in order to verify that performance data reported to the Commissioner, Corrections Victoria is true and accurate.

In 2015–16 the OCSR completed three validation reviews of the two private prisons and the prisoner transport service provider.

### Independent prison visitors

The Independent Prison Visitor Scheme, established in 1986, is coordinated by the OCSR. Independent prison visitors are volunteers and are appointed by the Minister for Corrections for a five-year term.

As at 30 June 2016 there were 38 visitors. The volunteers regularly visit prisons to speak with prisoners and staff, and provide the Minister for Corrections with independent, objective advice from a community perspective on the operation of Victoria's prisons.

During 2015–16 visitors provided 262 reports on over 3000 matters regarding issues such as the flow-on impact of limited availability of accommodation in the community parole eligibility, conditions in prison, prisoner management, and programs and industry.

## 9: Prison service statistics

	2011-12	2012-13	2013-14	2014-15	2015-16
Average daily prison population	4831	5120	5800	6350	6320
<b>Containment and Supervision - escapes(a)</b>					
Number of escapes—total	1	3	7	5	10
Number of escapes—secure prisons	0	0	0	0	5
Number of escapes—open prisons	1	3	7	5	5
Number of escapes—other	0	0	0	0	0
Escape rate—total (per 100 prisoners)	0.02	0.06	0.12	0.08	0.16
Escape rate—secure prisons (per 100 prisoners)	0.0	0.0	0.0	0.0	0.09
Escape rate—open prisons (per 100 prisoners)	0.18	0.44	0.77	0.49	0.57
Number of attempted escapes	2	7	4	1	5
<b>Containment and Supervision—deaths(b)</b>					
Total number of deaths in custody	4	13	11	15	19
Death rate (per 100 prisoners)	0.08	0.25	0.19	0.24	0.30
Number of deaths from apparent unnatural causes	0	3	0	3	2
Death rate apparent unnatural causes (per 100 prisoners)	0.00	0.06	0.00	0.05	0.03
Total number of Aboriginal deaths in custody	0	1	0	1	1
Number of Aboriginal deaths from apparent unnatural causes	0	0	0	0	0
Aboriginal death rate apparent unnatural causes (per 100 prisoners)	0.00	0.00	0.00	0.00	0.00
<b>Containment and Supervision—self harm</b>					
Self mutilations (per 100 prisoners)	7.8	8.3	6.9	5.9	7.0
Attempted suicides (per 100 prisoners)	0.3	0.2	0.2	0.1	0.2
<b>Containment and Supervision—assaults(c)</b>					
Assault rate—assaults on prisoners by other prisoners	18.3	18.7	19.1	20.3	26.9
Assault rate—assaults on staff or other persons by prisoners	3.9	4.3	5.6	4.5	5.9
<b>Containment and Supervision-illicit drugs</b>					
Percentage of positive random drug tests(d)	4.23	4.38	5.40	4.28	5.70
Number of visits (average per prisoner)	23.0	23.0	21.8	22.0	19.8
<b>Reparation—Employment(e)</b>					
Employment rate—all prisoners (%)	88.9	89.1	88.1	89.3	87.5

### Notes

- a) The escape categories conform with the current definition of escapes in the Report on Government Services prepared by the Steering Committee for the Review of Commonwealth/State Service Provision. Escapes by prisoners on unescorted leave, in work parties or activities outside the prison perimeter without direct one-to-one supervision are classified as 'other' escapes. All other escapes, including during transfers between prisons or escorts outside the prison under one-to-one supervision, are classified according to the security level of the prison. There were five escapes reported from secure perimeter corrective facilities in 2015-16. However, this includes three prisoners who were under escort at the time, but did not breach a secure perimeter prison.
- b) The cause of all prisoner deaths is subject to confirmation by the Coroner.
- c) The assault rate is based on the number of victims of all assaults. The measure in this report differs from the definition adopted for the Report on Government Services which disaggregates assaults by seriousness but excludes minor assaults that did not result in physical harm or require any form of medical intervention.
- d) The percentage of positive random drug tests for 2015-16 is preliminary as at 8 August 2016 and is subject to change.
- e) The prisoner employment rate is calculated as the proportion of all prisoners except those in full-time education or programs, unsentenced prisoners who chose not to work, or other prisoners whose situation precludes their participation in employment such as hospital patients, aged prisoners and prisoners in transit.

## 10: Correctional system performance

### Escapes from custody in Victoria

There were 10 escapes from prison custody in Victoria during 2015-16. Five prisoners escaped from minimum-security corrective facilities. There were also five escapes reported from secure perimeter corrective facilities. However, this includes three prisoners who were under escort at the time, but did not breach a secure perimeter prison. All were subsequently re-captured.

### Deaths of prisoners in custody in Victoria

There were 19 deaths in prison custody in Victoria during 2015-16. The provisional cause of death in 16 of the cases was natural causes, one case involved apparent accidental cause, one case involved apparent suicide, and for one case the provisional cause of death was unknown.

The cause of all prisoner deaths is subject to subsequent confirmation by the Coroner.

### Drug testing in Victorian prisons

Victoria operates one of the most extensive urine testing programs in Australia.

The percentage of positive random drug test results increased from 4.28 per cent in 2014-15 to 5.70 per cent in 2015-16.

In 2015-16, the total number of drug tests of prisoners, including random, general and targeted tests, was 29,829.

In addition, 22,501 breath tests were conducted in 2015-16, an increase of 30 per cent compared with 2014-15.

### Self-harm, assaults and offender care in Victorian prisons

The rate of self-harm by prisoners in Victorian prisons increased from 5.9 per 100 prisoners in 2014-15 to 7.0 per 100 prisoners in 2015-16. The rate of attempted suicides has remained relatively stable over the last five years.

The rate of assault on prisoners by other prisoners increased from 20.3 per cent in 2014-15 to 26.9 per cent in 2015-16, the highest rate over the past five years. The rate of assault on staff by prisoners also increased in 2015-16.

The increase in assaults has largely occurred in the maximum and medium-security prisons. This appears to be related to the increase in number of prisoners who remain in prison for shorter periods of time, and may also be related to the increase in the number of unsentenced prisoners received into the system. Both of these factors have placed significant strain on prisons, particularly front-end. These prisoners are often involved in confrontations with other prisoners due to issues in the community.

Furthermore, the constant change in a prisoner population who often appear less invested in maintaining a stable culture, but who often have increased anxiety about their future, has had a destabilising impact on the prison environment.

### National Corrective Services performance comparisons

National performance data from all Australian states and territories is compiled to compare the efficiency and effectiveness of a range of government services, including Corrective Services. The data is published annually in the Report on Government Services by the Steering Committee for the Review of Government Services Provision.

Data published in early 2016 relating to the provision of services in 2014-15 showed Victoria had the third lowest imprisonment rate and the second lowest community corrections rate in Australia.

Victoria also had the highest overall prisoner employment rate in the country, while the participation rate for prisoner education was the third highest in Australia and four percentage points above the national average.

Comparative data for 2015-16 will be published in early 2017.

## 11. Registry of Births, Deaths and Marriages

The Registry of Births, Deaths and Marriages (BDM) records in perpetuity all births, adoptions, marriages, registered relationships and deaths occurring in the State of Victoria, and provides certificates of these events to individuals. It also registers changes of name and manages Victoria's donor treatment registers (Central Register and Voluntary Register). Other services include family history resources and products through Vic Heritage™, and civil marriage services at the Victorian Marriage Registry.

### Business operations

Table 18: BDM business operations

Registrable events 2015–16	Number
Births ( <i>Births, Deaths and Marriages Registration Act 1996, Part 3</i> ) (a)	83,989
Changes of Name ( <i>Births, Deaths and Marriages Registration Act 1996, Part 4</i> )	11,419
Marriages ( <i>Births, Deaths and Marriages Registration Act 1996, Part 5</i> )	27,131
Deaths ( <i>Births, Deaths and Marriages Registration Act 1996, Part 6</i> )	41,328
Registered relationships ( <i>Relationships Act 2008, Part 2.2</i> )	1,391
Revocation of registered relationships ( <i>Relationships Act 2008, Part 2.2</i> )	108
Adoptions ( <i>Adoption Act 1984, Part 5</i> ) (b)	56
Stillbirths	415
<b>Total</b>	<b>165,837</b>
<b>Certificates issued 2015–16</b>	
Standard certificates (c)	277,179
Commemorative certificates	33,759
Historical certificates	15,367
Historical images	55,540
<b>Total</b>	<b>381,845</b>
<b>Donor treatment registers</b>	
Registrations of donor births to the Central Register ( <i>Assisted Reproductive Treatment Act 2008, Part 6</i> )	565
Central Register applications	102
Voluntary Register applications	88
<b>Total</b>	<b>755</b>
<b>Recognition of sex 2015–16</b>	
<i>Persons born in Victoria</i> (Part 4 A, Div 1)	
Approved applications	26
Refused applications	-
<b>Sub total</b>	<b>26</b>
<i>Victorian residents born elsewhere</i> (Part 4 A, Div 2)	
Approved applications	8
Refused applications	-
<b>Sub total</b>	<b>8</b>
<b>Total</b>	<b>34</b>

#### Notes

Data generated 1 July 2016. Data may vary subject to very minor (non-material) variations. Full definitions of data values are available by contacting BDM via [www.bdm.vic.gov.au](http://www.bdm.vic.gov.au).

- a) Total number of births registered in Victoria including those that occurred in a previous year but were registered for the first time in the reporting period. Figures exclude stillbirths and incomplete registrations (that is, where BDM is yet to receive formal notification from either the parents or the medical facility where birth occurred).
- b) Total number of adoption orders handled.
- c) Total number of standard certificates issued, including those issued with commemorative birth certificate orders.

## 12. Inspector-General for Emergency Management

The Inspector-General for Emergency Management (IGEM) is a dedicated assurance entity established on 1 July 2014 under the *Emergency Management Act 2013* (the Act).

IGEM's legislative objectives are to:

- provide assurance to the government and the community in respect of emergency management arrangements in Victoria, and
- foster continuous improvement of emergency management in Victoria.

IGEM provides assurance at the system level that is important for informing assessment of integrated sector capacity, capability and performance. Through reliable, evidence-based information IGEM identifies what is working well and where improvements can be made.

### Monitoring Victoria's emergency management arrangements

In 2015–16 IGEM's monitoring program included an examination of the implementation of ongoing recommendations and actions from the 2009 Victorian Bushfires Royal Commission, the 2013–14 Fire Season Compliance Report, the independent investigation of the Lancefield–Cobaw 2015 fire and the 2014 and 2015–16 Hazelwood Mine Fire Inquiry reports.

Each monitoring report details the progress of the implementation of agreed improvement actions and, where appropriate, commentary on their efficacy and sustainability.

IGEM also delivered its first interim and annual progress report on the state's implementation of the *Victorian Emergency Management Strategic Action Plan 2015–18* (the SAP).

### Victorian Emergency Management Strategic Action Plan 2015–18

The SAP comprises 30 strategic actions, grouped under four themes, with eight priorities to guide all-hazard, all-agency, emergency management reform and support Victoria in achieving its vision of 'safer and more resilient communities'.

IGEM reports to the government on the SAP's implementation progress biannually in an interim report and an annual progress report. IGEM works closely with Emergency Management Victoria to ensure a streamlined approach to monitoring and reporting on the SAP's implementation.

In December 2015 IGEM delivered its first interim report to the Minister for Emergency Services (the minister), followed by its first annual progress report in May 2016.

In the first annual progress report IGEM found that 22 of the 30 strategic actions are progressing satisfactorily, and are at varying levels of planning, scoping or implementation. The remaining eight actions are scheduled to commence by 2017–18.

### Victorian Bushfires Royal Commission – 2015 Progress Report

In August 2015 IGEM delivered its first report on the implementation progress of the ongoing recommendations and associated actions from the 2009 Victorian Bushfires Royal Commission. Overall, IGEM found evidence of satisfactory progress being made with the implementation of the remaining recommendations and actions reported as ongoing in the Bushfires Royal Commission Implementation Monitor's 2014 Annual Report.

Of the 21 ongoing actions IGEM found that eight actions were complete, two were closed and the remaining 11 actions were due for completion in the following 12 months.

IGEM will provide a progress report to the minister by 1 August annually until all of the implementation actions are complete.

### Hazelwood Mine Fire Inquiry Implementation Monitor – 2015 Annual Report

From October 2014 until January 2016 monitoring of the state's implementation of the 2014 Hazelwood Mine Fire Inquiry Report recommendations and affirmations was undertaken jointly by the then Hazelwood Mine Fire Inquiry Implementation Monitor and IGEM.

The *Hazelwood Mine Fire Inquiry 2015 Annual Progress Report*, tabled on 25 November 2015, reported on the state's progress with implementing the recommendations and affirmations in the Hazelwood Mine Fire Inquiry Report Implementation and Monitoring Plan.

The report noted that overall progress made by the state and the then Hazelwood mine operator GDF Suez was positive. Implementation progress included

increased cooperation between agencies, capacity for rapid air quality monitoring, development of a State Smoke Plan to guide the state's response to fires and smoke events, and better mine regulation to take account of the risk of fire.

The Hazelwood Mine Fire Inquiry reopened in May 2015 with new terms of reference focused on human health impacts and mine rehabilitation. The *Hazelwood Mine Fire Inquiry: Victorian Government Implementation Plan* was tabled in the Victorian Parliament on 21 June 2016 and sets out 246 actions that will be undertaken to implement all recommendations and affirmations of the 2014 and 2015–16 Inquiry reports.

On 1 February 2016 the government appointed IGEM as the independent monitor of the recommendations and affirmations of the 2014 Inquiry report, and the recommendations of the re-opened Inquiry reports. IGEM will report to the minister in October each year on the progress of implementation.

### 2015 Lancefield–Cobaw Fire

Following the government's acceptance of all 22 recommendations from the 2015 Lancefield–Cobaw Fire Investigation, and the provision of an additional 10 commitments by DELWP, IGEM is providing independent oversight to ensure all recommendations are implemented and progress is publicly reported through quarterly updates.

On 5 February 2016 IGEM delivered its first Interim Progress Report to the Secretary DELWP, recording that DELWP was making satisfactory implementation progress. One recommendation and three commitments had been completed, with the remainder reported by DELWP as being on track for completion by their due dates.

In the June 2016 Progress Report IGEM found DELWP was on track to implement all recommendations and the additional commitments made by the department on time, having completed 13 of the 22 recommendations and nine of its 10 commitments. IGEM will continue to deliver quarterly progress reports until all recommendations and commitments have been implemented.

### Monitoring bushfire fuel management

On 19 November 2015 the government responded to the independent investigation of the 2015 Lancefield–Cobaw fire and IGEM's

*Review of performance targets for the future bushfire fuel management program on public land*, released in May 2015.

The government's combined response to these assurance activities built on IGEM's review recommendations by setting a new approach to reducing the risk of bushfire in Victoria – *Safer together*. This new direction in bushfire management seeks to ensure that fire and land managers and community work as one to reduce bushfire risk.

Monitoring the implementation of recommendations from the *Review of performance targets for bushfire fuel management on public land*, in relation to the state's *Safer together* approach to bushfire risk reduction, will commence in July 2016.

Following the escape of the 2015 Lancefield–Cobaw Croziers Track planned burn DELWP committed to make significant improvements to the planned burning program. This included requesting IGEM to oversee the prompt investigation and reporting of any future breaches of containment lines by a planned burn, drawing on relevant independent experts as required.

IGEM and DELWP have developed a reporting process for planned burns that breach containment lines, and an investigation process managed by IGEM. Since January 2016 DELWP reported eight planned burns that breached containment lines. IGEM ensured that each of these incidents was investigated and noted that DELWP did not classify any of these breaches as bushfires (the highest level of breach classification).

### 2013–14 Fire Season Compliance Report – 2015 Progress Update

In August 2015 IGEM released its Progress Update on the implementation of agreed actions from three 2013–14 fire season reports produced by the then Fire Services Commissioner in conjunction with the emergency management sector. IGEM reported that of the 86 actions, 54 actions had been completed, 22 actions were ongoing, and 10 actions were still in progress.

Of the 10 recommendations IGEM found that six recommendations had been completed, one recommendation was ongoing and three recommendations were still in progress.

These actions relate to improvements to road traffic management, community involvement, initial attack and utilisation of resources, cross-border fire arrangements and other systemic issues.

IGEM will prepare a final progress update for the government prior to the 2016–17 fire season.

### Reviewing Victoria's emergency management arrangements

IGEM conducts system-wide reviews of emergency management arrangements in Victoria, based on an Annual Forward Plan of Reviews (a forward plan) or at the request of the minister.

In developing each forward plan IGEM consults with emergency management sector organisations on key strategic system-level issues and risks. Each forward plan, and each review report, is provided to the minister prior to publication.

### Annual Forward Plan of Reviews 2015

IGEM completed three reviews as part of its Annual Forward Plan of Review process in 2015, these were:

- Review 1 - Connecting with and preparing communities for major emergencies in Victoria.
- Review 2 - Victoria's emergency management sector preparedness for major emergencies.
- Review 3 - Community recovery following the 2013-14 Victorian bushfires.

Review 3 has been released and published on the IGEM website. The government is considering its response to Reviews 1 and 2 prior to their release.

### Annual Forward Plan of Reviews 2016

Under its 2016 forward plan IGEM is conducting three planned reviews.

#### *Connecting and collaborating with private sector and community organisations*

This review aims to assess the effectiveness of Victoria's emergency management sector in connecting and collaborating with the private sector and community organisations in preparing for, responding to and recovering from emergencies.

#### *Fitness for duty*

This review aims to identify current legislation, policies and practices related to physical fitness requirements of Victoria's emergency responder agencies. The

review will then assess these approaches against leading practice nationally and internationally in order to identify opportunities for further improvement.

#### *Incident Management Teams accreditation and rostering*

This review aims to assess the effectiveness of incident management arrangements in the Victorian emergency management sector, specific to role accreditation processes and approaches to the rostering of personnel into Incident Management Teams.

### Reporting to and advising the minister on issues relating to emergency management

In early 2016 the government requested IGEM to review aspects of planning for, and response to, the December 2015 Wye River–Jamieson Track fire and to report on learnings from the incident with a focus on documenting good practice and fostering continuous improvement.

The Wye River–Jamieson Track fire started by lightning strike on 19 December and was contained 34 days later. The fire destroyed 98 houses in Wye River and 18 houses in Separation Creek on 25 December 2015.

In accordance with the review's terms of reference IGEM made five observations in relation to the initial attack, incident documentation, control strategies, public information and community engagement, and evacuation and traffic management.

IGEM personnel conducted field observations during this event. IGEM's field observation capability contributes to overall assurance that actions and recommendations from the sector's reviews and operational debriefs are being implemented at a local level.

The government and the Emergency Management Commissioner, in collaboration with the chief officers of the fire responder agencies, accepted all four recommendations from IGEM's *Review of the Initial Response to the 2015 Wye River–Jamieson Track Fire*. They welcomed the report as supporting their commitment to continuous improvement in the sector.

With the completion of IGEM's review, the Coroners Court is also conducting its own investigation into the Wye River–Jamieson Track fire.

## Performance of the Emergency Services Telecommunications Authority

IGEM is responsible for monitoring and investigating the non-financial performance of the Emergency Services Telecommunications Authority (ESTA). ESTA manages the call-taking and dispatch system for approximately 6700 emergency, non-emergency and operational calls each day for Victoria's police and emergency services. Agencies specify the services that ESTA is to deliver and IGEM then determines the standards for these services in consultation with ESTA and the agencies.

Each month ESTA provided IGEM with performance data and reports so that IGEM could monitor ESTA's performance against the standards. IGEM met with ESTA each month to discuss and address performance issues. ESTA also reported its performance against service standards in its annual report. IGEM uses this information to provide assurance to the minister on matters relating to ESTA's performance as required.

### 2015–16 Performance against standards

During the 2015–16 financial year ESTA reported compliance against the majority of its emergency call-taking and dispatch performance benchmarks. The call-taking benchmarks relating to emergency Category A and B calls are the most urgent. The performance measure specifies that ESTA should aim to answer these calls within five seconds. The benchmark is that ESTA should achieve this for 80 per cent of Victoria Police calls and 90 per cent of Ambulance Victoria, Metropolitan Fire Brigade and the Country Fire Authority calls.

ESTA met or exceeded emergency call-answer speed benchmarks in nearly all months across all agencies. There were five exceptions where ESTA reported call-answer performance marginally below the respective benchmarks. Four of these were by less than or equal to 0.5 per cent. The fifth was for Victoria Police in December 2015, where ESTA reported that it was 1.1 per cent below the benchmark.

ESTA delivered this level of call-answer performance despite the unprecedented increase in demand on ESTA's emergency call-answering services. ESTA's statewide emergency call activity increased by 7.5 per cent from the previous year, and in 2015–16 ESTA answered almost 10 per cent more

emergency calls than it did two years ago. This equates to ESTA receiving an extra 200,000 more emergency calls annually.

ESTA implemented a new Genesys telephony system in November and December 2015 to replace its existing system, which was about to become unsupported by the manufacturer. ESTA selected this system to improve the resilience of its telephony systems, and enhance its capability and capacity. The new system's implementation, in conjunction with other factors, contributed to some short-term negative effect on performance, primarily for VICSES.

ESTA achieved compliance for VICSES in the first quarter before declining significantly in the second in correlation with the telephony upgrade. ESTA's call-answer performance then follows a positive trend upward, whereby it almost achieved compliance in June 2016, falling only 0.7 per cent below the 90 per cent benchmark. This performance trend applied for periods of normal activity and during periods of severe weather.

Throughout 2015–16 ESTA met most of its dispatch performance standards. This was despite the fact that ESTA dispatched almost 11 per cent more events to emergency services organisations than it did two years ago. This reflects the increase in emergency call volumes over the past few financial years.

### Ambulance Victoria Code 1 dispatch performance

A focus of IGEM's monitoring activities was ESTA's Code 1 dispatch performance for Ambulance Victoria. The performance benchmark requires ESTA to dispatch 90 per cent of metropolitan ambulance Code 1 events within 150 seconds. ESTA did not achieve compliance with the ambulance Code 1 dispatch benchmark in any month. This is an issue that has persisted over the last five years.

ESTA dispatched 78.7 per cent of ambulance Code 1 events within 150 seconds in 2015–16. This was a marginal decline on the previous year when it dispatched 78.8 per cent. On a monthly basis, ESTA reported its lowest compliance in December 2015 and again in January 2016, at 76.6 per cent. Its performance improved consistently in the remaining months, achieving 81 per cent in June 2016.

ESTA and Ambulance Victoria worked throughout the year to implement the Ambulance Policy and Performance Consultative Committee's initiatives. Some of these initiatives are now returning positive



results, as reflected in performance for June 2016. ESTA has identified a range of strategic priorities for the 2016–17 year aimed at improving Code 1 dispatch performance. IGEM will track progress against these initiatives as part of its monitoring function in the coming year.

### Investigations

IGEM has worked closely with ESTA to provide assurance of its internal quality improvement system and, where appropriate, investigated its performance in relation to specific issues or incidents. ESTA reports potential adverse events to IGEM including the preliminary issues it has identified and what sort of investigation it will undertake. IGEM screens each potential adverse event and uses a risk-based approach to determine if it is appropriate to monitor ESTA's investigation or whether IGEM should lead an independent investigation.

IGEM reviews ESTA's report, its findings and recommendations to ensure it has identified the root cause or causes of an adverse event, and that any recommendations result in appropriate action to target and eliminate or reduce the likelihood or consequences of any recurrence.

During 2015–16 IGEM screened 50 potential adverse events. While ESTA undertook internal investigations for the majority, the Inspector-General elected to investigate two of these matters.

### Implementation monitoring

IGEM also monitors ESTA's implementation of recommendations from internal and external investigations, reviews and inquiries into its performance. IGEM analyses these recommendations to determine if they will reduce the likelihood of ESTA's operational risks being realised. At the conclusion of the 2015–16 financial year IGEM is monitoring 38 implementation actions with 15 actions categorised as overdue.

As of 1 July 2016 ESTA completed all outstanding actions to address the recommendations from the then Office of the Emergency Services Commissioner's review into ESTA Computer-Aided Dispatch Outages during 2013. Since the review ESTA has experienced only one unplanned outage during 2014–15, which is a highly favourable outcome compared to the five unplanned outages that occurred in 2013. Consequently, IGEM has concluded its monitoring of these activities.

## 13. Additional departmental information available upon request

The Directions of the Minister for Finance require a range of information to be prepared in relation to the financial year. This information, listed below, has been collected and, subject to the provisions of the *Freedom of Information Act 1982*, is retained by the department.

1. A statement that declarations of pecuniary interests have been duly completed by all relevant officers.
2. Details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.
3. Details of publications produced by the entity about itself and how these can be obtained.
4. Details of changes in prices, fees, charges, rates and levies charged by the entity.
5. Details of any major external reviews carried out on the entity.
6. Details of major research and development activities undertaken by the entity.
7. Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit.
8. Details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services.
9. Details of assessments and measures undertaken to improve the occupational health and safety of employees.
10. A general statement on industrial relations within the entity, and details of time lost through industrial accidents and disputes.
11. A list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.
12. Details of all consultancies and contractors including:
  - » consultants or contractors engaged
  - » services provided
  - » expenditure committed to for each engagement.

The information is available at [www.justice.vic.gov.au](http://www.justice.vic.gov.au)

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